

2024

STRATEGIC PLAN

2025 - 2029

ADOPTED | DEC 2024



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY



INTRODUCTION AND OVERVIEW

This document represents a summary of the organization’s strategic decision-making and prioritization, and it is intended to serve as the formal strategic plan that will guide the organization through 2029. The primary focus areas of this plan include:

- ▶ Mission, Vision, and Values Statements
- ▶ A set of near-term Strategic Goals
- ▶ A corollary Capital Improvement Plan
- ▶ Other supporting analysis and priorities

MISSION, VISION, AND VALUES STATEMENTS

CTRMA’s **Vision** is to be the most trusted and effective provider of transportation options that enhance the quality of life in Central Texas.

Our **Mission** is to develop, deliver, operate and maintain high-quality roadways and related transportation solutions.

Our **Values** as an organization include:



BACKGROUND AND SITUATIONAL ASSESSMENT

The primary strategic issues that CTRMA works diligently to address are the continuing challenges to transportation mobility in such a fast-growing region. And while we are a transportation focused entity, we also play a role in improving the overall quality of life and economic development in our rapidly evolving region.

CTRMA is inherently a collaborative agency, with our primary stakeholders being the leadership of Travis and Williamson Counties, who each appoint three of our seven board members, and each of whom also undertake transportation and mobility-related initiatives which we work to support and complement.

We also work closely with our stakeholders Capital Area Metropolitan Transportation Organization (CAMPO), the Texas Department of Transportation (TxDOT), municipalities, as well as transit partners, and strive to build new relationships with other partners and new entities as they enter our region.

The Central Texas region is anticipated to grow from 2 to 4 million people, and CTRMA is uniquely positioned to invest in safe transportation solutions to increase access to jobs, education, and other opportunities for the people of Central Texas. The region has seen increasing housing and transportation affordability pressures. Diverse solutions are needed for residents of suburban, rural, and urban areas to continue having easy access to the high quality of life the region has to offer. Reducing the costs of crashes and congestion will continue to be a top priority for communities across the region.

In addition, as environmental standards also continue to evolve, we will continue to plan for our transportation mobility future with these standards in mind.

The emergence of transformational technologies that serve our industry will continue to change the nature of transportation mobility as we understand it. While innovation will inevitably bring more interoperability and more sophisticated tolling equipment, as well as technologies such as automated and connected vehicles (AV/CV) and ride-sharing mechanisms within reach of a greater percentage of the population, we will continue to have the opportunity to adapt to an ever-evolving regional transportation mobility landscape. Moving Central Texas forward in the face of the transportation mobility barriers we face requires a strong foundation that is both future-oriented and rooted in the present. We are developing processes to systematically monitor, track, and apply industry best practices to the mobility solutions we are implementing. Keeping our finger on the pulse of the industry through public opinion research and collaborative partnerships ensures that our transportation solutions keep pace with technological and societal advancements.

Since the last strategic plan in 2022, construction on the 183A Phase III and 183 North Projects have advanced significantly, the Barton Skyway Ramp Relief Project was successfully delivered, the 183A Added Capacity Environmental Study commenced, the MoPac South Environmental Study continued to advance through the NEPA process, and the 290 Phase IV Project was brought to procurement for environmental and schematic.

These investments reflect continued regional growth and usage of our roadway network as evidenced by increased transaction revenue. In 2022, transaction revenue increased by 28.6% and in 2023 it increased by 8.9%. In 2024, S&P Global Ratings upgraded and assigned an A+ rating to the Mobility Authority for the Senior Lien Revenue Refunding Bonds and Subordinate lien TIFIA loans, while Moody's increased the agency's bond outlook to "positive" based on year-to-date toll revenue collection exceeding projections and improved interest earnings. This exemplifies the investment market's confidence in the Mobility Authority's ability to effectively deliver and operate infrastructure projects in the diverse and fast-growing Central Texas region.

STRATEGIC PRIORITIES AND GOALS

CTRMA is laser focused on enhancing transportation mobility, and therefore the quality of life for all Central Texans. Our primary area of investment since our inception, and continuing into the near future, is the development, building, and maintaining of much-needed toll roads and toll lanes and non-tolled enhancements across our region. In addition, we will continue to invest in other aspects of transportation mobility for our region, including securing of right-of-way required for future projects and current facility expansion, safe bike and pedestrian paths that are connected to our facilities, and other strategic investments that enhance the utilization of our network.

Our core work at CTRMA can be summarized in the below five key areas:

- ▶ **Plan** for greater regional transportation mobility with our partners
- ▶ **Innovate** in the delivery of leading-edge transportation mobility solutions
- ▶ **Build** toll and non-toll roadway and connected transportation mobility projects
- ▶ **Serve** our customers and stakeholders with excellence
- ▶ **Preserve** the regional environment and the health of our system

The CTRMA Board and Leadership Team have determined that establishing the following strategic goals for the coming five years will serve to help us achieve our vision:

Goal 1: Build, operate and maintain toll and non-toll roads that reduce congestion and connect our region in innovative and safe ways.

Supporting strategies:

- Partner with CAMPO to determine priority toll road projects and potential adjacent non-tolled roads to provide congestion mitigation
- Partner with Travis and Williamson counties to work together on projects and opportunities to serve each county and the broader region
- Stay attuned to and pilot/implement technological advancements that maximize opportunities to provide enhanced mobility, safety, and quality of life for Central Texans
- Analyze traffic incidents to reduce severity and frequency of such incidents

Goal 2: Develop and adhere to a system-wide Capital Plan

Supporting strategies:

- Continue the capital planning process and update that plan on an annual basis, working within the agency's financial constraints
- Ensure that the Capital Plan maintains and enhances the existing CTRMA system as a priority
- Partner with local communities to expand the CTRMA system and possibly develop other non-tolled projects
- Ensure the Capital Plan utilizes a risk based analysis for maintenance project selection

Goal 3: Implement financial strategy and policies that prioritize long-term system health and growth, a decreased reliance on debt, and good financial stewardship

Supporting strategies:

- Review existing financial policies to ensure optimal flexibility within the ever-changing world of transportation
- Maintain healthy credit ratings that allow us to borrow funds at lower costs to advance projects within our region
- Establish reserves within the capital improvement plan for future projects to reduce reliance on debt and maximize opportunities to lower costs
- Promote informed decision making by proactively assessing corridors and equipment to determine needs and plan for future costs

Goal 4: Maintain and enhance our strategic partnerships to advance the common goals we share with our regional partner agencies

Supporting strategies:

- Ensure frequent collaboration and coordination with Central Texas counties and municipalities, community organizations, neighborhood groups, etc. to ensure continuous engagement with Central Texans throughout the region
- Continue to participate in regular inter-agency meetings to maximize our collaboration among state and local transportation agencies
- Remain committed to considering safety in project analysis and enhancements
- Work to prioritize non-road projects such as Park & Rides, trails, neighborhood sidewalks, etc. that enhance the utilization of our network to the extent resources are available
- Consider strategic partnerships for projects that do not connect to our system but enhance connectivity to the region; i.e. roadway projects, multimodal options, Construction Partnership Program, etc

Goal 5: Make targeted decisions, plans and investment that positively impact our customers and enhance quality of life in our communities

Supporting strategies:

- Remain committed to delivering the highest level of customer service in all tolling operations; i.e. expanding payment options, improving billing processes, etc.
- Explore opportunities within new and existing communication channels to continue education campaigns and outreach which inform the public on roadway operations, tolling, electronic tag benefits, road closures, etc.
- Ensure frequent collaboration and coordination with regional partners to maintain network mobility and improve traffic management and incident response
- Maintain the agency's long-standing position as a leader in the region and within the transportation industry through continued early adoption of new tech and enhancements to toll operations to improve customer experience



IMPLEMENTATION AND RE-EVALUATION

CTRMA is required by statute to create a strategic plan every two years. This plan was developed to address both the near-term two-year outlook and the longer five-year requirement and set CTRMA on a strategic path. A Capital Plan has also been developed to work in conjunction with the Strategic Plan. The CTRMA board and leadership are committing to regularly re-evaluate these plans, our progress toward goal achievement, and more, working to make it a living document. The CTRMA Board will evaluate leadership's effectiveness in helping CTRMA achieve the goals and strategies in this plan, and CTRMA will report to the public on any changes to, and on progress toward completing, this plan.



OUR LEADERSHIP

The **Board** and **Staff** Leadership involved in developing and completing this plan include:



Bobby Jenkins
Board Chair



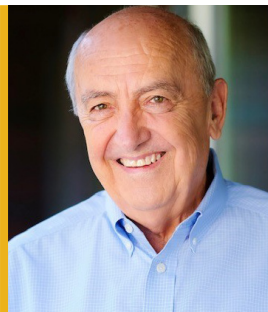
Nikelle Meade
Board Vice Chair



David Singleton
Board Treasurer



Mike Doss
Board Secretary



David Armbrust
Board Member



Heather Gaddes
Board Member



Ben Thompson
Board Member



James Bass
Executive Director

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CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

3300 NORTH IH-35, SUITE 300
AUSTIN, TX 78705
MOBILITYAUTHORITY.COM