

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

**RESOLUTION NO. 22-027**

**APPROVING THE BUDGET FOR FISCAL YEAR 2023**

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 (“Board”); 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 approve the budget for fiscal year 2022-2023 (the “FY 2023 Budget”) attached as Exhibit A; and

WHEREAS, the Board has considered adopting a cost-of-living adjustment for retirees receiving a pension as required by Policy Code § 101.0631(b).

NOW THEREFORE, BE IT RESOLVED that the Board hereby approves the FY 2023 Budget attached as Exhibit A; and

BE IT FURTHER RESOLVED that the FY 2023 Budget may be amended from time-to-time by approval of the Board; and

BE IT FURTHER RESOLVED that the Executive Director, or his designee, is hereby authorized to commit funds for non-project related services up to the amounts set forth in the FY 2023 Budget; and


BE IT FURTHER RESOLVED that the Executive Director is directed to provide a copy of this resolution with the attached FY 2023 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

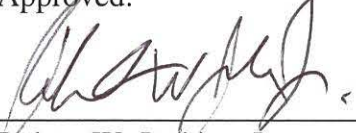
contemplated revenue bond issuances as required by Section 370.261, Texas Transportation Code.

Adopted by the Board of Directors of the Central Texas Regional Mobility Authority on the 29<sup>th</sup> day of June 2022.

Submitted and reviewed by:

  
\_\_\_\_\_  
James M. Bass  
Executive Director

Approved:

  
\_\_\_\_\_  
Robert W. Jenkins, Jr.  
Chairman, Board of Directors

**Exhibit A**

FY 2023 Budget



CENTRAL TEXAS REGIONAL  
**MOBILITY AUTHORITY**

# OPERATING BUDGET

FISCAL  
YEAR

2023



ADOPTED



## Table of Contents

<b>Budget Overview</b> .....	1
<b>Consolidated Summary of Revenues and Expenses</b>	
Summary of Revenue, Expenses and Cash Flow.....	4
All Departments Summary .....	5
Consolidated Line Item Detail .....	6
<b>Department Budgets</b>	
Administration .....	10
Financial Services.....	15
Operations .....	19
IT .....	24
Communications .....	28
Engineering.....	34
<b>Consolidated Staffing Schedule</b> .....	41
<b>Capital Budget</b> .....	42
<b>System Operating Budget</b> .....	43
<b>Debt Service Schedule</b> .....	44
<b>Capital Improvement Projects</b> .....	45

## Operating Budget Overview

This document contains revenue estimates and departmental spending plans for the fiscal year beginning July 1, 2022 and ending June 30, 2023. The estimated revenues of \$184.9 million includes Operating Revenue of \$180.2 million and Other Revenue of \$4.7 million. Total estimated operating expenses are \$212.5 million, inclusive of \$103.0 million of non-cash items such as amortization, depreciation, bond issuance expense, and accreted interest. After consideration of all other inflows and outflows, sufficient funds remain to meet the cash reserve requirements of the Board policy described in this section.

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



### Mobility Authority Strategic Plan PURPOSE, VALUES & GOALS



## Operating Budget Overview

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Overview. This budget is influenced by several factors including our Strategic Plan, projects under development, under construction and under operation: the existing and projected growth in the region, the regional economic conditions and projections; and our goal to maintain and improve customer service levels. In addition to the department level budget estimates, this document includes the Authority's Operating Capital Budget, System Operating Budget and Debt Service Schedule for FY 2023.

The major initiatives anticipated in this budget are to:

- Champion regional coordination by partnering with major regional providers to promote a coordinated regional mobility system;
- Develop and implement opportunities for improving tag revenue and pre-paid account revenue collections;
- Install key intelligent transportation system (ITS) assets to assist customers in making informed decisions and inform future planning efforts;
- Continue work to provide a seamless toll experience using one transponder when traveling on toll roads throughout the United States;
- Expedite migration to the data platform to minimize reliance on any one vendor for transaction and revenue integrity;
- Expand violation enforcement to mitigate revenue loss;
- Evaluate back office solutions for improvement of the video toll revenue collection program;
- Engage in legislative initiatives in preparation for the 88<sup>th</sup> Texas Legislature.

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

### Revenues

The revenue estimate for FY 2023 of \$184.9 million is an approximate 20% increase over the FY 2022 budget. The revenues were projected using the most recent System Transaction and Revenue (T&R) estimates, historic data, and recent transactions. The Authority believes these projections are reasonable. Included, are non-system revenues from MoPac Express of \$9.7 million, interest income, grant revenues, and miscellaneous revenue made up for the overhead remitted to CTRMA for the management and oversight of the Travis County road projects. (Note: the overall revenue estimate is not reflective of a possible FY 2023 Board approved toll rate increase.)

### Expenses

Expense estimates for FY 2023 are \$212.5 million, representing an 8.6% increase over the FY 2022 budget. Because the Authority reports on an accrual basis, included in the expense estimate is \$103.0 million in non-cash expense items such as amortization, depreciation, bond issuance expense accruals, and accreted interest expense.

## Operating Budget Overview

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### Operating Capital Budget and Capital Improvement Program

The operating Capital Budget of \$9.4 million includes continued data platform system development, additional cameras for violator detection on the roadways, the continuation of the Barton Skyway Ramp project, and the tree planting project for the cemetery along MoPac.

The Renewal and Replacement budget of \$25.2 million includes roadside systems (ETSC) implementation, existing system upgrades, ITS retrofit work on 183A, signage for roadways and shared use paths, slab stabilization and wall repairs on 290E, and other technological and safety improvements along the corridors.

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

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

Cash flow is closely monitored as new projects are studied and vetted prior to becoming active projects. While the projected expenses in the budget exceed estimated revenues, when non-cash expenses are removed and other funding sources are considered, the current projections result in a net cash inflow sufficient to meet the Board cash reserve policy. The cash flow projections are utilized to anticipate cash flow requirements as well as ensure that we remain in compliance with trust indentures, debt service coverage requirements and cash reserve policies. The FY 2023 adopted budget provides for debt service coverage levels sufficient to meet the requirements of the trust indentures of 1.25 for Debt Service Senior Lien Bonds and 1.20 for Debt Service Subordinate Lien Bonds.

### Reserve Fund Policy

In 2010, the Board of the Mobility Authority approved the establishment of a reserve fund intended to ensure that the authority maintain adequate funds to satisfy its outstanding financial commitments and operational requirements in the event of unforeseen circumstances or events. The board recognizes that establishment and maintenance of sufficient reserve funds is of particular importance in light of the authority's dependence upon discretionary user fees as its primary revenue stream. The goal of the authority is to maintain twelve months of funds sufficient to pay, maintain, or satisfy all required debt service, debt service coverage, contractual financial commitments, and operational requirements (collectively, "Funding Requirements") as a reserve fund; provided, however, that the executive director shall have the authority to take action resulting in a reduction of the reserve fund to a minimum of nine months of funding sufficient to pay, maintain, or satisfy all Funding Requirements if he determines that such action is necessary, in the best interest of the authority, and will not adversely affect the authority's financial stability. The FY 2023 budget remains in compliance with the Board policy of maintaining unrestricted cash reserves to cover 12 months of cash expenses.

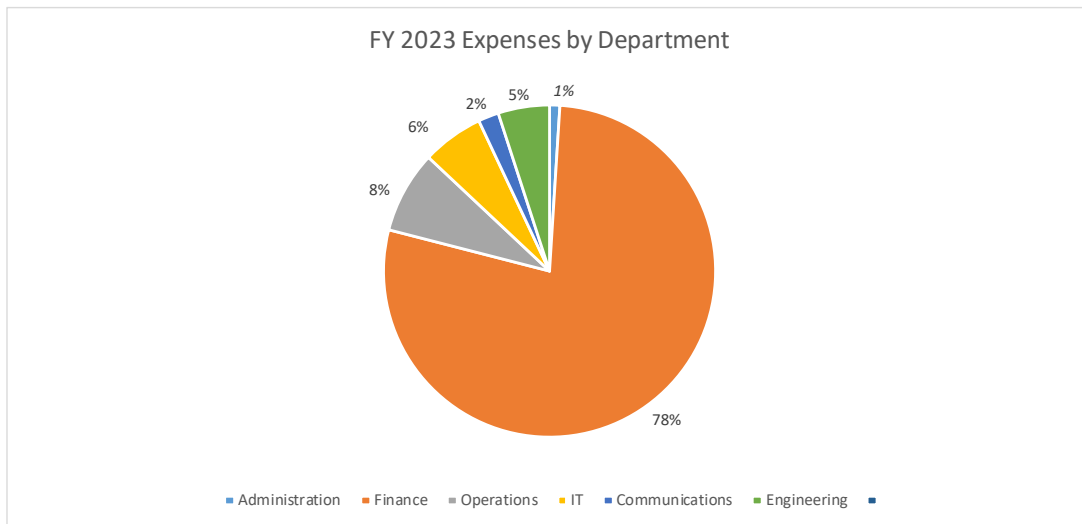
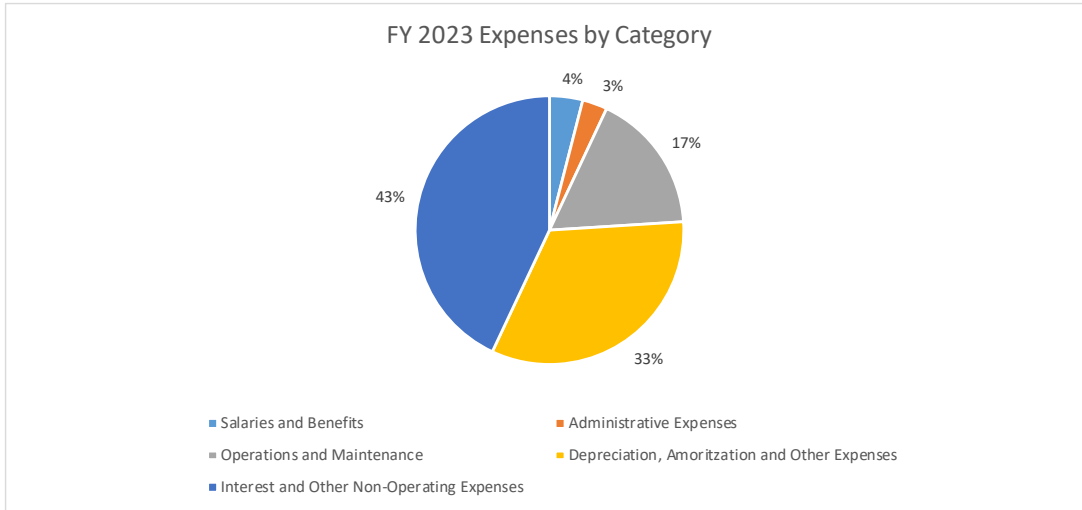
## Consolidated Summary of Revenues and Expenses

<b>Central Texas Regional Mobility Authority</b>				
<b>FY 2023 Consolidated System Summary of Revenue, Expenses and Cash Flow</b>				
	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
	<b>Results</b>	<b>Results</b>	<b>Budget</b>	<b>Budget</b>
<b>Revenues</b>				
<i>Operating Revenue:</i>				
Tag Revenue	\$ 83,652,694	\$ 81,151,817	\$ 105,220,500	\$ 126,190,000
Video Tolls	22,916,773	24,308,922	31,433,500	38,128,000
Fee Revenue	10,357,332	9,859,905	13,921,000	15,882,000
Total Operating Revenue	<u>\$ 116,926,799</u>	<u>\$ 115,320,645</u>	<u>\$ 150,575,000</u>	<u>\$ 180,200,000</u>
<i>Other Revenue:</i>				
Interest Income	4,174,536	492,393	1,230,764	3,190,301
Grant Revenue	2,311,664	852,471	2,180,000	1,359,833
Miscellaneous Revenue	18,740	158,631	320,000	130,000
Total Other Revenue	<u>\$ 6,504,940</u>	<u>\$ 1,503,496</u>	<u>\$ 3,730,764</u>	<u>\$ 4,680,134</u>
Total Revenue	<u>\$ 123,431,739</u>	<u>\$ 116,824,140</u>	<u>\$ 154,305,764</u>	<u>\$ 184,880,134</u>
<b>Expenses</b>				
<i>Administrative, Operating and Financing</i>				
Salaries and Benefits	(5,538,669)	(7,100,009)	(7,166,434)	(6,774,544)
Administrative Expenses	(3,320,895)	(2,864,316)	(5,522,652)	(5,986,993)
Operations and Maintenance	(22,774,721)	(23,820,050)	(32,659,854)	(43,101,083)
Depreciation, Amortization and Other Expenses	(45,954,522)	(48,262,231)	(65,178,522)	(71,537,153)
Interest and Other Non-Operating Expenses	(39,950,504)	(60,090,289)	(85,124,490)	(85,078,954)
Total Expenses	<u>\$ (117,539,311)</u>	<u>\$ (142,136,894)</u>	<u>\$ (195,651,952)</u>	<u>\$ (212,478,726)</u>
<i>Plus: Non Cash Expenses</i>				
Amortization Expense	969,309	997,272	1,125,000	2,020,950
Depreciation Expense	39,013,996	39,675,735	56,185,096	60,443,098
Bond Issuance Expense	1,587,044	10,790,299	1,227,474	1,250,000
Amortization Expense - Refund Savings	1,049,967	2,135,540	2,715,425	9,073,105
Accreted Interest	6,469,876	15,929,298	15,343,314	30,256,908
Total Non Cash Expenses	<u>\$ 49,090,191</u>	<u>\$ 69,528,143</u>	<u>\$ 76,596,309</u>	<u>\$ 103,044,061</u>
<i>Net Operating Cash Inflows</i>				<u>\$ 75,445,469</u>
<b>Cash Inflows(Outflows)</b>				
Estimated MoPac General Fund Balance - June 30, 2022		11,000,000		
MoPac Operating Capital Budget		(1,981,800)		
Regional Infrastructure Fund Payment		(5,000,000)		
Estimated MoPac General Fund Balance - June 30, 2023				4,018,200
Operating Capital Budget				(32,629,604)
Debt Service - Principal Due				(25,951,643)
Capitalized Interest				20,279,825
Subtotal				<u>(34,283,222)</u>
Net Cash Flow FY 2023				<u>\$ 41,162,247</u>
Estimated General Fund Balance - June 30, 2022				134,900,000
Estimated General Fund Balance - June 30, 2023				176,062,247
Board Operating Cash Reserve Policy FY 2023				(143,717,887)
Designated for Allocation to Future Debt Service/Reserve Policy				<u>\$ 32,344,360</u>

## Consolidated Summary of Revenues and Expenses

### Summary of Expenses:

	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Adopted Budget	FY 2023 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 5,538,669	\$ 7,100,009	\$ 7,166,434	\$ 6,774,544	-5.47%
Administrative Expenses	3,320,895	2,864,316	5,522,652	5,986,993	8.41%
Operations and Maintenance	22,774,721	23,820,050	32,659,854	37,104,083	13.61%
Depreciation, Amortization and Other Expenses	45,954,522	48,262,231	65,178,522	77,534,153	18.96%
Interest and Other Non-Operating Expenses	39,950,504	60,090,289	85,124,490	85,078,954	-0.05%
<b>Total Expenses</b>	<b>\$ 117,539,311</b>	<b>\$ 142,136,894</b>	<b>\$ 195,651,952</b>	<b>\$ 212,478,726</b>	<b>8.60%</b>





## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2023 Revenue and Expense by Line Item All Departments

Account Name	FY 2020 Actual Results	FY 2021 Actual Results	FY 2022 Adopted Budget	FY 2023 Adopted Budget	% Change From Prior Year
<i>Revenue</i>					
<b>Operating Revenue</b>					
Tag Revenue	83,652,694	81,151,817	105,220,500	126,190,000	19.93%
Video Tolls	22,916,773	24,308,922	31,433,500	38,128,000	21.30%
Fee Revenue	10,357,332	9,859,905	13,921,000	15,882,000	14.09%
<b>Total Operating Revenue</b>	<b>116,926,799</b>	<b>115,320,645</b>	<b>150,575,000</b>	<b>180,200,000</b>	<b>19.67%</b>
<b>Other Revenue</b>					
Interest Income	4,174,536	492,393	1,230,764	3,190,301	159.21%
Grant Revenue	2,311,664	852,471	2,180,000	1,359,833	-37.62%
Miscellaneous	7,622	158,631	320,000	130,000	-59.38%
Gain/Loss on Sale of Asset	11,117	-	-	-	0.00%
<b>Total Other Revenue</b>	<b>6,504,940</b>	<b>1,503,496</b>	<b>3,730,764</b>	<b>4,680,134</b>	<b>25.45%</b>
<b>Total Revenue</b>	<b>\$ 123,431,739</b>	<b>\$ 116,824,140</b>	<b>\$ 154,305,764</b>	<b>\$ 184,880,134</b>	<b>19.81%</b>
<i>Expenses</i>					
<b>Salaries and Benefits</b>					
<b>Salaries &amp; Wages</b>					
Salary Expense-Regular	4,188,480	5,361,828	4,940,743	4,621,321	-6.47%
Salary Reserve	-	-	80,000	80,000	0.00%
<b>Total Salaries</b>	<b>4,188,480</b>	<b>5,361,828</b>	<b>5,020,743</b>	<b>4,701,321</b>	<b>-6.36%</b>
<b>Benefits</b>					
TCDRS	494,804	799,607	1,016,106	1,046,269	2.97%
FICA	198,043	206,364	238,665	232,304	-2.67%
FICA MED	61,750	64,648	74,643	67,009	-10.23%
Health Insurance Expense	436,492	459,928	584,978	580,271	-0.80%
Life Insurance Expense	7,677	9,172	6,714	5,972	-11.06%
Auto Allowance Expense	10,200	6,375	10,200	10,200	0.00%
Other Benefits	136,650	186,859	209,200	126,591	-39.49%
<b>Total Benefits</b>	<b>1,345,615</b>	<b>1,732,952</b>	<b>2,140,507</b>	<b>2,068,615</b>	<b>-3.36%</b>
<b>Payroll Taxes</b>					
Unemployment Taxes	4,574	5,230	5,184	4,608	-11.11%
<b>Total Payroll Taxes</b>	<b>4,574</b>	<b>5,230</b>	<b>5,184</b>	<b>4,608</b>	<b>-11.11%</b>
<b>Total Salaries and Benefits</b>	<b>5,538,669</b>	<b>7,100,009</b>	<b>7,166,434</b>	<b>6,774,544</b>	<b>-5.47%</b>
<b>Administrative</b>					
<b>Administrative and Office Expenses</b>					
Accounting	8,348	9,049	9,000	9,500	5.56%
Auditing	127,661	135,475	144,550	190,000	31.44%
Human Resources	29,076	9,976	30,000	30,000	0.00%
IT Services	195,609	189,504	285,000	350,000	22.81%
Internet	215	-	450	150	-66.67%
Software Licenses	56,991	297,478	514,500	557,500	8.36%
Cell Phones	22,655	20,548	24,800	24,200	-2.42%
Local Telephone Service	97,774	89,352	105,000	10,000	-90.48%
Overnight Delivery Services	53	66	200	250	25.00%
Local Delivery Services	25	12	50	-	-100.00%
Copy Machine	15,264	16,536	16,000	15,500	-3.13%
Repair & Maintenance-General	6,978	5,776	10,000	8,000	-20.00%
Meeting Expense	14,874	1,676	13,250	12,750	-3.77%
Toll Tag Expense	2,350	1,500	3,000	3,000	0.00%
Parking / Local Ride Share	1,513	49	2,750	2,800	1.82%
Mileage Reimbursement	2,366	279	4,800	3,950	-17.71%
Insurance Expense	324,036	522,056	651,000	651,250	0.04%
Rent Expense	538,012	554,627	575,000	731,203	27.17%
Building Parking	15,446	251	11,000	3,500	-68.18%
Legal Services	457,142	278,371	342,500	443,000	29.34%
<b>Total Administrative and Office Expenses</b>	<b>1,916,387</b>	<b>2,132,581</b>	<b>2,742,850</b>	<b>3,224,553</b>	<b>17.56%</b>

## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2023 Revenue and Expense by Line Item All Departments

Account Name	FY 2020 Actual Results	FY 2021 Actual Results	FY 2022 Adopted Budget	FY 2023 Adopted Budget	% Change From Prior Year
<b>Office Supplies</b>					
Books & Publications	2,772	4,307	4,250	3,250	-23.53%
Office Supplies	6,673	4,119	11,000	7,750	-29.55%
Misc Office Equipment	3,610	7,591	4,500	4,500	0.00%
Computer Supplies	98,415	47,240	186,950	221,950	18.72%
Copy Supplies	1,573	496	1,500	-	-100.00%
Other Reports-Printing	2,883	-	5,000	5,000	0.00%
Office Supplies-Printed	399	170	5,000	3,100	-38.00%
Postage Expense	396	441	650	550	-15.38%
<b>Total Office Supplies</b>	<b>116,722</b>	<b>64,365</b>	<b>218,850</b>	<b>246,100</b>	<b>12.45%</b>
<b>Communications and Public Relations</b>					
Graphic Design Services	-	-	75,000	75,000	0.00%
Website Maintenance	31,880	35,036	100,000	111,500	11.50%
Research Services	130,804	142,046	275,000	140,000	-49.09%
Communications and Marketing	257,749	126,901	500,000	400,000	-20.00%
Advertising Expense	438,394	192,219	800,000	500,000	-37.50%
Direct Mail	-	-	85,000	65,000	-23.53%
Video Production	31,288	19,526	179,000	82,500	-53.91%
Photography	777	-	10,000	25,000	150.00%
Radio	3,480	-	75,000	50,000	-33.33%
Other Public Relations	3,918	10,576	-	2,500	0.00%
Promotional Items	8,875	1,260	10,000	520,000	5100.00%
Annual Report printing	-	553	5,600	1,500	-73.21%
Direct Mail Printing	-	770	40,000	26,000	-35.00%
Other Communication Expenses	35,253	3,342	15,000	15,000	0.00%
<b>Total Communications and Public Relations</b>	<b>942,418</b>	<b>532,229</b>	<b>2,169,600</b>	<b>2,014,000</b>	<b>-7.17%</b>
<b>Employee Development</b>					
Subscriptions	1,689	1,767	50,560	50,700	0.28%
Agency Memberships	52,443	41,106	57,942	78,550	35.57%
Continuing Education	1,409	695	6,000	4,800	-20.00%
Professional Development	9,165	-	14,000	19,150	36.79%
Other Licenses	731	758	1,850	1,900	2.70%
Seminars and Conferences	21,781	(6,731)	45,500	118,500	160.44%
Travel	85,052	-	89,500	93,500	4.47%
<b>Total Employee Development</b>	<b>172,269</b>	<b>37,595</b>	<b>265,352</b>	<b>367,100</b>	<b>38.34%</b>
<b>Financing and Banking Fees</b>					
Trustee Fees	53,763	58,263	60,000	60,000	0.00%
Bank Fee Expense	1,477	1,309	2,000	3,240	62.00%
Continuing Disclosure	3,634	3,500	4,000	7,000	75.00%
Arbitrage Rebate Calculation	10,225	9,975	10,000	15,000	50.00%
Rating Agency Expense	104,000	24,500	50,000	50,000	0.00%
<b>Total Financing and Banking Fees</b>	<b>173,099</b>	<b>97,546</b>	<b>126,000</b>	<b>135,240</b>	<b>7.33%</b>
<b>Total Administrative</b>	<b>3,320,895</b>	<b>2,864,316</b>	<b>5,522,652</b>	<b>5,986,993</b>	<b>8.41%</b>



## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2023 Revenue and Expense by Line Item All Departments

Account Name	FY 2020 Actual Results	FY 2021 Actual Results	FY 2022 Adopted Budget	FY 2023 Adopted Budget	% Change From Prior Year
<b>Operations and Maintenance</b>					
<b>Operations and Maintenance Consulting</b>					
<b>General Engineering Consultant</b>					
<b>GEC-Trust Indenture Support</b>					
GEC 1.1 Annual O&M Budget Development	19,827	37,909	64,265	48,997	-23.76%
GEC 1.2 Annual Facility Inspections	287,131	356,142	457,564	700,000	52.98%
GEC 1.3 Toll Rate Schedule Prep	-	-	-	15,000	0.00%
<b>GEC-Financial Planning Support</b>					
GEC 2.1 Program Funding Support	254,490	112,228	243,804	275,000	12.80%
<b>GEC-Toll Ops Support</b>					
GEC 3.1 Operations Center Support	161,883	14,246	128,800	140,000	8.70%
GEC 3.2 Toll Operations Support	864,320	245,742	1,185,355	2,410,000	103.31%
<b>GEC-Roadway Ops Support</b>					
GEC 4.1 Driveway and Utility Permitting	22,771	32,772	35,000	40,000	14.29%
GEC 4.2 Investigations and Optimization	10,889	-	-	-	0.00%
GEC 4.3 Maintenance Contract Support/Oversight	740,128	617,135	481,339	696,139	44.63%
GEC 4.4 Traffic Data Gathering and Analysis	304,303	31,422	620,000	625,000	0.81%
GEC 4.6 Best Business Practices/Policies Support	4,390	-	-	-	0.00%
GEC 4.7 Warranty	-	-	50,000	50,000	0.00%
<b>GEC-Technology Support</b>					
GEC 5.1 Technology Development	843,406	666,424	1,412,000	629,369	-55.43%
GEC 5.2 Technology Maintenance	1,306	-	26,856	25,000	-6.91%
<b>GEC-Public Information Support</b>					
GEC 6.2 Public Information - Non Project	311,072	98,066	-	200,000	0.00%
<b>GEC-General Support</b>					
GEC 7.1 Program Management	55,399	69,444	172,416	155,000	-10.10%
GEC 7.2 Technical Resource Support	26,331	13,274	89,390	40,000	-55.25%
GEC 7.3 Study and Report Review	109,785	2,593	75,000	15,000	-80.00%
GEC 7.4 Agency Coordination - Non Project	871,170	475,701	550,000	550,000	0.00%
GEC 7.5 Other Initiatives - Non Project	511,278	136,022	586,623	600,000	2.28%
GEC 7.6 Other Initiatives - Project	120,269	-	-	-	0.00%
General System Consultant	1,237,298	505,924	1,653,940	1,159,640	-29.89%
Traffic Modeling	-	212,774	67,000	150,000	123.88%
Traffic and Revenue Consultant	318,687	443,099	175,000	500,000	185.71%
<b>Total Operations and Maintenance Consulting</b>	<b>7,076,132</b>	<b>4,070,916</b>	<b>8,074,352</b>	<b>9,024,145</b>	<b>11.76%</b>
<b>Road Operations and Maintenance</b>					
Roadway Maintenance	3,794,604	2,816,531	4,487,800	1,868,052	-58.37%
Landscape Maintenance	-	2,189,365	2,302,400	2,949,320	28.10%
Signal & Illumination Maint	53,517	-	50,000	-	-100.00%
Maintenance Supplies-Roadway	75,755	95,980	350,000	300,000	-14.29%
Tools & Equipment Expense	885	2,400	25,000	25,000	0.00%
Gasoline	12,226	11,307	30,000	30,000	0.00%
Repair & Maintenance-Vehicles	7,577	6,123	10,000	10,000	0.00%
Natural Gas	1,486	3,201	2,500	2,500	0.00%
Electricity - Roadways	186,998	184,844	250,000	250,000	0.00%
<b>Total Road Operations and Maintenance</b>	<b>4,133,048</b>	<b>5,309,751</b>	<b>7,507,700</b>	<b>5,434,872</b>	<b>-27.61%</b>
<b>Toll Processing and Collection Expense</b>					
Image Processing	1,739,662	2,375,578	3,000,000	4,208,340	40.28%
Tag Collection Fees	5,541,239	5,993,382	6,041,000	8,453,846	39.94%
Court Enforcement Costs	-	-	75,000	10,000	-86.67%
DMV Lookup Fees	221	-	250	200	-20.00%
<b>Total Toll Processing and Collections</b>	<b>7,281,122</b>	<b>8,368,960</b>	<b>9,116,250</b>	<b>12,672,387</b>	<b>39.01%</b>

## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2023 Revenue and Expense by Line Item All Departments

Account Name	FY 2020 Actual Results	FY 2021 Actual Results	FY 2022 Adopted Budget	FY 2023 Adopted Budget	% Change From Prior Year
<b>Toll Operations Expense</b>					
Generator Fuel	2,736	3,459	3,000	3,000	0.00%
Fire and Burglar Alarm	493	493	500	500	0.00%
Refuse	1,695	1,801	2,200	2,180	-0.91%
Water - Irrigation	4,312	3,913	7,500	7,500	0.00%
Electricity	492	825	500	500	0.00%
ETC spare parts expense	8,272	161,341	50,000	200,000	300.00%
Repair & Maintenance Toll Equip	48,308	-	75,000	50,000	-33.33%
Law Enforcement	45,855	213,102	450,000	500,000	11.11%
ETC Maintenance Contract	3,100,824	3,894,435	5,390,000	6,000,000	11.32%
Transaction Processing Maintenance Contract	-	-	-	1,500,000	0.00%
ETC Toll Management Center System Operation	11,433	543,402	642,852	875,000	36.11%
ETC Development	945,656	1,245,965	1,140,000	559,000	-50.96%
ETC Testing	114,343	1,687	200,000	275,000	37.50%
<b>Total Toll Operations</b>	<b>4,284,419</b>	<b>6,070,422</b>	<b>7,961,552</b>	<b>9,972,680</b>	<b>25.26%</b>
<b>Total Operations and Maintenance</b>	<b>22,774,721</b>	<b>23,820,050</b>	<b>32,659,854</b>	<b>37,104,083</b>	<b>13.61%</b>
<b>Other Expenses</b>					
<b>Special Projects and Contingencies</b>					
HERO	147,829	147,829	148,000	149,000	0.68%
Special Projects	153,760	28,662	150,000	100,000	-33.33%
71 Express Net Revenue Payment	3,990,145	125,812	4,000,000	5,000,000	25.00%
Customer Relations	-	-	-	3,000	0.00%
Technology Initiatives	458,016	165,179	185,000	75,000	-59.46%
Other Contractual Svcs	161,500	497,455	370,000	370,000	0.00%
Contingency	10,000	20,000	300,000	300,000	0.00%
<b>Total Special Projects and Contingencies</b>	<b>4,921,251</b>	<b>984,936</b>	<b>5,153,000</b>	<b>5,997,000</b>	<b>16.38%</b>
<b>Non Cash Expenses</b>					
Amortization Expense	969,309	997,272	1,125,000	2,020,950	79.64%
Amort Expense - Refund Savings	1,049,967	2,135,540	2,715,425	9,073,105	234.13%
Dep Exp - Furniture & Fixtures	2,614	2,614	2,614	2,178	-16.68%
Dep Expense - Equipment	44,898	2,500	2,500	-	-100.00%
Dep Expense - Autos & Trucks	34,219	33,886	43,085	46,496	7.92%
Dep Expense - Building & Toll Fac	176,748	176,748	176,748	176,748	0.00%
Dep Expense - Highways & Bridges	33,228,260	33,760,010	49,342,469	53,479,102	8.38%
Dep Expense - Toll Equipment	3,620,454	3,607,108	4,060,300	4,736,604	16.66%
Dep Expense - Signs	844,751	1,016,571	1,202,171	1,052,717	-12.43%
Dep Expense - Land Improvements	958,678	884,934	1,163,209	884,934	-23.92%
Depreciation Expense - Computers	103,374	191,364	192,000	64,319	-66.50%
Undevelopable Projects	-	4,468,748	-	-	0.00%
<b>Total Non Cash</b>	<b>41,033,271</b>	<b>47,277,294</b>	<b>60,025,522</b>	<b>71,537,153</b>	<b>19.18%</b>
<b>Total Other Expenses</b>	<b>45,954,522</b>	<b>48,262,231</b>	<b>65,178,522</b>	<b>77,534,153</b>	<b>18.96%</b>
<b>Non Operating Expenses</b>					
Bond Issuance Expense	1,587,044	10,790,299	1,227,474	1,250,000	1.84%
Loan Fee Expense	27,000	28,000	50,000	14,500	-71.00%
Interest Expense	38,170,927	49,207,941	83,789,516	83,664,454	-0.15%
Community Initiatives	165,533	64,050	57,500	150,000	160.87%
<b>Total Non Operating Expense</b>	<b>39,950,504</b>	<b>60,090,289</b>	<b>85,124,490</b>	<b>85,078,954</b>	<b>-0.05%</b>
<b>Total Expenses</b>	<b>117,539,311</b>	<b>142,136,894</b>	<b>195,651,952</b>	<b>212,478,726</b>	<b>8.60%</b>
Net Income	\$ 5,892,428	\$ (25,312,754)	\$ (41,346,188)	\$ (27,598,592)	

## Administration

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The primary role of the Administration Department is to manage the agency, its Departments, programs, projects and provide trusted legal advice and counsel to support and advance the mission of the Mobility Authority while supporting Mobility Authority Staff to achieve the goals set forth in the Strategic Plan. The Agency's mobility innovation efforts and general support for the Board of Directors is also included in this Department.

General Counsel provides information, advice, and guidance on compliance with applicable laws and represents the Mobility Authority's interests in its relationships with customers, other agencies, consultants, vendors, and the public. General Counsel coordinates and collaborates with outside counsel to provide resources and expertise to support the Mobility Authority's projects, programs, and operations.

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

### **Goals and Initiatives:**

- Champion regional coordination by partnering with major regional mobility providers such as Travis/Williamson/Hays Counties, TxDOT, CAMPO, Capital Metro, City of Austin, and Capitol Area Council of Governments to promote a coordinated, regional mobility system.
- Develop legislative initiatives in preparation for the 88<sup>th</sup> Texas Legislature.
- Assist with the administration of Mobility Authority projects including negotiations with third parties, claims resolution and various real estate issues.
- Provide legal support and strategic advice regarding right-of-way acquisition for Mobility Authority projects.
- Work with staff to ensure compliance with Mobility Authority procurement and record retention policies.
- Facilitate responses to Open Records Requests and oversee compliance with the Texas Public Information Act.

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

## Administration

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

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

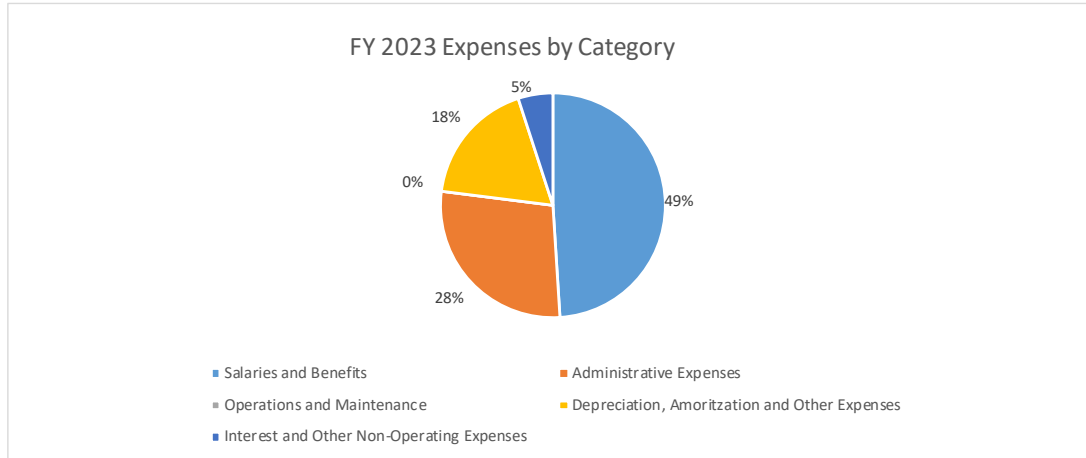
- Explore research opportunities to evaluate customer interactions and behavior to enhance the customer's experience.

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

## Administration

Summary of Expenses:

	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Adopted Budget	FY 2023 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 2,157,091	\$ 2,489,146	\$ 2,576,279	\$ 1,470,645	-42.92%
Administrative Expenses	735,659	507,317	724,650	828,600	14.34%
Operations and Maintenance	116,381	4,386	-	-	0.00%
Depreciation, Amoritzation and Other Expenses	766,348	691,296	705,000	545,000	-22.70%
Interest and Other Non-Operating Expenses	165,533	64,050	57,500	150,000	160.87%
<b>Total Expenses</b>	<b>\$ 3,941,013</b>	<b>\$ 3,756,195</b>	<b>\$ 4,063,429</b>	<b>\$ 2,994,245</b>	<b>-26.31%</b>



# Administration

## Central Texas Regional Mobility Authority Operating Budget - FY 2023 Administration

Account Name	FY 2020 Actual Results	FY 2021 Actual Results	FY 2022 Adopted Budget	FY 2023 Adopted Budget	% Change From Prior Year
<b>Salaries and Benefits</b>					
<b>Salaries &amp; Wages</b>					
Salary Expense-Regular	1,651,100	1,929,671	1,868,634	1,116,866	-40.23%
<b>Total Salaries</b>	<b>1,651,100</b>	<b>1,929,671</b>	<b>1,868,634</b>	<b>1,116,866</b>	<b>-40.23%</b>
<b>Benefits</b>					
TCDRS	219,185	229,684	339,718	187,792	-44.72%
FICA	62,098	64,033	74,618	40,568	-45.63%
FICA MED	23,856	25,520	29,534	16,194	-45.17%
Health Insurance Expense	134,328	121,453	168,688	62,019	-63.23%
Life Insurance Expense	4,529	5,213	2,460	1,136	-53.82%
Auto Allowance Expense	10,200	6,375	10,200	10,200	0.00%
Other Benefits	51,714	105,508	80,844	35,006	-56.70%
<b>Total Benefits</b>	<b>505,910</b>	<b>557,785</b>	<b>706,061</b>	<b>352,915</b>	<b>-50.02%</b>
<b>Payroll Taxes</b>					
Unemployment Taxes	81	1,690	1,584	864	-45.45%
<b>Total Payroll Taxes</b>	<b>81</b>	<b>1,690</b>	<b>1,584</b>	<b>864</b>	<b>-45.45%</b>
<b>Total Salaries and Benefits</b>	<b>2,157,091</b>	<b>2,489,146</b>	<b>2,576,279</b>	<b>1,470,645</b>	<b>-42.92%</b>
<b>Administrative</b>					
<b>Administrative and Office Expenses</b>					
Human Resources	-	-	-	30,000	0.00%
IT Services	6,790	9,540	10,000	-	-63.84%
Internet	87	-	300	-	0.00%
Software Licenses	1,500	1,500	1,500	1,500	-50.00%
Cell Phones	4,878	4,333	5,800	5,400	-44.86%
Overnight Delivery Services	-	6	-	100	
Copy Machine	-	-	-	15,500	0.00%
Repair & Maintenance-General	6,114	5,331	10,000	5,500	-100.00%
Meeting Expense	9,445	1,509	10,000	10,000	0.00%
Parking / Local Ride Share	418	33	950	1,100	15.79%
Mileage Reimbursement	739	226	1,700	1,150	-32.35%
Insurance Expense	463	463	1,000	500	-50.00%
Legal - Board Meeting	41,720	56,328	30,000	40,000	33.33%
Legal - Engineering	-	2,685	2,500	40,000	1500.00%
Legal - Financing	32,517	-	5,000	8,000	60.00%
Legal - Human Resources	73,017	9,997	25,000	20,000	-20.00%
Legal - Litigation	-	2,968	40,000	40,000	0.00%
Legal - Open Meetings/Public Info Act	47,567	7,395	30,000	40,000	33.33%
Legal - Operations	55,033	10,030	15,000	20,000	33.33%
Legal - Procurements and Contracts	159,377	11,166	25,000	75,000	200.00%
Legal - Legislative Matters	6,254	70,046	100,000	90,000	-10.00%
Legal - Administration	41,656	107,756	15,000	20,000	33.33%
Legal - Toll Enforcement	-	-	15,000	15,000	0.00%
Legal - Intellectual Property	-	-	10,000	10,000	0.00%
Legal - Technology Initiatives	-	-	20,000	-	-100.00%
Legal - General Legal Matters	-	-	10,000	10,000	0.00%
Legal - Information Technology	-	-	-	15,000	0.00%
<b>Legal Services</b>	<b>457,142</b>	<b>278,371</b>	<b>342,500</b>	<b>443,000</b>	<b>29.34%</b>
<b>Total Administrative and Office Expenses</b>	<b>487,576</b>	<b>301,313</b>	<b>383,750</b>	<b>513,750</b>	<b>33.88%</b>
<b>Office Supplies</b>					
Books & Publications	2,772	4,262	4,000	3,000	-25.00%
Office Supplies	3,762	1,945	5,000	4,000	-20.00%
Misc Office Equipment	973	7,591	2,500	2,500	0.00%
Computer Supplies	642	139	1,000	1,000	0.00%
Office Supplies-Printed	224	-	500	100	-80.00%
Postage Expense	342	441	600	550	-8.33%
<b>Total Office Supplies</b>	<b>8,715</b>	<b>14,378</b>	<b>13,600</b>	<b>11,150</b>	<b>-18.01%</b>

## Administration

### Central Texas Regional Mobility Authority Operating Budget - FY 2023 Administration

Account Name	FY 2020 Actual Results	FY 2021 Actual Results	FY 2022 Adopted Budget	FY 2023 Adopted Budget	% Change From Prior Year
<b>Communications and Public Relations</b>					
Research Services	129,731	142,046	200,000	100,000	-50.00%
Other Public Relations	-	10,576	-	-	0.00%
Promotional Items	-	945	-	-	0.00%
<b>Total Communications and Public Relations</b>	<b>129,731</b>	<b>153,567</b>	<b>200,000</b>	<b>100,000</b>	<b>-50.00%</b>
<b>Employee Development</b>					
Subscriptions	200	62	300	200	-33.33%
Agency Memberships	47,736	40,406	51,000	70,000	37.25%
Continuing Education	250	275	4,000	2,500	-37.50%
Professional Development	-	-	3,000	2,400	0.00%
Other Licenses	120	636	1,500	1,100	-26.67%
Seminars and Conferences	11,123	(3,320)	20,000	77,500	287.50%
Travel	50,210	-	47,500	50,000	5.26%
<b>Total Employee Development</b>	<b>109,638</b>	<b>38,059</b>	<b>127,300</b>	<b>203,700</b>	<b>60.02%</b>
<b>Total Administrative</b>	<b>735,659</b>	<b>507,317</b>	<b>724,650</b>	<b>828,600</b>	<b>14.34%</b>
<b>Operations and Maintenance</b>					
<b>Operations and Maintenance Consulting</b>					
<b>GEC-General Support</b>					
GEC 7.3 Study and Report Review	96,790.09	-	-	-	0.00%
Traffic and Revenue Consultant	15,881.95	4,255	-	-	0.00%
<b>Total Operations and Maintenance Consulting</b>	<b>112,672</b>	<b>4,255</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Road Operations and Maintenance</b>					
Gasoline	1,783	131	-	-	0.00%
Repair & Maintenance-Vehicles	1,926	-	-	-	0.00%
<b>Total Road Operations and Maintenance</b>	<b>3,709</b>	<b>131</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Operations and Maintenance</b>	<b>116,381</b>	<b>4,386</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Other Expenses</b>					
<b>Special Projects and Contingencies</b>					
Special Projects	146,831	28,662	150,000	100,000	-33.33%
Technology Initiatives	458,016	165,179	185,000	75,000	-59.46%
Other Contractual Svcs	161,500	497,455	370,000	370,000	0.00%
<b>Total Special Projects and Contingencies</b>	<b>766,348</b>	<b>691,296</b>	<b>705,000</b>	<b>545,000</b>	<b>-22.70%</b>
<b>Total Other Expenses</b>	<b>766,348</b>	<b>691,296</b>	<b>705,000</b>	<b>545,000</b>	<b>-22.70%</b>
<b>Non Operating Expenses</b>					
Community Initiatives	165,533	64,050	57,500	150,000	160.87%
<b>Total Non Operating Expense</b>	<b>165,533</b>	<b>64,050</b>	<b>57,500</b>	<b>150,000</b>	<b>160.87%</b>
<b>Total Expenses</b>	<b>3,941,013</b>	<b>3,756,195</b>	<b>4,063,429</b>	<b>2,994,245</b>	<b>-26.31%</b>

## Finance

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

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

### **Goals and Initiatives:**

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

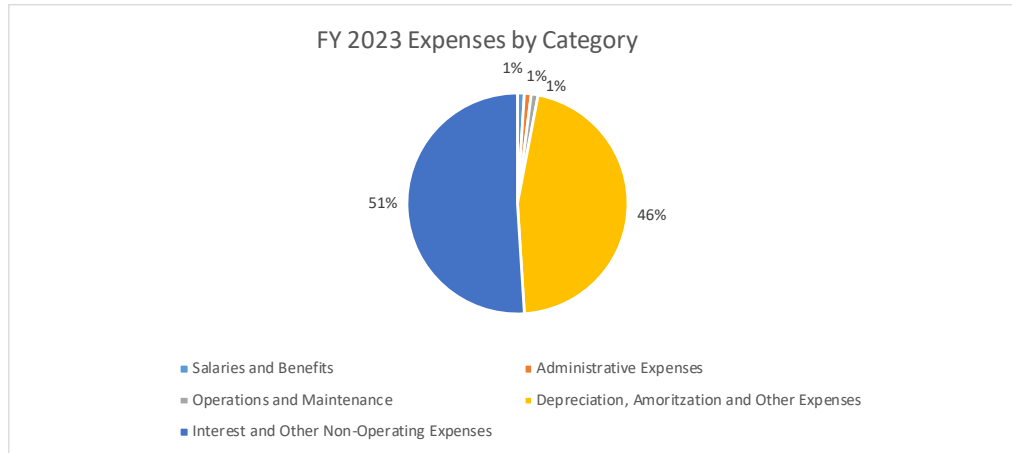
*Strategic Goals: Employ a Collaborative Approach to Implementing Mobility Solutions, Deliver Responsible Mobility Solutions that Respect the Communities We Serve, Deliver on Commitments to our Customers and our Investors*



# Finance

Summary of Expenses:

	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Adopted Budget	FY 2023 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 757,606	\$ 897,567	\$ 1,029,773	\$ 1,187,666	15.33%
Administrative Expenses	1,259,218	1,369,466	1,591,550	\$ 1,931,593	21.37%
Operations and Maintenance	303,597	488,299	175,700	\$ 500,680	184.96%
Depreciation, Amoritzation and Other Expenses	45,033,416	47,423,106	64,325,522	\$ 76,837,153	19.45%
Interest and Other Non-Operating Expenses	39,784,971	60,026,239	85,066,990	\$ 84,928,954	-0.16%
<b>Total Expenses</b>	<b>\$ 87,138,808</b>	<b>\$ 110,204,677</b>	<b>\$ 152,189,534</b>	<b>\$ 165,386,045</b>	<b>8.67%</b>



## Finance

### Central Texas Regional Mobility Authority Operating Budget - FY 2023 Finance

Account Name	FY 2020 Actual Results	FY 2021 Actual Results	FY 2022 Adopted Budget	FY 2023 Adopted Budget	% Change From Prior Year
<b>Salaries and Benefits</b>					
<b>Salaries &amp; Wages</b>					
Salary Expense-Regular	571,585	695,488	675,320	795,319	17.77%
Salary Reserve	-	-	80,000	80,000	0.00%
<b>Total Salaries</b>	<b>571,585</b>	<b>695,488</b>	<b>755,320</b>	<b>875,319</b>	<b>15.89%</b>
Contractual Employees Expense	-	-	-	-	-
<b>Benefits</b>					
TCDRS	80,021	87,520	122,773	143,157	16.60%
FICA	24,177	26,505	29,713	37,843	27.36%
FICA MED	8,217	9,000	10,356	11,532	11.36%
Health Insurance Expense	32,069	36,420	67,241	83,521	24.21%
Life Insurance Expense	510	705	894	900	0.57%
Other Benefits	37,019	41,124	42,756	34,674	-18.90%
<b>Total Benefits</b>	<b>182,015</b>	<b>201,275</b>	<b>273,733</b>	<b>311,627</b>	<b>13.84%</b>
<b>Payroll Taxes</b>					
Unemployment Taxes	4,006	804	720	720	0.00%
<b>Total Payroll Taxes</b>	<b>4,006</b>	<b>804</b>	<b>720</b>	<b>720</b>	<b>0.00%</b>
<b>Total Salaries and Benefits</b>	<b>757,606</b>	<b>897,567</b>	<b>1,029,773</b>	<b>1,187,666</b>	<b>15.33%</b>
<b>Administrative</b>					
<b>Administrative and Office Expenses</b>					
Accounting	8,348	9,049	9,000	9,500	5.56%
Auditing	127,661	135,475	144,550	190,000	31.44%
Financial Advisors	-	-	-	108,000	0.00%
Human Resources	29,076	9,976	30,000	-	-100.00%
Legal	-	-	-	70,000	0.00%
Software Licenses	18,280	18,280	18,500	18,500	0.00%
Cell Phones	1,800	1,800	2,400	2,400	0.00%
Overnight Delivery Services	53	59	100	100	0.00%
Local Delivery Services	12	-	50	-	-100.00%
Copy Machine	15,264	16,536	16,000	-	-100.00%
Meeting Expense	1,108	167	1,000	500	-50.00%
Parking / Local Ride Share	239	-	300	200	-33.33%
Mileage Reimbursement	116	17	100	100	0.00%
Insurance Expense	323,573	521,093	650,000	650,000	0.00%
Rent Expense	538,012	554,627	575,000	731,203	27.17%
Building Parking	6,967	166	1,000	1,000	0.00%
<b>Total Administrative and Office Expenses</b>	<b>1,070,511</b>	<b>1,267,244</b>	<b>1,448,000</b>	<b>1,781,503</b>	<b>23.03%</b>
<b>Office Supplies</b>					
Office Supplies	2,115	1,643	2,500	1,000	-60.00%
Misc Office Equipment	112	-	-	-	0.00%
Computer Supplies	88	174	200	200	0.00%
Copy Supplies	1,573	93	1,500	-	-100.00%
Office Supplies-Printed	74	139	-	500	0.00%
Postage Expense	29	-	50	-	-100.00%
<b>Total Office Supplies</b>	<b>3,991</b>	<b>2,048</b>	<b>4,250</b>	<b>1,700</b>	<b>-60.00%</b>
<b>Communications and Public Relations</b>					
Annual Report printing	-	553	600	1,000	66.67%
<b>Total Communications and Public Relations</b>	<b>-</b>	<b>553</b>	<b>600</b>	<b>1,000</b>	<b>66.67%</b>

## Finance

### Central Texas Regional Mobility Authority Operating Budget - FY 2023 Finance

Account Name	FY 2020 Actual Results	FY 2021 Actual Results	FY 2022 Adopted Budget	FY 2023 Adopted Budget	% Change From Prior Year
<b>Employee Development</b>					
Subscriptions	1,329	1,254	-	-	0.00%
Agency Memberships	560	400	600	550	-8.33%
Continuing Education	139	420	500	800	60.00%
Professional Development	1,460	-	1,000	250	-75.00%
Other Licenses	76	-	100	50	-50.00%
Seminars and Conferences	2,013	-	3,000	3,000	0.00%
Travel	6,041	-	7,500	7,500	0.00%
<b>Total Employee Development</b>	<b>11,618</b>	<b>2,074</b>	<b>12,700</b>	<b>12,150</b>	<b>-4.33%</b>
<b>Financing and Banking Fees</b>					
Trustee Fees	53,763	58,263	60,000	60,000	0.00%
Bank Fee Expense	1,477	1,309	2,000	3,240	62.00%
Continuing Disclosure	3,634	3,500	4,000	7,000	75.00%
Arbitrage Rebate Calculation	10,225	9,975	10,000	15,000	50.00%
Rating Agency Expense	104,000	24,500	50,000	50,000	0.00%
<b>Total Financing and Banking Fees</b>	<b>173,099</b>	<b>97,546</b>	<b>126,000</b>	<b>135,240</b>	<b>7.33%</b>
<b>Total Administrative</b>	<b>1,259,218</b>	<b>1,369,466</b>	<b>1,591,550</b>	<b>1,931,593</b>	<b>21.37%</b>
<b>Operations and Maintenance</b>					
Traffic Modeling	-	48,321	-	-	0.00%
Traffic and Revenue Consultant	302,806	438,844	175,000	500,000	185.71%
<b>Total Operations and Maintenance Consulting</b>	<b>302,806</b>	<b>487,164</b>	<b>175,000</b>	<b>500,000</b>	<b>185.71%</b>
<b>Toll Operations Expense</b>					
Refuse	300	310	200	180	-10.00%
Electricity	492	825	500	500	0.00%
<b>Total Toll Operations</b>	<b>792</b>	<b>1,135</b>	<b>700</b>	<b>680</b>	<b>-2.86%</b>
<b>Total Operations and Maintenance</b>	<b>303,597</b>	<b>488,299</b>	<b>175,700</b>	<b>500,680</b>	<b>184.96%</b>
<b>Other Expenses</b>					
<b>Special Projects and Contingencies</b>					
71 Express Net Revenue Payment	3,990,145	125,812	4,000,000	5,000,000	25.00%
Contingency	10,000	20,000	300,000	300,000	0.00%
<b>Total Special Projects and Contingencies</b>	<b>4,000,145</b>	<b>145,812</b>	<b>4,300,000</b>	<b>5,300,000</b>	<b>23.26%</b>
<b>Non Cash Expenses</b>					
Amortization Expense	969,309	997,272	1,125,000	2,020,950	79.64%
Amort Expense - Refund Savings	1,049,967	2,135,540	2,715,425	9,073,105	234.13%
Dep Exp - Furniture & Fixtures	2,614	2,614	2,614	2,178	-16.68%
Dep Expense - Equipment	44,898	2,500	2,500	-	-100.00%
Dep Expense - Autos & Trucks	34,219	33,886	43,085	46,496	7.92%
Dep Expense - Buidng & Toll Fac	176,748	176,748	176,748	176,748	0.00%
Dep Expense - Highways & Bridges	33,228,260	33,760,010	49,342,469	53,479,102	8.38%
Dep Expense - Toll Equipment	3,620,454	3,607,108	4,060,300	4,736,604	16.66%
Dep Expense - Signs	844,751	1,016,571	1,202,171	1,052,717	-12.43%
Dep Expense - Land Improvements	958,678	884,934	1,163,209	884,934	-23.92%
Depreciation Expense - Computers	103,374	191,364	192,000	64,319	-66.50%
Undevelopable Projects	-	4,468,748	-	-	0.00%
<b>Total Non Cash</b>	<b>41,033,271</b>	<b>47,277,294</b>	<b>60,025,522</b>	<b>71,537,153</b>	<b>19.18%</b>
<b>Total Other Expenses</b>	<b>45,033,416</b>	<b>47,423,106</b>	<b>64,325,522</b>	<b>76,837,153</b>	<b>19.45%</b>
<b>Non Operating Expenses</b>					
Bond Issuance Expense	1,587,044	10,790,299	1,227,474	1,250,000	1.84%
Loan Fee Expense	27,000	28,000	50,000	14,500	-71.00%
Interest Expense	38,170,927	49,207,941	83,789,516	83,664,454	-0.15%
<b>Total Non Operating Expense</b>	<b>39,784,971</b>	<b>60,026,239</b>	<b>85,066,990</b>	<b>84,928,954</b>	<b>-0.16%</b>
<b>Total Expenses</b>	<b>87,138,808</b>	<b>110,204,677</b>	<b>152,189,534</b>	<b>165,386,045</b>	<b>8.67%</b>

## Operations

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

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

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

### **Goals and Initiatives:**

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

*Strategic Goal: Explore Transformative Technology and Adopt Industry Best Practices*

## Operations

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- Key Solicitations: Evaluate back office solutions as the Authority contemplates the future of its video toll collection program. The outcome of this effort will be input into a solicitation strategy that will include industry best practices.

*Strategic Goal: Explore Transformative Technology and Adopt Industry Best Practices*

- Revenue Collection: Explore opportunities for improving pre-paid account revenue collections and mitigating revenue leakage by focusing on collecting revenue within the first 60 days of billing. Monitor transaction reconciliation revenue metrics.

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

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

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

- Traveler Communication: Deploy technology that will alert approaching vehicles to problem areas by updating social media and on road messaging tools to better inform drivers. Provide information regarding alternate routes for vehicles, alleviating the effects of bottlenecks or incidents.

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

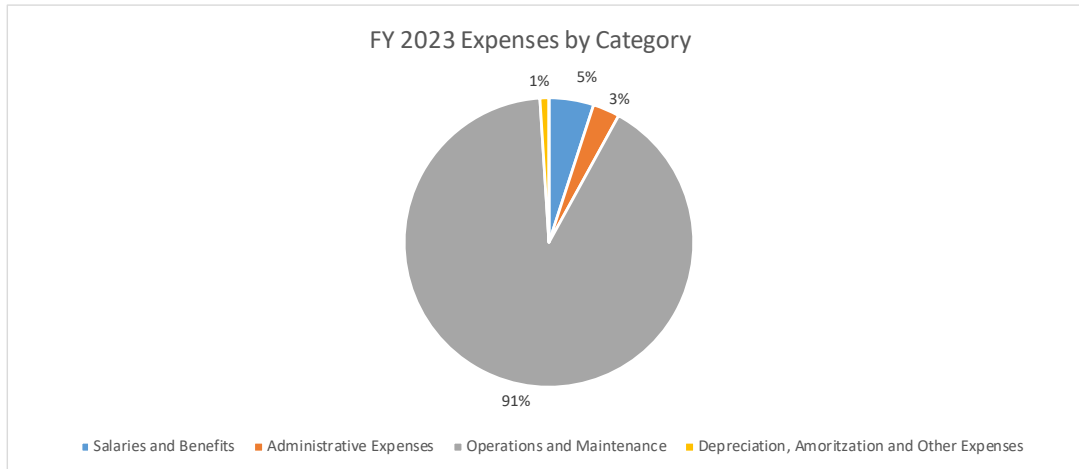
- Violation Enforcement: Bolster the Authority's enforcement program to encourage prompt payment and ensures fairness for all customers. Manage the third-party Agreements that provide law enforcement services specific to violator detection and citation.

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

# Operations

Summary of Expenses:

	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Adopted Budget	FY 2023 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 809,617	\$ 1,058,245	\$ 1,111,719	\$ 775,223	-30.27%
Administrative Expenses	516,232	645,492	1,336,600	\$ 582,000	-56.46%
Operations and Maintenance	13,878,166	15,283,945	20,619,197	\$ 15,716,387	-23.78%
Depreciation, Amoritzation and Other Expenses	154,758	147,829	148,000	\$ 152,000	2.70%
Interest and Other Non-Operating Expenses	-	-	-	\$ -	0.00%
<b>Total Expenses</b>	<b>\$ 15,358,773</b>	<b>\$ 17,135,510</b>	<b>\$ 23,215,516</b>	<b>\$ 17,225,609</b>	<b>-25.80%</b>



# Operations

**Central Texas Regional Mobility Authority**  
**Operating Budget - FY 2023**  
**Operations**

Account Name	FY 2020 Actual Results	FY 2021 Actual Results	FY 2022 Adopted Budget	FY 2023 Adopted Budget	% Change From Prior Year
<b>Salaries and Benefits</b>					
<b>Salaries &amp; Wages</b>					
Salary Expense-Regular	584,173	776,664	773,485	521,334	-32.60%
<b>Total Salaries</b>	<b>584,173</b>	<b>776,664</b>	<b>773,485</b>	<b>521,334</b>	<b>-32.60%</b>
<b>Benefits</b>					
TCDRS	81,784	101,593	140,620	93,840	-33.27%
FICA	31,860	40,805	43,382	28,758	-33.71%
FICA MED	8,313	10,380	11,216	7,559	-32.60%
Health Insurance Expense	95,391	117,541	120,495	115,393	-4.23%
Life Insurance Expense	815	1,176	1,080	900	-16.70%
Other Benefits	7,092	8,934	20,434	6,720	-67.12%
<b>Total Benefits</b>	<b>225,254</b>	<b>280,429</b>	<b>337,226</b>	<b>253,169</b>	<b>-24.93%</b>
<b>Payroll Taxes</b>					
Unemployment Taxes	189	1,152	1,008	720	-28.57%
<b>Total Payroll Taxes</b>	<b>189</b>	<b>1,152</b>	<b>1,008</b>	<b>720</b>	<b>-28.57%</b>
<b>Total Salaries and Benefits</b>	<b>809,617</b>	<b>1,058,245</b>	<b>1,111,719</b>	<b>775,223</b>	<b>-30.27%</b>
<b>Administrative</b>					
<b>Administrative and Office Expenses</b>					
IT Services	188,819	179,964	275,000	-	-100.00%
Software Licenses	37,211	277,698	494,500	-	-100.00%
Cell Phones	6,241	5,674	4,200	1,500	-64.29%
Local Telephone Service	97,774	89,352	105,000	-	-100.00%
Overnight Delivery Services	-	-	100	50	-50.00%
Local Delivery Services	-	12	-	-	0.00%
Repair & Maintenance-General	864	445	-	-	0.00%
Meeting Expense	3,678	-	-	-	0.00%
Parking / Local Ride Share	96	-	-	-	0.00%
Mileage Reimbursement	1,426	37	1,000	200	-80.00%
Insurance Expense	-	500	-	750	0.00%
<b>Total Administrative and Office Expenses</b>	<b>336,109</b>	<b>553,682</b>	<b>879,800</b>	<b>2,500</b>	<b>-99.72%</b>
<b>Office Supplies</b>					
Books & Publications	-	45	-	-	0.00%
Office Supplies	308	532	2,000	1,000	-50.00%
Misc Office Equipment	120	-	-	-	0.00%
Computer Supplies	97,685	46,927	185,300	-	-100.00%
Copy Supplies	-	404	-	-	0.00%
Office Supplies-Printed	101	-	2,000	-	-100.00%
Postage Expense	25	-	-	-	0.00%
<b>Total Office Supplies</b>	<b>98,239</b>	<b>47,907</b>	<b>189,300</b>	<b>1,000</b>	<b>-99.47%</b>
<b>Communications and Public Relations</b>					
Graphic Design Services	-	-	-	-	0.00%
Website Maintenance	31,880	35,036	100,000	25,000	-75.00%
Research Services	1,073	-	-	15,000	0.00%
Direct Mail	-	-	32,500	15,000	-53.85%
Video Production	8,895	8,820	49,500	7,500	-84.85%
Promotional Items	-	-	-	500,000	0.00%
Direct Mail Printing	-	770	-	1,000	0.00%
Other Communication Expenses	18,564	-	-	-	0.00%
<b>Total Communications and Public Relations</b>	<b>60,412</b>	<b>44,626</b>	<b>182,000</b>	<b>563,500</b>	<b>209.62%</b>

# Operations

**Central Texas Regional Mobility Authority**  
**Operating Budget - FY 2023**  
**Operations**

Account Name	FY 2020 Actual Results	FY 2021 Actual Results	FY 2022 Adopted Budget	FY 2023 Adopted Budget	% Change From Prior Year
<b>Employee Development</b>					
Subscriptions	-	-	50,000	-	-100.00%
Agency Memberships	95	95	1,000	500	-50.00%
Professional Development	7,580	-	7,500	2,500	-66.67%
Other Licenses	93	123	-	500	0.00%
Seminars and Conferences	1,820	(942)	12,000	4,000	-66.67%
Travel	11,885	-	15,000	7,500	-50.00%
<b>Total Employee Development</b>	<b>21,473</b>	<b>(724)</b>	<b>85,500</b>	<b>15,000</b>	<b>-82.46%</b>
<b>Total Administrative</b>	<b>516,232</b>	<b>645,492</b>	<b>1,336,600</b>	<b>582,000</b>	<b>-56.46%</b>
<b>Operations and Maintenance</b>					
<b>Operations and Maintenance Consulting</b>					
<b>General Engineering Consultant</b>					
<b>GEC-Toll Ops Support</b>					
GEC 3.1 Operations Center Support	161,883	14,246	128,800	140,000	8.70%
GEC 3.2 Toll Operations Support	864,320	244,301	1,185,355	370,000	-68.79%
<b>GEC-Roadway Ops Support</b>					
GEC 4.6 Best Business Practices/Policies Support	4,390	-	-	-	0.00%
<b>GEC-Technology Support</b>					
GEC 5.1 Technology Development	-	-	412,000	-	-100.00%
<b>GEC-General Support</b>					
GEC 7.1 Program Management	-	4,355	-	-	0.00%
GEC 7.2 Technical Resource Support	12,117	2,753	50,000	-	-100.00%
GEC 7.3 Study and Report Review	-	-	75,000	-	-100.00%
GEC 7.4 Agency Coordination - Non Project	-	34,405	-	-	0.00%
GEC 7.5 Other Initiatives - Non Project	53,779	49,068	50,000	-	-100.00%
General System Consultant	1,237,298	505,924	1,653,940	600,000	-63.72%
<b>Total Operations and Maintenance Consulting</b>	<b>2,333,786</b>	<b>855,053</b>	<b>3,555,095</b>	<b>1,110,000</b>	<b>-68.78%</b>
<b>Road Operations and Maintenance</b>					
<b>Toll Processing and Collection Expense</b>					
Image Processing	1,739,662	2,375,578	3,000,000	4,208,340	40.28%
Tag Collection Fees	5,541,239	5,993,382	6,041,000	8,453,846	39.94%
Court Enforcement Costs	-	-	75,000	10,000	-86.67%
DMV Lookup Fees	221	-	250	200	-20.00%
<b>Total Toll Processing and Collections</b>	<b>7,281,122</b>	<b>8,368,960</b>	<b>9,116,250</b>	<b>12,672,387</b>	<b>39.01%</b>
<b>Toll Operations Expense</b>					
ETC spare parts expense	8,272	161,341	50,000	-	-100.00%
Repair & Maintenance Toll Equip	48,308	-	75,000	-	-100.00%
Law Enforcement	45,855	213,102	450,000	500,000	11.11%
ETC Maintenance Contract	3,100,824	3,894,435	5,390,000	-	-100.00%
ETC Toll Management Center System Operation	-	543,402	642,852	875,000	36.11%
ETC Development	945,656	1,245,965	1,140,000	459,000	-59.74%
ETC Testing	114,343	1,687	200,000	100,000	-50.00%
<b>Total Toll Operations</b>	<b>4,263,258</b>	<b>6,059,931</b>	<b>7,947,852</b>	<b>1,934,000</b>	<b>-75.67%</b>
<b>Total Operations and Maintenance</b>	<b>13,878,166</b>	<b>15,283,945</b>	<b>20,619,197</b>	<b>15,716,387</b>	<b>-23.78%</b>
<b>Other Expenses</b>					
<b>Special Projects and Contingencies</b>					
HERO	147,829	147,829	148,000	149,000	0.68%
Special Projects	6,929	-	-	-	0.00%
Customer Relations	-	-	-	3,000	0.00%
<b>Total Special Projects and Contingencies</b>	<b>154,758</b>	<b>147,829</b>	<b>148,000</b>	<b>152,000</b>	<b>2.70%</b>
<b>Total Other Expenses</b>	<b>154,758</b>	<b>147,829</b>	<b>148,000</b>	<b>152,000</b>	<b>2.70%</b>
<b>Total Expenses</b>	<b>15,358,773</b>	<b>17,135,510</b>	<b>23,215,516</b>	<b>17,225,609</b>	<b>-25.80%</b>



## Information Technology

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

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

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

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

### **Goals and Initiatives:**

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

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

## Information Technology

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

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

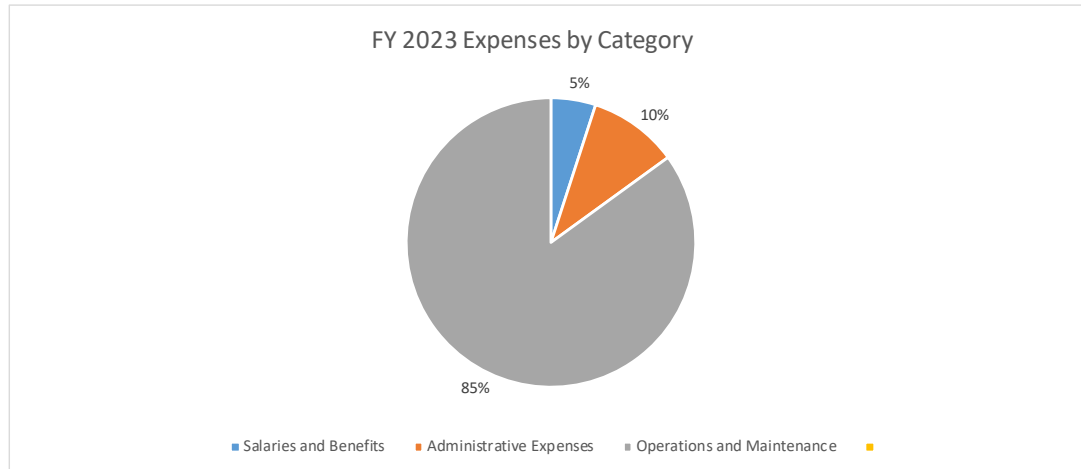
- Data Platform System (DPS): Continue to develop and test the Data Platform System for transaction processing. This system will be the main transaction processing system to receive the toll transactions from the roads and apply Mobility Authority business rules for sending transactions to various third parties (interoperability and Pay By Mail)

*Strategic Goals: Employ a Collaborative Approach to Implementing Mobility Solutions*

## Information Technology

Summary of Expenses:

	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Adopted Budget	FY 2023 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ -	\$ -	\$ -	\$ 596,181	0.00%
Administrative Expenses	-	-	-	\$ 1,204,500	0.00%
Operations and Maintenance	-	-	-	\$ 10,624,640	0.00%
Depreciation, Amoritzation and Other Expenses	-	-	-	\$ -	0.00%
Interest and Other Non-Operating Expenses	-	-	-	\$ -	0.00%
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,425,321</b>	<b>0.00%</b>



# Information Technology

**Central Texas Regional Mobility Authority**  
**Operating Budget - FY 2023**  
**Information Technology**

Account Name	FY 2020 Actual Results	FY 2021 Actual Results	FY 2022 Adopted Budget	FY 2023 Adopted Budget	% Change From Prior Year
<b>Salaries and Benefits</b>					
<b>Salaries &amp; Wages</b>					
Salary Expense-Regular	-	-	-	421,457	0.00%
<b>Total Salaries</b>	-	-	-	<b>421,457</b>	<b>0.00%</b>
<b>Benefits</b>					
TCDRS	-	-	-	75,862	0.00%
FICA	-	-	-	22,641	0.00%
FICA MED	-	-	-	6,111	0.00%
Health Insurance Expense	-	-	-	63,240	0.00%
Life Insurance Expense	-	-	-	454	0.00%
Other Benefits	-	-	-	5,984	0.00%
<b>Total Benefits</b>	-	-	-	<b>174,292</b>	<b>0.00%</b>
<b>Payroll Taxes</b>					
Unemployment Taxes	-	-	-	432	0.00%
<b>Total Payroll Taxes</b>	-	-	-	<b>432</b>	<b>0.00%</b>
<b>Total Salaries and Benefits</b>	-	-	-	<b>596,181</b>	<b>0.00%</b>
<b>Administrative</b>					
<b>Administrative and Office Expenses</b>					
IT Services	-	-	-	350,000	0.00%
Software Licenses	-	-	-	537,500	0.00%
Cell Phones	-	-	-	2,500	0.00%
Local Telephone Service	-	-	-	10,000	0.00%
Repair & Maintenance-General	-	-	-	2,500	0.00%
Mileage Reimbursement	-	-	-	500	0.00%
<b>Total Administrative and Office Expenses</b>	-	-	-	<b>903,000</b>	<b>0.00%</b>
<b>Office Supplies</b>					
Office Supplies	-	-	-	1,000	0.00%
Computer Supplies	-	-	-	220,000	0.00%
<b>Total Office Supplies</b>	-	-	-	<b>221,000</b>	<b>0.00%</b>
<b>Communications and Public Relations</b>					
Website Maintenance	-	-	-	11,500	0.00%
<b>Total Communications and Public Relations</b>	-	-	-	<b>11,500</b>	<b>0.00%</b>
<b>Employee Development</b>					
Subscriptions	-	-	-	50,000	0.00%
Professional Development	-	-	-	9,000	0.00%
Seminars and Conferences	-	-	-	4,000	0.00%
Travel	-	-	-	6,000	0.00%
<b>Total Employee Development</b>	-	-	-	<b>69,000</b>	<b>0.00%</b>
<b>Total Administrative</b>	-	-	-	<b>1,204,500</b>	<b>0.00%</b>
<b>Operations and Maintenance</b>					
<b>Operations and Maintenance Consulting</b>					
<b>GEC-Toll Ops Support</b>					
GEC 3.2 Toll Operations Support	-	-	-	2,040,000	0.00%
<b>GEC-General Support</b>					
General System Consultant	-	-	-	559,640	0.00%
<b>Total Operations and Maintenance Consulting</b>	-	-	-	<b>2,599,640</b>	<b>0.00%</b>
<b>Toll Operations Expense</b>					
ETC spare parts expense	-	-	-	200,000	0.00%
Repair & Maintenance Toll Equip	-	-	-	50,000	0.00%
ETC Maintenance Contract	-	-	-	6,000,000	0.00%
Transaction Processing Maintenance Contract	-	-	-	1,500,000	0.00%
ETC Development	-	-	-	100,000	0.00%
ETC Testing	-	-	-	175,000	0.00%
<b>Total Toll Operations</b>	-	-	-	<b>8,025,000</b>	<b>0.00%</b>
<b>Total Operations and Maintenance</b>	-	-	-	<b>10,624,640</b>	<b>0.00%</b>
<b>Total Expenses</b>	-	-	-	<b>12,425,321</b>	<b>0.00%</b>

## 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, elected officials, and the media. These efforts are classified into three general areas of specialization that include public/government relations and communication, community engagement and outreach, and customer service and marketing.

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

### **Goals and Initiatives:**

- Develop and implement a comprehensive campaign to increase awareness of electronic tags and differentiate between payment options for Mobility Authority facilities.

*Strategic Goal: Commitment to our Customers and Investors*

## Communications

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

*Strategic Goal: Commitment to our Customers and Investors*

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

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

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

*Strategic Goal: Invest in Efforts that Extend Beyond Roadways*

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

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

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

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

## Communications

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

*Strategic Goal: Invest in Efforts that Extend Beyond Roadways*

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

*Strategic Goal: Employ a Collaborative Approach to Implementing Mobility Solutions*

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

*Strategic Goal: Deliver Multi-Faceted Mobility Solutions*

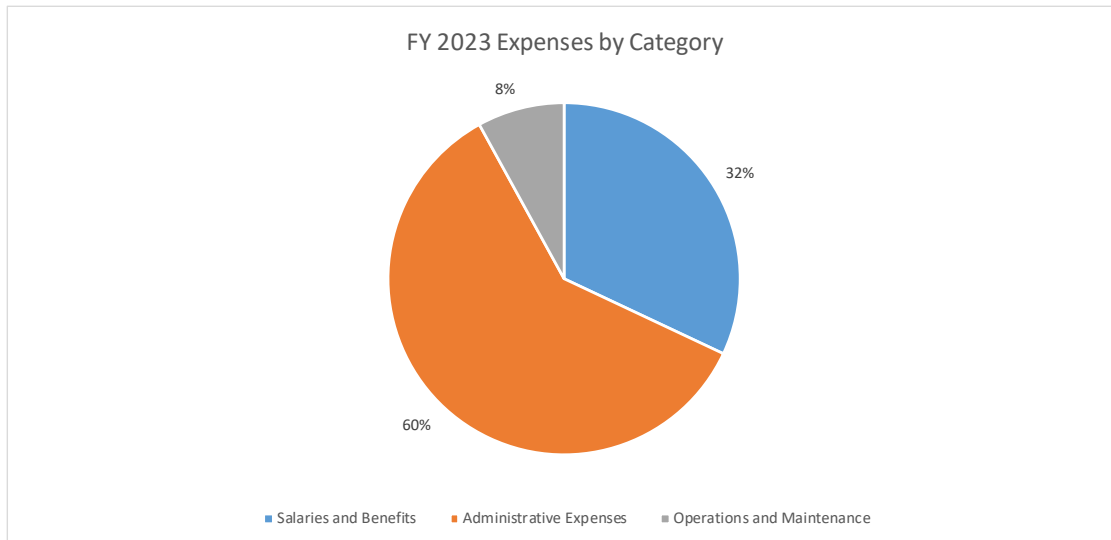
- Develop a 20<sup>th</sup> Anniversary Campaign to educate the community and highlight the important transportation initiatives the Mobility Authority has provided Central Texans over the past two decades.

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

## Communications

Summary of Expenses:

	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Adopted Budget	FY 2023 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 614,183	\$ 541,659	\$ 709,721	\$ 745,970	5.11%
Administrative Expenses	780,154	332,965	1,823,752	\$ 1,400,300	-23.22%
Operations and Maintenance	311,072	98,066	-	\$ 200,000	0.00%
Depreciation, Amoritzation and Other Expenses	-	-	-	\$ -	0.00%
Interest and Other Non-Operating Expenses	-	-	-	\$ -	0.00%
<b>Total Expenses</b>	<b>1,705,408</b>	<b>972,690</b>	<b>2,533,473</b>	<b>2,346,270</b>	<b>-7.39%</b>





## Communications

**Central Texas Regional Mobility Authority**  
**Operating Budget - FY 2023**  
**Communications**

Account Name	FY 2020 Actual Results	FY 2021 Actual Results	FY 2022 Adopted Budget	FY 2023 Adopted Budget	% Change From Prior Year
<b>Salaries and Benefits</b>					
<b>Salaries &amp; Wages</b>					
Salary Expense-Regular	457,940	404,923	499,610	518,623	3.81%
<b>Total Salaries</b>	<b>457,940</b>	<b>404,923</b>	<b>499,610</b>	<b>518,623</b>	<b>3.81%</b>
Contractual Employees Expense	-	-	-		
<b>Benefits</b>					
TCDRS	64,111	53,426	90,829	93,352	2.78%
FICA	23,503	20,077	28,220	30,929	9.60%
FICA MED	6,590	5,478	7,244	7,520	3.81%
Health Insurance Expense	61,358	56,226	78,115	82,706	5.88%
Life Insurance Expense	537	601	792	884	11.65%
Other Benefits	38	496	4,334	11,380	162.56%
<b>Total Benefits</b>	<b>156,138</b>	<b>136,304</b>	<b>209,534</b>	<b>226,771</b>	<b>8.23%</b>
<b>Payroll Taxes</b>					
Unemployment Taxes	105	432	576	576	0.00%
<b>Total Payroll Taxes</b>	<b>105</b>	<b>432</b>	<b>576</b>	<b>576</b>	<b>0.00%</b>
<b>Total Salaries and Benefits</b>	<b>614,183</b>	<b>541,659</b>	<b>709,721</b>	<b>745,970</b>	<b>5.11%</b>
<b>Administrative</b>					
<b>Administrative and Office Expenses</b>					
Internet	128	-	150	150	0.00%
Cell Phones	1,650	1,250	2,400	2,400	0.00%
Meeting Expense	612	-	2,000	2,000	0.00%
Parking / Local Ride Share	635	15	1,000	1,000	0.00%
Mileage Reimbursement	62	-	500	500	0.00%
<b>Total Administrative and Office Expenses</b>	<b>3,086</b>	<b>1,265</b>	<b>6,050</b>	<b>6,050</b>	<b>0.00%</b>
<b>Office Supplies</b>					
Office Supplies	276	-	1,000	250	-75.00%
Computer Supplies	-	-	200	500	150.00%
Other Reports-Printing	2,883	-	5,000	5,000	0.00%
Office Supplies-Printed	-	31	2,500	2,500	0.00%
<b>Total Office Supplies</b>	<b>3,159</b>	<b>31</b>	<b>8,700</b>	<b>8,250</b>	<b>-5.17%</b>
<b>Communications and Public Relations</b>					
Graphic Design Services	-	-	75,000	75,000	0.00%
Website Maintenance	-	-	-	75,000	0.00%
Research Services	-	-	75,000	25,000	-66.67%
Communications and Marketing	257,749	126,901	500,000	400,000	-20.00%
Advertising Expense	438,394	192,219	800,000	500,000	-37.50%
Direct Mail	-	-	52,500	50,000	-4.76%
Video Production	22,393	10,706	129,500	75,000	-42.08%
Photography	777	-	10,000	25,000	150.00%
Radio	3,480	-	75,000	50,000	-33.33%
Other Public Relations	3,918	-	-	2,500	0.00%
Promotional Items	8,875	315	10,000	20,000	100.00%
Annual Report printing	-	-	5,000	500	-90.00%
Direct Mail Printing	-	-	40,000	25,000	-37.50%
Other Communication Expenses	16,689	3,342	15,000	15,000	0.00%
<b>Total Communications and Public Relations</b>	<b>752,275</b>	<b>333,482</b>	<b>1,787,000</b>	<b>1,338,000</b>	<b>-25.13%</b>

## Communications

**Central Texas Regional Mobility Authority  
Operating Budget - FY 2023  
Communications**

Account Name	FY 2020 Actual Results	FY 2021 Actual Results	FY 2022 Adopted Budget	FY 2023 Adopted Budget	% Change From Prior Year
<b>Employee Development</b>					
Subscriptions	160	450	160	500	212.50%
Agency Memberships	2,842	205	2,842	5,000	75.93%
Professional Development	-	-	-	2,500	0.00%
Seminars and Conferences	5,594	(2,469)	5,500	25,000	354.55%
Travel	13,038	-	13,500	15,000	11.11%
<b>Total Employee Development</b>	<b>21,634</b>	<b>(1,814)</b>	<b>22,002</b>	<b>48,000</b>	<b>118.16%</b>
<b>Total Administrative</b>	<b>780,154</b>	<b>332,965</b>	<b>1,823,752</b>	<b>1,400,300</b>	<b>-23.22%</b>
<b>Operations and Maintenance</b>					
<b>Operations and Maintenance Consulting</b>					
<b>General Engineering Consultant</b>					
<b>GEC-Public Information Support</b>					
GEC 6.2 Public Information - Non Project	311,072	98,066	-	200,000	0.00%
<b>Total Operations and Maintenance Consulting</b>	<b>311,072</b>	<b>98,066</b>	<b>-</b>	<b>200,000</b>	<b>0.00%</b>
<b>Total Operations and Maintenance</b>	<b>311,072</b>	<b>98,066</b>	<b>-</b>	<b>200,000</b>	<b>0.00%</b>
<b>Total Expenses</b>	<b>1,705,408</b>	<b>972,690</b>	<b>2,533,473</b>	<b>2,346,270</b>	<b>-7.39%</b>

## Engineering

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

### Capital Improvement Projects

The Engineering Department continues the efforts on the 183A Phase 3 design-bid-build and 183 North design-build projects as construction work continues in full force on 183A Phase 3 and 183 North. Work on 183 South and 290 East Phase III is ongoing with final acceptance and project closeout expected in the fiscal year. The partnership with Travis County to develop projects for the Travis County 2017 Bond program continues with one Travis County project in construction, Elroy Road that reached substantial completion in FY 22; the remaining seven projects are in various design stages closing in on design completion and entering ROW acquisition and utility relocation. In addition to the design and construction projects, maintenance projects continue to provide improvements and rehabilitation to the CTRMA facilities, including the overlay of the frontage roads on 183A and 290 and work to improve safety with new cable barrier and metal beam guard fence. Recovery from the snow and subfreezing events of early 2021 and early 2022 continue with replacement of damaged facilities and landscaping.

- Project Inception and Feasibility. Coordinate with other transportation providers in the region [Texas Department of Transportation (TxDOT), Capital Area Metropolitan Planning Organization (CAMPO), City of Austin, Travis County, and Williamson County] to assure that all mobility needs are included in the region's Long Range Transportation Plan. Provide feasibility analysis for selected projects to evaluate implementation priority.
- Project Development and Implementation. Develop and implement priority projects based upon preliminary designs, appropriate level of environmental study, and input from regional transportation partners. Evaluate and determine the appropriate project delivery method based on complexity, stakeholders, and financial considerations. Manage the construction of all agency projects through project final acceptance.
- Projects Under Development (Feasibility, Environmental, or Design Phase)
  - MoPac South Environmental Study: Environmental study phase, with efforts toward receiving an environmental decision started back up in CY 2021, and continued to progress towards an environmental finding anticipated in CY 2024/2025 (dependent on public process).
  - Travis County Roadway Safety Projects: In design phase, provide turnkey project management, design, construction, and construction management services for Travis County. Design completed on portions of Travis County program with continued efforts to coordinate ROW acquisition and utility relocation.

## Engineering

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- Barton Skyway Ramp Relief: Continued coordination of environmental document and finishing coordination with TxDOT on AFA and TIP entry. Coordinate advertising and bidding construction phase of work in CY 2022, with anticipated start of construction in early CY 2023.
- 290 Phase IV: Continue to coordinate feasibility study with Finance and outside partners.

### Ongoing Operational Efforts

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

### *Goals and Initiatives:*

- Asset Management Program (AMP). Finalize the Asset Management System Implementation to project and plan for maintenance, renewal and replacement activities, including year three of data collection on operating facilities; including the new 290 Phase III and 183 South projects. This Asset Management implementation will incorporate additional data collection, data analysis, and planning for future projects and is expected to continue through FY 2023. The AMP will help provide the Mobility Authority increased ability to plan and implement corridor activities that will help provide higher quality facilities for our users, and help improve our forecasting for routine maintenance and repairs.
- Performance Based Maintenance Contract. Due to the default on the previous contract, the Engineering Department will be focused on extending or re-procurement of the contract for the FY 2024 and future years.
- General Engineering Consultant. The Authority maintains a two-consultant model to provide consistency and continuity for the Authority benefit. By the end of the FY 2023 fiscal year one of the current provider's contract will expire, necessitating procurement with the expectation that the second consultant team be on board for FY 2024.

## Engineering

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

- Enhancing Assets. Work with regional partners to evaluate potential operational, safety, capacity and access improvements. Continued to work with regional partners such as the City of Austin, CapMetro, Travis and Williamson Counties and CARTS to develop or assist in the development of multimodal options for the regional community.

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

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

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

- Continuous Improvement/Lessons Learned/Partnerships. Pursue continuous improvement by applying lessons learned and fostering community partnerships. Improve project development processes by updating the project development manual, creating Mobility Authority standard drawing and bid sets, and enhancing general best practices. Identify, review, and implement lessons learned to upgrade and enhance contract terms and oversight of contractors. Lead semi-annual Association of General Contractor (AGC) Task Force meetings and continue efforts to enhance the relationship with the contracting community. Develop internal project manuals and guidelines to provide framework for improved project development, implementation and asset stewardship.

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

- Landscaping Enhancements. Partner with the Communications Department to continually update the 45SW Toll Trail app which provides educational material about: the Edwards Aquifer, environmental stewardship, and trail signage. Work with the Communications Department to add the 183 South trail system to the app. Development of 183A Phase 3 and 183 North will also incorporate improved landscaping and aesthetics.

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

## Engineering

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- Maintain Existing Open Roads. Implement ride quality improvements to 290E Toll; replace large guide signs on 183A Phase II; make safety enhancements along 183A, Mopac Express Lanes, SH 45 SW and other operating facilities. Improve and replace signage along the 71 toll corridor to improve driver experience.

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

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

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

- Safety Data Evaluations. Hold quarterly safety workshops to evaluate safety data and develop remedial approaches. Coordinate with regional agencies to discuss the results that may affect both parties, and work towards solutions. Develop improved dashboards and reporting to provide greater ability to recognize areas for safety improvements. Work with regional partners on wrong way driving issues and develop countermeasures.
- Leverage partnerships. Work with regional partners such as CAMPO and others to develop solutions to support regional issues and concerns regarding multimodal transportation and using the latest technology to support the improvements.

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

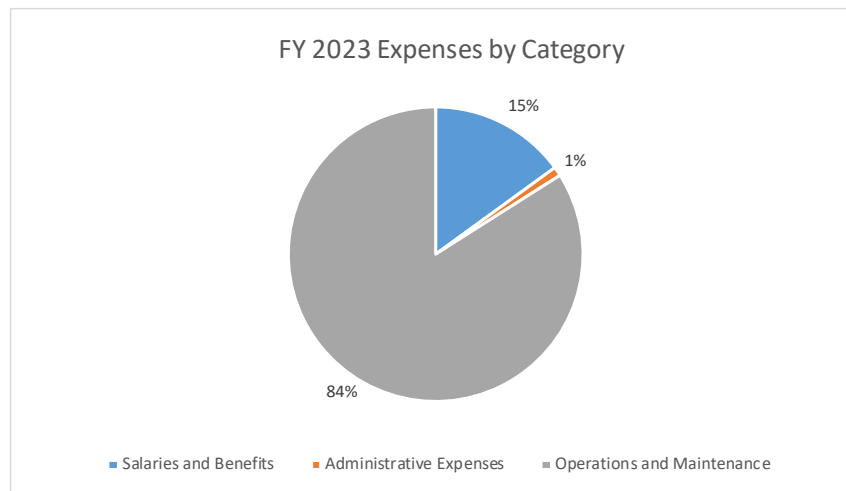
- Leverage Technology. Continue deployment and upkeep of travel time monitoring devices using INRIX on Mobility Authority existing and future corridors to aid planning and to identify trouble spots. Utilize VUEworks, in combination with PowerBI and Sharepoint, to develop improved asset tracking and reporting,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

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

## Engineering

Summary of Expenses:

	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Adopted Budget	FY 2023 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 1,291,920	\$ 1,377,994	\$ 1,621,064	\$ 1,771,184	9.26%
Administrative Expenses	29,631	9,076	46,100	40,000	-13.23%
Operations and Maintenance	8,165,504	7,945,354	11,864,957	10,062,377	0.00%
Depreciation, Amoritzation and Other Expenses	-	-	-	-	0.00%
Interest and Other Non-Operating Expenses	-	-	-	-	0.00%
<b>Total Expenses</b>	<b>\$ 9,487,056</b>	<b>\$ 9,332,424</b>	<b>\$ 13,532,121</b>	<b>\$ 11,873,561</b>	<b>-12.26%</b>



# Engineering

## Central Texas Regional Mobility Authority Operating Budget - FY 2023 Engineering

Account Name	FY 2020 Actual Results	FY 2021 Actual Results	FY 2022 Adopted Budget	FY 2023 Adopted Budget	% Change From Prior Year
<b>Salaries and Benefits</b>					
<b>Salaries &amp; Wages</b>					
Salary Expense-Regular	921,778	1,011,752	1,123,695	1,247,722	11.04%
<b>Total Salaries</b>	<b>921,778</b>	<b>1,011,752</b>	<b>1,123,695</b>	<b>1,247,722</b>	<b>11.04%</b>
<b>Benefits</b>					
TCDRS	143,354	135,314	204,288	224,590	9.94%
FICA	56,405	54,944	62,733	71,565	14.08%
FICA MED	14,773	14,270	16,294	18,092	11.04%
Health Insurance Expense	113,345	128,289	150,439	173,393	15.26%
Life Insurance Expense	1,285	1,477	1,488	1,698	14.15%
Other Benefits	40,787	30,796	60,833	32,828	-46.04%
<b>Total Benefits</b>	<b>369,949</b>	<b>365,090</b>	<b>496,074</b>	<b>522,166</b>	<b>5.26%</b>
<b>Payroll Taxes</b>					
Unemployment Taxes	193	1,152	1,296	1,296	0.00%
<b>Total Payroll Taxes</b>	<b>193</b>	<b>1,152</b>	<b>1,296</b>	<b>1,296</b>	<b>0.00%</b>
<b>Total Salaries and Benefits</b>	<b>1,291,920</b>	<b>1,377,994</b>	<b>1,621,064</b>	<b>1,771,184</b>	<b>9.26%</b>
<b>Administrative</b>					
<b>Administrative and Office Expenses</b>					
Cell Phones	8,086	7,491	10,000	10,000	0.00%
Local Delivery Services	12	-	-	-	0.00%
Meeting Expense	31	-	250	250	0.00%
Toll Tag Expense	2,350	1,500	3,000	3,000	0.00%
Parking / Local Ride Share	124	-	500	500	0.00%
Mileage Reimbursement	24	-	1,500	1,500	0.00%
Building Parking	8,479	85	10,000	2,500	-75.00%
<b>Total Administrative and Office Expenses</b>	<b>19,106</b>	<b>9,076</b>	<b>25,250</b>	<b>17,750</b>	<b>-29.70%</b>
<b>Office Supplies</b>					
Books & Publications	-	-	250	250	0.00%
Office Supplies	213	-	500	500	0.00%
Misc Office Equipment	2,405	-	2,000	2,000	0.00%
Computer Supplies	-	-	250	250	0.00%
<b>Total Office Supplies</b>	<b>2,618</b>	<b>-</b>	<b>3,000</b>	<b>3,000</b>	<b>0.00%</b>
<b>Employee Development</b>					
Subscriptions	-	-	100	-	-100.00%
Agency Memberships	1,210	-	2,500	2,500	0.00%
Continuing Education	1,020	-	1,500	1,500	0.00%
Professional Development	125	-	2,500	2,500	0.00%
Other Licenses	442	-	250	250	0.00%
Seminars and Conferences	1,231	-	5,000	5,000	0.00%
Travel	3,879	-	6,000	7,500	25.00%
<b>Total Employee Development</b>	<b>7,907</b>	<b>-</b>	<b>17,850</b>	<b>19,250</b>	<b>7.84%</b>
<b>Total Administrative</b>	<b>29,631</b>	<b>9,076</b>	<b>46,100</b>	<b>40,000</b>	<b>-13.23%</b>



# Engineering

## Central Texas Regional Mobility Authority Operating Budget - FY 2023 Engineering

Account Name	FY 2020 Actual Results	FY 2021 Actual Results	FY 2022 Adopted Budget	FY 2023 Adopted Budget	% Change From Prior Year
<b>Operations and Maintenance</b>					
<b>Operations and Maintenance Consulting</b>					
<b>General Engineering Consultant</b>					
<b>GEC-Trust Indenture Support</b>					
GEC 1.1 Annual O&M Budget Development	19,827	37,909	64,265	48,997	-23.76%
GEC 1.2 Annual Facility Inspections	287,131	356,142	457,564	700,000	52.98%
<b>GEC-Financial Planning Support</b>					
GEC 2.1 Program Funding Support	254,490	112,228	243,804	275,000	12.80%
<b>GEC-Toll Ops Support</b>					
GEC 3.2 Toll Operations Support	-	1,441	-	-	0.00%
<b>GEC-Roadway Ops Support</b>					
GEC 4.1 Driveway and Utility Permitting	22,771	32,772	35,000	40,000	14.29%
GEC 4.2 Investigations and Optimization	10,889	-	-	-	0.00%
GEC 4.3 Maintenance Contract Support/Oversight	740,128	617,135	481,339	696,139	44.63%
GEC 4.4 Traffic Data Gathering and Analysis	304,303	31,422	620,000	625,000	0.81%
GEC 4.7 Warranty	-	-	50,000	50,000	0.00%
<b>GEC-Technology Support</b>					
GEC 5.1 Technology Development	843,406	666,424	1,000,000	629,369	-37.06%
GEC 5.2 Technology Maintenance	1,306	-	26,856	25,000	-6.91%
<b>GEC-General Support</b>					
GEC 7.1 Program Management	55,399	65,089	172,416	155,000	-10.10%
GEC 7.2 Technical Resource Support	14,214	10,521	39,390	40,000	1.55%
GEC 7.3 Study and Report Review	12,995	2,593	-	15,000	0.00%
GEC 7.4 Agency Coordination - Non Project	871,170	441,296	550,000	550,000	0.00%
GEC 7.5 Other Initiatives - Non Project	457,499	86,954	536,623	600,000	11.81%
GEC 7.6 Other Initiatives - Project	120,269	-	-	-	0.00%
Traffic Modeling	-	164,453	67,000	150,000	123.88%
<b>Total Operations and Maintenance Consulting</b>	<b>4,015,796</b>	<b>2,626,378</b>	<b>4,344,257</b>	<b>4,614,505</b>	<b>6.22%</b>
<b>Road Operations and Maintenance</b>					
Roadway Maintenance	3,794,604	2,816,531	4,487,800	1,868,052	-58.37%
Landscape Maintenance	-	2,189,365	2,302,400	2,949,320	28.10%
Signal & Illumination Maint	53,517	-	50,000	-	-100.00%
Maintenance Supplies-Roadway	75,755	95,980	350,000	300,000	-14.29%
Tools & Equipment Expense	885	2,400	25,000	25,000	0.00%
Gasoline	10,443	11,177	30,000	30,000	0.00%
Repair & Maintenance-Vehicles	5,651	6,123	10,000	10,000	0.00%
Natural Gas	1,486	3,201	2,500	2,500	0.00%
Electricity - Roadways	186,998	184,844	250,000	250,000	0.00%
<b>Total Road Operations and Maintenance</b>	<b>4,129,339</b>	<b>5,309,620</b>	<b>7,507,700</b>	<b>5,434,872</b>	<b>-27.61%</b>
<b>Toll Operations Expense</b>					
Generator Fuel	2,736	3,459	3,000	3,000	0.00%
Fire and Burglar Alarm	493	493	500	500	0.00%
Refuse	1,395	1,491	2,000	2,000	0.00%
Water - Irrigation	4,312	3,913	7,500	7,500	0.00%
ETC Toll Management Center System Operation	11,433	-	-	-	0.00%
<b>Total Toll Operations</b>	<b>20,370</b>	<b>9,357</b>	<b>13,000</b>	<b>13,000</b>	<b>0.00%</b>
<b>Total Operations and Maintenance</b>	<b>8,165,504</b>	<b>7,945,354</b>	<b>11,864,957</b>	<b>10,062,377</b>	<b>-15.19%</b>
<b>Total Expenses</b>	<b>9,487,056</b>	<b>9,332,424</b>	<b>13,532,121</b>	<b>11,873,561</b>	<b>-12.26%</b>

## Consolidated Staffing Schedule

		Positions				
		FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	
<b>Authorized Personnel:</b>						
<b>Administration:</b>	Executive Director	1	1	1	1	
	Deputy Executive Director	2	2	2	0	
	Chief of Staff	0	0	0	1	
	Executive Assistant / Office Manager	1	1	1	1	
	Mobility Innovation Manager	1	1	1	0	
	Director Community Relations	1	1	0	0	
	Community Relations Manager	0	0	1	0	
	Human Resources Manager	0	1	1	0	
	Legal Assistant/Records Manager	0	0	0	1	
	Receptionist	1	1	1	1	
	Intern	1	1	0	0	
	Legal Counsel	1	1	2	1	
	<b>Financial Services:</b>	CFO	1	1	1	1
		Controller	1	1	1	1
		Budget Manager	1	1	1	1
Accountant		0	0	0	1	
Accounts Payable Specialist		0	0	1	1	
Fiscal Analyst		1	1	0	0	
<b>Operations:</b>	Director of Operations	1	1	1	1	
	Toll Operations Manager	1	1	1	1	
	Traffic and Incident Management Manager	1	1	1	1	
	Data Scientist	1	0	0	0	
	Lead (Senior) Toll Specialist	0	1	1	1	
	Administrative Assistant III/Toll Specialist	2	1	1	1	
<b>IT:</b>	Assistant Director IT and Toll Systems	1	1	1	1	
	Toll Systems & IT Manager	0	1	1	1	
	Transaction Operations Management Support Manager	0	0	0	1	
<b>Communications:</b>	Director of Communications	1	1	1	1	
	Assistant Director of Communications	0	0	1	1	
	Community Relations Manager	1	1	0	0	
	Communications Manager	0	0	1	1	
	Public Involvement Manager	1	1	0	0	
<b>Engineering</b>	Communications Specialist	1	1	1	1	
	Director of Engineering	1	1	1	1	
	Assistant Director of Engineering - Project Development	1	1	1	1	
	Assistant Director of Engineering - Construction Mgmt.	0	0	1	1	
	Senior Engineer	0	1	1	1	
	Senior Project Manager	3	2	1	1	
	Roadway/Facilities Maintenance Manager	1	1	1	1	
	Area Maintenance Manager	0	0	0	2	
	Senior Roadway/Facilities Maintenance Specialist	0	1	1	0	
	Roadway/Facilities Maintenance Specialist	2	1	1	0	
Senior Administrative Assistant	1	1	1	1		
<b>Total Positions</b>	<b>33</b>	<b>34</b>	<b>34</b>	<b>32</b>		

## Capital Budget

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### Capital Budget

Data Platform System Development	500,000
Roadside Violator Enforcement Technology	300,000
MoPac Cemetery Tree Planting	505,000
Barton Skyway Development/Construction	8,069,000
	<u>9,374,000</u>

### Renewal and Replacement

#### General Fund

Roadside Systems (ETCS) Implementation		13,276,504
SH 71 Toll Facility Host Equipment	2,480,657	
SH 71 Toll Facility Host Project Mgmt and Test	3,606,935	
290 Toll Equipment	5,252,300	
GSC Support	1,305,763	
GEC Support	630,849	
Existing System Upgrades		
183A Zone Controllers		400,000
Shared Use Path Signage and Striping		295,000
Speed Limit Sign Revisions on 183A		60,000
Any Additional Safety Enhancements Identified as Needed		400,000
Metal Beam Guard Fence Improvements/ Cable Barrier Addition		3,790,000
290E Wall Improvements/Repairs		500,000
45 SW Speed Limit Signs		60,000
71 East Large Guide Signs		1,245,900
Slab Stabilization for 290E		400,000
183A Phase II Small Sign Replacement		1,518,400
183A ITS Retrofit Project #2		1,814,800
		<u>23,760,604</u>

#### MoPac General

MoPac Large Sign Replacement		1,476,800
		<u>1,476,800</u>
		<u>25,237,404</u>

## System Operating Budget

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### FY 2023 SYSTEM BUDGET

#### System Revenues

Toll Revenues	\$	170,500,000
Other Revenues		
Miscellaneous Revenues		130,000
Interest Income Available to Pay Debt Service		3,187,761
<b>Total Revenues (excluding MoPac)</b>	<b>\$</b>	<b>173,817,761</b>

#### System Operating Costs

Toll Operations	\$	14,865,225
IT	\$	12,425,321
Finance Department		2,742,296
Communications		1,041,985
Engineering		4,444,320
Administration		765,458
<b>Total System Operating Costs</b>	<b>\$</b>	<b>36,284,605</b>

Available Net Revenue per Indenture	137,533,156
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		<u>Coverage</u>
Debt Service Senior Lien Bonds	54,139,815	2.54
Debt Service Subordinate Lien Bonds	31,735,786	1.60

Maintenance	2,720,206
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Available Net Revenue per Indenture after Maintenance	134,812,950
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Debt Service Senior Lien Bonds	54,139,815	2.49
Debt Service Subordinate Lien Bonds	31,735,786	1.57

## Debt Service Schedule

	Cash Interest	Principal	Debt Service Reserve	Accreted Interest	Capitalized Interest	Other Funding Sources
<b>2010 Senior Lien Revenue Bonds 2039</b>						
7/1/2022				\$ 3,206,529		
1/1/2023				\$ 3,328,475		
<b>2011 Senior CABS 3289</b>						
7/1/2022				\$ 575,592		
1/1/2023	\$ 1,868,357	\$ 1,861,643				
<b>2013A Senior Revenue Bonds Refunded 4322</b>						
7/1/2022	\$ 86,875					
1/1/2023	\$ 86,875	\$ 3,475,000				
<b>2013 Subordinate Revenue Bonds Refunded 4368</b>						
7/1/2022	\$ 68,125					
1/1/2023	\$ 68,125	\$ 2,725,000				
<b>2015A Senior Revenue Bonds 5205</b>						
7/1/2022	\$ 250,000					
1/1/2023	\$ 250,000					
<b>2016 Senior Refunding Revenue Bonds 6179</b>						
7/1/2022	\$ 1,541,519					
1/1/2023	\$ 1,541,519	\$ 11,450,000				2,799,788
<b>2016 Subordinate Refunding Revenue Bonds 6357</b>						
7/1/2022	\$ 1,645,381					
1/1/2023	\$ 1,645,381	\$ 1,170,000				
<b>2021A TIFIA 183S/290E Direct Connects</b>						
7/1/2022			\$ 3,286,724	\$ 9,632,968		
1/1/2023			\$ 3,286,724	\$ 13,513,344		
<b>MoPAC Regions Loan</b>						
7/1/2022	\$ 137,338	\$ 300,000				4,137,338
1/1/2023	\$ 397,523					
<b>2018 Senior Revenue Bonds 7943</b>						
7/1/2022	\$ 1,108,625				\$ 1,108,625	
1/1/2023	\$ 1,108,625					
<b>2020A Senior Revenue Bonds 1485</b>						
7/1/2022	\$ 1,256,625					
1/1/2023	\$ 1,256,625					660,882
<b>2020B Senior Revenue Refunding Bonds 7465</b>						
7/1/2022	\$ 1,345,900					
1/1/2023	\$ 1,345,900	\$ 630,000				
<b>2020C Senior Refunding Revenue Bonds 7469</b>						
7/31/2022	\$ 1,889,568					
1/1/2023	\$ 1,889,568					
<b>2020D Subordinate Refunding Revenue Bonds 7483</b>						
7/1/2022	\$ 1,484,087					
1/1/2023	\$ 1,484,087	\$ 1,140,000				
<b>2020E Senior Revenue Bonds 1535</b>						
7/1/2022	\$ 3,718,700				\$ 3,718,700	
1/1/2023	\$ 3,718,700				\$ 3,718,700	
<b>2020F Subordinate Revenue BANs 1538</b>						
7/1/2022	\$ 2,771,875					
1/1/2023	\$ 2,771,875					
<b>2020G Subordinate Refunding Revenue Bonds 1539</b>						
7/1/2022	\$ 1,276,300					
1/1/2023	\$ 1,276,300					
<b>2020G Subordinate Debt Service Reserve Funds 1540</b>						
7/1/2022			\$ 575,181			
1/1/2023			\$ 575,181			
<b>2021B Senior Lien Bonds</b>						
7/1/2022	\$ 5,866,900				\$ 5,866,900	
1/1/2023	\$ 5,866,900				\$ 5,866,900	
<b>2021C Subordinate Lien Bonds</b>						
7/1/2022	\$ 6,104,625					
1/1/2023	\$ 6,104,625					
<b>2021D Senior Lien Bonds</b>						
7/1/2022	\$ 5,608,875					
1/1/2023	\$ 5,608,875	\$ 475,000				
<b>2021E Senior Lien Bonds</b>						
7/1/2022	\$ 4,874,068					
1/1/2023	\$ 4,874,068	\$ 3,025,000				
	\$ 83,664,454	\$ 25,951,643	\$ 7,723,811	\$ 30,256,908	\$ 20,279,825	\$ 2,799,788

## Capital Improvement Projects

**Capital Improvement Projects  
as of July 1, 2022**

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

**Funding Sources Descriptions:**

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

Proposition 12 - General Obligation Bond Projects (State)



CENTRAL TEXAS REGIONAL  
**MOBILITY AUTHORITY**

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