

2020

FISCAL YEAR 2020 OPERATING BUDGET

JUNE 26, 2019



CENTRAL TEXAS REGIONAL  
MOBILITY AUTHORITY

ADOPTED  
FISCAL YEAR 2020

OPERATING BUDGET

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## Operating Budget Overview

This document contains revenue estimates and departmental spending plans for the fiscal year beginning July 1, 2019 and ending June 30, 2020. The adopted total revenues are \$139,914,143. Total estimated operating expenses are \$140,026,584 inclusive of \$52,005,687 in non-cash items such as amortization, depreciation, bond issuance expense and accreted interest. After consideration of all other inflows and outflows, a net positive flow of approximately \$12,367,449 is anticipated in the General Fund at June 30, 2020. In addition, this document includes the Authority's Operating Capital Budget, System Operating Budget and Debt Service Schedule for FY 2020.

As discussed below, this budget is influenced by several factors including our Strategic Plan, projects under development, under construction and under operation, the existing and projected population growth in the region, the regional economic conditions and projections, and our goal to maintain and improve customer service levels.

## Strategic Plan





## Operating Budget Overview

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**The Strategic Plan** (see graphic on the previous page) serves as a guiding document in the operation of the CTRMA and in the development of the FY 2020 budget. The Strategic Plan provides the roadmap to help assure alignment with our mission to “implement innovative, multi-modal transportation solutions that reduce congestion and create transportation choices that enhance quality of life and economic vitality”.

**The major initiatives** anticipated in this budget are as follows:

- Explore opportunities for quicker realization of toll revenues;
- Continue work to develop a first class customer service program focusing on the entire customer interaction both in the payment of toll bills and the driver experience;
- Install key intelligent transportation system (ITS) assets to improve incident response, to assist customers in making informed decisions, and to aid in future planning efforts;
- Consolidate toll and traffic data sources into one sharable platform to support internal and external third party sources;
- Explore promising emerging mobility technologies to collaborate with our regional/state partners to harness the potential mobility benefits brought about through the realization of new technologies and a connected region;
- Increase the effectiveness of CTRMA roadways by supporting the implementation of park and ride facilities and travel demand management programs;
- Completion of the initial 3-year development/implementation process for our Asset Management System including year 2 of data collection on operating facilities;
- Continued development of a long range/future projects plan, a 5-year Capital Improvement Plan (including safety enhancements on operating facilities), and a 2 year letting schedule for regional projects.

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

**The primary cost drivers** impacting this budget include:

- A 56 lane mile addition (183 South interim and 45SW Toll) to our system, resulting in a 29% increase in our roadway inventory (effecting roadway maintenance, toll processing and collection, toll system operations and maintenance, data collection/reporting, and asset management);
- Two major projects under development (183 North and 183A Phase III);
- Two major projects under construction (183 South and 290/130 Direct Connects);
- Continued emphasis on Mobility Innovation by conducting user and technology research, testing, and developing implementation plans for new technology and collaborating with regional partners.

## Operating Budget Overview

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### Revenues

The revenue estimate for FY 2020 of \$139.9 million is an approximate 41% increase over the FY 2019 budget. In comparing historical results for 183A Toll, 290 Toll, and the 71 Toll Lane, the Authority believes these projections are reasonable. Also included are non-system revenues from MoPac Express of \$19 million and SH 45SW of \$2.6 million. (Note: the overall revenue estimate is not reflective of any possible FY 2020 Board approved toll rate increase.)

### Expenses

Expense estimates for FY 2020 are adopted at \$140.0 million representing a 26% increase over the FY 2019 budget. Because the Authority reports on an accrual basis, included in the expense estimate is \$52 million in non-cash expense items such as amortization, depreciation, bond issuance expense accruals, and accreted interest expense. The increase in year over year expense spans all departments in response to our 29% increase in roadway lane miles, major projects under development and under construction, and our continued emphasis on Mobility Innovation.

### Operating Capital Budget and Capital Improvement Program

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

The operating Capital Budget includes roadway technology enhancements (fixed cameras, wrong way detection, dynamic message signage), automated license plate recognition for 183 South, a data platform, and the first phase of the Traffic Incident Management Center expansion. Also, included is a vehicle for Maintenance, a mobile customer service trailer, and portable message signs. Items funded through the Revenue and Replacement fund rather than the Operating budget are included.

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

Cash flow is closely monitored as new projects are studied and vetted prior to becoming active projects. While the projected expenses in the adopted budget exceed estimated revenues, **when non-cash expenses are removed and other funding sources are considered, the current projections result in a net cash inflow of \$12.4 million at the end of FY 2020 - after application of the CTRMA cash operating reserve policy.** The cash flow projections are utilized to anticipate cash flow requirements as well as ensure that we remain in compliance with trust indentures, debt service coverage requirements and cash reserve policies. The FY 2020 adopted budget provides for debt service coverage levels at more than double the requirements of the trust indentures of 1.25 for Debt Service Senior Lien Bonds and 1.20 for Debt Service Subordinate Lien Bonds.

## Operating Budget Overview

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### **Unrestricted Cash Reserves**

The Board of the Mobility Authority has a policy of maintaining unrestricted cash reserves to cover twelve months of cash expenses. It further allows the Executive Director, without Board approval, to lower the requirement to nine months should he deem it in the best interest of the CTRMA and will not adversely affect the financial stability of the organization. Lowering the unrestricted cash reserves below the nine-month level requires Board approval. As discussed in previous budget documents, when new projects come on line it may take the a few years to build up the reserves to cover a full year of maintenance and operations cash expenses. The adopted FY 2020 budget remains in compliance with the Board policy of maintaining unrestricted cash reserves to cover 12 months of cash expenses.

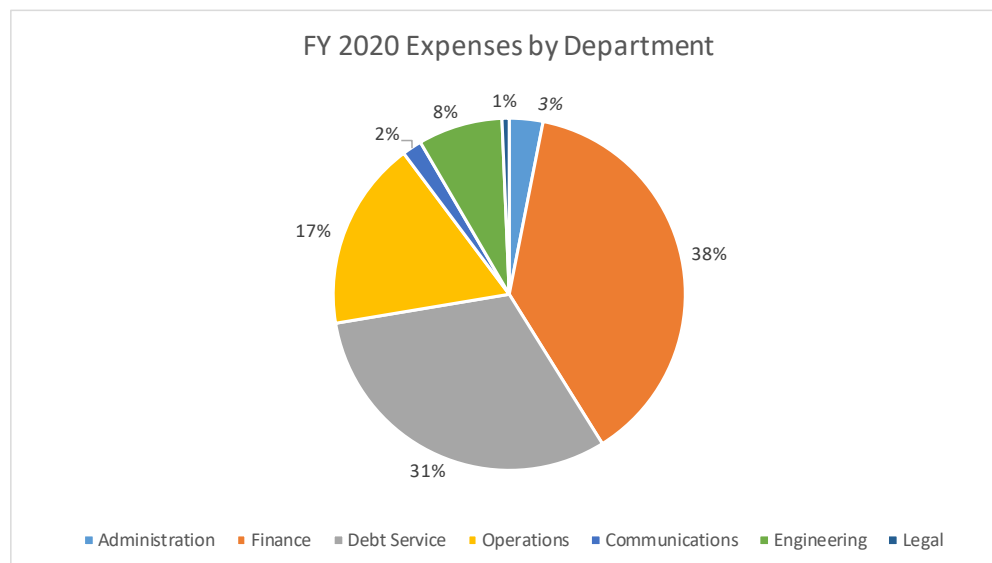
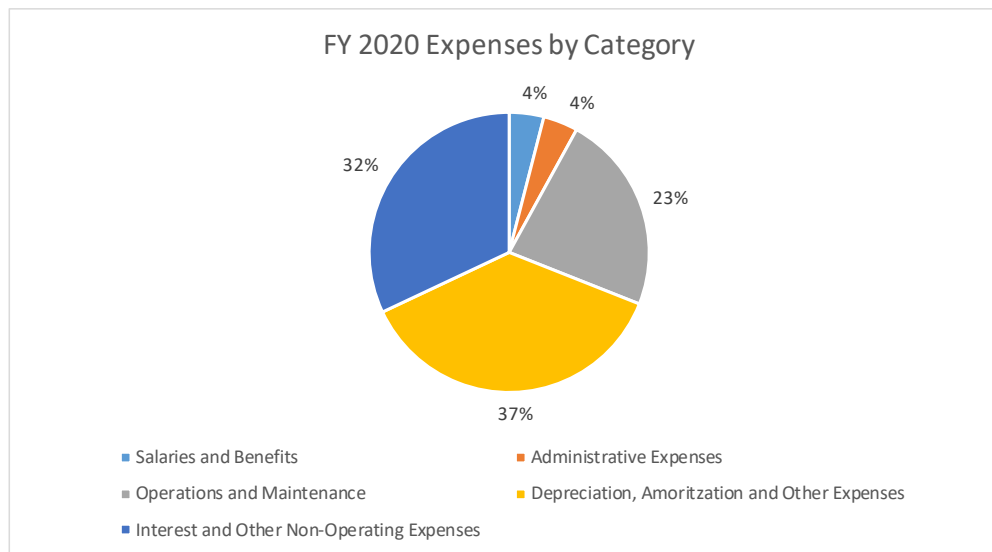
## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2020 Consolidated System Summary of Revenue, Expenses and Cash Flow

	FY 2018 Actual Results	FY 2019 Adopted Budget	FY 2020 Adopted Budget
<b>Revenues</b>			
<i>Operating Revenue:</i>			
Tag Revenue	\$ 69,704,827	\$ 73,700,000	\$ 97,816,954
Video Tolls	16,098,026	17,587,500	24,963,459
Fee Revenue	5,688,878	6,762,500	7,589,784
Total Operating Revenue	\$ 91,491,730	\$ 98,050,000	\$ 130,370,198
<i>Other Revenue:</i>			
Interest Income	2,541,537	950,000	4,000,000
Grant Revenue	16,220,946	-	5,541,945
Miscellaneous Revenue	1,350	2,000	2,000
Total Other Revenue	\$ 18,763,833	\$ 952,000	\$ 9,543,945
Total Revenue	\$ 110,255,563	\$ 99,002,000	\$ <b>139,914,143</b>
<b>Expenses</b>			
<i>Administrative, Operating and Financing</i>			
Salaries and Benefits	(4,199,052)	(5,607,917)	(6,108,107)
Administrative Expenses	(2,737,417)	(5,102,970)	(5,411,545)
Operations and Maintenance	(19,196,014)	(24,561,126)	(32,474,149)
Depreciation, Amoritzation and Other Expenses	(33,258,614)	(33,340,810)	(51,641,530)
Interest and Other Non-Operating Expenses	(34,107,692)	(42,060,066)	(44,391,254)
Total Expenses	\$ (93,498,789)	\$ (110,672,889)	\$ <b>(140,026,584)</b>
<i>Plus: Non Cash Expenses</i>			
Amortization Expense	1,545,222	1,515,559	771,625
Depreciation Expense	29,158,109	26,491,846	43,694,905
Bond Issuance Expense	226,753	1,413,508	250,000
Amortization Expense - Refund Savings	1,037,195	1,027,860	1,050,000
Accreted Interest	4,841,109	4,334,637	6,239,157
Total Non Cash Expenses	\$ 36,808,388	\$ 34,783,410	\$ <b>52,005,687</b>
<i>Net Operating Cash Inflows</i>			\$ <b>51,893,245</b>
<b>Cash Inflows(Outflows)</b>			
Operating Capital Budget			(14,878,600)
Debt Service - Principal Due			(13,215,000)
Regional Infrastructure Fund Payment- General Fund			(3,000,000)
Manor Financial Assistance Agreement			4,494,000
Subtotal			(26,599,600)
Net Cash Flow FY 2019			\$ 25,293,645
Estimated Operating Cash Balance - June 30, 2019			88,015,538
Estimated Operating Cash Balance - June 30, 2020			113,309,183
Board Operating Cash Reserve Policy FY 2020			(100,941,734)
Designated for Allocation to Future Debt Service/Reserve Policy			\$ 12,367,449

## Consolidated Summary of Revenues and Expenses

	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 4,199,052	\$ 5,607,917	\$ 6,108,107	8.92%
Administrative Expenses	2,737,417	5,102,970	5,411,545	6.05%
Operations and Maintenance	19,196,014	24,561,126	32,474,149	32.22%
Depreciation, Amoritzation and Other Expenses	33,258,614	33,340,810	51,641,530	54.89%
Interest and Other Non-Operating Expenses	34,107,692	42,060,066	44,391,254	5.54%
<b>Total Expenses</b>	<b>\$ 93,498,789</b>	<b>\$ 110,672,889</b>	<b>\$ 140,026,584</b>	<b>26.52%</b>





## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2020 Revenue and Expense by Line Item All Departments

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Revenue</b>					
<b>Operating Revenue</b>					
Tag Revenue	69,704,827	73,700,000	67,441,011	97,816,954	32.72%
Video Tolls	16,098,026	17,587,500	15,894,332	24,963,459	41.94%
Fee Revenue	5,688,878	6,762,500	4,946,314	7,589,784	12.23%
<b>Total Operating Revenue</b>	<b>91,491,730</b>	<b>98,050,000</b>	<b>88,281,656</b>	<b>130,370,198</b>	<b>32.96%</b>
<b>Other Revenue</b>					
Interest Income	2,541,537	950,000	4,250,763	4,000,000	321.05%
Grant Revenue	16,220,946	-	4,600,439	5,541,945	0.00%
Miscellaneous	1,350	2,000	37,200	2,000	0.00%
Gain/Loss on Sale of Asset	-	-	4,348	-	0.00%
<b>Total Other Revenue</b>	<b>18,763,833</b>	<b>952,000</b>	<b>8,892,750</b>	<b>9,543,945</b>	<b>902.52%</b>
<b>Total Revenue</b>	<b>\$ 110,255,563</b>	<b>\$ 99,002,000</b>	<b>\$ 97,174,406</b>	<b>\$ 139,914,143</b>	<b>41.32%</b>
<b>Expenses</b>					
<b>Salaries and Benefits</b>					
<b>Salaries &amp; Wages</b>					
Salary Expense-Regular	2,967,036	4,138,603	3,304,895	4,469,989	8.01%
Salary Reserve	-	80,000	-	80,000	0.00%
<b>Total Salaries</b>	<b>2,967,036</b>	<b>4,218,603</b>	<b>3,304,895</b>	<b>4,549,989</b>	<b>7.86%</b>
Contractual Employees Expense					
<b>Benefits</b>					
TCDRS	415,385	579,405	409,863	632,057	9.09%
FICA	128,873	190,792	137,660	204,345	7.10%
FICA MED	45,627	65,880	44,171	67,769	2.87%
Health Insurance Expense	332,091	391,184	317,180	510,762	30.57%
Life Insurance Expense	14,167	11,165	6,290	8,033	-28.05%
Auto Allowance Expense	10,625	10,200	8,075	10,200	0.00%
Other Benefits	269,785	136,476	144,516	122,131	-10.51%
<b>Total Benefits</b>	<b>1,216,553</b>	<b>1,385,103</b>	<b>1,067,755</b>	<b>1,555,296</b>	<b>12.29%</b>
<b>Payroll Taxes</b>					
Unemployment Taxes	15,463	4,212	543	2,822	-33.01%
<b>Total Payroll Taxes</b>	<b>15,463</b>	<b>4,212</b>	<b>543</b>	<b>2,822</b>	<b>-33.01%</b>
<b>Total Salaries and Benefits</b>	<b>4,199,052</b>	<b>5,607,917</b>	<b>4,373,193</b>	<b>6,108,107</b>	<b>8.92%</b>

## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2020 Revenue and Expense by Line Item All Departments

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Administrative</b>					
<b>Administrative and Office Expenses</b>					
Accounting	8,062	10,000	6,736	10,000	0.00%
Auditing	72,000	125,000	74,571	125,000	0.00%
Human Resources	30,010	35,000	8,638	40,000	14.29%
Legal	550	-	-	-	0.00%
IT Services	146,979	174,000	100,931	307,700	76.84%
Internet	4,887	4,550	4,950	450	-90.11%
Software Licenses	32,375	85,700	43,978	123,100	43.64%
Cell Phones	17,686	16,100	13,593	23,891	48.39%
Local Telephone Service	12,414	12,000	7,506	120,000	900.00%
Overnight Delivery Services	680	500	93	550	10.00%
Local Delivery Services	29	600	87	725	20.83%
Copy Machine	14,226	24,000	13,503	14,735	-38.60%
Repair & Maintenance-General	5,416	15,500	2,450	14,200	-8.39%
Meeting Facilities	-	-	-	5,000	0.00%
Community Meeting/ Events	-	15,000	-	7,000	-53.33%
Meeting Expense	7,831	16,000	8,212	14,750	-7.81%
Public Notices	25	100	-	100	0.00%
Toll Tag Expense	2,987	3,150	1,956	4,150	31.75%
Parking / Local Ride Share	719	1,800	1,218	2,800	55.56%
Mileage Reimbursement	5,473	9,900	2,912	8,300	-16.16%
Insurance Expense	175,306	251,000	157,961	256,200	2.07%
Rent Expense	527,968	650,000	462,095	720,000	10.77%
Building Parking	-	-	1,795	27,000	0.00%
Legal	336,593	396,500	234,836	500,000	26.10%
<b>Total Administrative and Office Expenses</b>	<b>1,402,216</b>	<b>1,846,400</b>	<b>1,148,020</b>	<b>2,325,651</b>	<b>25.96%</b>
<b>Office Supplies</b>					
Books & Publications	4,381	5,700	3,915	5,000	-12.28%
Office Supplies	11,624	16,000	9,357	17,000	6.25%
Misc Office Equipment	-	-	9,610	10,250	0.00%
Computer Supplies	12,538	152,550	42,314	169,400	11.05%
Copy Supplies	1,488	3,000	1,188	3,000	0.00%
Other Reports-Printing	-	8,000	3,627	8,000	0.00%
Office Supplies-Printed	1,833	2,600	3,163	5,250	101.92%
Misc Materials & Supplies	-	750	-	750	0.00%
Postage Expense	384	800	271	850	6.25%
<b>Total Office Supplies</b>	<b>32,247</b>	<b>189,400</b>	<b>73,445</b>	<b>219,500</b>	<b>15.89%</b>

## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2020 Revenue and Expense by Line Item All Departments

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Communications and Public Relations</b>					
Graphic Design Services	19,804	55,000	47,965	60,000	9.09%
Website Maintenance	105,664	100,300	32,131	105,000	4.69%
Research Services	179,589	450,000	(56,385)	770,000	71.11%
Communications and Marketing	188,040	800,000	343,155	300,500	-62.44%
Advertising Expense	484,009	821,500	612,867	755,000	-8.09%
Direct Mail	726	15,800	31,663	10,000	-36.71%
Video Production	8,913	258,820	92,898	150,000	-42.04%
Photography	5,857	12,500	5,039	10,000	-20.00%
Radio	13,244	75,000	77,896	50,000	-33.33%
Other Public Relations	38,448	60,000	73,693	140,000	133.33%
Promotional Items	163	20,000	6,300	20,000	0.00%
Displays	2,124	5,000	-	-	-100.00%
Annual Report printing	-	5,000	3,712	6,500	30.00%
Direct Mail Printing	-	5,000	4,261	30,000	500.00%
Other Communication Expenses	53,906	70,000	10,144	56,204	-19.71%
<b>Total Communications and Public Relations</b>	<b>1,100,486</b>	<b>2,753,920</b>	<b>1,285,340</b>	<b>2,463,204</b>	<b>-10.56%</b>
<b>Employee Development</b>					
Subscriptions	1,559	3,050	1,321	4,725	54.92%
Agency Memberships	37,287	53,500	42,310	65,000	21.50%
Continuing Education	874	15,500	385	11,000	-29.03%
Professional Development	11,314	19,000	7,786	31,500	65.79%
Other Licenses	248	1,700	243	800	-52.94%
Seminars and Conferences	20,382	41,000	21,605	45,855	11.84%
Travel	53,891	70,000	68,019	130,810	86.87%
<b>Total Employee Development</b>	<b>125,555</b>	<b>203,750</b>	<b>141,669</b>	<b>289,690</b>	<b>42.18%</b>
<b>Financing and Banking Fees</b>					
Trustee Fees	38,188	45,000	35,750	52,000	15.56%
Bank Fee Expense	5,059	6,500	2,392	6,500	0.00%
Continuing Disclosure	9,812	15,000	3,500	15,000	0.00%
Arbitrage Rebate Calculation	8,355	13,000	8,395	10,000	-23.08%
Rating Agency Expense	15,500	30,000	16,000	30,000	0.00%
<b>Total Financing and Banking Fees</b>	<b>76,913</b>	<b>109,500</b>	<b>66,037</b>	<b>113,500</b>	<b>3.65%</b>
<b>Total Administrative</b>	<b>2,737,417</b>	<b>5,102,970</b>	<b>2,714,511</b>	<b>5,411,545</b>	<b>6.05%</b>

## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2020 Revenue and Expense by Line Item All Departments

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Operations and Maintenance</b>					
<b>Operations and Maintenance Consulting</b>					
General Engineering Consultant					
<b>GEC-Trust Indenture Support</b>					
GEC 1.1 Annual O&M Budget Development	9,107	29,000	8,810	16,000	-44.83%
GEC 1.2 Annual Facility Inspections	109,862	140,000	142,483	278,000	98.57%
GEC 1.5 Other Document Review	3,200	-	-	-	0.00%
<b>GEC-Financial Planning Support</b>					
GEC 2.1 Program Funding Support	-	51,000	67,233	285,000	458.82%
<b>GEC-Toll Ops Support</b>					
GEC 3.1 Operations Center Support	3,109	50,000	13,721	-	-100.00%
GEC 3.2 Toll Operations Support	-	199,786	109,912	1,498,222	649.91%
<b>GEC-Roadway Ops Support</b>					
GEC 4.1 Driveway and Utility Permitting	63,000	50,000	7,344	35,000	-30.00%
GEC 4.3 Maintenance Contract Support/Oversight	257,164	364,489	134,405	474,000	30.05%
GEC 4.4 Traffic Data Gathering and Analysis	304,804	553,489	343,219	730,000	31.89%
GEC 4.6 Best Business Practices/Policies Support	-	150,000	-	150,000	0.00%
GEC 4.7 Warranty	-	12,000	-	15,000	25.00%
<b>GEC-Technology Support</b>					
GEC 5.1 Technology Development	2,106	627,428	299,070	1,000,000	59.38%
GEC 5.2 Technology Maintenance	-	230,000	193,230	28,000	-87.83%
<b>GEC-Public Information Support</b>					
GEC 6.1 Outreach - Non Project	171,581	-	7,620	-	0.00%
GEC 6.2 Public Information - Non Project	70,162	120,000	2,256	325,000	170.83%
GEC 6.3 CTRMA Meeting Support	1,810	-	-	-	0.00%
<b>GEC-General Support</b>					
GEC 7.1 Program Management	577,718	198,000	191,098	187,000	-5.56%
GEC 7.2 Technical Resource Support	29,426	75,568	25,135	284,000	275.82%
GEC 7.3 Study and Report Review	212,355	40,000	233,516	250,000	525.00%
GEC 7.4 Agency Coordination - Non Project	121,550	550,000	187,579	750,000	36.36%
GEC 7.5 Other Initiatives - Non Project	610,894	580,000	164,888	750,000	29.31%
GEC 7.6 Other Initiatives - Project	21,406	-	-	-	0.00%
General System Consultant	335,063	500,000	341,831	1,318,626	163.73%
Traffic Modeling	514,361	590,000	68,866	150,000	-74.58%
Traffic and Revenue Consultant	212,721	150,000	111,909	300,000	100.00%
<b>Total Operations and Maintenance Consulting</b>	<b>3,631,398</b>	<b>5,260,760</b>	<b>2,654,124</b>	<b>8,823,848</b>	<b>67.73%</b>
<b>Road Operations and Maintenance</b>					
Roadway Maintenance	3,053,020	4,507,900	2,289,503	4,400,000	-2.39%
Landscape Maintenance	129	-	-	-	0.00%
Signal & Illumination Maint	12,554	-	-	-	0.00%
Maintenance Supplies-Roadway	91,020	117,800	18,976	237,000	101.19%
Tools & Equipment Expense	346	1,000	442	1,500	50.00%
Gasoline	14,379	18,700	12,130	21,600	15.51%
Repair & Maintenance-Vehicles	4,170	6,500	4,008	4,000	-38.46%
Roadway Operations	26,763	-	-	-	0.00%
Electricity - Roadways	148,442	200,000	124,623	250,000	25.00%
<b>Total Road Operations and Maintenance</b>	<b>3,350,822</b>	<b>4,851,900</b>	<b>2,449,682</b>	<b>4,914,100</b>	<b>1.28%</b>

## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2020 Revenue and Expense by Line Item All Departments

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Toll Processing and Collection Expense</b>					
Image Processing	1,971,292	3,200,000	1,165,220	3,392,460	6.01%
Tag Collection Fees	7,544,838	6,633,000	4,355,015	7,283,817	9.81%
Court Enforcement Costs	31,875	49,080	7,875	50,000	1.87%
DMV Lookup Fees	435	500	772	1,000	100.00%
<b>Total Toll Processing and Collections</b>	<b>9,548,440</b>	<b>9,882,580</b>	<b>5,528,882</b>	<b>10,727,277</b>	<b>8.55%</b>
<b>Toll Operations Expense</b>					
Generator Fuel	382	2,000	1,228	2,500	25.00%
Fire and Burglar Alarm	493	500	370	600	20.00%
Refuse	1,255	1,500	1,107	1,500	0.00%
Telecommunications	71,410	120,000	45,271	-	-100.00%
Water - Irrigation	4,777	10,000	3,024	10,000	0.00%
Electricity	1,527	2,500	1,058	2,500	0.00%
ETC spare parts expense	-	50,000	5,573	25,000	-50.00%
Repair & Maintenance Toll Equip	-	5,000	-	150,000	2900.00%
Law Enforcement	331,993	290,000	182,675	275,000	-5.17%
ETC Maintenance Contract	2,162,183	1,988,386	1,493,468	4,524,236	127.53%
ETC Toll Management Center System Operation	1,364	360,000	-	402,588	11.83%
ETC Development	89,970	1,636,000	560,184	2,362,000	44.38%
ETC Testing	-	100,000	52,536	253,000	153.00%
<b>Total Toll Operations</b>	<b>2,665,354</b>	<b>4,565,886</b>	<b>2,346,495</b>	<b>8,008,924</b>	<b>75.41%</b>
<b>Total Operations and Maintenance</b>	<b>19,196,014</b>	<b>24,561,126</b>	<b>12,979,183</b>	<b>32,474,149</b>	<b>32.22%</b>
<b>Other Expenses</b>					
<b>Special Projects and Contingencies</b>					
HERO	576,280	148,000	110,872	150,000	1.35%
Special Projects	-	500,000	53,203	400,000	-20.00%
71 Express Net Revenue Payment	919,168	3,635,405	3,362,688	4,500,000	23.78%
Technology Task Force	3,000	650,000	156,240	525,000	-19.23%
Other Contractual Svcs	1,056,007	150,000	167,548	150,000	0.00%
Contingency	828	250,000	-	400,000	60.00%
<b>Total Special Projects and Contingencies</b>	<b>2,555,283</b>	<b>5,333,405</b>	<b>3,850,551</b>	<b>6,125,000</b>	<b>14.84%</b>
<b>Non Cash Expenses</b>					
Amortization Expense	508,027	487,699	367,844	771,625	58.22%
Amort Expense - Refund Savings	1,037,195	1,027,860	869,236	1,050,000	2.15%
Dep Exp- Furniture & Fixtures	2,614	3,014	2,178	2,620	-13.07%
Dep Expense - Equipment	16,756	15,999	13,333	16,000	0.01%
Dep Expense - Autos & Trucks	20,826	37,437	22,198	40,500	8.18%
Dep Expense-Buildng & Toll Fac	176,840	176,748	136,979	176,800	0.03%
Dep Expense-Highways & Bridges	25,013,602	22,541,478	18,681,575	38,568,000	71.10%
Dep Expense-Toll Equipment	2,698,611	2,485,026	2,215,300	3,670,250	47.69%
Dep Expense - Signs	325,893	326,893	271,578	326,200	-0.21%
Dep Expense-Land Improvemts	884,934	884,934	737,445	884,935	0.00%
Depreciation Expense-Computers	18,034	20,317	8,480	9,600	-52.75%
<b>Total Non Cash</b>	<b>30,703,331</b>	<b>28,007,405</b>	<b>23,326,144</b>	<b>45,516,530</b>	<b>62.52%</b>
<b>Total Other Expenses</b>	<b>33,258,614</b>	<b>33,340,810</b>	<b>27,176,694</b>	<b>51,641,530</b>	<b>54.89%</b>



## Consolidated Summary of Revenues and Expenses

### Central Texas Regional Mobility Authority FY 2020 Revenue and Expense by Line Item All Departments

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Non Operating Expenses</b>					
Bond issuance expense	226,753	1,413,508	2,443,880	250,000	-82.31%
Loan Fee Expense	-	-	47,619	75,000	0.00%
Interest Expense	33,824,939	40,371,558	28,454,987	43,741,254	8.35%
Community Initiatives	56,000	275,000	55,942	325,000	18.18%
<b>Total Non Operating Expense</b>	<b>34,107,692</b>	<b>42,060,066</b>	<b>33,002,428</b>	<b>44,391,254</b>	<b>5.54%</b>
<b>Total Expenses</b>	<b>93,498,789</b>	<b>110,672,889</b>	<b>80,246,009</b>	<b>140,026,584</b>	<b>26.52%</b>
Net Income	\$ 16,756,775	\$ (11,670,889)	\$ 16,928,397	\$ (112,442)	

## Administration

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

Toll and transportation technology is rapidly changing. The addition of SH 45 Southwest and 183 South Interim will increase the size (29% increase in lane miles) and complexity of CTRMA's roadway toll and technology systems. It is imperative that CTRMA's toll and technology systems have the flexibility and capacity to support the future roadway expansion, technology changes and advancements and to support the needs of our customers through enhanced communication. Funding is included to review and modernize our toll and technology systems to ensure that best practices are used. We continuously research new ways to communicate with our customers to provide them with the information needed to make travel decisions.

### ***Goals and Initiatives:***

- Champion regional coordination
  - Continue partnership with major regional mobility providers (Travis/Williamson/Hays Counties, TxDOT, CAMPO, CapMetro, City of Austin, and Capitol Area Council of Governments) to promote a coordinated, regional mobility system.
- Assessing what is needed to make sure our roadways and mobility initiatives are the “smartest” they can be and ready for whatever drivers and technology require.
  - Funding dedicated to continue researching new and alternative modes of travel, current and future.
  - Dedicate resources to participate and support regional efforts to evaluate and prepare for the next generation of innovative technologies and mode choice (i.e. Automated/Connected Vehicles).
  - Conduct research to evaluate customer interactions and behavior to enhance the customer's experience.
- New and Alternative Modes of Transportation.
  - Mobility Initiatives – Continue partnership with major regional partners (CAMPO, CapMetro, City of Austin, and Capitol Area Council of Governments) in an effort to develop regional mobility solutions using TDM initiatives.
  - Park and Ride – Continue to work with CAMPO, CapMetro, and other regional partners to develop and implement the Park and Ride system in connection with CTRMA roadway facilities. Funded as Projects under Development on the Capital Improvement Projects list.

## Administration

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- Mokan Corridor - Connected and Autonomous Vehicle Evaluation – explore the feasibility and potential benefits of connected and autonomous vehicles, including transit, on MoKan and other corridors. Funded as Projects under Development on the Capital Improvement Projects list.

*Strategic Goals: Explore Efforts that Extend Beyond Roadways, Explore Transformative Technology and Adopt Industry Best Practices*

- Workforce Development – Continue the development of the Workforce program, expand network of collaborating partners, define program performance metrics, and implement job training.

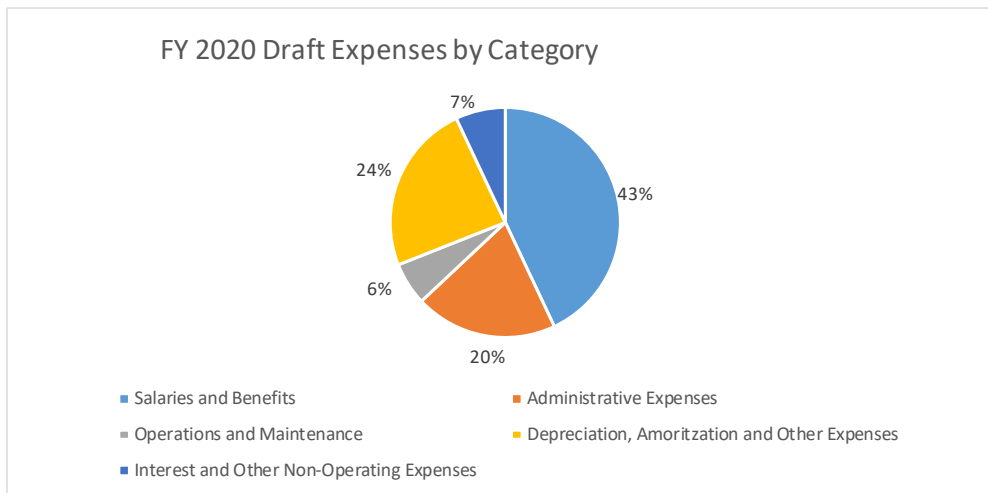
*Strategic Goals: Explore Efforts that Extend Beyond Roadways, Deliver Responsible Mobility Solutions that Respect the Communities We Serve*

- Conduct research
- Customer experience and behavior
- Emerging technologies
- Install and use enhanced technology

## Administration

Summary of Expenses:

	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 1,098,578	\$ 1,423,097	\$ 1,860,852	30.76%
Administrative Expenses	84,881	476,350	868,150	82.25%
Operations and Maintenance	75,106	-	250,000	0.00%
Depreciation, Amoritzation and Other Expenses	133,838	1,150,000	1,025,000	-10.87%
Interest and Other Non-Operating Expenses	55,000	275,000	325,000	18.18%
<b>Total Expenses</b>	<b>\$ 1,447,404</b>	<b>\$ 3,324,447</b>	<b>\$ 4,329,002</b>	<b>30.22%</b>



## Administration

### Central Texas Regional Mobility Authority Operating Budget - FY 2020 Administration

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Salaries and Benefits</b>					
<b>Salaries &amp; Wages</b>					
Salary Expense-Regular	828,589	1,015,682	975,371	1,364,418	34.34%
<b>Total Salaries</b>	<b>828,589</b>	<b>1,015,682</b>	<b>975,371</b>	<b>1,364,418</b>	<b>34.34%</b>
<b>Benefits</b>					
TCDRS	104,170	142,196	91,536	191,018	34.33%
FICA	24,054	39,401	29,798	49,395	25.37%
FICA MED	12,006	18,627	11,525	21,908	17.61%
Health Insurance Expense	49,490	80,980	59,166	123,716	52.77%
Life Insurance Expense	3,843	5,707	3,619	4,104	-28.08%
Auto Allowance Expense	10,625	10,200	8,075	10,200	0.00%
Other Benefits	65,739	109,332	73,369	95,494	-12.66%
<b>Total Benefits</b>	<b>269,928</b>	<b>406,443</b>	<b>277,088</b>	<b>495,836</b>	<b>21.99%</b>
<b>Payroll Taxes</b>					
Unemployment Taxes	61	972	1,242	599	-38.43%
<b>Total Payroll Taxes</b>	<b>61</b>	<b>972</b>	<b>1,242</b>	<b>599</b>	<b>-38.43%</b>
<b>Total Salaries and Benefits</b>	<b>1,098,578</b>	<b>1,423,097</b>	<b>1,253,700</b>	<b>1,860,852</b>	<b>30.76%</b>
<b>Administrative</b>					
<b>Administrative and Office Expenses</b>					
Accounting	77	-	-	-	0.00%
IT Services	-	8,000	-	-	-100.00%
Internet	20	-	-	-	0.00%
Software Licenses	195	-	(169)	1,500	0.00%
Cell Phones	2,200	3,300	1,903	4,050	22.73%
Overnight Delivery Services	-	250	-	250	0.00%
Repair & Maintenance-General	835	9,500	2,342	11,000	15.79%
Meeting Facilities	-	-	-	5,000	0.00%
Community Meeting/ Events	-	5,000	-	-	0.00%
Meeting Expense	4,825	7,500	4,322	7,500	0.00%
Toll Tag Expense	18	50	10	50	0.00%
Parking / Local Ride Share	415	600	558	900	50.00%
Mileage Reimbursement	1,143	1,500	808	1,500	0.00%
Insurance Expense	675	1,000	463	1,000	0.00%
<b>Total Administrative and Office Expenses</b>	<b>10,403</b>	<b>36,700</b>	<b>10,237</b>	<b>32,750</b>	<b>-10.76%</b>
<b>Office Supplies</b>					
Books & Publications	253	500	680	1,000	100.00%
Office Supplies	6,048	7,500	4,992	8,500	13.33%
Misc Office Equipment	-	-	4,519	500	0.00%
Computer Supplies	323	500	3,091	-	-100.00%
Copy Supplies	11	-	413	-	0.00%
Office Supplies-Printed	1,018	1,500	1,016	2,500	66.67%
Postage Expense	388	500	255	500	0.00%
<b>Total Office Supplies</b>	<b>17,750</b>	<b>10,500</b>	<b>14,964</b>	<b>13,000</b>	<b>23.81%</b>



## Administration

### Central Texas Regional Mobility Authority Operating Budget - FY 2020 Administration

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Communications and Public Relations</b>					
Website Maintenance	3,724	-	9,718	15,000	0.00%
Research Services	-	350,000	-	670,000	91.43%
Photography	-	1,500	1,695	-	-100.00%
<b>Total Communications and Public Relations</b>	<b>3,724</b>	<b>351,500</b>	<b>11,413</b>	<b>685,000</b>	<b>94.88%</b>
<b>Employee Development</b>					
Subscriptions	509	150	-	300	100.00%
Agency Memberships	33,028	45,000	37,734	50,000	11.11%
Continuing Education	-	5,000	-	5,000	0.00%
Professional Development	-	-	3,500	7,000	0.00%
Other Licenses	-	-	40	100	0.00%
Seminars and Conferences	4,655	7,500	9,326	15,000	100.00%
Travel	14,812	20,000	29,952	60,000	200.00%
<b>Total Employee Development</b>	<b>53,004</b>	<b>77,650</b>	<b>80,553</b>	<b>137,400</b>	<b>76.95%</b>
<b>Total Administrative</b>	<b>84,881</b>	<b>476,350</b>	<b>117,167</b>	<b>868,150</b>	<b>82.25%</b>
<b>Operations and Maintenance</b>					
<b>Operations and Maintenance Consulting</b>					
<b>GEC-General Support</b>					
GEC 7.1 Program Management	-	-	2,637	-	0.00%
GEC 7.3 Study and Report Review	20,106	-	106,399	250,000	0.00%
Traffic Modeling	55,000	-	-	-	0.00%
<b>Total Operations and Maintenance Consulting</b>	<b>75,106</b>	<b>-</b>	<b>109,036</b>	<b>250,000</b>	<b>0.00%</b>
<b>Total Operations and Maintenance</b>	<b>75,106</b>	<b>-</b>	<b>109,036</b>	<b>250,000</b>	<b>0.00%</b>
<b>Other Expenses</b>					
<b>Special Projects and Contingencies</b>					
Special Projects	-	350,000	41,880	350,000	0.00%
Technology Task Force	-	650,000	156,240	525,000	-19.23%
Other Contractual Svcs	133,838	150,000	167,548	150,000	0.00%
<b>Total Special Projects and Contingencies</b>	<b>133,838</b>	<b>1,150,000</b>	<b>365,668</b>	<b>1,025,000</b>	<b>-10.87%</b>
<b>Total Other Expenses</b>	<b>133,838</b>	<b>1,150,000</b>	<b>365,668</b>	<b>1,025,000</b>	<b>-10.87%</b>
<b>Non Operating Expenses</b>					
Community Initiatives	55,000	275,000	55,942	325,000	18.18%
<b>Total Non Operating Expense</b>	<b>55,000</b>	<b>275,000</b>	<b>55,942</b>	<b>325,000</b>	<b>18.18%</b>
<b>Total Expenses</b>	<b>1,447,404</b>	<b>3,324,447</b>	<b>1,901,513</b>	<b>4,329,002</b>	<b>30.22%</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.
- Human Resources: Provide human resources support for Mobility Authority staff. Conduct annual salary survey for the comparison of Mobility Authority staff salaries to the marketplace.

## Finance

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### **Goals and Initiatives:**

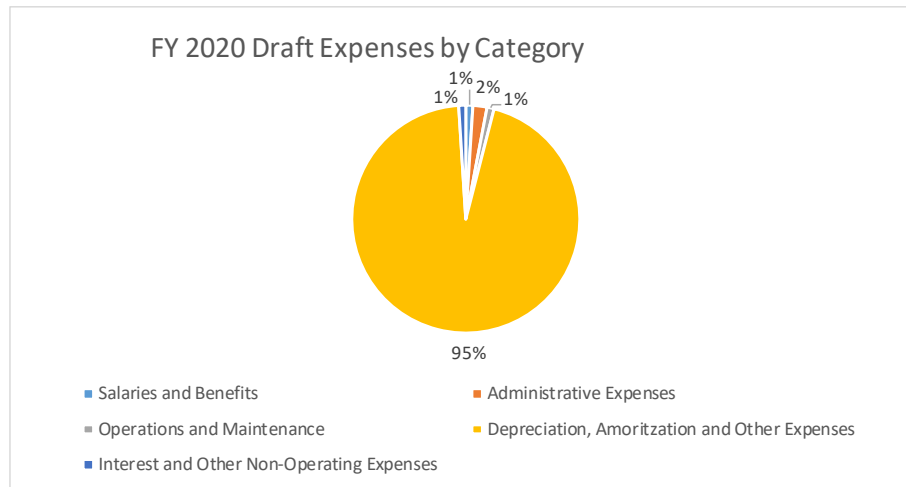
- Evaluate innovative funding mechanisms for sourcing the Authority's projects.
- Maintain and work to improve bond ratings and reporting transparency and compliance.
- Develop 5-year financial forecast.
- Review/recommend best practice reserve policies including an adequate unrestricted cash reserve.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

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

## Finance

Summary of Expenses:

	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 648,605	\$ 722,222	\$ 859,569	19.02%
Administrative Expenses	946,093	1,273,650	1,351,985	6.15%
Operations and Maintenance	172,659	153,000	303,000	98.04%
Depreciation, Amortization and Other Expenses	31,622,499	31,892,810	50,416,530	58.08%
Interest and Other Non-Operating Expenses	226,753	1,413,508	325,000	-77.01%
<b>Total Expenses</b>	<b>\$ 33,616,609</b>	<b>\$ 35,455,190</b>	<b>\$ 53,256,084</b>	<b>50.21%</b>



## Finance

### Central Texas Regional Mobility Authority Operating Budget - FY 2020 Finance

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Salaries and Benefits</b>					
<b>Salaries &amp; Wages</b>					
Salary Expense-Regular	499,220	506,793	402,607	604,531	19.29%
Salary Reserve	-	80,000	-	80,000	0.00%
<b>Total Salaries</b>	<b>499,220</b>	<b>586,793</b>	<b>402,607</b>	<b>684,531</b>	<b>16.66%</b>
<b>Benefits</b>					
TCDRS	69,890	70,951	55,189	84,634	19.29%
FICA	21,144	19,642	14,435	25,966	32.19%
FICA MED	7,193	8,327	5,660	9,216	10.67%
Health Insurance Expense	28,558	30,376	24,172	49,776	63.87%
Life Insurance Expense	528	939	362	580	-38.28%
Other Benefits	18,236	4,708	13,565	4,525	-3.90%
<b>Total Benefits</b>	<b>145,548</b>	<b>134,943</b>	<b>113,384</b>	<b>174,696</b>	<b>29.46%</b>
<b>Payroll Taxes</b>					
Unemployment Taxes	3,837	486	(3,776)	342	-29.63%
<b>Total Payroll Taxes</b>	<b>3,837</b>	<b>486</b>	<b>(3,776)</b>	<b>342</b>	<b>-29.63%</b>
<b>Total Salaries and Benefits</b>	<b>648,605</b>	<b>722,222</b>	<b>512,215</b>	<b>859,569</b>	<b>19.02%</b>
<b>Administrative</b>					
<b>Administrative and Office Expenses</b>					
Accounting	7,985	10,000	6,736	10,000	0.00%
Auditing	72,000	125,000	74,571	125,000	0.00%
Human Resources	30,010	35,000	8,638	40,000	14.29%
Software Licenses	17,851	35,000	26,631	20,000	-42.86%
Cell Phones	2,166	2,000	1,572	2,400	20.00%
Overnight Delivery Services	636	100	93	100	0.00%
Local Delivery Services	23	-	87	125	0.00%
Copy Machine	14,226	24,000	13,503	14,735	-38.60%
Repair & Maintenance-General	448	-	108	200	0.00%
Meeting Expense	599	500	731	750	50.00%
Parking / Local Ride Share	101	300	136	300	0.00%
Mileage Reimbursement	77	200	15	100	-50.00%
Insurance Expense	174,631	250,000	157,198	255,200	2.08%
Rent Expense	527,968	650,000	462,095	720,000	10.77%
Building Parking			1,795	12,000	0.00%
<b>Total Administrative and Office Expenses</b>	<b>848,721</b>	<b>1,132,100</b>	<b>753,908</b>	<b>1,200,910</b>	<b>6.08%</b>
<b>Office Supplies</b>					
Books & Publications	-	200	-	-	-100.00%
Office Supplies	2,037	2,500	1,718	2,500	0.00%
Misc Office Equipment	-	-	3,438	1,500	0.00%
Computer Supplies	115	-	284	300	0.00%
Copy Supplies	1,429	3,000	776	3,000	0.00%
Office Supplies-Printed	79	500	1,055	2,000	300.00%
Postage Expense	(34)	50	16	50	0.00%
<b>Total Office Supplies</b>	<b>3,625</b>	<b>6,250</b>	<b>7,286</b>	<b>9,350</b>	<b>49.60%</b>



## Finance

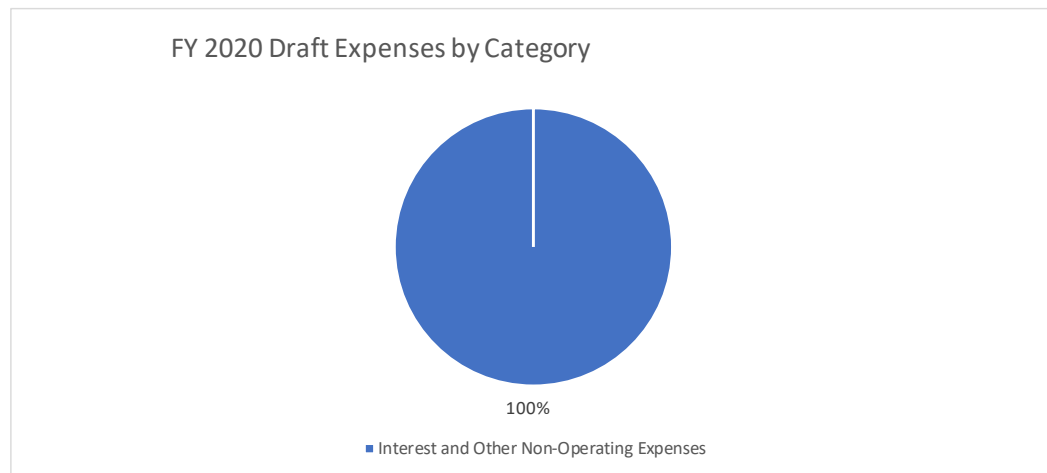
### Central Texas Regional Mobility Authority Operating Budget - FY 2020 Finance

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Employee Development</b>					
Subscriptions	525	600	1,161	2,525	320.83%
Agency Memberships	1,009	1,500	410	1,000	-33.33%
Continuing Education	874	2,500	135	1,000	-60.00%
Professional Development	748	1,000	15	1,000	0.00%
Other Licenses	76	200	123	200	0.00%
Seminars and Conferences	3,190	5,000	1,890	5,000	0.00%
Travel	10,412	15,000	11,663	17,500	16.67%
<b>Total Employee Development</b>	<b>16,834</b>	<b>25,800</b>	<b>15,397</b>	<b>28,225</b>	<b>9.40%</b>
<b>Financing and Banking Fees</b>					
Trustee Fees	38,188	45,000	35,750	52,000	15.56%
Bank Fee Expense	5,059	6,500	2,392	6,500	0.00%
Continuing Disclosure	9,812	15,000	3,500	15,000	0.00%
Arbitrage Rebate Calculation	8,355	13,000	8,395	10,000	-23.08%
Rating Agency Expense	15,500	30,000	16,000	30,000	0.00%
<b>Total Financing and Banking Fees</b>	<b>76,913</b>	<b>109,500</b>	<b>66,037</b>	<b>113,500</b>	<b>3.65%</b>
<b>Total Administrative</b>	<b>946,093</b>	<b>1,273,650</b>	<b>842,628</b>	<b>1,351,985</b>	<b>6.15%</b>
<b>Operations and Maintenance</b>					
<b>Operations and Maintenance Consulting</b>					
Traffic and Revenue Consultant	170,892	150,000	110,707	300,000	100.00%
<b>Total Operations and Maintenance Consulting</b>	<b>170,892</b>	<b>150,000</b>	<b>110,707</b>	<b>300,000</b>	<b>100.00%</b>
<b>Toll Operations Expense</b>					
Refuse	240	500	60	500	0.00%
Electricity	1,527	2,500	1,058	2,500	0.00%
<b>Total Toll Operations</b>	<b>1,767</b>	<b>3,000</b>	<b>1,118</b>	<b>3,000</b>	<b>0.00%</b>
<b>Total Operations and Maintenance</b>	<b>172,659</b>	<b>153,000</b>	<b>111,825</b>	<b>303,000</b>	<b>98.04%</b>
<b>Other Expenses</b>					
<b>Special Projects and Contingencies</b>					
71E Net Revenue Payment to TxDOT	919,168	3,635,405	3,362,688	4,500,000	23.78%
Contingency	-	250,000	-	400,000	60.00%
<b>Total Special Projects and Contingencies</b>	<b>919,168</b>	<b>3,885,405</b>	<b>3,362,688</b>	<b>4,900,000</b>	<b>26.11%</b>
<b>Non Cash Expenses</b>					
Amortization Expense	508,027	487,699	367,844	771,625	58.22%
Amort Expense - Refund Savings	1,037,195	1,027,860	869,236	1,050,000	2.15%
Dep Exp- Furniture & Fixtures	2,614	3,014	2,178	2,620	-13.07%
Dep Expense - Equipment	16,756	15,999	13,333	16,000	0.01%
Dep Expense - Autos & Trucks	20,826	37,437	22,198	40,500	8.18%
Dep Expense-Buildng & Toll Fac	176,840	176,748	136,979	176,800	0.03%
Dep Expense-Highways & Bridges	25,013,602	22,541,478	18,681,575	38,568,000	71.10%
Dep Expense-Toll Equipment	2,698,611	2,485,026	2,215,300	3,670,250	47.69%
Dep Expense - Signs	325,893	326,893	271,578	326,200	-0.21%
Dep Expense-Land Improvemts	884,934	884,934	737,445	884,935	0.00%
Depreciation Expense-Computers	18,034	20,317	8,480	9,600	-52.75%
<b>Total Non Cash</b>	<b>30,703,331</b>	<b>28,007,405</b>	<b>23,326,144</b>	<b>45,516,530</b>	<b>62.52%</b>
<b>Total Other Expenses</b>	<b>31,622,499</b>	<b>31,892,810</b>	<b>26,688,832</b>	<b>50,416,530</b>	<b>58.08%</b>
<b>Non Operating Expenses</b>					
Bond issuance expense	226,753	1,413,508	2,443,880	250,000	-82.31%
Loan Fee Expense	-	-	47,619	75,000	0.00%
<b>Total Non Operating Expense</b>	<b>226,753</b>	<b>1,413,508</b>	<b>4,491,498</b>	<b>325,000</b>	<b>-77.01%</b>
<b>Total Expenses</b>	<b>33,616,609</b>	<b>35,455,190</b>	<b>32,646,998</b>	<b>53,256,084</b>	<b>50.21%</b>

## Debt

Summary of Expenses:

	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ -	\$ -	\$ -	0.00%
Administrative Expenses	-	-	-	0.00%
Operations and Maintenance	-	-	-	0.00%
Depreciation, Amortization and Other Expenses	-	-	-	0.00%
Interest and Other Non-Operating Expenses	33,824,939	40,371,558	43,741,254	8.35%
<b>Total Expenses</b>	<b>\$ 33,824,939</b>	<b>\$ 40,371,558</b>	<b>\$ 43,741,254</b>	<b>8.35%</b>



Debt

Central Texas Regional Mobility Authority  
Operating Budget - FY 2020  
Debt Service

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Non Operating Expenses</b>					
Interest Expense	33,824,939	40,371,558	28,454,987	43,741,254	8.35%
Total Non Operating Expense	33,824,939	40,371,558	28,454,987	43,741,254	8.35%
<b>Total Expenses</b>	<b>33,824,939</b>	<b>40,371,558</b>	<b>28,454,987</b>	<b>43,741,254</b>	<b>8.35%</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; toll system maintenance; traffic and incident management; and information technology. The CTRMA roadway toll system will significantly increase in size and complexity when SH 45 Southwest and 183 South are operational. These additions and the rapid changes in transportation technology require an evaluation of systems, performance metrics, and contract terms to ensure that CTRMA has a good foundation to support the future. Significant work effort will be involved in procuring services and developing systems to support the future. FY 2020 will be critically important to setting a solid foundation for the future. The department provides four core services. Each core service is described below:

- Information Technology: Ensure the integrity of the Mobility Authority's computers, storage, network and other physical devices, infrastructure and processes used to create, process, store, secure and exchange all forms of electronic data.
- Toll Collection & Violation Enforcement: Oversee the daily operation of collecting toll revenue and ensuring a quality experience for the Mobility Authority's customers. Monitor transaction reconciliation revenue metrics. Manage the contract that provides Pay-by-Mail processing, customer support and violation processing. Oversee the Mobility Authority's violation enforcement program and relationships with the various justice courts.
- Toll Systems: 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.
- Traffic & Incident Management: Coordinate the resources of partner agencies and private sector companies to detect, respond to, and clear traffic incidents as quickly as possible to reduce the impacts of incidents on safety and congestion, while protecting the safety of on-scene responders and the traveling public. This includes managing the third party Agreements that provide law enforcement services, courtesy patrol, traffic management and incident response for Mobility Authority facilities.

## Operations

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### **Goals and Initiatives:**

- Revenue Collection. Explore opportunities for improving tag revenue collections.

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

- Customer Service. Develop a world class customer service program that focuses on the entire customer experience (one call resolution and convenient, self-service options).

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

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

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

- Toll Interoperability. Continue work on national interoperability to provide a seamless toll experience using one transponder when traveling on toll roads throughout United States. This involves continued work to implement interoperability in the central and southeastern United States (Oklahoma, Colorado, Florida, Georgia and the Carolinas). In addition, CTRMA will be involved in the start of a new effort to become interoperable with the northeastern United States. These efforts will increase the number of electronic toll tags accepted on CTRMA facilities, increasing the potential for out of state revenue collections.

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

## Operations

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

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

- Toll System Assessment and Best Practices Review. – Perform an operations, system design, and contract provision review, and develop a plan as needed to enhance process procedures and performance requirements. This effort will investigate avenues to lower costs, increase reliability, and lower risk of lost transactions and foregone revenue.

*Strategic Goals: Deliver Responsible Mobility Solutions that Respect the Communities We Serve, Explore Transformative Technology and Adopt Industry Best Practices*

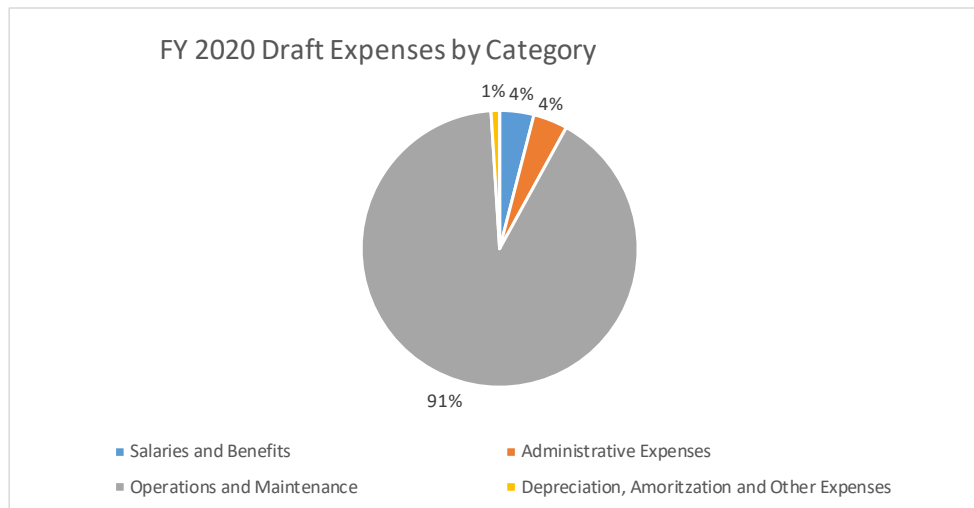
- Data. Consolidate data sources into one sharable platform to support internal staff, consultants, researches and external third parties.

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

## Operations

Summary of Expenses:

	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 876,857	\$ 945,955	\$ 945,870	-0.01%
Administrative Expenses	450,189	584,420	1,065,821	82.37%
Operations and Maintenance	16,228,443	20,571,498	22,161,549	7.73%
Depreciation, Amoritzation and Other Expenses	576,280	298,000	200,000	-32.89%
Interest and Other Non-Operating Expenses	-	-	-	0.00%
<b>Total Expenses</b>	<b>\$ 18,131,769</b>	<b>\$ 22,399,873</b>	<b>\$ 24,373,240</b>	<b>8.81%</b>





## Operations

### Central Texas Regional Mobility Authority Operating Budget - FY 2020 Operations

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Salaries and Benefits</b>					
<b>Salaries &amp; Wages</b>					
Salary Expense-Regular	640,336	697,178	570,579	669,478	-3.97%
<b>Total Salaries</b>	<b>640,336</b>	<b>697,178</b>	<b>570,579</b>	<b>669,478</b>	<b>-3.97%</b>
<b>Benefits</b>					
TCDRS	88,822	97,605	76,625	93,727	-3.97%
FICA	36,613	37,888	30,794	36,003	-4.97%
FICA MED	9,178	10,109	7,838	9,707	-3.97%
Health Insurance Expense	95,877	94,017	84,593	128,868	37.07%
Life Insurance Expense	1,064	903	827	991	9.70%
Other Benefits	4,830	7,769	8,037	6,496	-16.38%
<b>Total Benefits</b>	<b>236,384</b>	<b>248,291</b>	<b>208,714</b>	<b>275,793</b>	<b>11.08%</b>
<b>Payroll Taxes</b>					
Unemployment Taxes	136	486	1,134	599	23.15%
<b>Total Payroll Taxes</b>	<b>136</b>	<b>486</b>	<b>1,134</b>	<b>599</b>	<b>23.15%</b>
<b>Total Salaries and Benefits</b>	<b>876,857</b>	<b>945,955</b>	<b>780,427</b>	<b>945,870</b>	<b>-0.01%</b>
<b>Administrative</b>					
<b>Administrative and Office Expenses</b>					
IT Services	139,944	166,000	95,453	300,700	81.14%
Internet	4,739	4,250	4,736	-	-100.00%
Software Licenses	14,330	50,000	17,016	100,000	100.00%
Cell Phones	5,244	3,000	4,181	4,056	35.20%
Local Telephone Service	12,414	12,000	7,506	120,000	900.00%
Overnight Delivery Services	36	50	-	100	100.00%
Repair & Maintenance-General	4,133	6,000	-	3,000	-50.00%
Community Meeting/ Events	-	10,000	-	5,000	-50.00%
Meeting Expense	964	3,500	1,000	2,000	-42.86%
Toll Tag Expense	2,970	3,000	1,947	1,000	-66.67%
Parking / Local Ride Share	-	50	70	500	900.00%
Mileage Reimbursement	3,985	4,000	1,785	3,000	-25.00%
Insurance Expense	-	-	300	-	0.00%
<b>Total Administrative and Office Expenses</b>	<b>188,756</b>	<b>261,850</b>	<b>133,994</b>	<b>539,356</b>	<b>105.98%</b>
<b>Office Supplies</b>					
Books & Publications	-	-	-	250	0.00%
Office Supplies	1,392	1,800	387	1,000	-44.44%
Misc Office Equipment	-	-	303	5,000	0.00%
Computer Supplies	11,980	151,800	38,632	168,500	11.00%
Copy Supplies	48	-	-	-	0.00%
Office Supplies-Printed	308	-	-	-	0.00%
Misc Materials & Supplies	-	500	-	500	0.00%
Postage Expense	5	50	-	100	100.00%
<b>Total Office Supplies</b>	<b>13,733</b>	<b>154,150</b>	<b>39,322</b>	<b>175,350</b>	<b>13.75%</b>

## Operations

### Central Texas Regional Mobility Authority Operating Budget - FY 2020 Operations

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Communications and Public Relations</b>					
Graphic Design Services	-	20,000	11,007	15,000	-25.00%
Website Maintenance	101,640	100,000	22,414	90,000	-10.00%
Research Services	112,714	-	(56,385)	100,000	0.00%
Communications and Marketing	-	-	-	500	0.00%
Advertising Expense	-	-	380	5,000	0.00%
Direct Mail	-	15,000	31,663	10,000	-33.33%
Video Production	8,820	8,820	8,820	-	-100.00%
Other Public Relations	-	-	-	25,000	0.00%
Promotional Items	163	-	-	-	0.00%
Direct Mail Printing	-	-	4,261	30,000	0.00%
Other Communication Expenses	746	-	464	18,000	0.00%
<b>Total Communications and Public Relations</b>	<b>224,083</b>	<b>143,820</b>	<b>22,623</b>	<b>293,500</b>	<b>104.07%</b>
<b>Employee Development</b>					
Subscriptions	60	100	-	200	100.00%
Agency Memberships	2,785	3,500	2,681	9,000	157.14%
Continuing Education	-	1,000	-	2,500	150.00%
Professional Development	3,434	6,000	826	12,000	100.00%
Other Licenses	-	-	-	250	0.00%
Seminars and Conferences	6,145	6,000	3,980	9,355	55.92%
Travel	11,194	8,000	8,344	24,310	203.88%
<b>Total Employee Development</b>	<b>23,617</b>	<b>24,600</b>	<b>15,831</b>	<b>57,615</b>	<b>134.21%</b>
<b>Total Administrative</b>	<b>450,189</b>	<b>584,420</b>	<b>211,771</b>	<b>1,065,821</b>	<b>82.37%</b>
<b>Operations and Maintenance</b>					
<b>Operations and Maintenance Consulting</b>					
<b>GEC-Toll Ops Support</b>					
GEC 3.1 Operations Center Support	3,109	50,000	13,721	-	-100.00%
GEC 3.2 Toll Operations Support	-	199,786	109,912	1,498,222	649.91%
<b>GEC-Roadway Ops Support</b>					
GEC 4.3 Maintenance Contract Support/Oversight	163,400	314,489	131,200	-	-100.00%
GEC 4.4 Data Gathering and Analysis	-	23,489	9,044	-	-100.00%
GEC 4.6 Best Business Practices/Policies Support	-	150,000	-	150,000	0.00%
<b>GEC-Public Information Support</b>					
GEC 6.3 CTRMA Meeting Support	1,810	-	-	-	0.00%
<b>GEC-General Support</b>					
GEC 7.1 Program Management	-	-	3,940	-	0.00%
GEC 7.2 Technical Resource Support	142	35,568	7,897	250,000	602.88%
GEC 7.3 Study and Report Review	3,545	-	12,241	-	0.00%
GEC 7.5 Other Initiatives - Non Project	53,634	10,000	-	225,000	2150.00%
General System Consultant	335,063	500,000	341,831	1,318,626	163.73%
Traffic Modeling	85,517	-	17,579	-	0.00%
Traffic and Revenue Consultant	41,829	-	1,202	-	0.00%
<b>Total Operations and Maintenance Consulting</b>	<b>688,049</b>	<b>1,283,332</b>	<b>648,567</b>	<b>3,441,848</b>	<b>168.20%</b>

## Operations

### Central Texas Regional Mobility Authority Operating Budget - FY 2020 Operations

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Road Operations and Maintenance</b>					
Roadway Maintenance	3,053,020	4,507,900	2,289,503	-	-100.00%
Landscape Maintenance	129	-	-	-	0.00%
Signal & Illumination Maint	12,554	-	-	-	0.00%
Maintenance Supplies-Roadway	91,020	117,800	17,476	-	-100.00%
Tools & Equipment Expense	346	1,000	442	-	-100.00%
Gasoline	9,739	13,000	7,268	-	-100.00%
Repair & Maintenance-Vehicles	2,470	3,000	2,475	-	-100.00%
Roadway Operations	10,894	-	-	-	0.00%
Electricity - Roadways	148,442	200,000	124,623	-	-100.00%
<b>Total Road Operations and Maintenance</b>	<b>3,328,613</b>	<b>4,842,700</b>	<b>2,441,787</b>	<b>-</b>	<b>-100.00%</b>
<b>Toll Processing and Collection Expense</b>					
Image Processing	1,971,292	3,200,000	1,165,220	3,392,460	6.01%
Tag Collection Fees	7,544,838	6,633,000	4,355,015	7,283,817	9.81%
Court Enforcement Costs	31,875	49,080	7,875	50,000	1.87%
DMV Lookup Fees	435	500	772	1,000	100.00%
<b>Total Toll Processing and Collections</b>	<b>9,548,440</b>	<b>9,882,580</b>	<b>5,528,882</b>	<b>10,727,277</b>	<b>8.55%</b>
<b>Toll Operations Expense</b>					
Generator Fuel	382	2,000	1,228	-	-100.00%
Fire and Burglar Alarm	247	500	370	600	20.00%
Refuse	1,015	1,000	1,047	-	-100.00%
Telecommunications	71,410	120,000	45,271	-	-100.00%
Water - Irrigation	4,777	10,000	3,024	-	-100.00%
ETC spare parts expense	-	50,000	5,573	25,000	-50.00%
Repair & Maintenance Toll Equip	-	5,000	-	150,000	2900.00%
Law Enforcement	331,993	290,000	182,675	275,000	-5.17%
ETC Maintenance Contract	2,162,183	1,988,386	1,493,468	4,524,236	127.53%
ETC Toll Management Center System Operation	1,364	360,000	-	402,588	11.83%
ETC Development	89,970	1,636,000	560,184	2,362,000	44.38%
ETC Testing	-	100,000	52,536	253,000	153.00%
<b>Total Toll Operations</b>	<b>2,663,341</b>	<b>4,562,886</b>	<b>2,345,377</b>	<b>7,992,424</b>	<b>75.16%</b>
<b>Total Operations and Maintenance</b>	<b>16,228,443</b>	<b>20,571,498</b>	<b>10,964,612</b>	<b>22,161,549</b>	<b>7.73%</b>
<b>Other Expenses</b>					
<b>Special Projects and Contingencies</b>					
HERO	576,280	148,000	110,872	150,000	1.35%
Special Projects	-	150,000	11,322	50,000	-66.67%
<b>Total Special Projects and Contingencies</b>	<b>576,280</b>	<b>298,000</b>	<b>122,194</b>	<b>200,000</b>	<b>-32.89%</b>
<b>Total Other Expenses</b>	<b>576,280</b>	<b>298,000</b>	<b>122,194</b>	<b>200,000</b>	<b>-32.89%</b>
<b>Total Expenses</b>	<b>18,131,769</b>	<b>22,399,873</b>	<b>12,079,004</b>	<b>24,373,240</b>	<b>8.81%</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, public officials, and the media. These efforts are classified into four general areas of specialization that include public relations and communication, community development and outreach, government relations, and marketing.

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

Public Relations and Communications: The business function of public relations involves the strategic communications process that builds mutually beneficial relationships between the Mobility Authority and its constituents. Constituents include customers, strategic partners, governmental organizations, community and civic groups, citizens as well as the general public. Activities include key message development, media relations, development of communication tools such as publications, presentations, collateral material, videos, websites, and social media to inform and educate customers and stakeholders about the transportation issues in the region and the work of the Mobility Authority to help relieve those.

Community Development and Outreach/Government Relations: Provide public outreach direction and support using the “Bleiker” approach on all Mobility Authority projects under development and in operation, represent the agency’s interests in these projects and maintain working relationships with all stakeholders including government entities, neighborhoods, community organizations and the general public. Bleiker is a systematic approach to develop informed consent and manage diverse interests through the community outreach process with constituents and key stakeholders, in order to achieve project goals.

Marketing: Activities in the marketing area revolve primarily around the strategic communication of the Mobility Authority and its facilities including 183A Toll, 290 Toll, 71 Toll and the MoPac Express Lane. Activities include the education of the public on the enhanced Pay-By-Mail process as well as the benefits and cost savings of electronic tags. In addition, efforts also include the communications support of ongoing projects and activities such as Environmental Studies and projects under construction.

## Communications

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### *Goals and Initiatives:*

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

### *Strategic Initiatives: Communities, Best Practices, Regional Approach*

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

### *Strategic Initiatives: Innovation, Regional Approach, Beyond Roads*

- Continue to implement programs designed to maintain positive relationship with community leaders, drivers, and neighbors regarding construction activities for the 183 South, 45 SW and 290/130 Projects. Implement community and elected official updates on the success and overall performance of the MoPac North Express Lane.

### *Strategic Initiatives: Community, Transparency, Best Practices*

- Continue community outreach program for construction projects such as the 45SW, 183 South and 290/130 projects. The outreach program includes activities designed to establish positive relationships with community leaders, drivers and nearby stakeholders/residents. Our outreach strategy will result in faster, more robust responses to community/key stakeholder requests/inquiries and ensure that we keep the public informed.

### *Strategic Initiatives: Community, Transparency, Best Practices*

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

### *Strategic Initiatives: Best Practices, Innovation, Beyond Roads*

## Communications

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- Enhance Board communications per annual workshop feedback. Maintain meeting materials and presentations to assure Board Members are fully prepped for each meeting.

### *Strategic Initiatives: Transparency, Best Practices*

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

### *Strategic Initiatives: Innovation, Community, Regional Approach*

- Actively participate in the development of a true region-wide Commute Solutions program (initiated by the re-launch of the website).

### *Strategic Initiatives: Regional Approach, Beyond Roads, Sustainability, Innovation, Community*

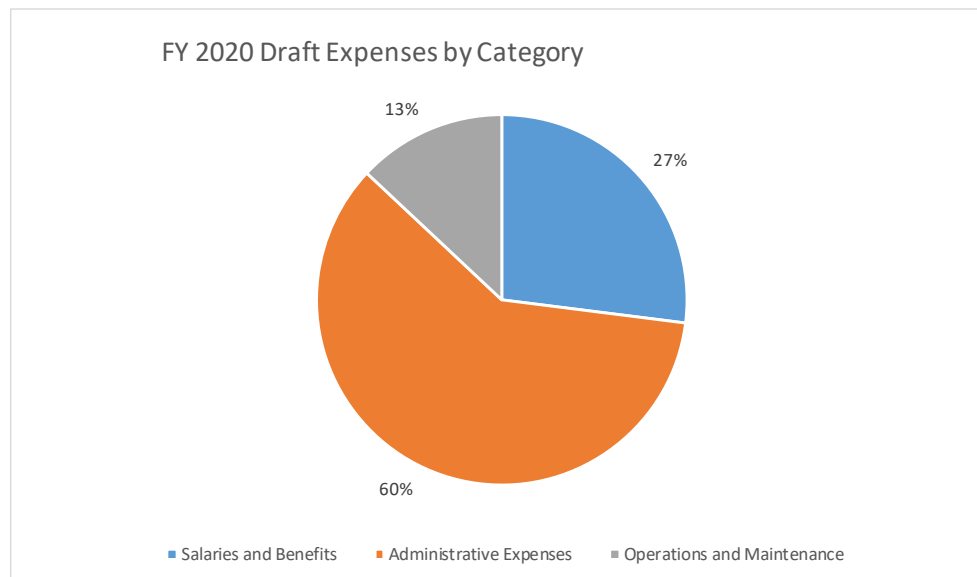
- Continue and expand the thought leadership effort that provides numerous media and speaking opportunities, both for executive staff and Board members, that help highlight CTRMA as a transportation/ mobility thought leader.
- Monitor and develop tools to increase electronic tag penetration and prepaid toll account on facilities.

### *Strategic Initiatives: Best Practices, Innovation, Beyond Roads*

## Communications

Summary of Expenses:

	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 773,417	\$ 765,061	\$ 674,959	-11.78%
Administrative Expenses	894,631	2,294,600	1,529,554	-33.34%
Operations and Maintenance	39,520	4,700	325,000	0.00%
Depreciation, Amortization and Other Expenses	3,693	-	-	0.00%
Interest and Other Non-Operating Expenses	1,000	-	-	0.00%
<b>Total Expenses</b>	<b>\$ 1,712,261</b>	<b>\$ 3,064,361</b>	<b>\$ 2,529,513</b>	<b>-17.45%</b>





## Communications

### Central Texas Regional Mobility Authority Operating Budget - FY 2020 Communications

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Salaries and Benefits</b>					
<b>Salaries &amp; Wages</b>					
Salary Expense-Regular	569,940	570,647	460,165	493,426	-13.53%
<b>Total Salaries</b>	<b>569,940</b>	<b>570,647</b>	<b>460,165</b>	<b>493,426</b>	<b>-13.53%</b>
<b>Benefits</b>					
TCDRS	79,791	79,891	62,901	69,080	-13.53%
FICA	29,521	27,982	21,788	25,107	-10.28%
FICA MED	8,170	8,274	6,442	7,155	-13.53%
Health Insurance Expense	73,606	72,037	66,690	75,137	4.30%
Life Insurance Expense	679	967	508	599	-38.08%
Other Benefits	11,674	4,615	7,047	4,114	-10.86%
<b>Total Benefits</b>	<b>203,440</b>	<b>193,766</b>	<b>165,377</b>	<b>181,191</b>	<b>-6.49%</b>
<b>Payroll Taxes</b>					
Unemployment Taxes	36	648	648	342	-47.22%
<b>Total Payroll Taxes</b>	<b>36</b>	<b>648</b>	<b>648</b>	<b>342</b>	<b>-47.22%</b>
<b>Total Salaries and Benefits</b>	<b>773,417</b>	<b>765,061</b>	<b>626,189</b>	<b>674,959</b>	<b>-11.78%</b>
<b>Administrative</b>					
<b>Administrative and Office Expenses</b>					
Internet	-	-	106	150	0.00%
Software Licenses	-	-	-	100	0.00%
Cell Phones	2,856	2,400	2,092	2,400	0.00%
Local Delivery Services	6	500	-	500	0.00%
Community Meeting/ Events	-	-	-	2,000	0.00%
Meeting Expense	1,171	2,000	2,159	3,000	50.00%
Parking / Local Ride Share	115	500	305	500	0.00%
Mileage Reimbursement	14	1,000	43	500	-50.00%
<b>Total Administrative and Office Expenses</b>	<b>4,163</b>	<b>6,400</b>	<b>4,704</b>	<b>9,150</b>	<b>42.97%</b>
<b>Office Supplies</b>					
Books & Publications	-	-	-	-	-
Office Supplies	1,049	1,200	2,050	3,000	150.00%
Computer Supplies	-	-	83	100	0.00%
Other Reports-Printing	-	8,000	3,627	8,000	0.00%
Office Supplies-Printed	48	100	1,076	500	400.00%
Postage Expense	25	100	-	100	0.00%
<b>Total Office Supplies</b>	<b>1,122</b>	<b>9,400</b>	<b>6,835</b>	<b>11,700</b>	<b>24.47%</b>

## Communications

### Central Texas Regional Mobility Authority Operating Budget - FY 2020 Communications

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Communications and Public Relations</b>					
Graphic Design Services	19,804	35,000	36,958	45,000	28.57%
Website Maintenance	300	300	-	-	-100.00%
Research Services	66,875	100,000	-	-	-100.00%
Communications and Marketing	188,040	800,000	343,155	300,000	-62.50%
Advertising Expense	482,898	820,000	612,487	750,000	-8.54%
Direct Mail	726	800	-	-	-100.00%
Video Production	93	250,000	84,078	150,000	-40.00%
Photography	5,857	10,000	3,343	10,000	0.00%
Radio	13,244	75,000	77,896	50,000	-33.33%
Other Public Relations	38,448	60,000	73,693	115,000	91.67%
Promotional Items	-	20,000	6,300	20,000	0.00%
Displays	2,124	5,000	-	-	-100.00%
Annual Report printing	-	5,000	3,712	6,500	30.00%
Direct Mail Printing	-	5,000	-	-	-100.00%
Other Communication Expenses	53,160	70,000	9,680	38,204	-45.42%
<b>Total Communications and Public Relations</b>	<b>871,568</b>	<b>2,256,100</b>	<b>1,251,303</b>	<b>1,484,704</b>	<b>-34.19%</b>
<b>Employee Development</b>					
Subscriptions	466	700	160	-	-100.00%
Agency Memberships	150	1,000	-	1,000	0.00%
Professional Development	4,000	4,000	3,195	5,000	25.00%
Seminars and Conferences	2,693	7,500	4,054	7,500	0.00%
Travel	10,470	9,500	10,752	10,500	10.53%
<b>Total Employee Development</b>	<b>17,778</b>	<b>22,700</b>	<b>18,161</b>	<b>24,000</b>	<b>5.73%</b>
<b>Total Administrative</b>	<b>894,631</b>	<b>2,294,600</b>	<b>1,281,003</b>	<b>1,529,554</b>	<b>-33.34%</b>
<b>Operations and Maintenance</b>					
<b>Operations and Maintenance Consulting</b>					
GEC 6.1 Outreach - Non Project	36,000	-	-	-	0.00%
GEC 6.2 Public Information - Non Project	-	-	-	325,000	0.00%
<b>Total Operations and Maintenance Consulting</b>	<b>36,000</b>	<b>-</b>	<b>-</b>	<b>325,000</b>	<b>0.00%</b>
<b>Road Operations and Maintenance</b>					
Maintenance Supplies-Roadway	-	-	1,500	-	0.00%
Gasoline	2,212	2,700	1,932	-	-100.00%
Repair & Maintenance-Vehicles	1,308	2,000	324	-	-100.00%
<b>Total Road Operations and Maintenance</b>	<b>3,520</b>	<b>4,700</b>	<b>3,756</b>	<b>-</b>	<b>-100.00%</b>
<b>Total Operations and Maintenance</b>	<b>39,520</b>	<b>4,700</b>	<b>3,756</b>	<b>325,000</b>	<b>6814.89%</b>
<b>Other Expenses</b>					
<b>Special Projects and Contingencies</b>					
Other Contractual Svcs	3,000	-	-	-	0.00%
Contingency	693	-	-	-	0.00%
<b>Total Special Projects and Contingencies</b>	<b>3,693</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Other Expenses</b>	<b>3,693</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Non Operating Expenses</b>					
Community Initiatives	1,000	-	-	-	0.00%
<b>Total Non Operating Expense</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Expenses</b>	<b>1,712,261</b>	<b>3,064,361</b>	<b>1,910,948</b>	<b>2,529,513</b>	<b>-17.45%</b>

## Legal Services

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The Legal Department exists to provide trusted legal advice and counsel to support and advance the mission of the Mobility Authority and provide support to Mobility Authority Staff to achieve the goals set forth in the 2018 Strategic Plan. The General Counsel and Legal Assistant work with the Board of Directors, the Executive Director, staff, and consultants to anticipate, identify, consider, and respond to legal issues. The Legal Department provides information, advice, and guidance on compliance with applicable laws and represents the Authority's interests in its relationships with customers, other agencies, consultants, vendors, and the public. The Legal Department coordinates and collaborates with outside counsel to provide resources and expertise to support the Mobility Authority's projects, programs, and operations.

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

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

## Legal Services

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### *Goals and Initiatives:*

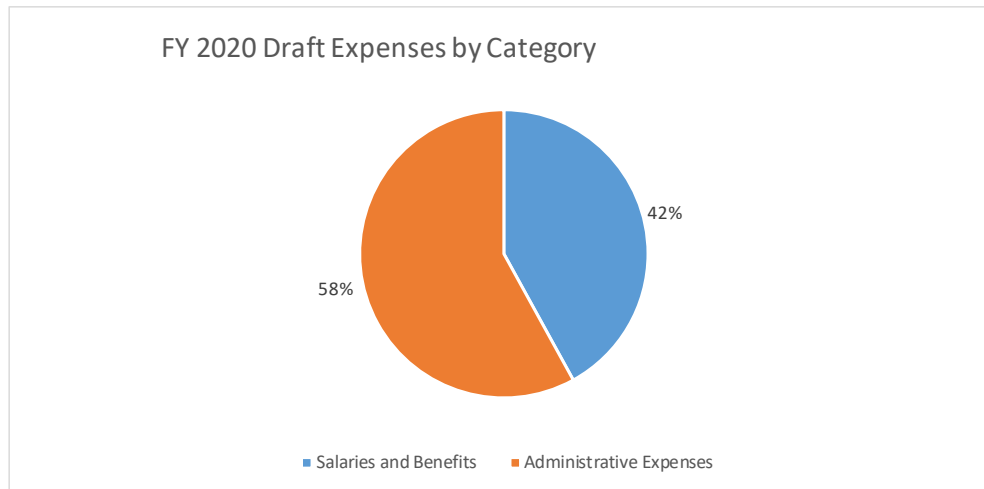
- Support the Executive Director, intergovernmental relations team, and Mobility Authority staff in identifying legislative priorities, preparing educational materials, and responding to questions and issues raised by elected officials that could affect the Mobility Authority.
- Assist with implementing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

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

## Legal Services

Summary of Expenses:

	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 390,635	\$ 674,498	\$ 390,444	-42.11%
Administrative Expenses	351,980	444,200	537,550	21.02%
Operations and Maintenance	11,747	-	-	0.00%
Depreciation, Amortization and Other Expenses	-	-	-	0.00%
Interest and Other Non-Operating Expenses	-	-	-	0.00%
<b>Total Expenses</b>	<b>\$ 754,362</b>	<b>\$ 1,118,698</b>	<b>\$ 927,994</b>	<b>-17.05%</b>



## Legal Services

### Central Texas Regional Mobility Authority Operating Budget - FY 2020 Legal

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Salaries and Benefits</b>					
<b>Salaries &amp; Wages</b>					
Salary Expense-Regular	305,962	525,415	270,777	309,692	-41.06%
<b>Total Salaries</b>	<b>305,962</b>	<b>525,415</b>	<b>270,777</b>	<b>309,692</b>	<b>-41.06%</b>
<b>Benefits</b>					
TCDRS	42,834	73,558	33,816	43,357	-41.06%
FICA	12,630	24,138	7,935	11,497	-52.37%
FICA MED	4,420	8,611	3,477	4,871	-43.44%
Health Insurance Expense	17,017	37,246	14,331	18,446	-50.47%
Life Insurance Expense	361	1,283	241	309	-75.93%
Other Benefits	7,393	3,599	19,596	2,102	-41.61%
<b>Total Benefits</b>	<b>84,655</b>	<b>148,435</b>	<b>79,396</b>	<b>80,581</b>	<b>-45.71%</b>
<b>Payroll Taxes</b>					
Unemployment Taxes	18	648	324	171	-73.61%
<b>Total Payroll Taxes</b>	<b>18</b>	<b>648</b>	<b>324</b>	<b>171</b>	<b>-73.61%</b>
<b>Total Salaries and Benefits</b>	<b>390,635</b>	<b>674,498</b>	<b>350,497</b>	<b>390,444</b>	<b>-42.11%</b>
<b>Administrative</b>					
<b>Administrative and Office Expenses</b>					
IT Services	7,035	-	5,478	7,000	0.00%
Internet	128	300	109	300	0.00%
Software Licenses	-	700	500	1,500	114.29%
Cell Phones	1,200	2,400	950	1,200	-50.00%
Overnight Delivery Services	8	100	-	100	0.00%
Local Delivery Services	-	100	-	100	0.00%
Meeting Expense	20	2,000	-	1,000	-50.00%
Public Notices	25	100	-	100	0.00%
Toll Tag Expense	-	100	-	100	0.00%
Parking / Local Ride Share	10	100	7	100	0.00%
Mileage Reimbursement	64	200	19	200	0.00%
<b>Legal</b>					
Legal - Agenda	7,071	8,000	21,132	20,000	150.00%
Legal - Environmental	-	5,000	1,850	25,000	400.00%
Legal - Financing	40,895	-	1,414	5,000	0.00%
Legal - Human Resources	41,589	30,000	9,717	30,000	0.00%
Legal - Litigation	993	20,500	-	40,000	95.12%
Legal - Open Meetings/Public Info Act	11,271	20,000	298	32,000	60.00%
Legal - Operation	100,809	15,000	60,316	80,000	433.33%
Legal - Procurements and Contracts	14,074	100,000	685	130,000	30.00%
Legal - Legislative Matters	93,425	175,000	103,377	100,000	-42.86%
Legal - Special Projects	25,917	20,000	24,206	20,000	0.00%
Legal - Toll Enforcement	-	3,000	11,841	13,000	333.33%
Legal - Trademarks and Licenses	-	-	-	5,000	0.00%
<b>Total Legal</b>	<b>336,043</b>	<b>396,500</b>	<b>234,836</b>	<b>500,000</b>	<b>26.10%</b>
<b>Total Administrative and Office Expenses</b>	<b>344,533</b>	<b>402,600</b>	<b>241,898</b>	<b>511,700</b>	<b>27.10%</b>

## Legal Services

### Central Texas Regional Mobility Authority Operating Budget - FY 2020 Legal

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Office Supplies</b>					
Books & Publications	4,128	5,000	3,235	3,500	-30.00%
Office Supplies	675	1,000	198	1,000	0.00%
Misc Office Equipment	-	-	-	1,250	0.00%
Postage Expense	-	100	-	100	0.00%
<b>Total Office Supplies</b>	<b>4,803</b>	<b>6,100</b>	<b>3,434</b>	<b>5,850</b>	<b>-4.10%</b>
<b>Communications and Public Relations</b>					
Photography	-	1,000	-	-	-100.00%
<b>Total Communications and Public Relations</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Employee Development</b>					
Subscriptions	-	1,500	-	1,500	0.00%
Agency Memberships	-	2,000	375	1,500	-25.00%
Continuing Education	-	7,000	250	2,500	-64.29%
Professional Development	100	3,000	-	1,500	-50.00%
Other Licenses	92	1,000	-	-	0.00%
Seminars and Conferences	500	10,000	675	3,000	-70.00%
Travel	1,953	10,000	3,958	10,000	0.00%
<b>Total Employee Development</b>	<b>2,645</b>	<b>34,500</b>	<b>5,258</b>	<b>20,000</b>	<b>-42.03%</b>
<b>Total Administrative</b>	<b>351,980</b>	<b>444,200</b>	<b>250,590</b>	<b>537,550</b>	<b>21.02%</b>
<b>Operations and Maintenance</b>					
<b>Operations and Maintenance Consulting</b>					
GEC 7.6 Other Initiatives - Project	11,747	-	-	-	0.00%
<b>Total Operations and Maintenance Consulting</b>	<b>11,747</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Operations and Maintenance</b>	<b>11,747</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Expenses</b>	<b>754,362</b>	<b>1,118,698</b>	<b>601,087</b>	<b>927,994</b>	<b>-17.05%</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), to operate and maintain, repair and replace, and preserve roadways and facilities. Significant work will continue on projects currently under construction (the 183 South, 290 East Phase III, and SH 45W Projects). In addition, workload will increase significantly with the 183 North Mobility Project entering the construction phase and 183A Phase III continuing through the environmental study phase and transitioning into final design. The Mobility Authority will continue to provide turnkey project development and implementation on behalf of Travis County for the Elroy and Ross Road Safety Projects from design through construction. The major functional areas of the Engineering Department are:

- Project Inception and Feasibility: Coordinate with other transportation providers in the region [Texas Department of Transportation (TxDOT), Capital Area Metropolitan Planning Organization (CAMPO), City of Austin, Travis County, and Williamson County] to assure that all mobility needs are included in the region's Long Range Transportation Plan. Provide feasibility analysis for selected projects to evaluate implementation priority.
- Project Development and Implementation: Develop and implement priority projects based upon preliminary designs, appropriate level of environmental study, and input from regional transportation partners. Evaluate and determine the appropriate project delivery method based on complexity, stakeholders, and financial considerations. Manage the construction of all agency projects through project final acceptance.
- Roadway and Facility Maintenance: Inspect and manage routine roadway and facility maintenance, including all aspects of the roadway within the limits of the right-of-way, excluding the toll collection and toll systems infrastructure (which is maintained by the Operations Department). Develop, design, and manage repair and replacement projects. Roadway maintenance includes assuming responsibility for vegetative maintenance such as mowing, snow and ice operations, incident response, removal of debris and remedial repairs, as needed. The Mobility Authority takes the lead on managing the Performance Based Maintenance Contract (PBMC) with TxDOT reimbursing the agency for its portion of the maintenance responsibilities for shared facilities.
- Projects Under or Entering Construction
  - 183 South Project: Under construction and anticipated to fully open to traffic in 2020, with Phase I, or the interim milestone, scheduled to open in August 2019.

## Engineering

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- MoPac Miscellaneous Work Contract: Under construction, with completion and closeout anticipated in 2019.
- 290 East Phase III Project: Under construction, with limited Notice to Proceed (NTP) issued in November 2018, and full NTP issued March 4, 2019. Anticipated to be complete late 2021.
- 183 North Mobility Project (Loop 1 to SH 45 / RM 620): The Request for Qualifications (RFQ) for Design-Build Services was issued on March 15, 2019, with statements of qualifications due May 24, 2019. Shortlist of proposers will follow, along with issuance of the Request for Detailed Proposals (RFDP) to the shortlisted proposers. Detailed proposals are due Spring 2020.
- Projects Under Development (Feasibility, Environmental, or Design Phase)
  - 183A Toll Phase III Project: Environmental study phase, with schematic development ongoing following execution of the PS&E contract in February 2019. A Public Hearing is anticipated June 2019.
  - MoPac South Environmental Study: Environmental study phase, with efforts toward receiving an environmental decision anticipated to continue.
  - MoKan Transportation Corridor Feasibility Study (CAMPO): Participate and provide technical support as needed.
  - Travis County Roadway Safety Projects: In design phase, provide turnkey project management, design, construction, and construction management services for Travis County.

### **Goals and Initiatives:**

- **Asset Management Program:** Complete the initial three-year Asset Management System implementation to project and plan for maintenance, repair and replacement activities, including year two of data collection on operating facilities.

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

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

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

## Engineering

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- **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 project development manual, standardizing drawing and bid sets, and enhancing general best practices. Identify, review, and implement lessons learned to upgrade and enhance contract terms and oversight of contractors. Lead quarterly Association of General Contractor (AGC) Task Force meetings, and continue efforts to enhance the relationship with the contracting community.

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

- **Landscaping Enhancements:** Implement landscaping enhancements to open roads, including 290E Toll and the MoPac Express Lane.

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

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

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

- **Operational Improvements:** Conduct traffic modeling efforts on corridors open to traffic to identify operational improvement opportunities and plan for future projects.

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

## Engineering

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- **Safety Data Evaluations:** Hold quarterly safety workshops to evaluate safety data and develop remedial approaches.

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

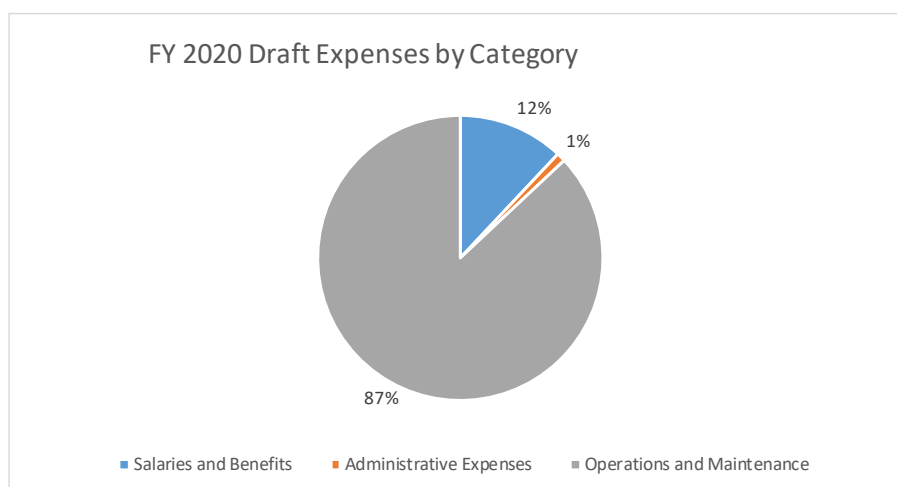
- **Leverage Technology:** Continue deployment and upkeep of travel time monitoring devices (Bluetoad) on Mobility Authority existing and future corridors to aid planning and identify trouble spots.

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

## Engineering

Summary of Expenses:

	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2020 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 1,041,130	\$ 1,077,084	\$ 1,370,154	27.21%
Administrative Expenses	18,803	29,750	58,485	96.59%
Operations and Maintenance	2,668,539	3,831,928	9,434,600	146.21%
Depreciation, Amortization and Other Expenses	135	-	-	0.00%
Interest and Other Non-Operating Expenses	-	-	-	0.00%
<b>Total Expenses</b>	<b>\$ 3,728,606</b>	<b>\$ 4,938,762</b>	<b>\$ 10,863,239</b>	<b>119.96%</b>



## Engineering

**Central Texas Regional Mobility Authority**  
**Operating Budget - FY 2020**  
**Engineering**

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Salaries and Benefits</b>					
<b>Salaries &amp; Wages</b>					
Salary Expense-Regular	779,127	822,888	625,396	1,028,444	24.98%
<b>Total Salaries</b>	<b>779,127</b>	<b>822,888</b>	<b>625,396</b>	<b>1,028,444</b>	<b>24.98%</b>
<b>Benefits</b>					
TCDRS	108,141	115,204	89,795	143,982	24.98%
FICA	40,998	41,741	32,910	56,377	35.06%
FICA MED	11,217	11,932	9,229	14,912	24.98%
Health Insurance Expense	77,862	76,528	68,229	114,818	50.03%
Life Insurance Expense	972	1,366	733	1,451	6.19%
Other Benefits	22,740	6,453	22,901	9,400	45.67%
<b>Total Benefits</b>	<b>261,931</b>	<b>253,224</b>	<b>223,797</b>	<b>340,940</b>	<b>34.64%</b>
<b>Payroll Taxes</b>					
Unemployment Taxes	72	972	972	770	-20.83%
<b>Total Payroll Taxes</b>	<b>72</b>	<b>972</b>	<b>972</b>	<b>770</b>	<b>-20.83%</b>
<b>Total Salaries and Benefits</b>	<b>1,041,130</b>	<b>1,077,084</b>	<b>850,165</b>	<b>1,370,154</b>	<b>27.21%</b>
<b>Administrative</b>					
<b>Administrative and Office Expenses</b>					
Legal	550	-	-	-	0.00%
Cell Phones	4,020	3,000	2,895	9,785	226.17%
Meeting Expense	253	500	-	500	0.00%
Toll Tag Expense	-	-	-	3,000	0.00%
Parking / Local Ride Share	79	250	143	500	100.00%
Mileage Reimbursement	190	3,000	241	3,000	0.00%
Building Parking	-	-	-	15,000	0.00%
<b>Total Administrative and Office Expenses</b>	<b>5,091</b>	<b>6,750</b>	<b>3,279</b>	<b>31,785</b>	<b>370.89%</b>
<b>Office Supplies</b>					
Books & Publications	-	-	-	250	0.00%
Office Supplies	424	2,000	12	1,000	-50.00%
Misc Office Equipment	-	-	1,350	2,000	0.00%
Computer Supplies	120	250	224	500	100.00%
Office Supplies-Printed	380	500	17	250	-50.00%
Misc Materials & Supplies	-	250	-	250	0.00%
<b>Total Office Supplies</b>	<b>924</b>	<b>3,000</b>	<b>1,604</b>	<b>4,250</b>	<b>41.67%</b>
<b>Communications and Public Relations</b>					
Advertising Expense	1,111	1,500	-	-	-100.00%
<b>Total Communications and Public Relations</b>	<b>1,111</b>	<b>1,500</b>	<b>-</b>	<b>-</b>	<b>-100.00%</b>
<b>Employee Development</b>					
Subscriptions	-	-	-	200	0.00%
Agency Memberships	315	500	1,110	2,500	400.00%
Professional Development	3,032	5,000	250	5,000	0.00%
Other Licenses	80	500	80	250	-50.00%
Seminars and Conferences	3,199	5,000	1,679	6,000	20.00%
Travel	5,050	7,500	3,350	8,500	13.33%
<b>Total Employee Development</b>	<b>11,676</b>	<b>18,500</b>	<b>6,469</b>	<b>22,450</b>	<b>21.35%</b>
<b>Total Administrative</b>	<b>18,803</b>	<b>29,750</b>	<b>11,352</b>	<b>58,485</b>	<b>96.59%</b>

# Engineering

## Central Texas Regional Mobility Authority Operating Budget - FY 2020 Engineering

Account Name	Actual Amount FY 2018	Budget Amount FY 2019	FY 2019 Actual as of 4/30/2019	Adopted Budget FY 2020	% Change From Prior Year
<b>Operations and Maintenance</b>					
<b>Operations and Maintenance Consulting</b>					
General Engineering Consultant					
<b>GEC-Trust Indenture Support</b>					
GEC 1.1 Annual O&M Budget Development	9,107	29,000	8,810	16,000	-44.83%
GEC 1.2 Annual Facility Inspections	109,862	140,000	142,483	278,000	98.57%
GEC 1.5 Other Document Review	3,200	-	-	-	0.00%
<b>GEC-Financial Planning Support</b>					
GEC 2.1 Program Funding Support	-	51,000	67,233	285,000	458.82%
<b>GEC-Roadway Ops Support</b>					
GEC 4.1 Driveway and Utility Permitting	63,000	50,000	7,344	35,000	-30.00%
GEC 4.3 Maintenance Contract Support/Oversight	93,764	50,000	3,205	474,000	848.00%
GEC 4.4 Traffic Data Gathering and Analysis	304,804	530,000	334,175	730,000	37.74%
GEC 4.7 Warranty	-	12,000	-	15,000	25.00%
<b>GEC-Technology Support</b>					
GEC 5.1 Technology Development	2,106	627,428	299,070	1,000,000	59.38%
GEC 5.2 Technology Maintenance	-	230,000	193,230	28,000	-87.83%
<b>GEC-Public Information Support</b>					
GEC 6.1 Outreach - Non Project	135,581	-	7,620	-	0.00%
GEC 6.2 Public Information - Non Project	70,162	120,000	2,256	-	-100.00%
<b>GEC-General Support</b>					
GEC 7.1 Program Management	577,718	198,000	184,522	187,000	-5.56%
GEC 7.2 Technical Resource Support	29,284	40,000	17,238	34,000	-15.00%
GEC 7.3 Study and Report Review	188,704	40,000	114,876	-	-100.00%
GEC 7.4 Agency Coordination - Non Project	121,550	550,000	187,579	750,000	36.36%
GEC 7.5 Other Initiatives - Non Project	557,260	570,000	164,888	525,000	-7.89%
GEC 7.6 Other Initiatives - Project	9,659	-	-	-	0.00%
Traffic Modeling	373,843	590,000	51,287	150,000	-74.58%
<b>Total Operations and Maintenance Consulting</b>	<b>2,649,603</b>	<b>3,827,428</b>	<b>1,785,815</b>	<b>4,507,000</b>	<b>17.76%</b>
<b>Road Operations and Maintenance</b>					
Roadway Maintenance	-	-	-	4,400,000	0.00%
Maintenance Supplies-Roadway	-	-	-	237,000	0.00%
Tools & Equipment Expense	-	-	-	1,500	0.00%
Gasoline	2,428	3,000	2,930	21,600	620.00%
Repair & Maintenance-Vehicles	392	1,500	1,209	4,000	166.67%
Roadway Operations	15,869	-	-	-	0.00%
Electricity - Roadways	-	-	-	250,000	0.00%
<b>Total Road Operations and Maintenance</b>	<b>18,689</b>	<b>4,500</b>	<b>4,139</b>	<b>4,914,100</b>	<b>109102.22%</b>
<b>Toll Operations Expense</b>					
Generator Fuel	-	-	-	2,500	0.00%
Fire and Burglar Alarm	247	-	-	-	0.00%
Refuse	-	-	-	1,000	0.00%
Water - Irrigation	-	-	-	10,000	0.00%
<b>Total Toll Operations</b>	<b>247</b>	<b>-</b>	<b>-</b>	<b>13,500</b>	<b>0.00%</b>
<b>Total Operations and Maintenance</b>	<b>2,668,539</b>	<b>3,831,928</b>	<b>1,789,954</b>	<b>9,434,600</b>	<b>146.21%</b>
<b>Other Expenses</b>					
<b>Special Projects and Contingencies</b>					
Contingency	135	-	-	-	0.00%
<b>Total Special Projects and Contingencies</b>	<b>135</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Other Expenses</b>	<b>135</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Expenses</b>	<b>3,728,606</b>	<b>4,938,762</b>	<b>2,651,471</b>	<b>10,863,239</b>	<b>119.96%</b>



## Consolidated Staffing Schedule

### Consolidated Staffing Schedule

Authorized Personnel:		Positions		
		FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted
<b>Administration:</b>	Executive Director	1	1	1
	Deputy Executive Director	1	2	2
	Executive Assistant / Office Manager	1	1	1
	Mobility Innovation Manager	0	1	1
	Director Community Relations	1	1	1
	Receptionist	1	1	1
	Intern*	1	1	1
<b>Financial Services:</b>	CFO	1	1	1
	Controller	1	1	1
	Budget Manager*	0	0	1
	Fiscal Analyst	1	1	1
<b>Operations:</b>	Director of Operations	1	1	1
	Assistant Director IT and Toll Systems	1	1	1
	Toll Operations Manager	1	1	1
	Traffic and Incident Management Manager	1	1	1
	Data Scientist*	0	0	1
	Administrative Assistant III/Toll Specialist	1	1	2
<b>Communications:</b>	Director of External Affairs	1	1	1
	Community Relations Manager	1	1	1
	Communications Specialist	1	1	1
	Public Involvement Manager	0	0	1
<b>Legal:</b>	Legal Counsel	1	1	1
	Legal Assistant/Records Manager	1	1	1
	TBD*	2	2	0
<b>Engineering</b>	Director of Engineering	1	1	1
	Assistant Director of Engineering - Project Development	1	1	1
	Assistant Director of Engineering - Construction Mgmt.	1	0	0
	Senior Project Manager	1	3	3
	Project Manager	1	0	0
	Roadway/Facilities Maintenance Manager	1	1	1
	Roadway/Facilities Maintenance Specialist	1	1	2
	Senior Administrative Assistant	1	1	1
<b>Total Positions</b>	<b>29</b>	<b>31</b>	<b>34</b>	

\* Unfilled

## Capital Budget

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### Capital Budget

New Maintenance Vehicle	\$ 45,000
Portable/Changeable Message Signs	50,000
Mobile Customer Service Trailer	100,000
Traffic Incident Management Center Expansion - Year 1	1,500,000
Data Platform	2,150,000
Roadway Technology - Fixed Cameras, Wrong Way Detection, Dynamic Message	6,158,600
Automated License Plate Recognition - 183S	150,000
	<u>\$ 10,153,600</u>

### Renewal and Replacement

Large Small Sign Replacement 183A PH I	725,000
290E Pavement Investigation / Limited Emergency Repairs	2,500,000
183A Safety Upgrades (Guardrail)	1,500,000
	<u>\$ 4,725,000</u>

## System Operating Budget

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### FY 2020 Budget

**Total Revenues (excluding MoPac and SH 45SW) \$ 112,804,444**

#### System Operating Costs

Toll Operations	\$ 20,146,261
Finance Department	255,200
Finance Department	52,000
Finance Department	429,785
Finance Department	720,000
Finance Department	424,538
Finance Department	250,698
Legal	156,178
Legal	200,000
Communications	337,480
Communications	742,352
Engineering	959,108
Engineering	1,817,043
Administration	744,341

**Total System Operating Costs \$ 27,234,983**

Available Net Revenue per Indenture 85,569,461

		Coverage
Debt Service Senior Lien Bonds	17,635,288	4.85
Debt Service Subordinate Lien Bonds	12,168,259	2.87

Maintenance 3,863,086

Available Net Revenue per Indenture after Maintenance 81,706,375

Debt Service Senior Lien Bonds	17,635,288	4.63
Debt Service Subordinate Lien Bonds	12,168,259	2.74

## Debt Service Schedule

	Cash Interest	Principal	Accreted Interest	Capitalized Interest	Other Funding Sources	Capitalized on Balance Sheet	Debt Service Net Cash Payments
<b>2010 Senior Lien Revenue Bonds</b>							
7/1/2019	\$ 208,150	\$ -	\$ 2,563,453				\$ 208,150
1/1/2020	\$ 208,150	\$ 7,240,000	\$ 2,660,651				\$ 7,448,150
<b>2011 CABS</b>							
7/1/2019			\$ 499,631				
1/1/2020			\$ 515,422				
<b>2013A Senior Revenue Bonds</b>							
7/1/2019	\$ 3,410,125						\$ 3,410,125
1/1/2020	\$ 3,410,125	\$ 3,210,000					\$ 6,620,125
<b>2013 Subordinated revenue Bonds</b>							
7/1/2019	\$ 2,457,375						\$ 2,457,375
1/1/2020	\$ 2,457,375	\$ 2,350,000					\$ 4,807,375
<b>2015A Senior Revenue Bonds</b>							
7/1/2019				\$ 7,469,750		\$ 7,469,750	
1/1/2020				\$ 7,469,750		\$ 7,469,750	
<b>2015B Senior Revenue Bonds</b>							
7/1/2019	\$ 1,719,625					\$ 1,719,625	\$ 1,719,625
1/1/2020	\$ 1,719,625					\$ 1,719,625	\$ 1,719,625
<b>2016 Senior Revenue Bonds</b>							
7/1/2019	\$ 8,722,519			\$ 2,247,000			\$ 6,475,519
1/1/2020	\$ 8,722,519	\$ 1,245,000		\$ 2,247,000			\$ 7,720,519
<b>2016 Subordinate Revenue Bonds</b>							
7/1/2019	\$ 1,679,081						\$ 1,679,081
1/1/2020	\$ 1,679,381	\$ 415,000					\$ 2,094,381
<b>TXDOT 183S State Highway Fund</b>							
7/1/2019			\$ 660,692			\$ 660,692	
1/1/2020			\$ 673,906			\$ 673,906	
<b>TXDOT 183S State Infrastructure Bank</b>							
7/1/2019			\$ 660,692			\$ 660,692	
1/1/2020			\$ 673,906			\$ 673,906	
<b>TIFIA 183S</b>							
7/1/2019			\$ 2,874,708			\$ 2,874,708	
1/1/2020			\$ 4,464,920			\$ 4,464,920	
<b>45SW State Highway Fund</b>							
7/1/2019			\$ 1,568,306			\$ 1,568,306	
1/1/2020			\$ 2,100,471			\$ 2,100,471	
<b>MoPAC Regions Loan</b>							
Annual	\$ 1,200,000						\$ 1,200,000
<b>2018 Senior Revenue Bonds</b>							
7/1/2019	\$ 1,108,625			\$ 1,108,625		\$ 1,108,625	
1/1/2020	\$ 1,108,625			\$ 1,108,625		\$ 1,108,625	
<b>2018 Subordinate Revenue Bonds</b>							
7/1/2019	\$ 209,647					\$ 209,647	\$ 209,647
1/1/2020	\$ 920,400					\$ 920,400	\$ 920,400
<b>2018 Subordinate TIFIA Bond</b>							
7/1/2019			\$ 414			\$ 414	
1/1/2020			\$ 750			\$ 750	
						<b>\$ 35,404,810</b>	<b>\$ 48,690,097</b>

## Capital Improvement Projects

**Capital Improvement Projects  
as of July 1, 2019**

<b>Project Name</b>	<b>Estimated Total Project Cost</b>	<b>State/Federal Funding</b>	<b>General Fund</b>	<b>Funding Source</b>
Mopac Express Lanes Project - North (to completion)	199,500,000	199,500,000		Category 2, Category 7, and Categori 12 Funding and Short-Term Financing
US 183 South (to completion)	743,000,000	147,000,000		Category 2 and Category 12 Funding, Revenue Bonds, TIFIA Loan
Mopac Express Lanes Project - South (to construction)	16,500,000	16,500,000		Proposition 12 Funding
183A PH III	260,000,000			TBD
SH 45 SW ( to completion)	108,920,000	88,920,000		TXDOT Grant, TXDOT Loan, Hays and Travis Counties
US 183 N Express Lanes (to environmental clearance)	580,000,000	7,200,000		Category 7 Funding
290E/130 Direct Connectors (to completion)	127,000,000	87,940,000		TXDOT, TIFIA Loan
Projects Under Development			1,000,000	General Fund
	<u>\$ 2,034,920,000</u>	<u>\$ 547,060,000</u>	<u>\$ 1,000,000</u>	

**Funding Sources Descriptions:**

- Category 2 - Metropolitan Area Corridor Projects (Federal)
- Category 7 - Statewide Transportation Program - Metropolitan Mobility/Rehabilitation (Federal)
- Category 12 - Commission Strategy Priority (State/Federal)
- Proposition 12 - General Obligation Bond Projects (State)



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