



**CENTRAL TEXAS  
Regional Mobility Authority**

June 15, 2016  
AGENDA ITEM #13

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Discuss and Consider Adoption of the  
Proposed 2017 Operating Budget.

Strategic Plan Relevance: Regional Mobility

Department: Finance

Contact: Bill Chapman, Chief Financial Officer; Mary Temple,  
Controller

Funding Source: N/A

Action Requested: Consider and act on draft resolution

Summary:

A detailed presentation regarding the proposed FY 2017 operating budget will be made at the Board meeting. The numbers in the budget do not always tell the story – a few highlights are pointed out below:

- Through May of this year, the 65.1 million transactions logged are higher than the same period last year by 8.7 million. We anticipate a new year over year historical high for both number of transactions, and total increase in transactions
- Operating revenues increased by 11% primarily due to increased transactions on the current system roadways and the planned openings of MoPac Managed Lanes and 71E non-system projects
- This projection does not assume a toll rate increase that may be contemplated by the Board
- Revenue from MoPac should be on schedule per the agreement with CAMPO, beginning with the first payment in 2017, by end of year
- CTRMA has installed a new toll system on 183A upgrading to the latest technology available in the industry
- CTRMA initiated a new performance based maintenance contract that will expand maintenance of the roadways bringing control of the maintenance

contract to agency staff and enhancing the level of service on and along the roadways

- Overall expenses increased by 3% or \$2.6 million – the increase is primarily due to funding the new maintenance contract, outside legal counsel, and enhanced communications efforts at all levels
- Overhead represents 8% of expenses and 10% of revenues
- HERO saw in excess of 14,000 responses this past fiscal year, and over 54,000 since inception in 2010
- Revenue exceeds expenses by 15%
- Cash flow reserves represent a 41% increase year over year and meets CTRMA Board cash reserves policy requirements
- Debt service ***decreased*** from FY 2016 as a result of the savings achieved with the refunding of bonds
- The budget includes one proposed position added in the Engineering department for construction management – this position will be funded by the 183S project
- Projects under development exceed \$1 billion; currently under operation, \$900 million

Attached documentation for reference:

FY 2017 Proposed Operating Budget;  
Draft Resolution

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

**RESOLUTION NO. 16-XXX**

**APPROVING THE BUDGET FOR FISCAL YEAR 2017**

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

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

WHEREAS, during the course of the year, CTRMA intends to issue one or more series of revenue bonds for the development of additional projects and to issue refunding bonds as market opportunities arise; and

WHEREAS, it is necessary and desirable to develop and adopt a budget for CTRMA operations for each fiscal year; and

WHEREAS, the Executive Director and staff have developed and recommend that the Board of Directors approve the budget for fiscal year 2016-2017 (“FY 2017”) attached as Exhibit 1.

NOW THEREFORE, BE IT RESOLVED that the Board of Directors approves the FY 2017 Budget attached as Exhibit 1; and

BE IT FURTHER RESOLVED that the FY 2017 Budget may be amended from time-to-time by approval of the Board of Directors; and

BE IT FURTHER RESOLVED that the Executive Director, or his designee, is hereby authorized to issue letter agreements committing funds from the Engineering Operations and Maintenance Budget for non-project related general engineering services, provided such commitments do not exceed the amounts set forth in the FY 2017 Budget; and

BE IT FURTHER RESOLVED that the Executive Director is directed to provide a copy of this resolution with the attached FY 2017 Budget to Commissioners Courts for Williamson and Travis Counties; and

BE IT FURTHER RESOLVED that, by copy of this resolution, CTRMA hereby provides notice to the Commissioners Courts of Travis County, Texas and Williamson County, Texas of contemplated revenue bond issuances as required by Section 370.261, Texas Transportation Code.

Adopted by the Board of Directors of the Central Texas Regional Mobility Authority on the 15<sup>th</sup> day of June 2016.

Submitted and reviewed by:

Approved:

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Geoffrey Petrov, General Counsel

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Ray A. Wilkerson  
Chairman, Board of Directors

**EXHIBIT 1 TO RESOLUTION 16-XXX**

**FY 2017 BUDGET**

*[to be provided following adoption]*

JULY 1, 2016



FISCAL YEAR  
**2017**  
PROPOSED  
OPERATING  
BUDGET



CENTRAL TEXAS  
Regional Mobility Authority

# FY 2017 Proposed Operating Budget

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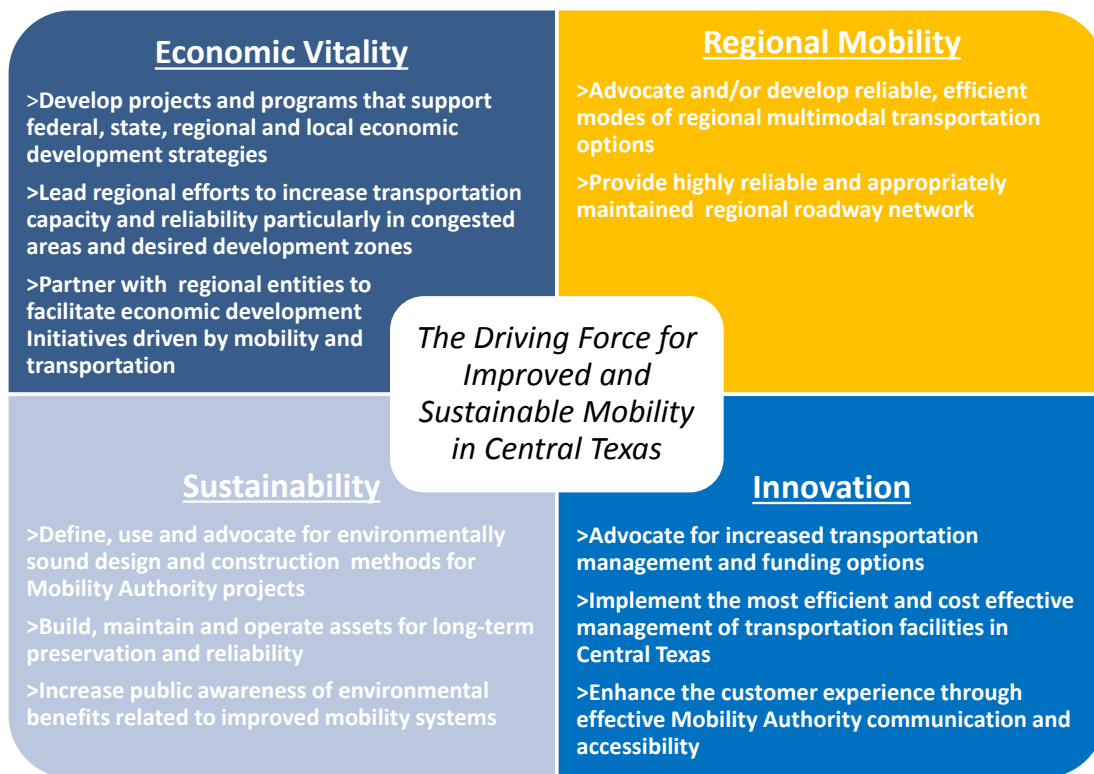
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## FY 2017 Proposed Operating Budget Overview

Presented is the Mobility Authority’s proposed FY 2017 Operating Budget. This document contains revenue estimates and departmental spending plans for the fiscal year beginning July 1, 2016 and ending June 30, 2017. The total proposed operating revenues are \$71,967,456. Total proposed operating expenses are \$94,838,997 inclusive of \$32,332,621 in non-cash items such as amortization, depreciation, bond issuance expense and accreted interest. In addition, this document includes the Authority’s Operating Capital Budget, System Operating Budget and the Renewal and Replacement Fund Budget for FY 2017.

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

### Strategic Plan



The Strategic Plan serves as a guiding document in the operations of the Mobility Authority and in the development of the proposed FY 2017 budget. The Plan summarized in the graphic states the Mobility Authority’s vision for 2025 and establishes goals in context of four strategic initiative areas – Economic Vitality, Regional Mobility,



## FY 2017 Proposed Operating Budget Overview

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Sustainability and Innovation. While all are interconnected, each initiative contains the stated goals for that area. For this budget, located in the departmental narrative sections, each department has articulated a Strategic Plan connection between their FY 2016 accomplishments and their goals for the upcoming fiscal year.

### **Revenues**

Revenue estimates for FY 2017 are proposed at \$72.0 million which is an approximate 9% increase over FY 2016 budget. The revenue estimate was developed using the current traffic and revenue projections appropriate for the fiscal year spanning July 2016 through June 2017, modified by an increase of approximately 5% to reflect the actual results over and above the T&R projections that CTRMA has been realizing. In comparing historical results for both 183A and the Manor Expressway, the Authority believes these projections are conservative and achievable. The revenue budget also includes \$.7 million in grant funds for the HERO (roadside assistance) program. Also included are non-system revenue from MoPac Managed Lanes and 71E of approximately \$2.7 million. (Note: the revenue estimate does not reflect any possible fiscal year 2016-2017 Board approved toll rate increase.)

### **Expenses**

Expense estimates for FY 2017 are proposed at \$95.0 million which represents a 3% increase over the FY 2016 budget. Because the Authority reports on an accrual basis, included in the expense estimates is \$32.3 million in non-cash expense items such as amortization, depreciation, bond issuance expense accruals and accreted interest expense. The increased expense budget is primarily due to the communications and community outreach, increased roadway maintenance contract, and increases in non-cash items such as depreciation expense.

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

### **Operating Capital Budget, Renewal and Replacement and Capital Projects**

The proposed operating Capital Budget includes funding for a replacement vehicle for maintenance, the replacement of the high user copier, upgrades to desk top computing for staff, and build-out of a wall to enclose additional space needed for occasional office and conferencing space.

## FY 2017 Proposed Operating Budget Overview

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

### **Future Projections, Cash Flow and Debt Service Coverage**

Cash flow will be monitored closely as the Authority moves into full operations of MoPac Managed Lanes and 71E. While the projected expenses in the proposed budget exceed estimated revenues, when non-cash expenses are removed and other funding sources are considered, the current projections result in a net cash inflow of \$13.7 million at the end of FY 2017 after application of the Mobility Authority's cash operating reserve policy. The cash flow projections are utilized to anticipate cash flow requirements as well as ensure the Authority remains in compliance with trust indentures, debt service coverage requirements and cash reserve policies. The FY 2017 proposed budget provides for debt service coverage levels above the requirements of the trust indentures.

### **Unrestricted Cash Reserves**

The Board of the Mobility Authority has a policy of maintaining unrestricted cash reserves to cover twelve months of cash expenses. It further allows the Executive Director to lower the requirement to nine months should he deem it in the best interest of the Authority and will not adversely affect the financial stability of the organization. As discussed in previous budget documents, when new projects come on line it may take the Authority a few years to build up the reserves to cover a full year of cash expenses. The proposed FY 2017 budget will remain in compliance with the Board policy of maintaining unrestricted cash reserves to cover 12 months of cash expenses. However, in future years as the debt service is phased in, the Authority will need to continue to build the reserves to cover the future expenses.

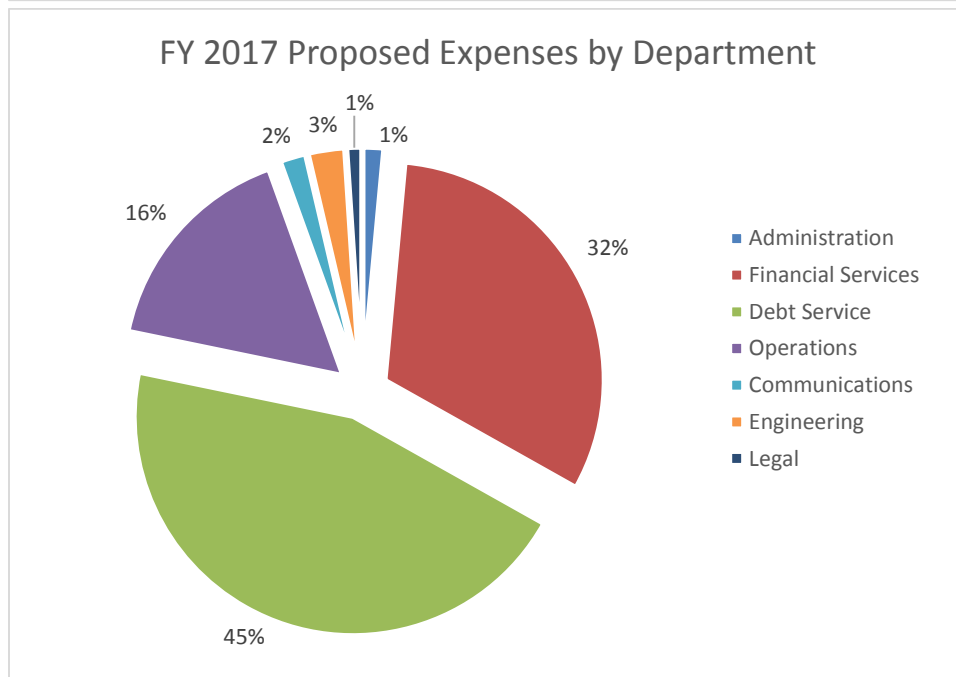
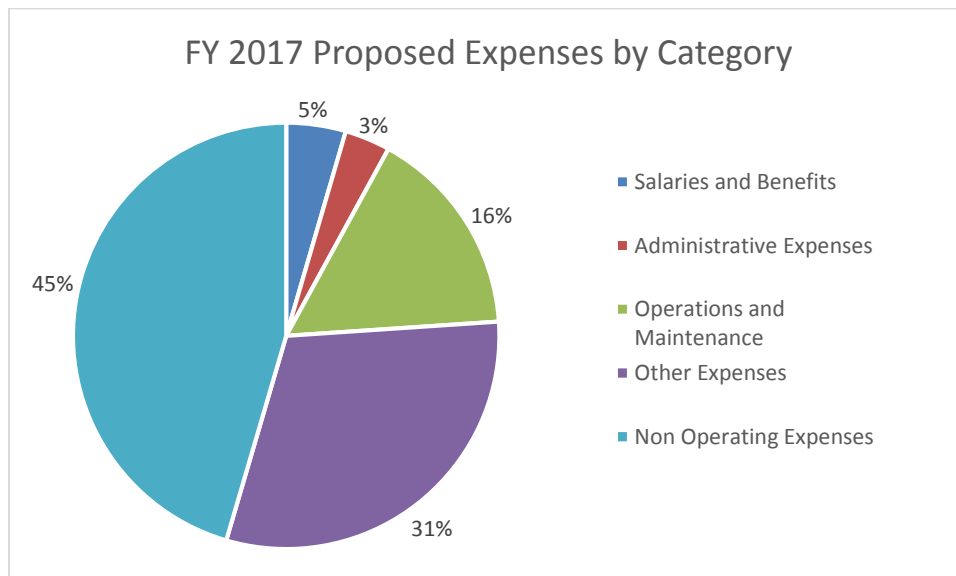
## FY 2017 Proposed Operating Budget Overview

### Central Texas Regional Mobility Authority FY 2017 Consolidated System Summary of Revenue, Expenses and Cash Flow

	FY 2015 Adopted Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget
<b>Revenues</b>			
<i>Operating Revenue:</i>			
Toll Revenue	\$ 34,496,073	\$ 45,179,910	\$ 46,555,037
Video Tolls	12,962,625	13,876,165	16,030,043
Fee Revenue	4,181,074	3,356,500	6,876,980
Total Operating Revenue	\$ 51,639,772	\$ 62,412,575	\$ 69,462,060
<i>Other Revenue:</i>			
Interest Income	180,000	250,000	250,000
Grant Revenue	2,399,600	3,130,258	700,000
Reimbursed Expenditures	-	-	1,555,396
Total Other Revenue	\$ 2,579,600	\$ 3,380,258	\$ 2,505,396
	\$ 54,219,372	\$ 65,792,833	\$ 71,967,456
<b>Expenses</b>			
<i>Administrative, Operating and Financing</i>			
Salaries and Benefits	(3,296,111)	(3,751,064)	(4,278,627)
Administrative Expenses	(2,323,550)	(2,423,925)	(3,275,217)
Operations and Maintenance	(10,100,710)	(13,079,159)	(15,143,495)
Other Expenses (Depreciation and Amortization)	(26,584,700)	(27,958,000)	(29,027,984)
Non Operating Expenses	(44,499,714)	(44,925,046)	(43,113,675)
Total Expenses	\$ (86,804,785)	\$ (92,137,194)	\$ (94,838,997)
<i>Plus: Non Cash Expenses</i>			
Amortization Expense	120,000	1,305,000	1,411,090
Depreciation Expense	22,274,000	24,758,000	26,386,894
Bond Issuance Expense	50,000	200,000	200,000
Accreted Interest - CABS	3,465,755	4,841,109	4,334,637
Total Non Cash Expenses	\$ 25,909,755	\$ 31,104,109	\$ 32,332,621
Net Operating Cash Inflows			\$ 9,461,080
<b>Cash Inflows (Outflows)</b>			
Operating Capital Budget			(95,200)
Debt Service - Principal Due			(4,695,000)
American Bank Loan Principal Due			(1,766,667)
Manor FAA			7,684,000
Manor Proceeds			5,317,636
General Fund			1,832,500
Net Cash Flow FY 2017			\$ 17,738,349
Estimated Operating Cash Balance - April 30, 2016			40,751,933
Estimated Operating Cash Balance - April 30, 2017			58,490,282
Board Operating Cash Reserve Policy FY 2017			(44,768,027)
Contingency for Allocation to Future Debt Service/Reserve Policy			\$ 13,722,255

## Consolidated Summary of Revenues and Expenses

	FY 2015 Adopted Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Increase (Decrease)
Salaries and Benefits	\$ 3,296,111	\$ 3,751,064	\$ 4,278,627	14.06%
Administrative Expenses	2,323,550	2,423,925	3,275,217	35.12%
Operations and Maintenance	10,100,710	13,079,159	15,143,495	15.78%
Other Expenses	26,584,700	27,958,000	29,027,984	3.83%
Non Operating Expenses	44,499,714	44,925,046	43,113,675	-4.03%
<b>Total Expenses</b>	<b>\$ 86,804,785</b>	<b>\$ 92,137,194</b>	<b>\$ 94,838,997</b>	<b>2.93%</b>



## Consolidated Summary of Revenues and Expenses

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Total FY 2017 Proposed Expenditures	\$ 94,838,997
Non Cash Expenditures:	
Amortization Expense	(1,411,090)
Total Depreciation Expense	(26,386,894)
Bond Issuance Expense - Operating	(200,000)
Accreted Interest CABs	(4,334,637)
Total Non Cash Expenditures	<u>\$ (32,332,621)</u>
Total Cash Expenditures	<u>\$ 62,506,376</u>
Less: Net Cash Inflows	<u>17,738,349</u>
Total Operating Expenditures for FY 2017	<u>\$ 44,768,027</u>
Estimated Cash - April 30, 2017	58,490,282
Estimate Percent of Operating Expenditures in Cash Reserve - April 30, 2016	107%

## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2017 Proposed Revenue and Expense by Line Item

#### All Departments

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Revenue</b>				
<b>Operating Revenue</b>				
Toll Revenue	45,179,910	38,655,752	46,555,037	
Video Tolls	13,876,165	9,889,060	16,030,043	
Fee Revenue	3,356,500	3,892,128	6,876,980	
<b>Total Operating Revenue</b>	<b>62,412,575</b>	<b>52,436,940</b>	<b>69,462,060</b>	<b>11.29%</b>
<b>Other Revenue</b>				
Interest income	250,000	1,364,695	250,000	
Grant Revenue	3,130,258	66,504,165	700,000	
Reimbursed Expenditures	-	48,322	1,555,396	
Miscellaneous	-	-	-	
<b>Total Other Revenue</b>	<b>3,380,258</b>	<b>67,917,182</b>	<b>2,505,396</b>	<b>-25.88%</b>
<b>Total Revenue</b>	<b>\$ 65,792,833</b>	<b>\$ 120,354,122</b>	<b>\$ 71,967,456</b>	<b>9.38%</b>
<b>Expenses</b>				
<b>Salaries and Benefits</b>				
<b>Salaries &amp; Wages</b>				
Salary Expense-Regular	2,710,710	2,365,632	2,967,035	
Part Time Salary Expense	36,000	-	-	
Overtime Salary Expense	3,000	-	-	
Salary Reserve	40,000	-	80,000	
<b>Total Salaries</b>	<b>2,789,710</b>	<b>2,365,632</b>	<b>3,047,035</b>	<b>9.22%</b>
<b>Benefits</b>				
TCDRS	349,552	326,354	415,385	
FICA	109,682	109,405	128,874	
FICA MED	109,682	34,433	45,626	
Health Insurance Expense	232,154	214,306	332,091	
Life Insurance Expense	6,468	3,623	14,167	
Auto Allowance Expense	10,200	8,500	10,200	
Other Benefits	203,942	154,894	269,785	
<b>Total Benefits</b>	<b>1,021,680</b>	<b>851,515</b>	<b>1,216,128</b>	<b>19.03%</b>
<b>Payroll Taxes</b>				
Unemployment Taxes	14,400	4,404	15,463	
<b>Total Payroll Taxes</b>	<b>14,400</b>	<b>4,404</b>	<b>15,463</b>	<b>7.38%</b>
<b>Total Salaries and Benefits</b>	<b>3,825,790</b>	<b>3,221,551</b>	<b>4,278,627</b>	<b>11.84%</b>

## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2017 Proposed Revenue and Expense by Line Item

#### All Departments

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Administrative</b>				
<i>Administrative and Office Expenses</i>				
Accounting	7,500	15,173	20,000	
Auditing	75,000	36,247	74,000	
Human Resources	50,000	20,159	30,000	
IT Services	64,000	49,042	88,000	
Internet	1,700	4,769	1,700	
Software Licenses	76,100	22,157	55,725	
Cell Phones	13,600	9,493	14,542	
Local Telephone Service	13,000	11,931	12,000	
Overnight Delivery Services	850	119	850	
Local Delivery Services	900	276	1,050	
Copy Machine	12,000	11,666	12,000	
Repair & Maintenance-General	1,000	2,950	1,000	
Meeting Facilities	250	-	1,000	
Community Meeting/ Events	2,000	616	2,000	
Meeting Expense	15,000	6,378	15,250	
Public Notices	2,000	-	2,000	
Toll Tag Expense	1,700	810	1,900	
Parking	3,475	2,364	3,600	
Mileage Reimbursement	9,600	3,564	11,200	
Insurance Expense	180,000	108,409	150,000	
Rent Expense	525,000	393,595	558,000	
Outside Legal	220,000	96,481	525,000	
<b>Total Administrative and Office Expenses</b>	<b>1,274,675</b>	<b>796,198</b>	<b>1,580,817</b>	<b>24.02%</b>
<i>Office Supplies</i>				
Books & Publications	5,950	1,082	6,150	
Office Supplies	12,000	17,830	21,000	
Computer Supplies	20,200	12,063	17,000	
Copy Supplies	2,200	1,760	2,500	
Other Reports-Printing	13,000	5,088	10,000	
Office Supplies-Printed	2,700	3,214	2,700	
Misc Materials & Supplies	3,000	2,238	3,750	
Postage Expense	5,850	485	5,850	
<b>Total Office Supplies</b>	<b>64,900</b>	<b>43,760</b>	<b>68,950</b>	<b>6.24%</b>

## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2017 Proposed Revenue and Expense by Line Item

#### All Departments

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Communications and Public Relations</b>				
Graphic Design Services	50,000	20,335	75,000	
Website Maintenance	100,000	14,222	140,000	
Research Services	50,050	-	105,000	
Communications and Marketing	250,000	140,643	469,900	
Advertising Expense	225,200	115,035	336,500	
Direct Mail	10,000	380	10,000	
Video Production	20,000	34,229	35,000	
Photography	10,000	9,232	10,000	
Radio	10,000	-	10,000	
Other Public Relations	27,500	71,430	125,000	
Promotional Items	17,500	8,322	10,000	
Displays	5,000	-	5,000	
Annual Report printing	14,000	1,706	5,000	
Direct Mail Printing	11,300	-	11,300	
Other Communication Expenses	1,500	802	1,000	
<b>Total Communications and Public Relations</b>	<b>802,050</b>	<b>416,337</b>	<b>1,348,700</b>	<b>68.16%</b>
<b>Employee Development</b>				
Subscriptions	1,500	8,550	3,300	
Memberships	37,100	38,336	50,750	
Continuing Education	4,550	331	11,750	
Professional Development	12,200	303	6,700	
Other Licenses	950	430	1,250	
Seminars and Conferences	41,000	13,486	44,000	
Travel	88,000	49,781	88,000	
<b>Total Employee Development</b>	<b>185,300</b>	<b>111,217</b>	<b>205,750</b>	<b>11.04%</b>
<b>Financing and Banking Fees</b>				
Trustee Fees	16,000	12,900	15,000	
Bank Fee Expense	8,000	4,848	8,000	
Continuing Disclosure	10,000	-	10,000	
Arbitrage Rebate Calculation	8,000	3,685	8,000	
Loan Fee Expense	5,000	-	-	
Rating Agency Expense	50,000	14,000	30,000	
<b>Total Financing and Banking Fees</b>	<b>97,000</b>	<b>35,433</b>	<b>71,000</b>	<b>-26.80%</b>
<b>Total Administrative</b>	<b>2,423,925</b>	<b>1,402,945</b>	<b>3,375,217</b>	<b>39.25%</b>



## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2017 Proposed Revenue and Expense by Line Item

#### All Departments

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Operations and Maintenance</b>				
<i><b>Operations and Maintenance Consulting</b></i>				
General Engineering Consultant	250,000	-	-	
GEC-Trust Indenture Support	142,000	101,073	165,000	
GEC-Financial Planning Support	10,000	440	10,500	
GEC-Toll Ops Support	20,000	3,180	10,000	
GEC 3.1 Operations Center Support	-	-	25,000	
GEC 3.2 Toll Operations Support	-	-	10,000	
GEC-Roadway Ops Support	261,000	289,018	231,667	
GEC 4.1 Driveway and Utility Permitting	-	380	-	
GEC 4.3 Maintenance Contract Support/Oversight	-	2,716	100,000	
GEC-Technology Support	15,000	37,247	-	
GEC 5.1 Technology Development	-	540	-	
GEC-Public Information Support	-	43,368	40,000	
GEC 6.3 CTRMA Meeting Support	-	-	30,000	
GEC-General Support	318,000	275,340	-	
GEC 7.2 Technical Resource Support	-	66,034	-	
GEC 7.3 Study and Report Review	-	-	1,151,000	
GEC 7.5 Other Initiatives - Non Project	-	-	25,000	
General System Consultant	175,000	136,208	70,000	
Traffic and Revenue Consultant	60,000	73,267	80,000	
<b>Total Operations and Maintenance Consulting</b>	<b>1,251,000</b>	<b>1,028,811</b>	<b>1,948,167</b>	<b>55.73%</b>
<i><b>Road Operations and Maintenance</b></i>				
Roadway Maintenance	1,800,000	993,491	4,871,600	
Landscape Maintenance	110,000	108,103	5,000	
Signal & Illumination Maint	20,000	141,816	20,000	
Maintenance Supplies-Roadway	30,000	68,460	45,000	
Tools & Equipment Expense	250	475	750	
Gasoline	6,000	2,211	6,000	
Repair & Maintenance-Vehicles	1,500	7,621	1,500	
Roadway Operations	-	521	-	
Electricity - Roadways	160,000	123,238	180,000	
<b>Total Road Operations and Maintenance</b>	<b>2,127,750</b>	<b>1,445,936</b>	<b>5,129,850</b>	<b>141.09%</b>
<i><b>Toll Processing and Collection Expense</b></i>				
Image Processing	4,527,740	1,463,653	2,300,000	
Tag Collection Fees	2,823,744	2,587,585	3,240,000	
Court Enforcement Costs	30,000	10,525	40,000	
DMV Lookup Fees	4,000	1,974	5,000	
<b>Total Toll Processing and Collections</b>	<b>7,385,484</b>	<b>4,063,737</b>	<b>5,585,000</b>	<b>-24.38%</b>

## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2017 Proposed Revenue and Expense by Line Item

#### All Departments

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b><i>Toll Operations Expense</i></b>				
Facility maintenance	-	787	24,549	
Generator Maintenance	10,000	5,512	-	
Generator Fuel	6,000	1,291	6,000	
Fire and Burglar Alarm	500	370	500	
Elevator Maintenance	2,800	-	3,000	
Refuse	800	699	1,200	
Pest Control	1,600	3,074	1,600	
Custodial	2,000	1,313	2,500	
Fiber Optic System	80,000	63,370	90,000	
Water	8,000	9,086	10,500	
Electricity	-	-	1,200	
ETC spare parts expense	-	-	1,600	
Repair & Maintenance Toll Equip	500,000	365,029	275,000	
Law Enforcement	265,225	178,233	273,182	
ETC Maintenance Contract	1,368,000	1,140,774	1,755,098	
ETC Toll Management Center System Operation	-	-	24,549	
ETC Testing	70,000	-	10,000	
<b>Total Toll Operations</b>	<b>2,314,925</b>	<b>1,769,539</b>	<b>2,480,478</b>	<b>7.15%</b>
<b>Total Operations and Maintenance</b>	<b>13,079,159</b>	<b>8,308,022</b>	<b>15,143,495</b>	<b>15.78%</b>
<b>Other Expenses</b>				
<b><i>Special Projects and Contingencies</i></b>				
HERO	1,400,000	911,814	700,000	
Special Projects	200,000	683,208	125,000	
Other Contractual Svcs	130,000	36,369	105,000	
Contingency	165,000	21,342	300,000	
<b>Total Special Projects and Contingencies</b>	<b>1,895,000</b>	<b>1,652,733</b>	<b>1,230,000</b>	<b>-35.09%</b>
<b><i>Non Cash Expenses</i></b>				
Amortization Expense	275,000	319,358	383,230	
Amort Expense - Refund Savings	1,030,000	856,550	1,027,860	
Dep Exp- Furniture & Fixtures	5,000	1,104	2,207	
Dep Expense - Equipment	15,000	7,787	9,692	
Dep Expense - Autos & Trucks	10,000	4,312	6,406	
Dep Expense-Buildng & Toll Fac	200,000	147,596	177,115	
Dep Expense-Highways & Bridges	20,000,000	14,106,715	22,012,091	
Dep Expense-Communic Equip	250,000	163,429	196,115	
Dep Expense-Toll Equipment	3,000,000	2,294,852	2,756,238	
Dep Expense - Signs	350,000	271,578	325,893	
Dep Expense-Land Improvemts	900,000	737,445	884,934	
Depreciation Expense-Computers	28,000	13,610	16,203	
<b>Total Non Cash</b>	<b>26,063,000</b>	<b>18,924,337</b>	<b>27,797,984</b>	<b>6.66%</b>
<b>Total Other Expenses</b>	<b>27,958,000</b>	<b>20,577,069</b>	<b>29,027,984</b>	<b>3.83%</b>

## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2017 Proposed Revenue and Expense by Line Item

#### All Departments

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Non Operating Expenses</b>				
Bond issuance expense	200,000	177,924	200,000	
Interest Expense	44,660,046	34,660,565	42,813,675	
Community Initiatives	65,000	35,000	100,000	
Total Non Operating Expense	44,925,046	34,873,488	43,113,675	-4.03%
<b>Total Expenses</b>	<b>92,211,920</b>	<b>68,383,075</b>	<b>94,838,997</b>	<b>2.85%</b>
Net Income	\$ (26,419,087)	\$ 51,971,047	\$ (22,871,541)	

## Administration

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

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

The Administration Department also provides front-line customer service to the general public, all customers and elected officials who contact the Mobility Authority.

### ***Major Business Functions:***

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

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

### ***FY 2016 Highlights and Accomplishments:***

- 183 South Expressway Project – completed procurement of a design build contractor, secured funding, and started construction. *Strategic Initiatives: Economic Vitality, Regional Mobility, and Sustainability*
- 183 North Mobility Project (Loop 1 to SH 45 / RM 620) – completed environmental phase and received a Finding of No Significant Impact (FONSI) on April 27, 2016. *Strategic Initiatives: Economic Vitality, Regional Mobility, and Sustainability*
- MoPac Improvement Project (Cesar Chavez to Parmer) – reset construction and made significant progress toward project completion. *Strategic Initiatives: Economic Vitality, Regional Mobility, and Sustainability*
- MoPac South Environmental Study (Slaughter to Cesar Chavez) – made significant progress on the environmental phase. Conducted a number of

## Administration

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- meetings with stakeholders in addition to a major public meeting. *Strategic Initiatives: Economic Vitality, Regional Mobility, and Sustainability*
- SH 45 Southwest Project – completed design phase, secure funding, submit for authorization to construct, and procure bid build contractor. *Strategic Initiatives: Economic Vitality, Regional Mobility, and Sustainability*
  - SH 71 Express – TxDOT procured contractor and started construction. *Strategic Initiatives: Economic Vitality, Regional Mobility, and Sustainability*
  - Oak Hill Parkway – continued work on the environmental phase. *Strategic Initiatives: Economic Vitality, Regional Mobility, and Sustainability*
  - Park and Ride – initiated a collaborative coordinated regional effort with the Capital Area Metropolitan Planning Organization (CAMPO), Capital Metropolitan Transportation Authority (CapMetro), and CTRMA to identify and advance park and ride locations throughout the region. *Strategic Initiatives: Economic Vitality, Regional Mobility, Sustainability, and Innovation*
  - Changed the organizational reporting structure of the Communications, Engineering, and Toll Operations Departments to report to the Deputy Executive Director. *Strategic Initiative: Innovation*
  - Recruited and retained new executive leadership, communications, engineering, and technical staff to align with the new organizational structure, and replace retiring staff. *Strategic Initiative: Innovation*

### ***FY 2017 Overview and Goals:***

- 183 South Expressway Project – continue significant progress on construction. *Strategic Initiatives: Economic Vitality, Regional Mobility, and Sustainability*
- 183 North Mobility Project (Loop 1 to SH 45 / RM 620) – develop implementation plan and secure funding to advance design and construction. *Strategic Initiatives: Economic Vitality, Regional Mobility, and Sustainability*
- MoPac Improvement Project (Cesar Chavez to Parmer) – open express lanes to traffic and complete construction. *Strategic Initiatives: Economic Vitality, Regional Mobility, and Sustainability*

## Administration

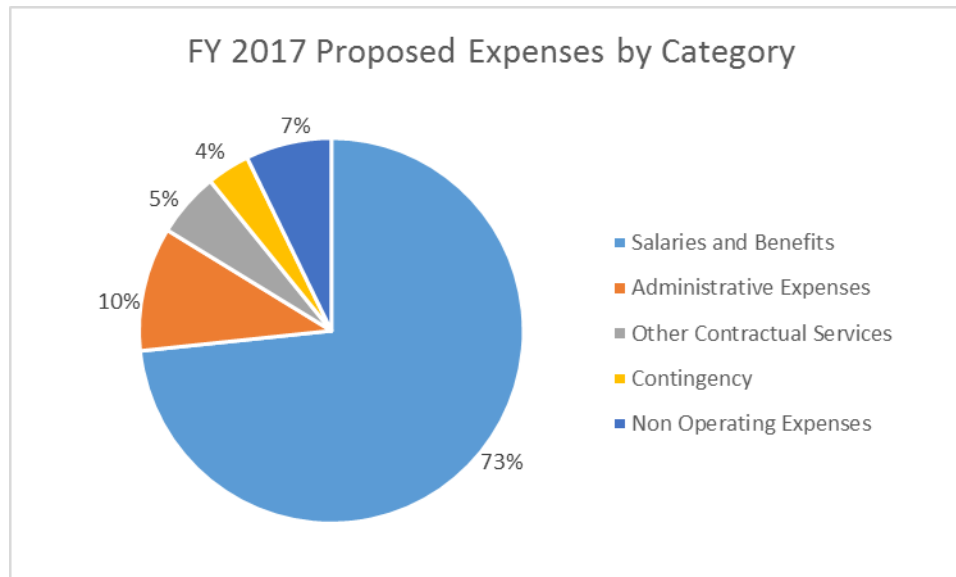
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- MoPac South Environmental Study (Slaughter to Cesar Chavez) – complete the environmental phase and develop an implementation plan and secure funding. *Strategic Initiatives: Economic Vitality, Regional Mobility, and Sustainability*
- SH 45 Southwest Project – procure bid build contractor and start construction. *Strategic Initiatives: Economic Vitality, Regional Mobility, and Sustainability*
- SH 71 Express – open express lanes and complete construction. *Strategic Initiatives: Economic Vitality, and Regional Mobility*
- Oak Hill Parkway – complete environmental process. *Strategic Initiatives: Economic Vitality, Regional Mobility, and Sustainability*
- Park and Ride – identify and secure park and ride locations along CTRMA corridors. Support CAMPO and CapMetro regional study and planning initiative.
- Develop future projects and program plan.
- Remain a resource on regional mobility issues and a steadfast advocate for short- and long-term transportation solutions. *Strategic Initiatives: Regional Mobility, Innovation*

## Administration

### Summary of Expenses:

	FY 2015 Adopted Budget	FY 2016 Adopted Budget	FY 2017 Proposed Budget	Increase (Decrease)
	Budget	Budget	Proposed Budget	(Decrease)
Salaries and Benefits	\$ 992,598	\$ 963,368	\$ 1,019,491	5.83%
Administrative Expenses	166,800	168,100	144,175	-14.23%
Other Contractual Services	100,000	100,000	75,000	-25.00%
Contingency	30,000	30,000	50,000	66.67%
Non Operating Expenses	65,000	65,000	100,000	53.85%
<b>Total Expenses</b>	<b>\$ 1,354,398</b>	<b>\$ 1,326,468</b>	<b>\$ 1,388,666</b>	<b>4.69%</b>



### Authorized Personnel:

	Positions		
	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Proposed
Executive Director	1	1	1
Deputy Director	1	1	1
Assistant to Executive			
Director	1	1	1
Receptionist	1	1	1
Intern*	1	1	1
<b>Total Positions - Administration</b>	<b>5</b>	<b>5</b>	<b>5</b>

\*Not currently Filled

## Administration

### FY 2017 Proposed Operating Budget

#### Administration

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Salaries and Benefits</b>				
<i><b>Salaries &amp; Wages</b></i>				
Salary Expense-Regular	644,930	666,145	658,004	
Part Time Salary Expense	12,000	-	-	
Overtime Salary Expense	3,000	-	-	
Salary Reserve	40,000	-	-	
<b>Total Salaries</b>	<b>699,930</b>	<b>666,145</b>	<b>658,004</b>	<b>-5.99%</b>
<i><b>Benefits</b></i>				
TCDRS	88,440	87,979	92,121	
FICA	23,013	25,996	21,861	
FICA MED	8,844	9,808	10,715	
Health Insurance Expense	44,042	41,361	53,447	
Life Insurance Expense	1,606	854	5,369	
Auto Allowance Expense	10,200	8,500	10,200	
Other Benefits	83,693	74,980	165,086	
<b>Total Benefits</b>	<b>259,838</b>	<b>249,478</b>	<b>358,798</b>	<b>38.09%</b>
<i><b>Payroll Taxes</b></i>				
Unemployment Taxes	3,600	-	2,689	
<b>Total Payroll Taxes</b>	<b>3,600</b>	<b>-</b>	<b>2,689</b>	<b>-25.30%</b>
<b>Total Salaries and Benefits</b>	<b>963,368</b>	<b>915,623</b>	<b>1,019,491</b>	<b>5.83%</b>
<b>Administrative</b>				
<i><b>Administrative and Office Expenses</b></i>				
Human Resources	-	5,000	-	
Software Licenses	-	25	25	
Cell Phones	3,600	1,914	1,800	
Overnight Delivery Services	250	-	250	
Local Delivery Services	250	217	400	
Repair & Maintenance-General	1,000	571	1,000	
Meeting Facilities	250	-	1,000	
Community Meeting/ Events	-	400	-	
Meeting Expense	10,000	4,808	10,000	
Toll Tag Expense	250	32	250	
Parking	2,700	1,935	2,700	
Mileage Reimbursement	3,500	1,472	3,500	
Rent Expense	-	(32,898)	-	
<b>Total Administrative and Office Expenses</b>	<b>21,800</b>	<b>(16,523)</b>	<b>20,925</b>	<b>-4.01%</b>
<i><b>Office Supplies</b></i>				
Office Supplies	-	10,042	10,000	
Computer Supplies	3,000	2,461	1,000	
Other Reports-Printing	-	-	5,000	
Misc Materials & Supplies	1,000	276	1,000	
Postage Expense	750	471	750	
<b>Total Office Supplies</b>	<b>4,750</b>	<b>13,250</b>	<b>17,750</b>	<b>273.68%</b>



## Administration

### FY 2017 Proposed Operating Budget

#### Administration

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b><i>Communications and Public Relations</i></b>				
Research Services	50	-	-	
Advertising Expense	-	2,098	-	
Video Production	-	8,820	-	
Other Public Relations	25,000	-	-	
<b>Total Communications and Public Relations</b>	<b>25,050</b>	<b>10,918</b>	<b>-</b>	<b>-100.00%</b>
<b><i>Employee Development</i></b>				
Subscriptions	500	220	500	
Memberships	28,500	34,849	40,000	
Continuing Education	-	331	5,000	
Professional Development	7,500	-	-	
Seminars and Conferences	20,000	5,201	20,000	
Travel	60,000	23,847	40,000	
<b>Total Employee Development</b>	<b>116,500</b>	<b>64,449</b>	<b>105,500</b>	<b>-9.44%</b>
<b>Total Administrative</b>	<b>168,100</b>	<b>72,093</b>	<b>144,175</b>	<b>-14.23%</b>
<b>Other Expenses</b>				
<b>Special Projects and Contingencies</b>				
Other Contractual Svcs	100,000	36,369	75,000	
Contingency	30,000	6,912	50,000	
<b>Total Special Projects and Contingencies</b>	<b>130,000</b>	<b>43,282</b>	<b>125,000</b>	<b>-3.85%</b>
<b>Total Other Expenses</b>	<b>130,000</b>	<b>43,282</b>	<b>125,000</b>	<b>-3.85%</b>
<b>Non Operating Expenses</b>				
Community Initiatives	65,000	35,000	100,000	
<b>Total Non Operating Expense</b>	<b>65,000</b>	<b>35,000</b>	<b>100,000</b>	<b>53.85%</b>
<b>Total Expenses</b>	<b>1,326,468</b>	<b>1,065,998</b>	<b>1,388,666</b>	<b>4.69%</b>

## Finance

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

### ***Major Business Functions:***

Financing: Provide direction and leadership on all Mobility Authority project financing.

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

Accounting: Responsible for maintaining all accounting records including processing payroll, accounts payable, reconciling records and monthly and annual financial reporting. Provide all operating and capital project accounting. Assist external auditors with annual financial and compliance audits.

Treasury: Responsible for cash management and investment of all Authority funds. Work closely with Trustee to manage cash flow and invest funds in accordance with the Texas Public Funds Investment Act and the Authority's Investment Policy. Maintain close working relationship with bank providers.

Human Resources: Provide human resources support for Mobility Authority staff.

### ***FY 2016 Highlights and Accomplishments:***

- Secured TIFIA loan, TxDOT loans, and issued revenue bonds needed to finance the 183S (Bergstrom Expressway) project. *Strategic Initiative: Innovation*
- Secured Refunding for select 2010 and 2011 bonds within the parameters approved by Board action, achieving gross savings of approximately \$62.7 million or 12.7%. *Strategic Initiative: Innovation*
- Upgraded the Authority's financial accounting systems to take advantage of newer technology and improve financial reporting for operations and capital projects by implementing the workflow approval process, minimizing the need for paper documents and creating online approval access. Additionally, implemented a scan and attach process in the accounting system of invoices to payments, creating an automatic audit trail and an online repository for documents previously maintained in paper files. *Strategic Initiative: Innovation*

## Finance

- Performed all Human Resource related activities to successfully process eleven new hires, one promotion, and four departures from the CTRMA staff. *Strategic Initiative: Innovation*
- Received upgraded revenue bond rating from S&P in October for the senior revenue bonds and, received an upgrade in May 2016 on the 2015C TIFIA loan. *Strategic Initiative: Innovation*

### ***FY 2017 Overview and Goals:***

- Continue the development of new funding mechanisms for the Authority's projects. *Strategic Initiative: Innovation*
- Maintain and work to improve rating agencies ratings and reporting transparency and compliance. *Strategic Initiative: Innovation*
- In conjunction with toll operations, continue to develop and implement processes to reduce toll collection costs. *Strategic Initiative: Innovation*

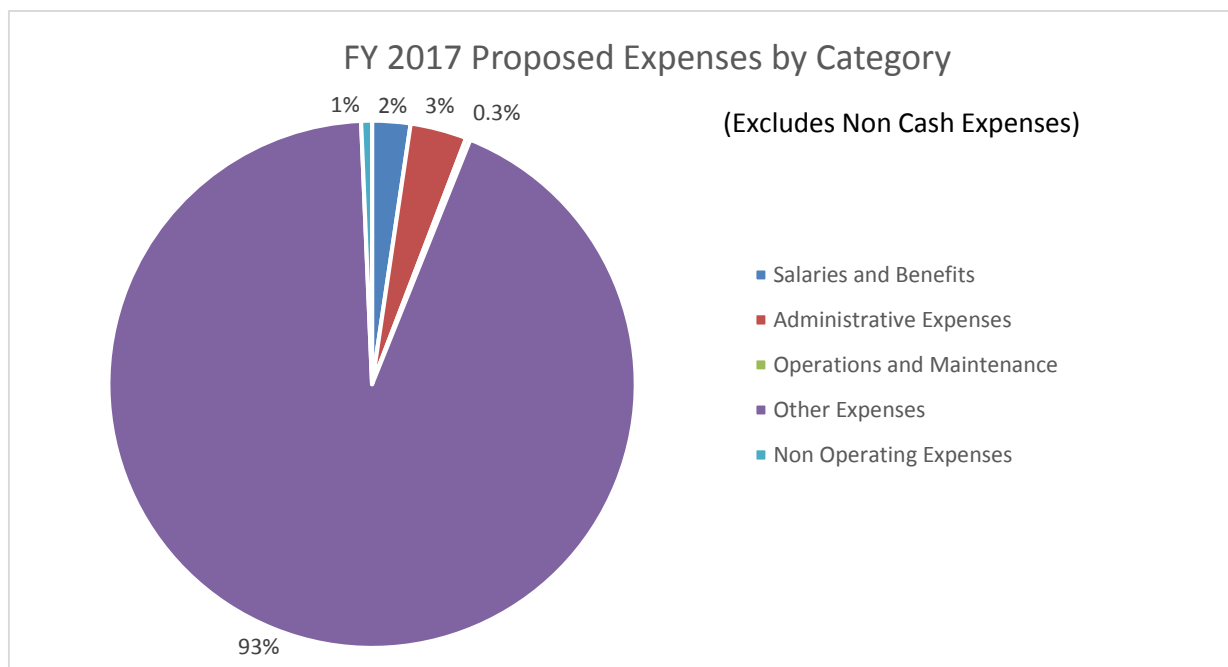
### ***Key Measurement Indicators:***

<b>Measurement Description</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual as of 4/30/2016</b>	<b>FY 2017 Projected</b>
<u>Debt Service Coverage</u> - Met bond coverage requirements	Yes	Yes	Yes
<u>Unrestricted Cash Reserves</u> - % Met for Board policy of one year operating expenditure cash reserve balance (minimum 75%)	104%	107%	107%

## Finance

### Summary of Expenses:

	FY 2015 Budget	FY 2016 Budget	FY 2017 Proposed Budget	Increase (Decrease)
Salaries and Benefits	\$ 697,256	\$ 743,720	\$ 705,197	-5.18%
Administrative Expenses	1,044,850	1,036,500	1,042,250	0.55%
Operations and Maintenance	60,000	60,000	81,200	35.33%
Other Expenses	23,729,000	26,098,000	28,047,984	7.47%
Non Operating Expenses	50,000	200,000	200,000	0.00%
<b>Total Expenses</b>	<b>\$ 25,581,106</b>	<b>\$ 28,138,220</b>	<b>\$ 30,076,631</b>	<b>6.89%</b>



### Authorized Personnel:

	Positions		
	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Proposed
CFO	1	1	1
Controller	1	1	1
Fiscal Analyst	1	1	1
Administrative Assistant (Shared with Operations)	0	0.5	0
<b>Total Positions - Financial Services</b>	<b>3</b>	<b>3.5</b>	<b>3</b>

## Finance

### FY 2017 Proposed Operating Budget

#### Finance

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Salaries and Benefits</b>				
<i><b>Salaries &amp; Wages</b></i>				
Salary Expense-Regular	553,787	351,812	467,000	
Part Time Salary Expense	15,000	-	-	
Salary Reserve	-	-	80,000	
<b>Total Salaries</b>	<b>568,787</b>	<b>351,812</b>	<b>547,000</b>	<b>-3.83%</b>
<i><b>Benefits</b></i>				
TCDRS	74,499	49,611	65,380	
FICA	20,889	14,561	18,042	
FICA MED	7,450	5,076	8,202	
Health Insurance Expense	34,806	37,670	37,957	
Life Insurance Expense	1,387	579	1,681	
Other Benefits	33,742	13,634	24,918	
<b>Total Benefits</b>	<b>172,773</b>	<b>121,131</b>	<b>156,180</b>	<b>-9.60%</b>
<i><b>Payroll Taxes</b></i>				
Unemployment Taxes	2,160	14	2,017	
<b>Total Payroll Taxes</b>	<b>2,160</b>	<b>14</b>	<b>2,017</b>	<b>-6.63%</b>
<b>Total Salaries and Benefits</b>	<b>743,720</b>	<b>472,957</b>	<b>705,197</b>	<b>-5.18%</b>
<b>Administrative</b>				
<i><b>Administrative and Office Expenses</b></i>				
Accounting	7,500	14,979	20,000	
Auditing	75,000	36,247	74,000	
Human Resources	50,000	14,844	30,000	
IT Services	1,000	19,513	25,000	
Internet	1,700	1,306	1,700	
Software Licenses	20,000	11,356	25,000	
Cell Phones	1,500	811	1,800	
Local Telephone Service	10,000	8,705	10,000	
Overnight Delivery Services	500	93	500	
Local Delivery Services	50	26	50	
Copy Machine	12,000	11,666	12,000	
Meeting Expense	1,000	278	750	
Toll Tag Expense	50	-	50	
Parking	500	170	500	
Mileage Reimbursement	500	-	500	
Insurance Expense	180,000	32,800	150,000	
Rent Expense	525,000	465,976	558,000	
<b>Total Administrative and Office Expenses</b>	<b>886,300</b>	<b>618,769</b>	<b>909,850</b>	<b>2.66%</b>

## Finance

### FY 2017 Proposed Operating Budget

#### Finance

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Office Supplies</b>				
Books & Publications	-	538	1,000	
Office Supplies	12,000	6,896	10,000	
Computer Supplies	12,000	783	10,000	
Copy Supplies	2,200	1,760	2,500	
Office Supplies-Printed	2,200	1,975	2,200	
<b>Total Office Supplies</b>	<b>28,400</b>	<b>11,953</b>	<b>25,700</b>	<b>-9.51%</b>
<b>Communications and Public Relations</b>				
Other Communication Expenses	1,000	-	500	
<b>Total Communications and Public Relations</b>	<b>1,000</b>	<b>-</b>	<b>500</b>	<b>-50.00%</b>
<b>Employee Development</b>				
Subscriptions	500	1,675	2,000	
Memberships	600	276	500	
Continuing Education	2,000	-	1,000	
Professional Development	3,000	303	1,500	
Other Licenses	200	-	200	
Seminars and Conferences	7,500	2,050	5,000	
Travel	10,000	18,678	25,000	
<b>Total Employee Development</b>	<b>23,800</b>	<b>22,981</b>	<b>35,200</b>	<b>47.90%</b>
<b>Financing and Banking Fees</b>				
Trustee Fees	16,000	12,900	15,000	
Bank Fee Expense	8,000	4,848	8,000	
Continuing Disclosure	10,000	-	10,000	
Arbitrage Rebate Calculation	8,000	3,685	8,000	
Loan Fee Expense	5,000	-	-	
Rating Agency Expense	50,000	14,000	30,000	
<b>Total Financing and Banking Fees</b>	<b>97,000</b>	<b>35,433</b>	<b>71,000</b>	<b>-26.80%</b>
<b>Total Administrative</b>	<b>1,036,500</b>	<b>689,136</b>	<b>1,042,250</b>	<b>0.55%</b>
<b>Operations and Maintenance</b>				
<b>Operations and Maintenance Consulting</b>				
Traffic and Revenue Consultant	60,000	73,267	80,000	
<b>Total Operations and Maintenance Consulting</b>	<b>60,000</b>	<b>73,267</b>	<b>80,000</b>	<b>33.33%</b>
<b>Toll Operations Expense</b>				
Electricity	-	-	1,200	
<b>Total Toll Operations</b>	<b>-</b>	<b>-</b>	<b>1,200</b>	<b>0.00%</b>
<b>Total Operations and Maintenance</b>	<b>60,000</b>	<b>-</b>	<b>81,200</b>	<b>35.33%</b>
<b>Other Expenses</b>				
<b>Special Projects and Contingencies</b>				
Contingency	35,000	8,136	250,000	
<b>Total Special Projects and Contingencies</b>	<b>35,000</b>	<b>8,136</b>	<b>250,000</b>	<b>614.29%</b>

## Finance

### FY 2017 Proposed Operating Budget

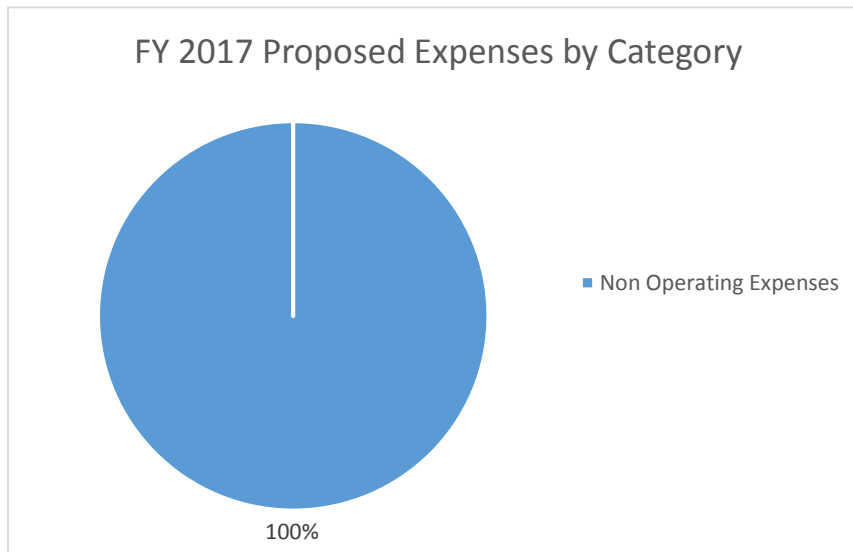
#### Finance

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b><i>Non Cash Expenses</i></b>				
Amortization Expense	275,000	319,358	383,230	
Amort Expense - Refund Savings	1,030,000	-	1,027,860	
Dep Exp- Furniture & Fixtures	5,000	1,104	2,207	
Dep Expense - Equipment	15,000	7,787	9,692	
Dep Expense - Autos & Trucks	10,000	4,312	6,406	
Dep Expense-Buildng & Toll Fac	200,000	147,596	177,115	
Dep Expense-Highways & Bridges	20,000,000	14,106,715	22,012,091	
Dep Expense-Communic Equip	250,000	163,429	196,115	
Dep Expense-Toll Equipment	3,000,000	2,294,852	2,756,238	
Dep Expense - Signs	350,000	271,578	325,893	
Dep Expense-Land Improvemts	900,000	737,445	884,934	
Depreciation Expense-Computers	28,000	13,610	16,203	
Total Non Cash	26,063,000	18,067,787	27,797,984	6.66%
<b>Total Other Expenses</b>	26,098,000	18,071,854	28,047,984	7.47%
<b>Non Operating Expenses</b>				
Bond issuance expense	200,000	-	200,000	
Total Non Operating Expense	200,000	-	200,000	0.00%
<b>Total Expenses</b>	<b>28,138,220</b>	<b>19,282,792</b>	<b>30,076,631</b>	<b>6.89%</b>

## Debt

### Summary of Expenses:

	FY 2015 Budget	FY 2016 Budget	FY 2017 Proposed Budget	Increase (Decrease)
Salaries and Benefits	\$ -	\$ -	\$ -	0.00%
Administrative Expenses	-	-	-	0.00%
Operations and Maintenance	-	-	-	0.00%
Other Expenses	-	-	-	0.00%
Non Operating Expenses	44,384,714	44,660,046	42,813,675	-4.13%
<b>Total Expenses</b>	<b>\$44,384,714</b>	<b>\$44,660,046</b>	<b>\$ 42,813,675</b>	<b>-4.13%</b>





Debt

**FY 2017 Proposed Operating Budget**

**Debt**

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Non Operating Expenses</b>				
Interest Expense	44,660,046	-	42,813,675	-4.13%
<b>Total Non Operating Expense</b>	44,660,046	-	42,813,675	-4.13%
<b>Total Expenses</b>	44,660,046	-	42,813,675	-4.13%

## Toll Operations

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The Operations Department is responsible for all aspects of toll collection operations and toll systems maintenance. The Operations Department aligns with many of the Mobility Authority's strategic goals and initiatives. These include regional mobility, economic vitality, sustainability and innovation.

### ***Major Business Functions:***

The department is comprised of six (6) major areas. These areas 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.

**Road Maintenance:** Define the appropriate levels of roadway maintenance that will drive the estimated maintenance costs for any given project over the life of any debt and beyond. Assess roadway conditions and estimate maintenance cost needs for the next fiscal year. Provide oversight for all maintenance activities performed on Authority roadways or other assets.

**Toll Facility Maintenance:** Perform activities required to keep spaces, structures, and infrastructures in proper working condition to prevent failure and degradation. These activities include those related to campus and building maintenance for the Mobility Authority Field Office Building.

**Toll Collection & Violation Enforcement:** Manage the contract that provides Pay-by-Mail processing, customer support and violation processing.

**Toll Systems:** Manage new toll collection system installation, oversee daily operation of the electronic toll collection systems operations. Monitor system performance and transaction reconciliation. Oversee system maintenance to ensure accuracy and dependability.

**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. This includes managing the third party Agreements that provide law enforcement services, courtesy patrol, traffic management and incident response for Mobility Authority facilities.

## Toll Operations

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### ***FY 2016 Highlights and Accomplishments:***

In fiscal year 2016 the Operations Division continued preparations for the opening of the MoPac Express Lanes, the organization's first managed toll facility.

Completed work on the Authority's traffic management center which is intended to be the hub for MoPac's variable tolling process and the organization's incident management activities. *Strategic Initiatives: Regional Mobility, Innovation*

Achieved additional reductions in image review costs. *Strategic Initiatives: Economic Vitality, Innovation*

Made significant progress toward regional and national toll interoperability. *Strategic Initiatives: Regional Mobility, Economic Vitality, Innovation*

Continued to enhance customer communications within the Pay By Mail program to facilitate easier payment. *Strategic Initiatives: Economic Vitality, Innovation*

### ***FY 2017 Overview and Goals:***

The Operations department's primary goals include the successful installation and integration of the Mobility Authority's toll projects and continued efforts to decrease costs through improvements to revenue collection techniques.

Continue the deployment of intelligent transportation system (ITS) technology on Mobility Authority facilities and the integration of that system into other regional centers.

Investigate the application of trip building to other Mobility Authority toll facilities in an effort to decrease tag collection costs.

Mitigate revenue leakage through an enhanced approach to violation enforcement.  
Continue efforts towards regional and national toll interoperability.

Continue partnerships with other Texas Regional Mobility Authorities.

Toll Operations

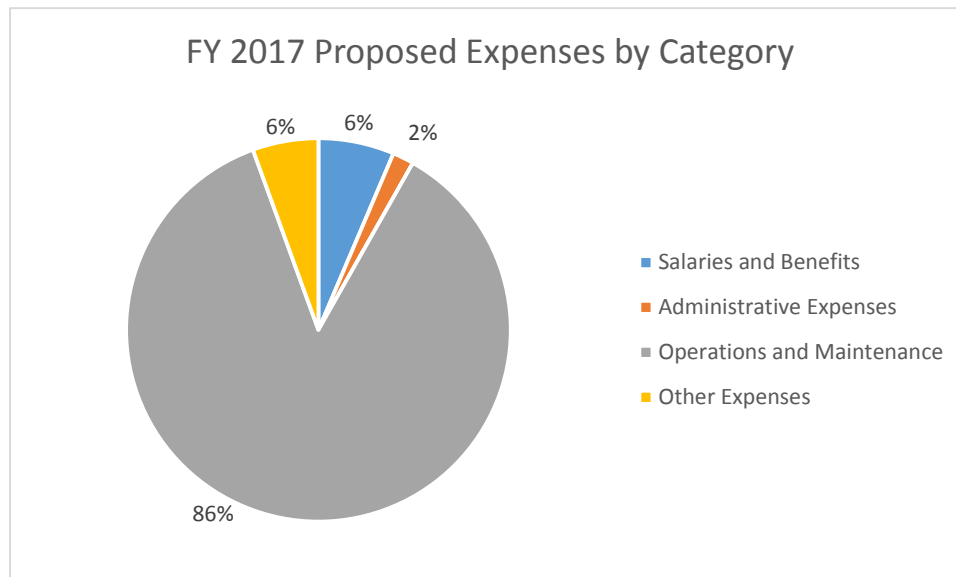
**Key Measurement Indicators:**

<b>Measurement Description</b>	<b>FY 2016 Estimated at completion</b>	<b>FY 2017 Projected</b>
Transponder Penetration	70%	73%
Off-Cycle Collection Campaign	\$156,000	\$195,000
Commercial Collections	\$676,000	\$845,000
Pre-Court Collections	\$265,000	\$318,000

## Toll Operations

### Summary of Expenses:

	FY 2015 Budget	FY 2016 Budget	FY 2017 Proposed Budget	Increase (Decrease)
Salaries and Benefits	\$ 427,520	\$ 416,262	\$ 985,151	136.67%
Administrative Expenses	44,200	160,575	276,192	72.00%
Operations and Maintenance	7,793,210	10,055,409	13,320,878	32.47%
Other Expenses	2,725,000	1,730,000	855,000	-50.58%
Non Operating Expenses	-	-	-	0.00%
<b>Total Expenses</b>	<b>\$ 10,989,930</b>	<b>\$ 12,362,246</b>	<b>\$ 15,437,222</b>	<b>24.87%</b>



### Authorized Personnel:

	Positions		
	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Proposed
Director of Toll Operations	1	1	1
Customer Service and Toll Operations Manager	1	1	1
Administrative Assistant	1	1	2
Administrative Assistant (Shared with Finance)	0	0.5	0
Assistant Director IT and Toll Systems	0	1	1
Intern/Part time position*	1	0	0
Maintenance Manager**	0	0	2
<b>Total Positions -Toll Operations</b>	<b>4</b>	<b>4.5</b>	<b>7</b>

\*Not Filled

\*\*Previously in Engineering

## Toll Operations

### Department Budget Request - FY 2017

#### Toll Operations

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Salaries and Benefits</b>				
<i><b>Salaries &amp; Wages</b></i>				
Salary Expense-Regular	295,768	259,360	689,045	
<b>Total Salaries</b>	<b>295,768</b>	<b>259,360</b>	<b>689,045</b>	<b>132.97%</b>
<i><b>Benefits</b></i>				
TCDRS	42,886	36,811	96,466	
FICA	14,415	11,944	35,146	
FICA MED	4,289	3,759	9,991	
Health Insurance Expense	35,616	30,684	104,853	
Life Insurance Expense	799	501	2,481	
Other Benefits	20,329	9,950	42,463	
<b>Total Benefits</b>	<b>118,334</b>	<b>93,649</b>	<b>291,400</b>	<b>146.25%</b>
<i><b>Payroll Taxes</b></i>				
Unemployment Taxes	2,160	-	4,706	
<b>Total Payroll Taxes</b>	<b>2,160</b>	<b>-</b>	<b>4,706</b>	<b>117.88%</b>
<b>Total Salaries and Benefits</b>	<b>416,262</b>	<b>353,008</b>	<b>985,151</b>	<b>136.67%</b>
<b>Administrative</b>				
<i><b>Administrative and Office Expenses</b></i>				
IT Services	55,000	24,173	55,000	
Internet	-	2,758	-	
Software Licenses	55,400	10,201	30,000	
Cell Phones	1,800	1,400	6,142	
Local Telephone Service	3,000	3,226	2,000	
Repair & Maintenance-General	-	2,227	-	
Meeting Expense	1,000	942	1,500	
Toll Tag Expense	300	9	500	
Parking	75	3	50	
Mileage Reimbursement	1,500	641	3,000	
<b>Total Administrative and Office Expenses</b>	<b>118,075</b>	<b>45,579</b>	<b>98,192</b>	<b>-16.84%</b>
<i><b>Office Supplies</b></i>				
Office Supplies	-	312	1,000	
Computer Supplies	3,000	6,935	5,000	
Office Supplies-Printed	-	154	-	
Misc Materials & Supplies	2,000	-	2,500	
<b>Total Office Supplies</b>	<b>5,000</b>	<b>7,401</b>	<b>8,500</b>	<b>70.00%</b>
<i><b>Communications and Public Relations</b></i>				
Website Maintenance	-	-	130,000	
Advertising Expense	5,200	-	10,400	
Promotional Items	7,500	-	-	
Direct Mail Printing	6,300	-	6,300	
Other Communication Expenses	500	-	500	
<b>Total Communications and Public Relations</b>	<b>19,500</b>	<b>-</b>	<b>147,200</b>	<b>654.87%</b>

## Toll Operations

### Department Budget Request - FY 2017

#### Toll Operations

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Employee Development</b>				
Memberships	5,000	2,500	5,000	
Continuing Education	1,500	-	2,500	
Professional Development	1,500	-	1,500	
Other Licenses	-	-	300	
Seminars and Conferences	3,000	750	4,000	
Travel	7,000	2,674	9,000	
<b>Total Employee Development</b>	<b>18,000</b>	<b>5,924</b>	<b>22,300</b>	<b>23.89%</b>
<b>Total Administrative</b>	<b>160,575</b>	<b>58,904</b>	<b>276,192</b>	<b>72.00%</b>
<b>Operations and Maintenance</b>				
<b>Operations and Maintenance Consulting</b>				
GEC-Toll Ops Support	20,000	-	-	
GEC 3.1 Operations Center Support	-	-	25,000	
GEC 3.2 Toll Operations Support	-	-	10,000	
GEC 4.3 Maintenance Contract Support/Oversight	-	-	100,000	
General System Consultant	175,000	136,208	70,000	
Traffic and Revenue Consultant	-	-	-	
<b>Total Operations and Maintenance Consulting</b>	<b>195,000</b>	<b>136,208</b>	<b>205,000</b>	<b>5.13%</b>
<b>Road Operations and Maintenance</b>				
Roadway Maintenance (moved from Engineering)	-	-	4,871,600	
Electricity - Roadways	160,000	123,238	180,000	
<b>Total Road Operations and Maintenance</b>	<b>160,000</b>	<b>123,238</b>	<b>5,051,600</b>	<b>3057.25%</b>
<b>Toll Processing and Collection Expense</b>				
Image Processing	4,527,740	1,267,612	2,300,000	
Tag Collection Fees	2,823,744	2,405,946	3,240,000	
Court Enforcement Costs	30,000	10,525	40,000	
DMV Lookup Fees	4,000	1,974	5,000	
<b>Total Toll Processing and Collections</b>	<b>7,385,484</b>	<b>3,686,057</b>	<b>5,585,000</b>	<b>-24.38%</b>
<b>Toll Operations Expense</b>				
Facility maintenance	-	466	-	
Generator Maintenance	10,000	-	-	
Generator Fuel	6,000	-	6,000	
Fire and Burglar Alarm	500	-	500	
Elevator Maintenance	2,800	-	3,000	
Refuse	800	-	1,200	
Pest Control	1,600	338	1,600	
Custodial	2,000	250	2,500	
Fiber Optic System	80,000	63,370	90,000	
Water	8,000	9,086	10,500	
ETC spare parts expense	-	-	1,600	
Repair & Maintenance Toll Equip	500,000	365,029	275,000	
Law Enforcement	265,225	178,233	273,182	
ETC Maintenance Contract	1,368,000	1,026,999	1,755,098	
ETC Toll Management Center System Operation	-	-	49,098	
ETC Testing	70,000	-	10,000	
<b>Total Toll Operations</b>	<b>2,314,925</b>	<b>1,643,772</b>	<b>2,479,278</b>	<b>7.10%</b>
<b>Total Operations and Maintenance</b>	<b>10,055,409</b>	<b>5,589,274</b>	<b>13,320,878</b>	<b>32.47%</b>

## Toll Operations

### Department Budget Request - FY 2017

#### Toll Operations

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Other Expenses</b>				
<i>Special Projects and Contingencies</i>				
HERO	1,400,000	695,467	700,000	
Special Projects	200,000	406,343	125,000	
Other Contractual Svcs	30,000	-	30,000	
Contingency	100,000	-	-	
Total Special Projects and Contingencies	1,730,000	1,101,810	855,000	-50.58%
<b>Total Other Expenses</b>	1,730,000	1,101,810	855,000	-50.58%
<b>Total Expenses</b>	<b>12,362,246</b>	<b>7,102,996</b>	<b>15,437,222</b>	24.87%



## Communications

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

### ***Major Business Functions:***

Public Relations and Communications: The business function of public relations involves the strategic communications process that builds mutually beneficial relationships between the Mobility Authority and its publics. Publics 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 on all Mobility Authority projects under development, 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.

Marketing: Activities in the marketing area revolve primarily around the strategic communication of the Mobility Authority and its facilities including 183A Toll, 290 Toll (Manor Expressway) and in the coming fiscal year, MoPac Express Lanes. Activities include the education of the public on the benefits and cost savings of electronic tags. In addition, efforts also include the communications support of ongoing projects and activities such as Environmental Studies and projects under construction.

### ***FY 2016 Highlights and Accomplishments:***

- Expanded the agency's first graphic standards and guidelines manual to ensure a consistent look and feel for the Mobility Authority and integrate that into ongoing Environmental Studies, and key strategic partnership activities. *Strategic Initiatives: Regional Mobility, Innovation*
- Implemented successful programs like Road Rewards (a rewards program for frequent toll users), TreeFolks Partnership, and Ice Cream Truck Social as part of

## Communications

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- innovative efforts to manage community expectations during construction of MoPac Improvement Project. *Strategic Initiatives: Regional Mobility, Innovation*
- Provided ongoing communications support and crisis communications for the construction MoPac Improvement Project, MoPac South and SH 45SW Projects. *Strategic Initiatives: Regional Mobility, Innovation Economic Vitality*
- Significantly increased the Mobility Authority's social media presence via Facebook and Twitter with targeted messages and posts aimed to engage more followers and fans. *Strategic Initiative: Innovation*
- Conducted media relations outreach with targeted print, online and broadcast journalists, editors, managers and publishers to create mutually beneficial relationships and educate the media and the public about regional mobility initiatives as well as establish an executive voice for the Mobility Authority as a trusted and innovative transportation leader. Made substantial progress with local media outlets and plan to continue educating the public on transportation solutions and the Mobility Authority's role as a leader in regional mobility innovation. *Strategic Initiatives: Regional Mobility*
- Planned and executed a groundbreaking ceremony for the 183 South Project that resulted in more media coverage than any previous Mobility Authority project. *Strategic Initiatives: Regional Mobility*

### **FY 2017 Overview and Goals:**

- Coordinated communications for the development phase for MoPac South, SH 45 SW and assist with Oak Hill Parkway; and the transitioning of these projects into design and construction. *Strategic Initiative: Regional Mobility, Innovation*
- 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: Regional Mobility, Innovation*
- Rebuild the Mobility Authority website's design and content to reflect key messaging and incorporate customer-facing product information about Express Lanes on MoPac; also work to enhance search engine optimization and metrics. Our website has already been cited as a standard for transparency among the financial community. We plan to take that a step further to become the go-to resource for all transportation topics. *Strategic Initiatives, Innovation, Regional Mobility*
- Develop customer rewards programs to educate the public on the benefits and potential costs savings of electronic tags and ultimately enhance electronic tag

## Communications

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usage. With a more robust communication strategy in place, we will inform the public on how securing an electronic tag can provide savings to help them efficiently get to where they need to go. The communications strategy (which will incorporate outlets such as: website, bill inserts, and all other communication materials) will help to increase penetration of electronic tags and improve compliance. *Strategic Initiatives, Innovation, Regional Mobility*

- Continue to implement programs designed to maintain positive relationship with community leaders, drivers, and neighbors regarding construction activities for the MoPac Improvement Project and 183 South Project. Implement educational and outreach activities related to opening and operation of the MoPac North Express Lanes. *Strategic Initiatives: Regional Mobility, Economic Vitality, Innovation*
- Continue community outreach program for construction projects such as the MoPac Improvement and 183 South. The outreach program includes activities designed to establish positive relationships with community leaders, drivers and nearby stakeholders/residents. Our outreach strategy will result in faster, more robust responses to community/key stakeholder requests/inquiries and ensure that we keep the public informed. *Strategic Initiatives: Regional Mobility, Economic Vitality, Innovation*
- Identify opportunities to enhance awareness of the Mobility Authority and our commitment to safety on existing roadways (signage, customer appreciation activities, etc.). *Strategic Initiatives: Regional Mobility, Innovation*
- Conduct “Quality of Life” Research in both Austin and additional markets as a point of comparison. The result will be a foundation of communications that will position CTRMA as thought leaders in innovative transportation solutions, help educate the Central Texas community of who CTRMA is and how we plan to help relieve congestion in the region and improve overall quality of life for Central Texans. *Strategic Initiatives: Regional Mobility, Economic Vitality, Innovation*

## Communications

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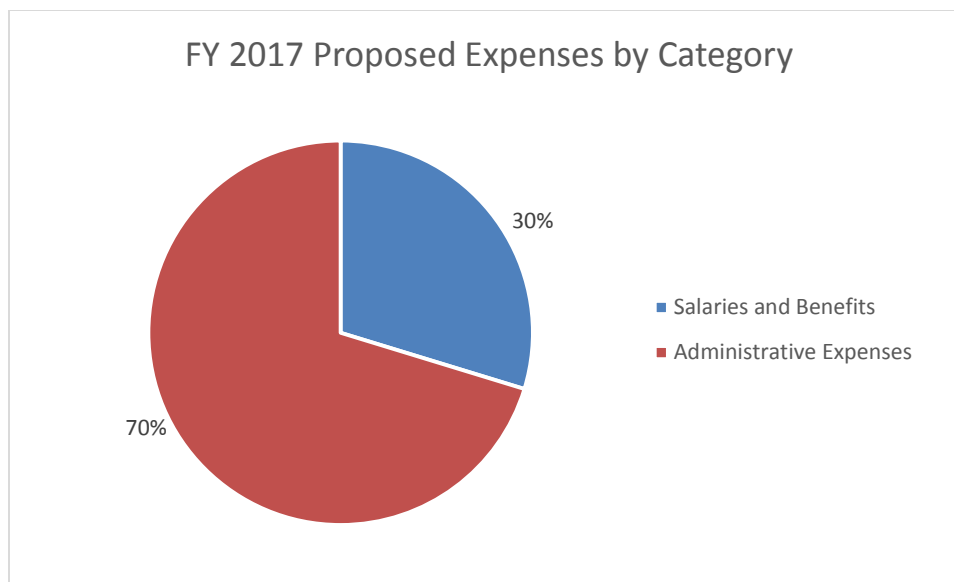
### ***Key Measurement Indicators:***

- Increase Mobility Authority and individual project website visitors and time spent on site – plan to establish benchmarks and track monthly
- Increase social media followers, likes and brand ambassadors that can help inform and discuss the positive things that the Mobility Authority is doing in the region – plan to establish benchmarks and track monthly
- Increase awareness for CTRMA and positive perception – plan to establish benchmarks as part of the research and track after brand messaging is initiated
- Develop and adhere to a crisis communications plan and process
- Establish and continue elected official/key stakeholder outreach regarding key mobility issues in the region
- Communications support for legislative session
- Track and report quarterly on earned media
- Working with Ops to overhaul billing communications – track success through customer feedback
- Help establish and execute communications strategy for Mobility Authority programs such as Green Roads, HERO, Metropia, Road Rewards
- Stakeholder/Community Meetings
- Open Houses/Workshops
- Plan and execute monthly staff meetings and initiative and establish cross department training program

## Communications

### Summary of Expenses:

	FY 2015 Budget	FY 2016 Budget	FY 2017 Proposed Budget	Increase (Decrease)
Salaries and Benefits	\$ 148,433	\$ 395,878	\$ 519,213	31.15%
Administrative Expenses	698,300	789,300	1,230,000	55.83%
Operations and Maintenance	-	-	-	0.00%
Other Expenses	-	-	-	0.00%
Non Operating Expenses	-	-	-	0.00%
<b>Total Expenses</b>	<b>\$ 846,733</b>	<b>\$ 1,185,178</b>	<b>\$ 1,749,213</b>	<b>47.59%</b>



### Authorized Personnel:

	Positions		
	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Proposed
Director of External Affairs	0	1	1
Director Community Relations**	1	1	1
Community Relations Manager	1	1	1
Communications Specialist	0	0	1
Public Involvement Manager	1	1	0
Intern*	1	1	0
<b>Total Positions - Communicatins</b>	<b>4</b>	<b>5</b>	<b>4</b>

\*Not Filled

\*\*Project Funded

## Communications

### FY 2017 Proposed Operating Budget

#### Communications

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Salaries and Benefits</b>				
<i><b>Salaries &amp; Wages</b></i>				
Salary Expense-Regular	312,251	236,050	382,594	
Part Time Salary Expense	9,000	-	-	
<b>Total Salaries</b>	<b>321,251</b>	<b>236,050</b>	<b>382,594</b>	<b>19.09%</b>
<i><b>Benefits</b></i>				
TCDRS	23,526	32,548	53,563	
FICA	10,060	14,663	18,612	
FICA MED	2,353	3,429	5,548	
Health Insurance Expense	25,206	25,970	53,346	
Life Insurance Expense	438	343	1,377	
Other Benefits	11,604	1,675	2,156	
<b>Total Benefits</b>	<b>73,187</b>	<b>78,628</b>	<b>134,602</b>	<b>83.92%</b>
<i><b>Payroll Taxes</b></i>				
Unemployment Taxes	1,440	-	2,017	
<b>Total Payroll Taxes</b>	<b>1,440</b>	<b>-</b>	<b>2,017</b>	<b>40.06%</b>
<b>Total Salaries and Benefits</b>	<b>395,878</b>	<b>314,677</b>	<b>519,213</b>	<b>31.15%</b>
<b>Administrative</b>				
<i><b>Administrative and Office Expenses</b></i>				
Internet	-	684	-	
Software Licenses	-	100	-	
Cell Phones	600	1,042	1,800	
Local Delivery Services	500	-	500	
Repair & Maintenance-General	-	153	-	
Community Meeting/ Events	2,000	216	2,000	
Meeting Expense	500	216	500	
Public Notices	2,000	-	2,000	
Toll Tag Expense	100	5	100	
Parking	-	204	-	
Mileage Reimbursement	1,000	224	1,000	
<b>Total Administrative and Office Expenses</b>	<b>6,700</b>	<b>2,843</b>	<b>7,900</b>	<b>17.91%</b>
<i><b>Office Supplies</b></i>				
Books & Publications	150	-	150	
Computer Supplies	-	1,499	-	
Other Reports-Printing	13,000	5,088	5,000	
Office Supplies-Printed	-	461	-	
Postage Expense	5,000	-	5,000	
<b>Total Office Supplies</b>	<b>18,150</b>	<b>7,048</b>	<b>10,150</b>	<b>-44.08%</b>

## Communications

### FY 2017 Proposed Operating Budget

#### Communications

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Communications and Public Relations</b>				
Graphic Design Services	50,000	20,335	75,000	
Website Maintenance	100,000	14,222	10,000	
Research Services	50,000	-	105,000	
Communications and Marketing	250,000	140,643	469,900	
Advertising Expense	220,000	109,107	325,100	
Direct Mail	10,000	380	10,000	
Video Production	20,000	8,850	35,000	
Photography	10,000	9,232	10,000	
Radio	10,000	-	10,000	
Other Public Relations	2,500	71,430	125,000	
Promotional Items	10,000	8,322	10,000	
Displays	5,000	-	5,000	
Annual Report printing	14,000	1,706	5,000	
Direct Mail Printing	5,000	-	5,000	
Other Communication Expenses	-	802	-	
<b>Total Communications and Public Relations</b>	<b>756,500</b>	<b>385,030</b>	<b>1,200,000</b>	<b>58.63%</b>
<b>Employee Development</b>				
Subscriptions	500	6,467	500	
Memberships	1,000	-	1,000	
Continuing Education	250	-	250	
Professional Development	200	-	200	
Seminars and Conferences	3,000	1,355	5,000	
Travel	3,000	2,707	5,000	
<b>Total Employee Development</b>	<b>7,950</b>	<b>10,528</b>	<b>11,950</b>	<b>50.31%</b>
<b>Total Administrative</b>	<b>789,300</b>	<b>405,449</b>	<b>1,230,000</b>	<b>55.83%</b>
<b>Other Expenses</b>				
<b>Special Projects and Contingencies</b>				
Contingency	-	4,063	-	
<b>Total Special Projects and Contingencies</b>	<b>-</b>	<b>4,063</b>	<b>-</b>	<b>0.00%</b>
<b>Total Other Expenses</b>	<b>-</b>	<b>4,063</b>	<b>-</b>	<b>0.00%</b>
<b>Non Operating Expenses</b>				
Community Initiatives	-	2,500	-	
<b>Total Non Operating Expense</b>	<b>-</b>	<b>2,500</b>	<b>-</b>	<b>0.00%</b>
<b>Total Expenses</b>	<b>1,185,178</b>	<b>726,690</b>	<b>1,749,213</b>	<b>47.59%</b>

## Legal Services

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

### ***Major Business Functions:***

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



## Legal Services

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### ***FY 2016 Highlights and Accomplishments:***

- Supported the Executive Director, lobby team, and Mobility Authority staff in responding to questions and issues raised by proposals discussed in the 84th Legislature that could affect the Mobility Authority.
- Worked with representatives of the Veterans Administration to confirm a disabled veteran's eligibility to be reimbursed by the VA for tolls incurred when traveling to a VA facility for medical care; and to share that information on the Mobility Authority's website.
- Drafted and implemented an Open Records response management plan.
- Created forms and document templates to increase efficiency and best practices in Mobility Authority contracting and agenda preparation processes.

### ***FY 2017 Overview and Goals:***

- Continue to manage and provide legal support for Mobility Authority governance, projects, and operations.
- Continue to create and revise document templates for contracting and agenda preparation processes.
- Provide support and focus strategies and procedures to improve toll collections by implementing creative enforcement strategies and methods authorized by state law, including procedures authorized by newly enacted state legislation.
- Continue to review, analyze, and recommend Policy Code revisions to comply with evolving legal requirements and best practices, and to provide necessary or desirable improvements.
- Research and possibly implement an improved document management application for housing Mobility Authority documents to complement other department applications.
- Explore and implement procedures with the Veterans Administration to facilitate and simplify the process for providing VA reimbursement to eligible disabled veterans of toll charges for travel to VA facilities for medical care.

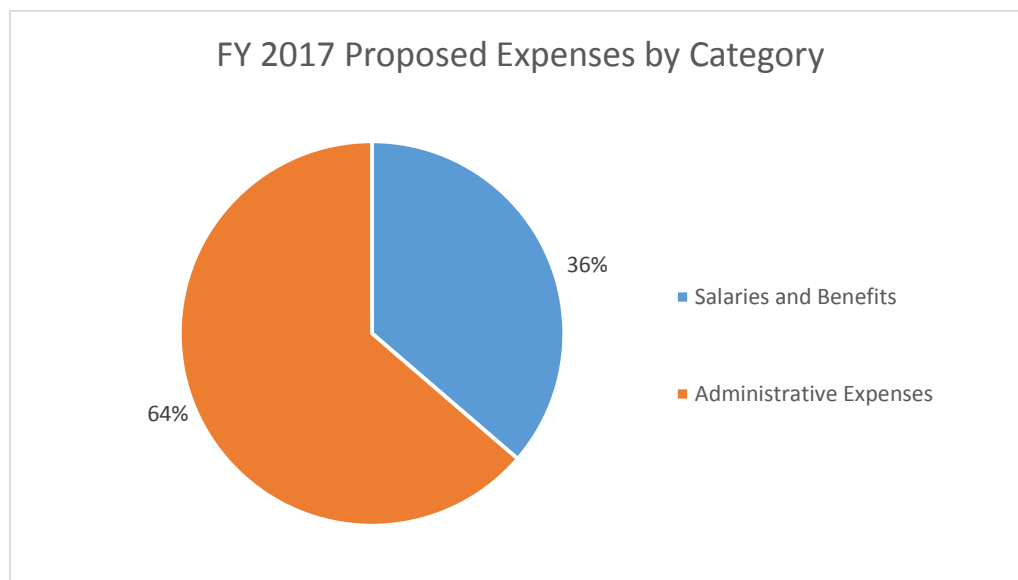
### ***Key Measurement Indicators:***

- Meet applicable deadlines for requests for public information.
- Meet applicable requirements for open meetings.

## Legal Services

### Summary of Expenses:

	FY 2015 Budget	FY 2016 Budget	FY 2017 Proposed Budget	Increase (Decrease)
Salaries and Benefits	\$ 318,737	\$ 321,684	\$ 320,800	-0.27%
Administrative Expenses	348,800	245,100	562,700	129.58%
Operations and Maintenance	-	-	-	0.00%
Other Expenses	700	-	-	0.00%
Non Operating Expenses	-	-	-	0.00%
<b>Total Expenses</b>	<b>\$ 668,237</b>	<b>\$ 566,784</b>	<b>\$ 883,500</b>	<b>55.88%</b>



### Authorized Personnel:

	Positions		
	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Proposed
Legal Counsel	1	1	1
Legal Assistant/Records/Manager	1	1	1
<b>Total Positions - Legal</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Legal Services

### FY 2017 Proposed Operating Budget

#### Legal

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Salaries and Benefits</b>				
<i>Salaries &amp; Wages</i>				
Salary Expense-Regular	232,897	230,480	242,050	
<b>Total Salaries</b>	<b>232,897</b>	<b>230,480</b>	<b>242,050</b>	<b>3.93%</b>
<i>Benefits</i>				
TCDRS	33,770	32,474	33,887	
FICA	10,926	11,167	10,416	
FICA MED	3,377	3,362	3,510	
Health Insurance Expense	23,185	15,168	15,474	
Life Insurance Expense	629	342	1,357	
Other Benefits	15,460	22,707	12,761	
<b>Total Benefits</b>	<b>87,347</b>	<b>85,221</b>	<b>77,405</b>	<b>-11.38%</b>
<i>Payroll Taxes</i>				
Unemployment Taxes	1,440	-	1,345	
<b>Total Payroll Taxes</b>	<b>1,440</b>	<b>-</b>	<b>1,345</b>	<b>-6.62%</b>
<b>Total Salaries and Benefits</b>	<b>321,684</b>	<b>315,702</b>	<b>320,800</b>	<b>-0.27%</b>
<b>Administrative</b>				
<i>Administrative and Office Expenses</i>				
IT Services	8,000	5,355	8,000	
Internet	-	21	-	
Software Licenses	700	50	700	
Cell Phones	600	700	1,200	
Overnight Delivery Services	100	26	100	
Local Delivery Services	100	-	100	
Meeting Expense	2,000	-	2,000	
Parking	100	20	100	
Mileage Reimbursement	100	48	200	
Outside Legal	220,000	76,016	525,000	
<b>Total Administrative and Office Expenses</b>	<b>231,700</b>	<b>82,236</b>	<b>537,400</b>	<b>131.94%</b>
<i>Office Supplies</i>				
Books & Publications	5,300	544	5,000	
Office Supplies	-	125	-	
Computer Supplies	700	215	1,000	
Office Supplies-Printed	-	307	-	
Postage Expense	100	14	100	
<b>Total Office Supplies</b>	<b>6,100</b>	<b>1,205</b>	<b>6,100</b>	<b>0.00%</b>
<i>Communications and Public Relations</i>				
Advertising Expense	-	695	-	
<b>Total Communications and Public Relations</b>	<b>-</b>	<b>695</b>	<b>-</b>	<b>0.00%</b>

## Legal Services

### FY 2017 Proposed Operating Budget

#### Legal

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b><i>Employee Development</i></b>				
Subscriptions	-	189	200	
Memberships	2,000	711	4,000	
Continuing Education	800	-	3,000	
Professional Development	-	-	3,000	
Seminars and Conferences	2,500	450	5,000	
Travel	2,000	-	4,000	
<b>Total Employee Development</b>	<b>7,300</b>	<b>1,349</b>	<b>19,200</b>	<b>163.01%</b>
<b>Total Administrative</b>	<b>245,100</b>	<b>85,486</b>	<b>562,700</b>	<b>129.58%</b>
<b>Total Expenses</b>	<b>566,784</b>	<b>401,187</b>	<b>883,500</b>	<b>55.88%</b>

## Engineering

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The role of the Engineering Department is to serve as the central organizational hub for the development of major capital improvement projects, from concept through final construction acceptance. Secondly, the Department plays a critical role in the identification and budgeting for facilities maintenance and asset preservation.

### ***Major Business Functions:***

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

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

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

**Roadway Maintenance:** Develop a quantifiable definition of appropriate levels of roadway maintenance that will drive the estimated maintenance costs for any given project over the life of any debt and beyond. Develop the programmatic annual assessment of roadway conditions and estimated maintenance costs (needs) for the next fiscal year. Beginning in FY 2017, transition from direct oversight to a support role for the Toll Operations Department for all maintenance activities performed on Authority roadways and other assets.

## Engineering

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### ***FY 2016 Highlights and Accomplishments:***

- Successful construction kickoff of a design-build developer for the 183(S) project. As of May 2016, the project is within 5% of the projected earned value, and construction began fully one month ahead of schedule. This is a significant accomplishment due to the extensive upfront utility efforts, and validates the implemented lessons learned from past projects. This project is the largest transportation improvement project in Central Texas in the past 10 years and has a major impact for mobility in the region. *Strategic Initiatives: Regional Mobility, Economic Vitality, Sustainability*
- Continued progress on the MoPac Improvement Project, including the successful negotiation of a cure settlement and significantly increased contractor efforts on the project. *Strategic Initiatives: Regional Mobility, Economic Vitality*
- Completion of final design and award of construction contract for the 290E / SH 130 interim intersection improvements. *Strategic Initiatives: Regional Mobility*
- Successfully negotiated TxDOT commitment to funding participation in the upcoming \$130M 290E / SH 130 Direct Connectors project.
- Successfully completed construction of the 290E Maintenance facility.
- Actively negotiating TxDOT commitment to funding participation in the \$650M 183N Express Lanes project, with positive early indications.
- Led and completed, or are substantially completed with, the following procurements
  - 183S Construction Inspection
  - 183S Materials Testing
  - 183S Survey Quality Assurance
  - 183S Public Involvement
  - 290E / SH 130 Direct Connectors PS&E
  - General Engineering Consultant
  - SH 45 SW Construction Engineering and Inspection
  - SH 45 SW Independent Environmental Compliance Management
  - Extensive coordination and support of Toll Operations group on the Highway Emergency Response Operator (HERO) procurement
- Successful implementation of the Performance-Based Maintenance Contract with TxDOT starting January 2016, whereby the Mobility Authority is responsible for routine maintenance activities on all Mobility Authority roadways, as well as TxDOT on-system frontage roads. This arrangement allows the Authority to procure and oversee the contract and have TxDOT reimburse the Authority for its pro-rata share of routine maintenance. *Strategic Initiatives: Sustainability, Innovation*

## Engineering

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- Obtained final environmental clearance for the 183N Express Lanes project. Successfully amended the CAMPO plan to reflect the updated total project cost from \$225M to \$650M, an action that required significant coordination and regional outreach to bring to a successful conclusion. *Strategic Initiative: Mobility, Sustainability, Economic Vitality*
- The Mobility Authority is the primary agency performing a lead role for environmental clearance of the MoPac South Express Lanes. *Strategic Initiative: Mobility, Sustainability, Economic Vitality*
- Significant progress continues on the remaining 3 environmental studies we have partnered with TxDOT to accomplish; US 290 at the “Y”, SH 71(E), and 45(SW). *Strategic Initiative: Sustainability, Mobility, Economic Vitality*
- Coordinated and implemented significant new outreach efforts with the Association of General Contractors, in an effort to engage industry and ultimately lower project costs. This effort culminated in the April 2016 kickoff meeting of the joint CTRMA / AGC Task Force, co-chaired by the RMA Director of Engineering. The task force will meet on a quarterly basis to exchange information and provide a platform for aligning RMA goals with construction industry expectations.

### **FY 2017 Overview and Goals:**

- Long-Range Planning - Continue initial due diligence investigations and/or conceptual and feasibility analysis on the following projects:
  - 183A Phase III – Hero Way to San Gabriel River
  - 183A Future – San Gabriel River to SH 29
  - IH 35/SH 45 North Direct Connects
  - 183A Frontage Roads – RM 1431 to Avery Ranch Boulevard
  - RM 620 – US 183 to Anderson Mill Lane
  - RM 2243 – River Bow Dr to 183A
  - 290E Phase III – Parmer Lane to FM 973(N)
  - Mokon ROW / transportation corridor north of SH 45 North
- Project Development - Hold final Public Hearings or receive Environmental Record of Decisions on the following projects under development:
  - MoPac South Managed Lanes 290W/Y-at Oak Hill
- Construction
  - Construction kickoff or continued progress on the following construction projects:
    - 290E / SH 130 Direct Connectors
    - 183 South
    - SH 45 SW

## Engineering

- Achieve substantial / final completion of the following construction projects:
  - 290E / SH 130 Interim Improvements
  - MoPac North
  - 290E Phase II
  - SH 71 Express
- Successful handoff and support of the Toll Operations Department of the Performance-Based Maintenance Contract oversight. *Strategic Initiative: Sustainability, Innovation*
- Continue the process of lessons learned full circle through listening sessions with industry to find more effective ways to deal with designers, construction contractors and design-builders. *Strategic Initiative: Innovation, Sustainability*
- Define and kickoff implementation of a CTRMA Program Management Initiative, with an overarching goal of defining RMA Capital Planning Program and Project development processes, procedures, accountability and continuous improvement activities. *Strategic Initiative: Innovation, Sustainability, Cost Control, Continuous Improvement, Accountability*
- Define segregated roles and responsibilities for the two GEC firms with respect to roadway operations. This will create a distinction between the firm that assesses repairs and the firm that is responsible for oversight of the repairs. *Strategic Initiatives: Innovation, Sustainability*

### Key Measurement Indicators:

Measurement Description	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
<b>Long Range Planning</b>			
183A Phase III	1%	5%	50%
183A Frontage Roads	--	10%	50%
RM 620	--	0%	25%
RM 2243	--	0%	25%
290E Phase III	--	0%	25%
Mokan ROW	--	5%	15%
<b>Project Development</b>			
MoPac South	35%	80%	100%
290W/Y-at Oak Hill	25%	65%	100%
<b>Construction</b>			
290E / 130 DC's	--	0%	5%
183 South	--	18%	50-63%
SH 45 SW	--	0%	25%



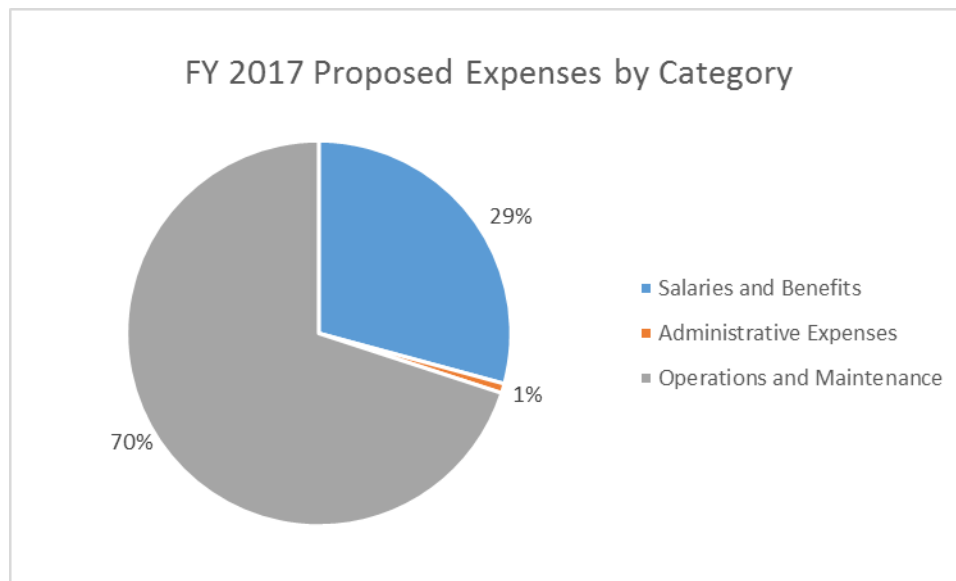
## Engineering

290E / SH 130 Interim	--	35%	100%
MoPac North	40-50%	65%	100%
290E Phase II	95%	98%	100%
SH 71 Express	10%	63%	95%
Program Management Init.	--	1%	20%
Contractor Outreach	25%	90%	100%

## Engineering

### Summary of Expenses:

	FY 2015 Budget	FY 2016 Budget	FY 2017 Proposed Budget	Increase (Decrease)
Salaries and Benefits	\$ 711,567	\$ 910,152	\$ 728,775	-19.93%
Administrative Expenses	20,600	23,350	19,900	-14.78%
Operations and Maintenance	2,247,500	2,963,750	1,741,417	0.00%
Other Expenses	-	-	-	0.00%
Non Operating Expenses	-	-	-	0.00%
<b>Total Expenses</b>	<b>\$ 2,979,667</b>	<b>\$ 3,897,252</b>	<b>\$ 2,490,092</b>	<b>-36.11%</b>



### Authorized Personnel:

	Positions		
	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Proposed
Director of Engineering	1	1	1
Assistant Director of Engineering	1	1	1
Senior Project Manager	1	1	1
Senior Administrative Assistant	1	1	1
Construction and Maintenance Manager*	1	1	0
Maintenance position*	0	1	0
Proposed Construction Manager**	0	0	1
<b>Total Positions -Engineering</b>	<b>5</b>	<b>6</b>	<b>5</b>

\*Moved to Toll Operations

\*\*Project Funded

## Engineering

### FY 2017 Proposed Operating Budget

#### Engineering

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Salaries and Benefits</b>				
<i><b>Salaries &amp; Wages</b></i>				
Salary Expense-Regular	671,077	491,924	528,343	
<b>Total Salaries</b>	<b>671,077</b>	<b>491,924</b>	<b>528,343</b>	<b>-21.27%</b>
<i><b>Benefits</b></i>				
TCDRS	86,431	69,880	73,968	
FICA	30,379	25,159	24,797	
FICA MED	8,643	7,267	7,661	
Health Insurance Expense	69,299	49,783	67,014	
Life Insurance Expense	1,609	830	1,902	
Other Benefits	39,114	22,416	22,401	
<b>Total Benefits</b>	<b>235,475</b>	<b>175,334</b>	<b>197,743</b>	<b>-16.02%</b>
<i><b>Payroll Taxes</b></i>				
Unemployment Taxes	3,600	-	2,689	
<b>Total Payroll Taxes</b>	<b>3,600</b>	<b>-</b>	<b>2,689</b>	<b>-25.30%</b>
<b>Total Salaries and Benefits</b>	<b>910,152</b>	<b>667,258</b>	<b>728,775</b>	<b>-19.93%</b>
<b>Administrative</b>				
<i><b>Administrative and Office Expenses</b></i>				
Software Licenses	-	425	-	
Cell Phones	5,500	3,627	1,800	
Local Delivery Services	-	33	-	
Meeting Expense	500	133	500	
Toll Tag Expense	1,000	765	1,000	
Parking	100	32	250	
Mileage Reimbursement	3,000	1,180	3,000	
<b>Total Administrative and Office Expenses</b>	<b>10,100</b>	<b>6,194</b>	<b>6,550</b>	<b>-35.15%</b>
<i><b>Office Supplies</b></i>				
Office Supplies	-	122	-	
Computer Supplies	1,500	170	-	
Office Supplies-Printed	-	317	500	
Misc Materials & Supplies	-	1,962	250	
<b>Total Office Supplies</b>	<b>1,500</b>	<b>2,571</b>	<b>750</b>	<b>-50.00%</b>
<i><b>Communications and Public Relations</b></i>				
Advertising Expense	-	635	1,000	
<b>Total Communications and Public Relations</b>	<b>-</b>	<b>635</b>	<b>1,000</b>	<b>0.00%</b>
<i><b>Employee Development</b></i>				
Subscriptions	-	-	100	
Memberships	-	-	250	
Professional Development	-	-	500	
Other Licenses	750	430	750	
Seminars and Conferences	5,000	3,680	5,000	
Travel	6,000	1,875	5,000	
<b>Total Employee Development</b>	<b>11,750</b>	<b>5,985</b>	<b>11,600</b>	<b>-1.28%</b>
<b>Total Administrative</b>	<b>23,350</b>	<b>15,384</b>	<b>19,900</b>	<b>-14.78%</b>

## Engineering

### FY 2017 Proposed Operating Budget

#### Engineering

Account Name	Budget Amount FY 2016	FY 2016 Actual as of 4/30/2016	Proposed Budget FY 2017	% Change From Prior Year
<b>Operations and Maintenance</b>				
<i><b>Operations and Maintenance Consulting</b></i>				
General Engineering Consultant	250,000	-	-	
GEC-Trust Indenture Support	142,000	101,073	165,000	
GEC-Financial Planning Support	10,000	440	10,500	
GEC-Toll Ops Support	-	3,180	10,000	
GEC-Roadway Ops Support	261,000	264,959	231,667	
GEC-Technology Support	15,000	25,693	40,000	
GEC-Public Information Support	-	43,368	30,000	
GEC-General Support	318,000	275,072	1,151,000	
GEC 7.2 Technical Resource Support	-	66,034	25,000	
<b>Total Operations and Maintenance Consulting</b>	<b>996,000</b>	<b>779,819</b>	<b>1,663,167</b>	<b>66.98%</b>
<i><b>Road Operations and Maintenance</b></i>				
Roadway Maintenance	1,800,000	-	-	
Landscape Maintenance	110,000	1,049,309	5,000	
Signal & Illumination Maint	20,000	87,837	20,000	
Maintenance Supplies-Roadway	30,000	141,816	45,000	
Tools & Equipment Expense	250	68,460	750	
Gasoline	6,000	475	6,000	
Repair & Maintenance-Vehicles	1,500	2,211	1,500	
Roadway Operations	-	7,608	-	
Electricity - Roadways	-	521	-	
<b>Total Road Operations and Maintenance</b>	<b>1,967,750</b>	<b>1,358,236</b>	<b>78,250</b>	<b>-96.02%</b>
<i><b>Toll Operations Expense</b></i>				
Facility maintenance	-	250	-	
Generator Maintenance	-	5,512	-	
Generator Fuel	-	1,291	-	
Fire and Burglar Alarm	-	247	-	
Refuse	-	699	-	
Pest Control	-	2,736	-	
Custodial	-	1,063	-	
<b>Total Toll Operations</b>	<b>-</b>	<b>11,798</b>	<b>-</b>	<b>0.00%</b>
<b>Total Operations and Maintenance</b>	<b>2,963,750</b>	<b>2,149,853</b>	<b>1,741,417</b>	<b>-41.24%</b>
<b>Total Expenses</b>	<b>3,897,252</b>	<b>2,832,496</b>	<b>2,490,092</b>	<b>-36.11%</b>

## Consolidated Staffing Schedule

### Consolidated Staffing Schedule

Authorized Personnel:	Positions		
	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Proposed
<b>Administration</b>			
Executive Director	1	1	1
Deputy Executive Director	1	1	1
Assistant to Executive Director	1	1	1
Receptionist	1	1	1
Intern*	1	1	1
<b>Financial Services</b>			
CFO	1	1	1
Controller	1	1	1
Fiscal Analyst	1	1	1
Administrative Assistant (Shared w/ Operations)	0	0.5	0
<b>Toll Operations</b>			
Director of Toll Operations	1	1	1
Customer Service and Toll Operations Manager	1	1	1
Administrative Assistant	1	1	2
Administrative Assistant (Shared w/ Finance)	0	0.5	0
Assistant Director IT and Toll Systems	0	1	1
Intern/Part time position*	1	0	0
Maintenance Manager**	0	0	2
<b>Communications and Marketing</b>			
Director of External Affairs	0	1	1
Director Community Relations*	1	1	1
Community Relations Manager	1	1	1
Communications Specialist	0	0	1
Public Involvement Manager	1	1	0
Intern*	1	1	0
<b>Legal</b>			
Legal Counsel	1	1	1
Legal Assistant/Records/Manager	1	1	1
<b>Engineering</b>			
Director of Engineering	1	1	1
Assistant Director of Engineering	1	1	1
Senior Project Manager	1	1	1
Senior Administrative Assistant	1	1	1
Construction and Maintenance Manager**	1	1	0
Maintenance position**	0	1	0
Proposed Construction Manager*	0	0	1
<b>Total Positions</b>	<b>23</b>	<b>26</b>	<b>26</b>

\*These positions funded through 183 South Project

\*\*These positions moved to Toll Operations for FY 2017

Titles in prior years have changed to reflect current titles.

## Capital Budget

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### Capital Budget

Replacement Maintenance Vehicle	\$ 30,000
Desktop Computer Upgrade	40,000
High Speed Copier	20,200
Build-out of Wall for Office/Conference Room	<u>5,000</u>
	<u>\$ 95,200</u>

## System Operating Budget

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### FY 2017 Budget

<b>Total Revenues</b>	<b>\$ 71,967,456</b>	
<b>System Operating Costs</b>		
Toll Operations	\$ 6,101,977	
Finance Department	150,000	
Finance Department	15,000	
Finance Department	350,742	
Finance Department	558,000	
Finance Department	673,875	
Finance Department	19,275	
Legal	127,890	
Legal	125,080	
Communications	260,119	
Communications	609,925	
Communications	3,045	
Engineering	508,839	
Engineering	1,232,922	
Administration	406,025	
<b>Total System Operating Costs</b>	<b>\$ 11,142,715</b>	
Available net Revenues per indenture	60,824,741	
		<b>Coverage %</b>
Debt Service Senior Lien Bonds	(11,854,875)	5.13
Debt Service Sub Lien Bonds	(5,601,500)	3.48
Maintenance	5,563,530	
Available net Revenues per indenture after maintenance	55,261,211	
Debt Service Senior Lien Bonds	(11,854,875)	4.66
Debt Service Sub Lien Bonds	(5,601,500)	3.17

## Debt Service Schedule

	Principal	Interest	Capitalized Interest	Other Proceeds	Accreted Interest	FY 2017 Debt Service	Debt Service Net Cash Payments
<b>Senior Lien Revenue Refunding Bonds, Series 2016</b>							
7/1/2016	\$ -	\$ 1,453,753		\$ (1,453,753)			
1/1/2017	-	\$ 8,722,519		\$ (8,722,519)			
<b>Senior Lien Revenue Put Bonds, Series 2015B</b>							
7/1/2016	-	1,719,625					
1/1/2017	-	1,719,625				\$ 3,439,250	
<b>Senior Lien Revenue Bonds, Series 2015A</b>							
7/1/2016		7,469,750	(7,469,750)				
1/1/2017		7,469,750	(7,469,750)				
<b>Senior Lien Revenue Bonds, Series 2013A</b>							
7/1/2016	-	3,697,000			-		
1/1/2017	4,195,000	3,697,000		(3,665,000)		\$ 7,924,000	
<b>Senior Lien Revenue Bonds, Series 2010</b>							
7/1/2016	-	245,813			\$ 2,126,870		
1/1/2017	-	245,813			\$ 2,207,767	\$ 491,625	
<b>Senior Debt Total</b>							\$ 11,854,875
<b>Subordinate Lien Revenue Bonds, Series 2011</b>							
7/1/2016	-	2,362,500		(2,362,500)	-		
1/1/2017	-	2,362,500		(2,362,500)		\$ -	
<b>Subordinate Lien Revenue Bonds, Series 2013</b>							
7/1/2016	-	2,550,750					
1/1/2017	500,000	2,550,750				\$ 5,601,500	
<b>Subordinate Debt Total</b>							\$ 5,601,500