



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #6

Discuss and adopt the FY 2027
Operating Budget

Strategic Plan Relevance: Stewardship
Department: Finance
Contact: José Hernández, Chief Financial Officer
Associated Costs: N/A
Funding Source: N/A
Action Requested: Consider and act on draft resolution

Project Description/Background: Staff submitted a Preliminary FY 2027 Operating Budget to the Board on May 27, 2026. Staff refined several line-item expenses following discussion during the Budget Presentation held on May 27, 2026. Further adjustments have been finalized and submitted to the Board in preparation for this meeting.

Action Requested/Staff Recommendation – Staff recommends approval of the FY 2027 Operating Budget.

Backup Provided: Draft Resolution
FY 2027 Proposed Operating Budget to be provided at the board meeting

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

RESOLUTION NO. 26-0XX

APPROVING THE OPERATING BUDGET FOR FISCAL YEAR 2027

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

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

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

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

WHEREAS, the Executive Director and staff have developed and recommend that the Board approve the budget for fiscal year 2026-2027 (the “FY 2027 Budget”) attached as Exhibit A; and

WHEREAS, the FY 2027 Budget includes a one-year retiree cost-of-living adjustment at 100% of the Consumer Price Index (CPI) based cost-of-living adjustment established by the Texas County & District Retirement System; and

WHEREAS, the Board has considered adopting a cost-of-living adjustment for retirees receiving a pension as required by Policy Code § 101.0631(b) and has opted to award the cost-of-living adjustment to retirees to be effective commencing on January 1, 2027.

NOW THEREFORE, BE IT RESOLVED that the Board hereby approves the FY 2027 Budget attached as Exhibit A; and

BE IT FURTHER RESOLVED that the FY 2027 Budget may be amended from time-to-time by approval of the Board; and

BE IT FURTHER RESOLVED that the Executive Director, or his designee, is hereby authorized to commit funds for non-project related services up to the amounts set forth in the FY 2027 Budget; and

BE IT FURTHER RESOLVED that the Board hereby approves and adopts a one-year retiree cost-of-living adjustment to be effective January 1, 2027, at 100% of the CPI-based cost-of-living adjustment established by the Texas County & District Retirement System; and

BE IT FURTHER RESOLVED that the Chief Financial Officer is hereby authorized to execute such documents and take all other actions necessary to implement the one-year retiree cost-of-living adjustment approved herein; and

BE IT FURTHER RESOLVED that the Executive Director is directed to provide a copy of this resolution with the attached FY 2027 Budget to Commissioners Courts for Williamson and Travis Counties; and

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

Adopted by the Board of Directors of the Central Texas Regional Mobility Authority on the 24th day of June 2026.

Submitted and reviewed by:

Approved:

James M. Bass
Executive Director

Robert W. Jenkins, Jr
Chairman, Board of Directors

Exhibit A

FY 2027 Budget



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY



FISCAL YEAR 2027

OPERATING BUDGET

PROPOSED JUNE 2026

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Budget Overview

This document contains revenue estimates and departmental spending plans for the fiscal year beginning July 1, 2026 and ending June 30, 2027. The estimated revenues of \$367.7 million include Operating Revenue of \$343.4 million and Other Revenue of \$24.3 million. Total estimated operating expenses are \$215.7 million, inclusive of \$127.4 million of bond and loan debt service expense. Principal payments on debt total \$41.3 million. After consideration of all other inflows and outflows, sufficient funds remain to meet the cash reserve requirements of the Board policy described in this section.

The CTRMA Strategic Plan

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



Budget Overview

Overview

This budget is influenced by several factors primarily the Strategic Plan, projects under development, under construction and under operation: the existing and projected growth in the region, the regional economic conditions and projections; and our goal to maintain and improve customer service levels. In addition to the department level budget estimates, this document includes the Authority's Operating Budget, Capital Budget, Personnel Schedule, System Operating Budget, and Debt Service Schedule for FY2027.

The major initiatives anticipated in this budget are to:

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- Adding positions where more cost effective than outsourcing or to address increased work demands;
- Research, develop and implement opportunities for improving tag revenue and pre-paid account revenue collections;
- Install key intelligent transportation system (ITS) assets to assist customers in making informed decisions and convey future planning efforts;
- Continue work towards a seamless toll experience using one transponder when traveling on toll roads throughout the United States;
- Develop further enhancements to the data platform system to expand capabilities in transaction and revenue processing, integrity, internal controls, and reporting;
- Expand violation enforcement to mitigate revenue loss and enhance collections;
- Provide for the completion of the new headquarters buildout and occupancy;
- Continued marketing efforts to encourage tag usage, safety and the Authority's brand;
- Provide additional safety measures such as traffic incident response and clearing, and
- Funding for current capital needs to maintain the system and for future projects
- Protection of RMA assets through increased security measures
- Customer messaging on forthcoming change in Pay By Mail invoicing and collections vendor

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

Revenues

The revenue estimate for FY2027 of \$367.7 million is an approximate 9.0% increase over the FY2026 budget. The revenues were projected using the most recent System Transaction and Revenue (T&R) estimates, historic data, and recent transactions and revenue collections. The Authority believes these projections are reasonable. Included, are non-system revenues from MoPac Express of \$30.4 million, \$24.3 million of interest income and miscellaneous revenue made up of the overhead remitted to CTRMA for the management and oversight of Travis County road projects. Contributing to the revenue increase is the full year of operations for the 183N express lane project that opened in the second half of FY2026.

Expenses

Operating and debt interest expense estimates for FY2027 are \$221.3 million, representing a 9.5% increase over the FY2026 budget. Included in the \$127.4 million of debt service expenses are loan payments to the Texas Department of Transportation. Contribution amounts of \$10 million to the Capital Area Metropolitan Planning Organization Regional Infrastructure Fund are also incorporated. Principal payments on debt totals \$41.3 million for the fiscal year.

Operating Capital Budget and Capital Improvement Program

The operating Capital Budget of \$28.3 million includes data platform system enhancements, renovation of the field operations building, acquisition of maintenance yard sites, and retrofit of the new headquarters building to accommodate the traffic incident management center and administrative staff.

Budget Overview

The Renewal and Replacement budget of \$30.4 million includes roadside systems (ETSC) implementation, slab stabilization and wall repairs, large and small sign replacements, and safety improvements along the corridors.

The Capital Improvement Program schedule reflects current and future construction projects. Each of these projects are in various stages of planning, development, or construction, and may have various sources of funding. There is \$31.4 million allocated to the development and delivery of future projects.

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. Current projections result in a net cash inflow sufficient to meet the Board's cash reserve policy. The cash flow projections are utilized to anticipate cash flow requirements as well as ensure that we remain in compliance with trust indentures, debt service coverage requirements and cash reserve policies. The FY2027 proposed budget provides for debt service coverage levels sufficient to meet the requirements of the trust indentures of 1.25 for Debt Service Senior Lien Bonds and 1.20 for Debt Service Subordinate Lien Bonds.

Reserve Fund Policy

In 2010, the Board of the Mobility Authority approved the establishment of a reserve fund intended to ensure that the authority maintain adequate funds to satisfy its outstanding financial commitments and operational requirements in the event of unforeseen circumstances or events. The Board recognizes that establishment and maintenance of sufficient reserve funds is of particular importance in light of the authority's dependence upon discretionary user fees as its primary revenue stream. The goal of the authority is to maintain twelve months of funds sufficient to pay, maintain, or satisfy all required debt service, debt service coverage, contractual financial commitments, and operational requirements (collectively, "Funding Requirements") as a reserve fund; provided, however, that the executive director shall have the authority to take action resulting in a reduction of the reserve fund to a minimum of nine months of funding sufficient to pay, maintain, or satisfy all Funding Requirements if he determines that such action is necessary, in the best interest of the authority, and will not adversely affect the authority's financial stability. The FY2027 budget remains in compliance with the Board policy of maintaining unrestricted cash reserves to cover 12 months of cash expenses.



Budget Overview

CTRMA Regional Map



Consolidated Summary of Revenues and Expenses

Enclosed is the funding for the Central Texas Regional Mobility Authority's (CTRMA or the Authority) work plan for fiscal year beginning July 1, 2026, and ending June 30, 2027 (fiscal 2027). Funding for the Authority's operations is primarily reliant upon toll revenues and interest earnings. Revenue estimates are provided for both the CTRMA System and the MoPac Express Lanes:

	System	MoPac	Consolidated
Toll Revenues	\$313,828,000	\$29,561,500	\$343,389,500
Interest Income	23,286,000	825,000	24,111,000
Miscellaneous	175,000	-	175,000
	<u>\$337,289,000</u>	<u>\$30,386,500</u>	<u>\$367,675,500</u>

Operating budget expenses are generally categorized into four components, which are System, Non-System, MoPac, and Non-Departmental. System and MoPac expenses are directly related to the operation and maintenance of those roadways. Non-System and Non-Departmental expenditures are not attributable to operating a specific roadway and are typically associated with other expenses such as overall administration, the operation of the Authority's headquarters building, and System debt service or loan repayments.

	System	Non-System	MoPac	Non-Departmental	Consolidated
Operating Expenses	\$43,598,905	\$0	\$1,385,685	\$510,479	\$45,495,069
Maintenance Expenses	12,732,725	-	3,236,275	-	15,969,000
Administrative Expenses	17,849,078	2,000,000	-	-	19,849,078
Debt/Loan Payments	-	-	2,155,626	118,265,388	120,421,014
Other Expenses	3,152,623	7,445,000	10,075,109	-	20,672,732
	<u>\$77,333,331</u>	<u>\$9,445,000</u>	<u>\$16,852,695</u>	<u>\$118,775,866</u>	<u>\$222,406,893</u>

Funds remaining after payment of operating, maintenance, and debt or loans, expenses are allocated to three categories of capital expenditures. The categories include the capital budget, which is typically new equipment or assets; renewal and replacement; replacing assets in need of repair or have reached the end of their useful life, and the capital improvement program, which are typically involved with the development of new, large roadway projects. The capital improvement program projects are usually initially funded by the Authority's General Fund and if pursued further to full development, are financed through debt issuance.

	System
Capital Budget	\$34,770,700
Renewal and Replacement	30,360,000
Capital Improvement Program	<u>25,443,200</u>
	<u>\$90,573,900</u>

After consideration of projected revenues and expenses, the projected funds remaining will be sufficient to meet the Authority Board's reserve policy of one year of total expenses and any funds beyond the reserve policy are designated for future debt service and/or capital improvements.

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority

FY 2027 Consolidated Summary of Revenue, Expenses and Cash Flow

	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget
Revenues				
<i>Operating Revenue</i>				
Tag Revenue	162,877,097	190,384,922	210,599,300	270,772,300
Video Tolls	62,334,609	70,066,942	73,589,980	57,187,800
Fee Revenue	13,363,542	15,928,552	17,162,920	15,429,400
Total Operating Revenue	238,575,248	276,380,416	301,352,200	343,389,500
<i>Other Revenue</i>				
Interest Income	53,760,324	42,751,985	36,000,000	24,111,000
Grant Revenue	419,630	595,467	-	-
Miscellaneous Revenue	42,396	18,147	15,000	175,000
Total Other Revenue	54,222,350	43,365,599	36,015,000	24,286,000
Total Revenue	292,797,598	319,746,015	337,367,200	367,675,500
Expenses				
<i>Administrative, Operating and Financing</i>				
Salaries and Benefits	(6,024,338)	(7,241,831)	(8,757,921)	(9,659,608)
Administrative Expenses	(5,153,522)	(7,132,463)	(9,639,250)	(10,189,470)
Operations and Maintenance	(39,014,974)	(49,286,603)	(57,043,673)	(61,464,069)
Other Expenses	(2,210,137)	(2,972,049)	(4,281,097)	(9,572,732)
Interest and Other Non-Operating Expenses	(65,918,398)	(111,759,486)	(110,182,035)	(131,521,014)
Total Expenses	(118,321,370)	(178,392,433)	(189,903,976)	(222,406,893)
Net Operating Cash Inflows				145,268,607
Operating Capital Budget				(65,130,700)
Total Net Cash Flow FY 2027				80,137,907

Estimated General Fund Designated Balance	FY 2027
Estimated General Fund Balance - June 30, 2026	367,000,000
Estimated General Fund Balance - June 30, 2027	447,137,907
Board Operating Cash Reserve Policy FY2027	(222,406,893)
Capital Reserve	(55,911,165)
Designated for Future Debt Service/Capital Improvement Projects	168,819,849

Estimated MoPac North Cash Inflows (Outflows)	FY 2027
Estimated MoPac General Fund Balance - June 30, 2026	30,550,000
Estimated MoPac General Fund Balance - June 30, 2027	44,083,805
Capital Reserve	(2,250,571)
Designated for Loan Repayment/Capital Improvement Projects	41,833,234

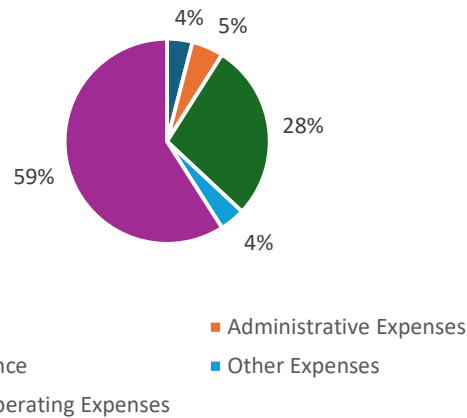
Consolidated Summary of Revenues and Expenses

All Departments

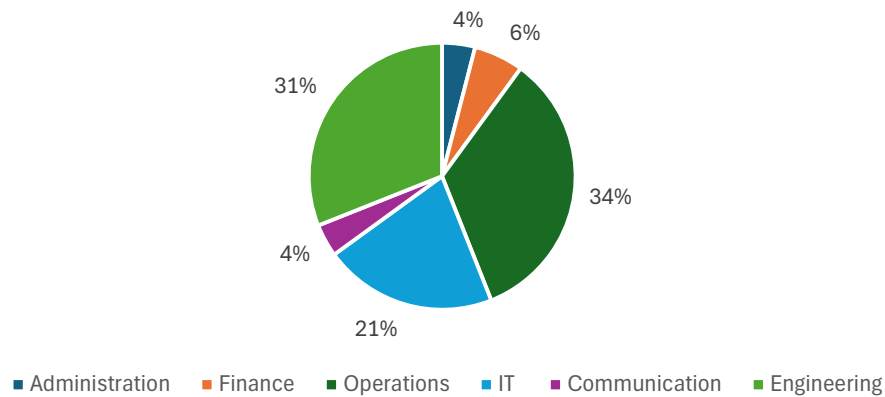
Summary of Expenses:

	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Salaries and Benefits	\$ 6,024,338	\$ 7,241,831	\$ 8,757,921	\$ 9,659,608	10.3%
Administrative Expenses	5,153,522	7,132,463	9,639,250	10,189,470	5.7%
Operations and Maintenance	39,014,974	49,286,603	57,043,673	61,464,069	7.7%
Other Expenses	2,210,137	2,972,049	4,281,097	9,572,732	123.6%
Interest and Other Non-Operating Expenses	65,918,398	111,759,486	110,182,035	131,521,014	19.4%
Total Expenses	\$ 118,321,370	\$ 178,392,433	\$ 189,903,976	\$ 222,406,893	17.1%

FY 2027 Expenses by Category



FY 2027 Expenses by Department



Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority
FY 2027 Revenue and Expense by Line Item
All Departments

Account Name	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Revenue					
Operating Revenue					
Tag Revenue	162,877,097	190,384,922	210,599,300	270,772,300	28.6%
Video Tolls	62,334,609	70,066,942	73,589,980	57,187,800	-22.3%
Fee Revenue	13,363,542	15,928,552	17,162,920	15,429,400	-10.1%
Total Operating Revenue	238,575,248	276,380,416	301,352,200	343,389,500	13.9%
Other Revenue					
Interest Income	53,760,324	42,751,985	36,000,000	24,111,000	-33.0%
Grant Revenue	419,630	595,467	-	-	
Miscellaneous	42,396	18,147	15,000	175,000	1066.7%
Gain/Loss on Sale of Asset	-	12,000	-	-	
Total Other Revenue	54,222,350	43,377,599	36,015,000	24,286,000	-32.6%
Total Revenue	292,797,598	319,758,015	337,367,200	367,675,500	9.0%
Expenses					
Salaries and Benefits					
Salaries & Wages					
Salary Expense - Regular	4,314,626	5,201,161	5,853,330	6,477,085	10.7%
Salary Reserve	-	-	80,000	80,000	0.0%
Total Salaries	4,314,626	5,201,161	5,933,330	6,557,085	10.5%
Benefits					
TCDRS	780,698	1,063,392	1,261,493	1,298,266	2.9%
FICA	219,672	234,943	301,224	328,811	9.2%
FICA MED	62,247	65,303	84,873	89,271	5.2%
Health Insurance Expense	471,836	508,067	854,583	1,061,965	24.3%
Life Insurance Expense	3,211	2,937	4,401	5,265	19.6%
Auto Allowance Expense	10,200	10,243	10,200	10,200	0.0%
Other Benefits	158,436	153,945	300,617	301,006	0.1%
Total Benefits	1,706,300	2,038,830	2,817,391	3,094,783	9.8%
Payroll Taxes					
Unemployment Taxes	3,412	1,841	7,200	7,740	7.5%
Total Payroll Taxes	3,412	1,841	7,200	7,740	7.5%
Total Salaries and Benefits	6,024,338	7,241,831	8,757,921	9,659,608	10.3%

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority
FY 2027 Revenue and Expense by Line Item
All Departments

Account Name	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Administrative					
Administrative and Office Expenses					
Accounting	8,564	8,598	11,000	10,000	-9.1%
Auditing	161,270	285,713	187,000	227,000	21.4%
Financial Advisors	181,800	162,900	180,000	180,000	0.0%
Human Resources	1,619	1,320	100,000	100,000	0.0%
Legal	19,057	25,860	30,000	30,000	0.0%
IT Services	251,731	424,751	550,000	550,000	0.0%
Software Licenses	1,350,901	1,795,737	2,051,000	2,242,150	9.3%
Cell Phones	33,926	20,682	27,900	29,300	5.0%
Local Telephone Service	2,350	2,497	2,500	600	-76.0%
Overnight Delivery Services	-	17	200	250	25.0%
Copy Machine	15,264	15,264	15,300	15,300	0.0%
Repair and Maintenance - General	10,339	-	10,000	10,000	0.0%
Meeting Facilities	-	-	2,500	2,500	0.0%
Meeting Expense	7,583	18,443	16,750	16,750	0.0%
Toll Tag Expense	700	1,804	3,000	3,000	0.0%
Parking / Local Ride Share	198	386	2,750	2,350	-14.5%
Mileage Reimbursement	1,113	1,125	4,950	6,100	23.2%
Insurance Expense	(1,218)	968,224	1,601,000	2,001,000	25.0%
Rent Expense	686,533	280,006	855,000	537,000	-37.2%
Building Parking	1,803	2,424	4,000	2,150	-46.3%
Legal					
Legal - Board Meeting	63,728	24,973	40,000	40,000	0.0%
Legal - Engineering	7,899	10,623	10,000	10,000	0.0%
Legal - Financing	3,556	-	8,000	24,000	200.0%
Legal - Human Resources	16,705	989	10,000	10,000	0.0%
Legal - Litigation	4,865	914	30,000	30,000	0.0%
Legal - Open Meetings/Public Information Act	81,744	61,339	60,000	60,000	0.0%
Legal - Operations	21,510	7,756	25,000	40,000	60.0%
Legal - Procurements and Contracts	30,069	52,676	110,000	80,000	-27.3%
Legal - Legislative Matters	37,695	41,793	25,000	50,000	100.0%
Legal - Administration	43,657	1,554	25,000	25,000	0.0%
Legal - Toll Enforcement	1,279	-	50,000	25,000	-50.0%
Legal - Intellectual Property	3,903	-	10,000	10,000	0.0%
Legal - Technology Initiatives	-	-	10,000	35,000	250.0%
Legal - General Legal Matters	39,138	2,025	50,000	50,000	0.0%
Legal - Information Technology	45,025	27,081	10,000	15,000	50.0%
Total Legal Services	400,774	231,723	473,000	504,000	6.6%
Total Administrative and Office Expenses	3,134,307	4,247,476	6,127,850	6,469,450	5.6%

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority
FY 2027 Revenue and Expense by Line Item
All Departments

Account Name	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Office Supplies					
Books and Publications	3,478	3,576	4,750	4,750	0.0%
Office Supplies	1,610	2,106	7,750	6,050	-21.9%
Miscellaneous Office Equipment	2,974	-	4,500	4,500	0.0%
Computer Supplies	87,005	42,221	207,600	351,450	69.3%
Copy Supplies	-	-	500	500	0.0%
Other Reports - Printing	43	-	750	500	-33.3%
Office Supplies - Printed	2,495	2,394	5,000	5,500	10.0%
Postage Expense	940	594	1,450	1,150	-20.7%
Total Office Supplies	98,544	50,891	232,300	374,400	61.2%
Communications and Public Relations					
Print Production	-	-	75,000	75,000	0.0%
Website Maintenance	411,671	109,919	185,000	180,000	-2.7%
Research Services	-	40,581	185,000	100,000	-45.9%
Communications and Marketing	79,073	599,309	600,000	675,000	12.5%
Media Planning and Placement	1,095,416	1,686,072	1,225,000	1,300,000	6.1%
Direct Mail Production	-	-	45,000	45,000	0.0%
TV and Video Production	41,470	59,695	250,000	250,000	0.0%
Photography	6,485	850	25,000	25,000	0.0%
Radio Production	-	-	50,000	50,000	0.0%
Other Public Relations	5,000	13,421	20,000	20,000	0.0%
Promotional Items	11,031	12,721	25,000	30,000	20.0%
Printing	949	2,827	55,000	50,000	-9.1%
Other Communication Expenses	-	29,234	50,000	50,000	0.0%
Total Communications and Public Relations	1,651,094	2,554,629	2,790,000	2,850,000	2.2%
Employee Development					
Subscriptions	139	139	750	250	-66.7%
Agency Memberships	54,616	58,427	89,850	89,300	-0.6%
Continuing Education	1,190	3,949	15,000	16,000	6.7%
Professional Development	7,479	12,439	32,200	44,570	38.4%
Other Licenses	268	537	3,200	2,000	-37.5%
Seminars and Conferences	16,317	17,475	79,100	67,500	-14.7%
Travel	55,413	55,473	124,500	129,000	3.6%
Total Employee Development	135,422	148,439	344,600	348,620	1.2%
Financing and Banking Fees					
Trustee Fees	56,500	55,000	65,000	60,000	-7.7%
Bank Fee Expense	6,648	8,429	12,000	12,000	0.0%
Continuing Disclosure	9,903	6,200	-	5,000	
Arbitrage Rebate Calculation	16,105	15,400	17,500	20,000	14.3%
Rating Agency Expense	45,000	46,000	50,000	50,000	0.0%
Total Financing and Banking Fees	134,156	131,029	144,500	147,000	1.7%
Total Administrative	5,153,522	7,132,463	9,639,250	10,189,470	5.7%

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority
FY 2027 Revenue and Expense by Line Item
All Departments

Account Name	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant					
GEC - Trust Indenture Support					
GEC 1.1 Annual O&M Budget Development	78,080	26,748	62,857	55,000	-12.5%
GEC 1.2 Annual Facility Inspections	449,680	1,613,285	1,445,388	1,077,200	-25.5%
GEC 1.3 Toll Rate Schedule Prep	-	963	17,143	15,000	-12.5%
GEC - Financial Planning Support					
GEC 2.1 Program Funding Support	282,475	359,675	327,000	360,000	10.1%
GEC - Toll Ops Support					
GEC 3.1 Operations Center Support	-	-	125,999	85,000	-32.5%
GEC 3.2 Toll Operations Support	1,016,210	1,877,957	1,611,910	1,055,000	-34.5%
GEC - Roadway Ops Support					
GEC 4.1 Driveway and Utility Permitting	27,331	39,178	90,000	90,000	0.0%
GEC 4.3 Maintenance Contract Support/Oversight	789,349	855,260	1,036,328	1,211,900	16.9%
GEC 4.4 Traffic Data Gathering and Analysis	651,930	665,792	823,200	825,000	0.2%
GEC 4.7 Warranty	-	43,872	51,450	50,000	-2.8%
GEC - Technology Support					
GEC 5.1 Technology Development	705,027	850,163	655,524	519,200	-20.8%
GEC 5.2 Technology Maintenance	7,201	28,459	166,000	298,600	79.9%
GEC - Public Information Support					
GEC 6.2 Public Information - Non Project	272,993	241,292	250,000	250,000	0.0%
GEC - General Support					
GEC 7.1 Program Management	154,717	172,693	726,000	730,600	0.6%
GEC 7.2 Technical Resource Support	53,707	52,769	50,286	44,000	-12.5%
GEC 7.3 Study and Report Review	3,065	1,815	-	-	-
GEC 7.4 Agency Coordination - Non Project	305,438	670,972	253,314	266,000	5.0%
GEC 7.5 Other Initiatives - Non Project	581,492	1,665,934	1,422,857	4,602,500	223.5%
General System Consultant	1,214,039	2,298,263	2,194,279	2,004,000	-8.7%
Traffic Modeling	-	-	128,625	125,000	-2.8%
Traffic and Revenue Consultant	717,636	1,305,878	1,985,000	2,305,000	16.1%
Total Operations and Maintenance Consulting	7,310,367	12,770,967	13,423,160	15,969,000	19.0%
Road Operations and Maintenance					
Roadway Maintenance	3,170,970	4,891,327	5,493,424	7,196,205	31.0%
Landscape Maintenance	2,770,782	3,253,522	4,384,919	4,143,732	-5.5%
Maintenance Supplies-Roadway	48,337	83,066	449,600	400,000	-11.0%
Tools and Equipment Expense	216	1,825	95,000	95,000	0.0%
Gasoline	17,291	15,163	30,000	30,000	0.0%
Repair and Maintenance - Vehicles	1,649	11,237	10,000	10,000	0.0%
Natural Gas	14,005	19,535	20,000	12,000	-40.0%
Electricity - Roadways	316,420	343,370	385,875	412,500	6.9%
Total Road Operations and Maintenance	6,339,670	8,619,046	10,868,818	12,299,437	13.2%

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority
FY 2027 Revenue and Expense by Line Item
All Departments

Account Name	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Toll Processing and Collection Expense					
Image Processing	3,174,779	3,157,949	2,194,342	2,517,452	14.7%
Tag Collection Fees	11,201,277	13,554,189	17,793,244	17,056,680	-4.1%
Court Enforcement Costs	-	3,420	210,920	75,000	-64.4%
PBM Incentive	-	-	500,000	250,000	-50.0%
Total Toll Processing and Collections	14,376,056	16,715,557	20,698,506	19,899,132	-3.9%
Toll Operations Expense					
Generator Fuel	1,072	523	3,000	5,500	83.3%
Fire and Burglar Alarm	493	493	500	500	0.0%
Refuse	2,070	2,244	2,900	3,000	3.4%
Telecommunications	140,357	201,980	160,000	160,000	0.0%
Water - Irrigation	8,003	11,153	9,500	9,500	0.0%
Electricity	674	683	650	-	-100.0%
ETC Spare Parts Expense	282,422	168,157	250,000	350,000	40.0%
Repair and Maintenance Toll Equipment	260,106	80,640	100,000	200,000	100.0%
Law Enforcement	460,876	496,300	869,963	1,333,000	53.2%
ETC Maintenance Contract	6,759,512	6,755,442	6,772,500	7,400,000	9.3%
Transaction Processing Maintenance Contract	1,897,480	2,273,898	2,415,000	2,300,000	-4.8%
ETC Toll Management Center System Operation	886,763	980,021	499,176	785,000	57.3%
ETC Development	289,052	209,500	520,000	550,000	5.8%
ETC Testing	-	-	450,000	200,000	-55.6%
Total Toll Operations	10,988,882	11,181,033	12,053,189	13,296,500	10.3%
Total Operations and Maintenance	39,014,974	49,286,603	57,043,673	61,464,069	7.7%
Other Expenses					
Special Projects and Contingencies					
HERO	196,641	582,849	1,871,097	1,865,232	-0.3%
Special Projects	-	-	250,000	100,000	-60.0%
Disbursement Other Government - Travis County Roa	-	546,396	-	-	
71 Express Interest Expense	1,814,724	1,636,098	1,550,000	6,945,000	348.1%
Customer Relations	6,772	14,707	10,000	12,500	25.0%
Technology Initiatives	-	-	75,000	200,000	166.7%
Other Contractual Services	192,000	192,000	325,000	250,000	-23.1%
Contingency	-	-	200,000	200,000	0.0%
Total Special Projects and Contingencies	2,210,137	2,972,049	4,281,097	9,572,732	123.6%
Total Other Expenses	2,210,137	2,972,049	4,281,097	9,572,732	123.6%
Non-Operating Expenses					
Undeveloped Projects/ Non Capital Assets	-	13,795,475	-	-	
Miscellaneous Adjustments	-	12,534	-	-	
Interest Expense - Debt Obligations	59,883,398	77,455,405	99,063,755	120,421,014	21.6%
Interest Expense - Right to Use Assets	-	26,465	6,200	-	-100.0%
CAMPO RIF Payment	6,000,000	20,000,000	10,000,000	10,000,000	0.0%
Headquarters Expenses	-	186,513	512,080	500,000	-2.4%
Community Initiatives	35,000	283,093	600,000	600,000	0.0%
Total Non-Operating Expense	65,918,398	111,759,486	110,182,035	131,521,014	19.4%
Total Expenses	118,321,370	178,392,433	189,903,976	222,406,893	17.1%
Net Income	174,476,228	141,365,582	147,463,224	145,268,607	-1.5%

Consolidated Summary of Revenues and Expenses

Fund Account Descriptions

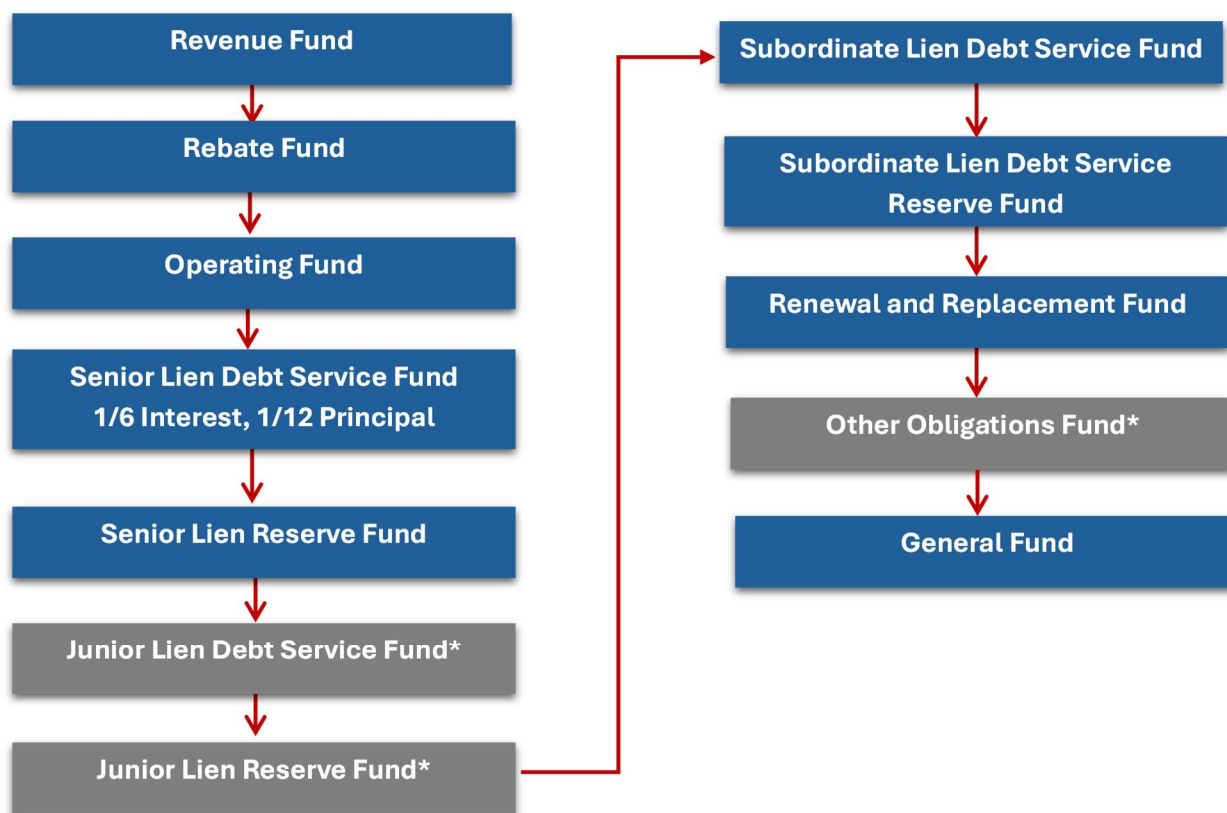
The Authority operates as an enterprise fund in accordance with United States Generally Accepted Accounting Principles (GAAP). The Trust agreement requires that certain funds and accounts be established and maintained. Certain proceeds of the Revenue Bonds are restricted by applicable bond covenants for construction or restricted as reserves to ensure repayment of the bonds. Certain other assets are accumulated and restricted on a monthly basis in accordance with the Indenture Agreements for the purpose of paying interest and principal payments that are due on a semiannual and annual basis, respectively, and for the purpose of maintaining the reserve funds at the required levels. Payments from these restricted accounts are strictly governed by the Indenture Agreements and can only be made in compliance with the Indenture Agreements. When both restricted and unrestricted amounts are available for use, the Authority's policy is to use restricted amounts first, with unrestricted resources utilized as needed.

Limited types of expenses may be funded from these accounts. Expenses that do not meet these requirements are funded from unrestricted accounts. The sub-funds and accounts that have been established in accordance with the Indenture Agreements are as follows:

- Revenue Fund – The Revenue Fund was created to account for all revenues (all tolls, other revenues, and income) arising or derived by the Authority from the operation and ownership of the System. All revenues of the funds are distributed to other funds in accordance with the Trust Agreement.
- Rebate Fund – The Rebate Fund was created to account for payments to the United States of America under Section 148 of the Code to pay costs related to the calculation of amounts due.
- Operating Fund – The Operating Fund was created to account for and pay current operating and maintenance expenses of the System.
- Debt Service Funds – The Debt Service Funds were created to account for the payment of the semiannual interest requirements of the revenue bonds and to account for the payment of the annual principal requirements of the revenue bonds.
- Debt Service Reserve Funds – The Debt Service Reserve Funds were created for the purpose of paying interest and principal of the bonds whenever and to the extent that the monies held in the Debt Service Funds shall be insufficient for such purpose. The required reserve is an amount equal to the average annual debt service requirements of all bonds outstanding.
- Renewal and Replacement Fund – The Renewal and Replacement Fund was created to account for those expenses of maintaining the Authority that do not recur on an annual or shorter basis. As defined in the Trust Agreement, such items include repairs, painting, renewals, and replacements necessary for safe or efficient operation of the Authority or to prevent loss of revenues, engineering expenses relating to the functions of the Authority, equipment, maintenance expenses, and operating expenses not occurring at annual or shorter periods.
- General Fund – The General Fund was created to account for those expenses not reflected in other funds and can be used to pay expenses such as purchase or redemption of obligations, to fund improvements, extensions, and replacements of the system or any other purchase the Authority deems necessary.
- Capital Projects Funds - The Capital Project Funds were created to account for that portion of the proceeds from the sale of the Authority Revenue Bonds, which is required to be deposited with the trustee in order to pay all costs of construction. Monies received from any other source for paying the cost of the Authority may also be deposited in the Construction and Property Fund.

Consolidated Summary of Revenues and Expenses

Indenture Flow of Funds



*CTRMA does not currently have Junior Lien or Other Obligations.

Consolidated Summary of Revenues and Expenses

Departments and Funds Matrix

The relationship between the Authority's departments and major funds is illustrated below. The use of a fund by the department is highlighted in blue, and the percentage of the budget associated with the department is shown. The dollar amounts are shown in detail on the Departmental Budget and Information documents in the Departmental Budget Section.

Department	Operating	Capital
Administrative Services:		
Administration	1.15%	2.87%
Communications	1.63%	-
Finance	2.27%	-
Legal	0.44%	-
Non-Departmental	57.65%	-
Total Administrative Services	63.14%	2.87%
Operational Services:		
Operations	11.65%	18.22%
Information Technology	7.56%	11.04%
Engineering	10.08%	66.11%
Non-System - Mopac	7.58%	1.75%
Total Operational Services	36.86%	97.13%
FY2027 Totals	100.00%	100.00%

Consolidated Summary of Revenues and Expenses

FY2024 to FY2027 Revenue Detail

	2024	2025	2026	2027	Variance to
	Actual	Actual	Budget	Budget	FY2026
					Budget (1)
System Revenues:					
Toll Revenue:					
183A Toll	89,132,176	103,727,298	123,046,791	141,334,200	14.86%
183S Toll	67,106,225	73,620,095	74,859,139	78,253,700	4.53%
183N Managed Lane	-	-	3,879,906	13,934,600	0.00%
290 Toll	42,994,313	49,254,622	49,091,795	51,784,800	5.49%
45SW Toll	9,101,506	10,597,931	11,107,120	11,886,000	7.01%
71Toll Lane	13,509,932	15,298,024	15,679,651	16,634,700	6.09%
Total Toll Revenue	221,844,151	252,497,970	277,664,403	313,828,000	13.02%
Investment Income	52,962,508	41,690,025	35,440,000	23,286,000	-34.29%
Other Income	462,026	625,614	15,000	175,000	1066.67%
Total Other Revenue	53,424,534	42,315,639	35,455,000	23,461,000	-33.83%
Total System Revenues	275,268,685	294,813,609	313,119,403	337,289,000	7.72%

(1) Estimated FY2027 toll revenues per consultant Traffic and Revenue Study; investment and other revenue estimated by staff based on April 30, 2026 actuals.

MoPac Revenues:					
Toll Revenue:					
MoPac Express Lane	16,731,096	23,882,447	23,687,797	29,561,500	24.80%
Total Toll Revenue	16,731,096	23,882,447	23,687,797	29,561,500	24.80%
Investment Income	797,816	1,061,960	560,000	825,000	47.32%
Total Other Revenue	797,816	1,061,960	560,000	825,000	47.32%
Total Mopac Revenues	17,528,912	24,944,407	24,247,797	30,386,500	25.32%

(1) Estimated FY2027 toll revenues per consultant Traffic and Revenue Study; investment and other revenue estimated by staff based on April 30, 2026 actuals.

FY2024 to FY2027 Actuals to Budget






	2024	2025	2026	2027	Variance to
	Actual*	Actual*	Budget*	Budget	FY2026
					Budget
Revenues:					
Toll Revenue	238,575,248	276,380,416	301,352,200	343,389,500	13.95%
Investment Income	53,760,324	42,751,985	36,000,000	24,111,000	-33.03%
Other Income	462,026	625,614	15,000	175,000	1066.67%
Total Revenues	292,797,598	319,758,015	337,367,200	367,675,500	8.98%
Administrative Services:					
Administration	1,977,425	1,932,068	3,702,671	3,535,174	-4.52%
Communications	2,410,590	3,269,046	3,352,484	3,631,053	8.31%
Finance	2,899,317	11,478,942	6,613,442	5,037,954	-23.82%
Non-Departmental	61,698,122	93,383,808	100,644,646	128,220,866	27.40%
Total Administrative Services	68,985,454	110,063,863	114,313,243	140,425,047	22.84%
Operational Services:					
Operations	17,543,644	20,335,965	26,673,132	25,905,912	-2.88%
Information Technology	11,572,524	14,058,280	15,710,506	16,804,366	6.96%
Engineering	10,341,628	15,301,163	18,570,749	22,418,872	20.72%
Non-System - Mopac	9,878,120	18,633,161	14,636,346	16,852,695	15.14%
Total Operational Services	49,335,916	68,328,569	75,590,733	81,981,846	8.45%
FY2026 Total Expenses	118,321,370	178,392,433	189,903,976	222,406,893	17.12%

*Prior year data has been adjusted to reflect current budgeting methodology and may not match individual department presentation tables.

Administration

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 legal counsel, mobility innovation efforts, and general support for the Board of Directors is also included in this Department.

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

FY 2027 Goals - Administration					
Champion regional coordination by partnering with major mobility providers to promote a coordinated, regional mobility system.					
Help evaluate and deploy next-generation innovative technologies and mode choice (i.e. connected/automated vehicle systems, etc.) to maximize the safety and efficiency of Mobility Authority roadways.					

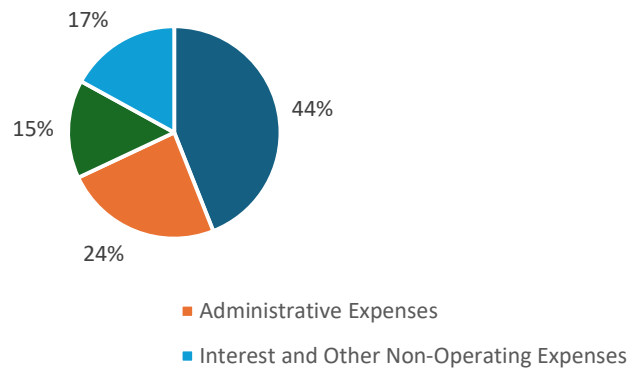
Administration

Administration

Summary of Expenses:

	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Salaries and Benefits	\$ 1,224,633	\$ 1,110,668	\$ 1,544,721	\$ 1,550,624	0.4%
Administrative Expenses	525,792	346,307	907,950	834,550	-8.1%
Other Expenses	192,000	192,000	650,000	550,000	-15.4%
Interest and Other Non-Operating Expenses	35,000	283,093	600,000	600,000	0.0%
Total Expenses	\$ 1,977,425	\$ 1,932,068	\$ 3,702,671	\$ 3,535,174	-4.5%

FY 2027 Expenses by Category



Administration

Central Texas Regional Mobility Authority
Operating Budget - FY 2027
Administration

Account Name	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
<i>Expenses</i>					
Salaries and Benefits					
Salaries & Wages					
Salary Expense - Regular	896,952	829,068	1,130,029	1,116,603	-1.2%
Total Salaries	896,952	829,068	1,130,029	1,116,603	-1.2%
Contractual Employees Expense					
Benefits					
TCDRS	162,537	145,754	196,299	201,065	2.4%
FICA	31,319	31,394	46,752	48,948	4.7%
FICA MED	13,399	12,078	16,385	16,191	-1.2%
Health Insurance Expense	40,691	32,590	55,351	66,588	20.3%
Life Insurance Expense	535	410	733	683	-6.8%
Auto Allowance Expense	10,200	10,243	10,200	10,200	0.0%
Other Benefits	68,533	48,880	88,072	89,447	1.6%
Total Benefits	327,213	281,348	413,792	433,121	4.7%
Payroll Taxes					
Unemployment Taxes	468	252	900	900	0.0%
Total Payroll Taxes	468	252	900	900	0.0%
Total Salaries and Benefits	1,224,633	1,110,668	1,544,721	1,550,624	0.4%
Administrative					
Administrative and Office Expenses					
Human Resources	1,619	1,320	100,000	100,000	0.0%
Software Licenses	1,676	1,630	1,500	1,500	0.0%
Cell Phones	5,789	4,087	4,600	4,600	0.0%
Overnight Delivery Services	-	-	100	-	-100.0%
Copy Machine	15,264	15,264	15,300	-	-100.0%
Repair and Maintenance - General	10,339	-	10,000	10,000	0.0%
Meeting Facilities	-	-	2,500	2,500	0.0%
Meeting Expense	5,511	8,382	10,000	10,000	0.0%
Parking / Local Ride Share	26	51	600	600	0.0%
Mileage Reimbursement	82	31	1,500	1,500	0.0%
Insurance Expense	463	463	1,000	1,000	0.0%
Legal					
Legal - Board Meeting	63,728	24,973	40,000	40,000	0.0%
Legal - Engineering	7,899	10,623	10,000	10,000	0.0%
Legal - Financing	3,556	-	8,000	24,000	200.0%
Legal - Human Resources	16,705	989	10,000	10,000	0.0%
Legal - Litigation	4,865	914	30,000	30,000	0.0%
Legal - Open Meetings/Public Information Act	81,744	61,339	60,000	60,000	0.0%
Legal - Operations	21,510	7,756	25,000	40,000	60.0%
Legal - Procurements and Contracts	30,069	52,676	110,000	80,000	-27.3%
Legal - Legislative Matters	37,695	41,793	25,000	50,000	100.0%
Legal - Administration	43,657	1,554	25,000	25,000	0.0%
Legal - Toll Enforcement	1,279	-	50,000	25,000	-50.0%
Legal - Intellectual Property	3,903	-	10,000	10,000	0.0%
Legal - Technology Initiatives	-	-	10,000	35,000	250.0%
Legal - General Legal Matters	39,138	2,025	50,000	50,000	0.0%
Legal - Information Technology	45,025	27,081	10,000	15,000	50.0%
Total Legal Services	400,774	231,723	473,000	504,000	6.6%
Total Administrative and Office Expenses	441,542	262,951	620,100	635,700	2.5%

Administration

Central Texas Regional Mobility Authority
Operating Budget - FY 2027
Administration






Account Name	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Office Supplies					
Books and Publications	3,478	3,576	4,500	4,500	0.0%
Office Supplies	1,136	1,620	3,000	3,000	0.0%
Miscellaneous Office Equipment	2,974	-	2,500	2,500	0.0%
Computer Supplies	18	-	500	500	0.0%
Copy Supplies	-	-	500	500	0.0%
Office Supplies - Printed	137	-	500	500	0.0%
Postage Expense	539	594	600	600	0.0%
Total Office Supplies	8,282	5,790	12,100	12,100	0.0%
Communications and Public Relations					
Research Services	-	-	75,000	-	-100.0%
Other Public Relations	5,000	13,000	20,000	20,000	0.0%
Total Communications and Public Relations	5,000	13,000	95,000	20,000	-78.9%
Employee Development					
Subscriptions	139	139	250	250	0.0%
Agency Memberships	53,596	56,179	80,000	80,000	0.0%
Continuing Education	-	-	8,000	9,000	12.5%
Professional Development	-	-	2,000	2,000	0.0%
Other Licenses	-	375	1,500	1,500	0.0%
Seminars and Conferences	2,779	1,425	41,000	31,000	-24.4%
Travel	14,454	6,448	48,000	43,000	-10.4%
Total Employee Development	70,968	64,566	180,750	166,750	-7.7%
Total Administrative	525,792	346,307	907,950	834,550	-8.1%
Other Expenses					
Special Projects and Contingencies					
Special Projects	-	-	250,000	100,000	-60.0%
Technology Initiatives	-	-	75,000	200,000	166.7%
Other Contractual Services	192,000	192,000	325,000	250,000	-23.1%
Total Special Projects and Contingencies	192,000	192,000	650,000	550,000	-15.4%
Total Other and Non-Cash Expenses	192,000	192,000	650,000	550,000	-15.4%
Non-Operating Expenses					
Community Initiatives	35,000	283,093	600,000	600,000	0.0%
Total Non-Operating Expense	35,000	283,093	600,000	600,000	0.0%
Total Expenses	1,977,425	1,932,068	3,702,671	3,535,174	-4.5%

Finance

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

- Financing. Provide direction and leadership on all Mobility Authority project financing. Identify and analyze opportunities to capitalize on and leverage market conditions for new debt issuance, refinancing and/or restructuring.
- Budget. Assist each department in developing, proposing, and managing the annual budget, annual capital budget, and five-year capital plan.
- Accounting. Responsible for maintaining all accounting records including processing payroll, accounts payable, reconciling records and monthly/annual financial reporting. Maintain timely, accurate, and efficient processes for payment of project and operational invoices. 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 Mobility 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. Manage daily banking activities and maintain productive relationships with banking providers.
- Compliance. Ensure proper and timely financial reporting, adhering to mandatory requirements, trust indenture covenants, best practices, and standards for regulators, investors, and lenders.

Finance

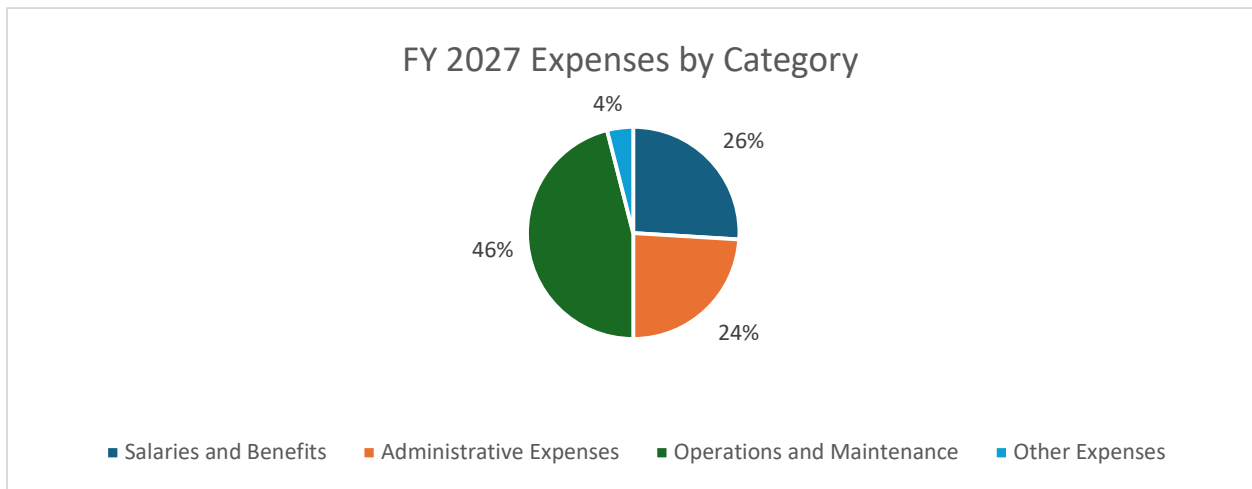
FY 2027 Goals - Finance					
Evaluate innovative funding mechanisms and market opportunities for financing the Mobility Authority's projects and optimizing its debt portfolio.					
Maintain and improve bond ratings, reporting transparency, and covenant compliance.					
Maintain and enhance key financial metrics such as debt service coverage ratios.					
Produce a five-year capital plan and five-year financial forecast.					
Actively and prudently manage and invest Mobility Authority funds within established policies.					
Maintain pristine accounting records, reporting, and accounts payable processes.					
Review and recommend best practice financial policies including an appropriate reserve for financial flexibility, unexpected contingencies, and future capital projects.					
Modernize business processes, integrating automation where appropriate and efficient through the pursuit of an Enterprise Resource Planning system.					
Incorporate new accounting and budgeting software to improve efficiency, transparency, access, and timeliness in these practices.					

Finance

Finance

Summary of Expenses:

	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Salaries and Benefits	\$ 1,039,567	\$ 1,166,274	\$ 1,299,192	\$ 1,342,054	3.3%
Administrative Expenses	1,234,034	2,451,899	3,128,200	1,190,400	-61.9%
Operations and Maintenance	625,715	1,228,667	1,986,050	2,305,500	16.1%
Other Expenses	1,814,724	1,634,177	200,000	200,000	0.0%
Interest and Other Non-Operating Expenses	65,883,398	86,720,268	-	-	
Total Expenses	\$ 70,597,439	\$ 93,201,286	\$ 6,613,442	\$ 5,037,954	-23.8%



Finance

Central Texas Regional Mobility Authority
Operating Budget - FY 2027
Finance

Account Name	FY2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
<i>Expenses</i>					
Salaries and Benefits					
Salaries & Wages					
Salary Expense - Regular	750,060	842,881	888,056	909,709	2.4%
Salary Reserve	-	-	80,000	80,000	0.0%
Total Salaries	750,060	842,881	968,056	989,709	2.2%
Benefits					
TCDRS	135,628	151,710	159,850	163,748	2.4%
FICA	40,066	44,248	43,302	46,526	7.4%
FICA MED	10,673	12,012	12,877	13,191	2.4%
Health Insurance Expense	67,475	77,795	73,586	86,206	17.1%
Life Insurance Expense	505	505	659	695	5.5%
Other Benefits	34,565	36,807	39,962	41,080	2.8%
Total Benefits	288,913	323,077	330,236	351,445	6.4%
Payroll Taxes					
Unemployment Taxes	595	315	900	900	0.0%
Total Payroll Taxes	595	315	900	900	0.0%
Total Salaries and Benefits	1,039,567	1,166,274	1,299,192	1,342,054	3.3%
Administrative					
Administrative and Office Expenses					
Accounting	8,564	8,305	11,000	10,000	-9.1%
Auditing	158,467	285,713	187,000	227,000	21.4%
Financial Advisors	181,800	159,300	180,000	180,000	0.0%
Legal	19,057	25,860	30,000	30,000	0.0%
Software Licenses	37,351	17,332	100,000	40,000	-60.0%
Cell Phones	2,175	2,350	2,400	2,400	0.0%
Overnight Delivery Services	-	17	100	100	0.0%
Meeting Expense	1,096	466	500	500	0.0%
Parking / Local Ride Share	90	118	150	150	0.0%
Mileage Reimbursement	20	75	100	100	0.0%
Insurance Expense	(1,681)	967,761	1,600,000	-	-100.0%
Rent Expense	686,533	845,800	855,000	537,000	-37.2%
Building Parking	802	1,729	1,500	900	-40.0%
Total Administrative and Office Expenses	1,094,274	2,314,827	2,967,750	1,028,150	-65.4%
Office Supplies					
Office Supplies	248	106	1,000	300	-70.0%
Office Supplies - Printed	795	915	1,000	1,000	0.0%
Total Office Supplies	1,043	1,021	2,200	1,500	-31.8%

Finance

Central Texas Regional Mobility Authority
Operating Budget - FY 2027
Finance

Account Name	FY2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Employee Development					
Agency Memberships	585	709	900	800	-11.1%
Continuing Education	295	499	500	500	0.0%
Professional Development	3,584	339	3,500	3,600	2.9%
Other Licenses	97	112	250	250	0.0%
Seminars and Conferences	-	1,455	3,600	3,600	0.0%
Travel	-	2,140	5,000	5,000	0.0%
Total Employee Development	4,561	5,254	13,750	13,750	0.0%
Financing and Banking Fees					
Trustee Fees	56,500	55,000	65,000	60,000	-7.7%
Bank Fee Expense	6,648	8,197	12,000	12,000	0.0%
Continuing Disclosure	9,903	6,200	-	5,000	
Arbitrage Rebate Calculation	16,105	15,400	17,500	20,000	14.3%
Rating Agency Expense	45,000	46,000	50,000	50,000	0.0%
Total Financing and Banking Fees	134,156	130,797	144,500	147,000	1.7%
Total Administrative	1,234,034	2,451,899	3,128,200	1,190,400	-61.9%
Operations and Maintenance					
Traffic and Revenue Consultant	624,981	1,227,795	1,985,000	2,305,000	16.1%
Total Operations and Maintenance Consulting	624,981	1,227,795	1,985,000	2,305,000	16.1%
Toll Operations Expense					
Refuse	60	190	400	500	25.0%
Electricity	674	683	650	-	-100.0%
Total Toll Operations	734	873	1,050	500	-52.4%
Total Operations and Maintenance	625,715	1,228,667	1,986,050	2,305,500	16.1%
Other Expenses					
Special Projects and Contingencies					
71 Express Interest Expense	1,814,724	1,634,177	-	-	
Contingency	-	0	200,000	200,000	0.0%
Total Special Projects and Contingencies	1,814,724	1,634,177	200,000	200,000	0.0%
Total Other and Non-Cash Expenses	1,814,724	8,266,279	200,000	200,000	0.0%
Non-Operating Expenses					
Interest Expense - Debt Obligations	59,883,398	76,720,268	-	-	
CAMPO RIF Payment	6,000,000	10,000,000	-	-	
Total Non-Operating Expense	65,883,398	86,720,268	-	-	
Total Expenses	70,597,439	99,833,387	6,613,442	5,037,954	-23.8%

Operations

Operations Department: FY27 Budget Narrative

The Operations Department directly upholds the Mobility Authority's core values - **collaboration, innovation, service, safety, and stewardship** - by overseeing toll operations alongside traffic and safety operations. The Toll Operations and Traffic & Safety Operations business units work in tandem to serve both external drivers and internal stakeholders. By integrating technical precision with proactive roadside management, the department implements comprehensive strategies to increase revenue collection, reduce revenue leakage, mitigate violations, manage traffic to avoid congestion, and continually improve the experience of our traveling and paying customers.

Toll Operations

This business unit manages the comprehensive revenue cycle and customer experience lifecycle. Through data-driven transaction processing, rigorous performance monitoring, and customer-centric service models, Toll Operations maximizes financial sustainability while protecting stakeholder goodwill. Key responsibilities include billing and toll collection; violation enforcement; toll interoperability; customer care; dispute and escalation management; and special programs.

Traffic & Safety Operations

This business unit focuses on ensuring the safe, efficient, and reliable movement of vehicles across all Mobility Authority facilities. By leveraging advanced technology and real-time field coordination, Traffic & Safety Operations mitigates congestion, reduces delays, and ensures that the infrastructure supports a premium travel experience. Key responsibilities include express lane toll rate management; traffic management; incident response coordination; roadside assistance; and law enforcement & regional collaboration.

FY27 Strategic Priorities

As we look ahead to Fiscal Year 2027, the Operations Department remains focused on enhancing the quality of life in Central Texas by delivering reliable, safe, and forward-thinking transportation solutions. Our priorities for the coming year directly align with our Strategic Plan goals, leveraging cutting-edge technology and robust management practices to better serve our customers and stakeholders.

Key initiatives for FY27 include:

- **Implementing a New Pay By Mail Solution**
Rooted in our core value of **Service**, we are modernizing our customer care experience. By rolling out a brand-new, streamlined Pay By Mail program, we aim to offer drivers a more intuitive, user-friendly billing process that prioritizes efficiency, responsiveness, and clear communication.
- **Enhancing the Violation Enforcement Remedies Program**
To ensure fairness for the overwhelming majority of Central Texans who responsibly pay for their travel, we are strengthening our enforcement program. This initiative honors our commitments to **Accountability** and **Integrity**, protecting the financial health of our system so we can continue reinvesting in the region's infrastructure.

Operations

- **Integrating Advanced Applications into Rekor Command**

At the Mobility Authority, **Safety** is our absolute baseline—it underpins every decision we make. By integrating new, smart applications into our Rekor Command traffic management system, we are drastically reducing incident detection and response times. This allows our teams to identify roadside hazards, stranded motorists, or debris in seconds, clearing the lanes faster and creating a safer driving environment for everyone on the road.

- **Developing a Dedicated CTRMA Mobile App**






True to our embrace of **Innovation**, we are putting mobility management directly into our customers' hands. The development of a custom CTRMA app will provide real-time updates, account management tools, and seamless access to our network, ensuring our customer service evolves with the digital needs of our community.

- **Deploying Single-Line Dynamic Message Signs (DMS) on MoPac**

Clear, two-way communication builds **Credibility** and trust. By installing single-line dynamic message signs along the busy MoPac Express Lane corridor, we will provide drivers with instantaneous, reliable, and actionable information, helping them make safer and smarter travel choices.

- **Establishing a Departmental Project Management Initiative (PMI)**

To safeguard the public and investor trust placed in us, we are launching a comprehensive project management initiative. This effort formalizes consistent project initiation, meticulous budget tracking, and data-driven performance reporting. By institutionalizing these practices, we champion **Transparency** and **Fiscal Responsibility**, ensuring every project we touch is delivered effectively and within budget.

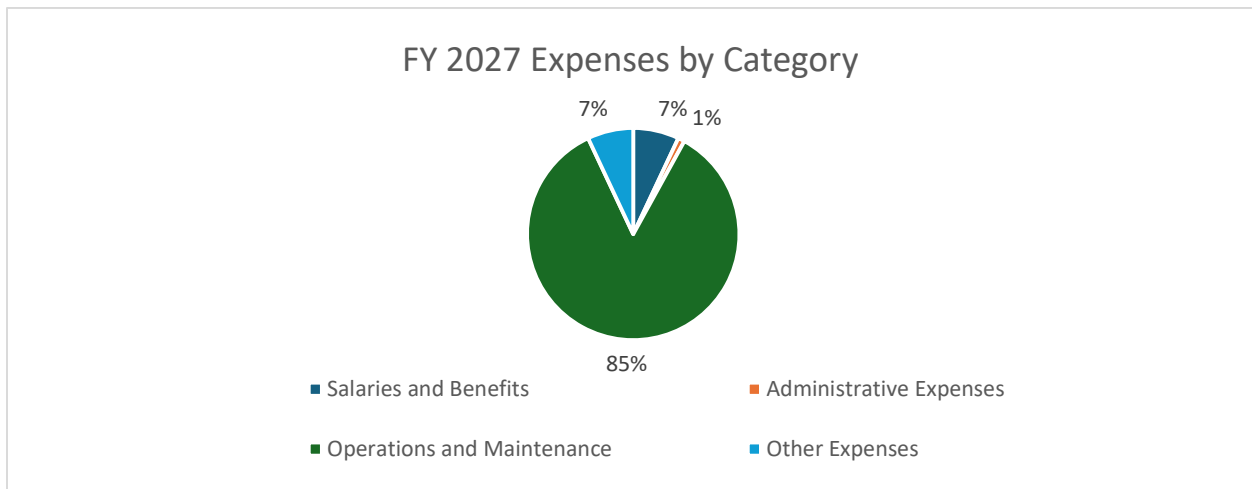
FY 2027 Goals - Operations					
Toll Operations					
Enhance customer service through automation and mobile-friendly platforms.					
Optimize revenue collection by evaluating back-office solutions and improving pre-paid account management.					
Ensure financial stewardship by mitigating revenue leakage and refining enforcement programs.					
Expand interoperability to provide customers with seamless travel across toll systems.					
Traffic and Safety Operations					
Improve roadway safety by expanding roadside assistance coverage and coordinating with law enforcement.					
Enhance traffic flow and traveler information through data integration and communication technologies.					
Strengthen regional partnerships to optimize traffic management and incident response.					

Operations

Operations

Summary of Expenses:

	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Salaries and Benefits	\$ 902,003	\$ 998,071	\$ 1,810,718	\$ 1,838,433	1.5%
Administrative Expenses	83,479	184,543	351,400	349,170	-0.6%
Operations and Maintenance	17,364,741	18,788,154	22,726,790	22,811,132	0.4%
Other Expenses	203,413	365,197	1,784,224	1,877,732	5.2%
Total Expenses	\$ 18,553,636	\$ 20,335,965	\$ 26,673,132	\$ 26,876,467	0.8%



Operations

Central Texas Regional Mobility Authority
Operating Budget - FY 2027
Operations

Account Name	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
<i>Expenses</i>					
Salaries and Benefits					
Salaries & Wages					
Salary Expense - Regular	605,842	674,230	1,114,911	1,123,231	0.7%
Total Salaries	605,842	674,230	1,114,911	1,123,231	0.7%
Benefits					
TCDRS	109,574	121,359	200,684	202,182	0.7%
FICA	34,144	38,107	64,288	65,403	1.7%
FICA MED	8,635	9,608	16,166	16,287	0.7%
Health Insurance Expense	129,235	138,540	361,025	392,618	8.8%
Life Insurance Expense	616	605	1,134	1,572	38.6%
Other Benefits	13,245	15,230	50,170	34,621	-31.0%
Total Benefits	295,450	323,449	693,467	712,682	2.8%
Payroll Taxes					
Unemployment Taxes	712	392	2,340	2,520	7.7%
Total Payroll Taxes	712	391.93	2340	2,520	7.7%
Total Salaries and Benefits	902,003	998,071	1,810,718	1,838,433	1.5%
Administrative					
Administrative and Office Expenses					
Auditing	2,803	-	-	-	
Software Licenses	572	623	7,000	650	-90.7%
Cell Phones	7,219	3,587	3,600	4,000	11.1%
Overnight Delivery Services	-	-	-	150	100.0%
Meeting Expense	767	1,556	3,000	3,000	0.0%
Parking / Local Ride Share	44	-	500	100	-80.0%
Mileage Reimbursement	818	916	1,350	2,500	85.2%
Total Administrative and Office Expenses	12,222	6681.57	15450	10,400	-32.7%
Office Supplies					
Office Supplies	87	254	1,000	1,000	0.0%
Computer Supplies	40	-	150	-	-100.0%
Other Reports - Printing	43	-	250	-	-100.0%
Office Supplies - Printed	1,371	1,478	3,000	3,500	16.7%
Postage Expense	200	-	600	300	-50.0%
Total Office Supplies	1,741	1731.95	5000	4,800	-4.0%
Communications and Public Relations					
Website Maintenance	40,000	-	25,000	25,000	0.0%
Research Services	-	-	60,000	50,000	-16.7%
Communications and Marketing	-	132,692	100,000	100,000	0.0%
Direct Mail Production	-	0	45,000	45,000	0.0%
Other Public Relations	-	421	-	-	
Promotional Items	-	-	-	5,000	100.0%
Printing	949	2,827	45,000	45,000	0.0%
Total Communications and Public Relations	40,949	135940.12	275000	270,000	-1.8%

Operations

Central Texas Regional Mobility Authority
Operating Budget - FY 2027
Operations

Account Name	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Employee Development					
Agency Memberships	-	759	1,450	1,000	-31.0%
Professional Development	3,895	10,105	11,200	22,970	105.1%
Other Licenses	71	-	1,200	-	-100.0%
Seminars and Conferences	5,018	5,645	16,600	10,000	-39.8%
Travel	19,582	23,680	25,500	30,000	17.6%
Total Employee Development	28,566	40188.92	55950	63,970	14.3%
Total Administrative	83,479	184542.56	351400	349,170	-0.6%
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant					
GEC - Toll Ops Support					
GEC 3.1 Operations Center Support	-	-	119,476	85,000	-28.9%
GEC 3.2 Toll Operations Support	373,172	812,001	746,880	455,000	-39.1%
General System Consultant	886,168	537,153	865,000	404,000	-53.3%
Traffic and Revenue Consultant	92,655	-	-	-	
Total Operations and Maintenance Consulting	1,351,994	1349154.09	1731356	944,000	-45.5%
Toll Processing and Collection Expense					
Image Processing	3,174,779	3,157,949	2,050,960	2,517,452	22.7%
Tag Collection Fees	11,201,277	12,704,874	16,562,474	17,056,680	3.0%
Court Enforcement Costs	-	3,420	200,000	75,000	-62.5%
PBM Incentive	-	-	500,000	250,000	-50.0%
Total Toll Processing and Collections	14,376,056	15866242.52	19313434	19,899,132	3.0%
Toll Operations Expense					
Law Enforcement	460,876	496,300	825,000	833,000	1.0%
ETC Toll Management Center System Operation	886,763	866,958	487,000	785,000	61.2%
ETC Development	289,052	209,500	320,000	350,000	9.4%
ETC Testing	-	-	50,000	-	-100.0%
Total Toll Operations	1,636,691	1572757.57	1682000	1,968,000	17.0%
Total Operations and Maintenance	17,364,741	18788154.18	22726790	22,811,132	0.4%
Other Expenses					
Special Projects and Contingencies					
HERO	196,641	350,490	1,774,224	1,865,232	5.1%
Customer Relations	6,772	14,707	10,000	12,500	25.0%
Total Special Projects and Contingencies	203,413	365197.21	1784224	1,877,732	5.2%
Total Other and Non-Cash Expenses	203,413	365197.21	1784224	1,877,732	5.2%
Total Expenses	18,553,636	20,335,965	26,673,132	26,876,467	0.8%

Information Technology

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

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

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

The IT Department will continue to set a solid foundation for the Mobility Authority's future. These efforts include the buildout of the new CTRMA headquarters with modern AV and collaboration technologies; development of a new Traffic Management Center featuring an advanced video wall and regional video sharing capabilities; continued operation and enhancement of the Data Platform System for toll transaction processing; maintaining toll system reliability and high availability across all facilities; replacing aging toll systems on SH 183, 45SW, and 183A; and advancing ITS through connected vehicle technology, expanded video coverage, and improved roadway detection.

Goals and Initiatives:

- **New CTRMA Headquarters Buildout and AV Technologies:** The construction and buildout of the new CTRMA headquarters represents a significant investment in the agency's long-term operational capacity. IT will lead the technology design and implementation for the new facility, including structured cabling, network infrastructure, server room/data center design, and end-user device deployment. A key component of the new headquarters is the integration of modern audiovisual (AV) technologies throughout the building, including digital display systems, unified communications platforms, videoconferencing-enabled conference rooms, and broadcast-quality presentation systems for the boardroom and public meeting spaces. These investments will ensure the agency's new home supports a collaborative, connected, and future-ready work environment.

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

Information Technology

- **New Traffic Management Center, Video Wall, and Video Sharing:** CTRMA will establish a new Traffic Management Center (TMC) to serve as the operational hub for monitoring and managing traffic conditions across the Authority's roadways. The TMC will feature a large-format video wall capable of displaying live feeds from roadside cameras, traffic management applications, and incident management systems simultaneously. In addition, the Authority will implement a regional video sharing architecture that allows real-time video exchange with partner agencies including TxDOT, Austin Transportation Department, and local public safety entities. This capability will strengthen regional situational awareness, improve incident response coordination, and support the Authority's commitment to safe and reliable roadway operations.

Strategic Goals: Deliver on Commitments to our Customers and our Investors, Employ a Collaborative Approach to Implementing Mobility Solutions, Explore Transformative Technology and Adopt Industry Best Practices

- **Data Platform System – Continued Toll Transaction Processing:** The Data Platform System (DPS) is the central integration point for all toll transaction processing and data analytics at the Mobility Authority. Now fully operational, the DPS continues to receive toll transactions from the roadside, apply business rules, and route transactions to interoperability partners and Pay by Mail processing. IT will continue to enhance and optimize the platform to support growing transaction volumes, expand reporting and analytics capabilities, and ensure compliance with national interoperability standards. The Mobility Authority's investment in the DPS provides leadership with real-time insight into traffic trends, revenue performance, and customer behavior.

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

- **Toll System Reliability and High Availability:** Maintaining the reliability and high availability of the Authority's toll collection infrastructure remains a core IT priority. IT will continue to monitor system performance around the clock, proactively address hardware and software issues, and coordinate with vendors to ensure timely maintenance and support. Key activities include preventive maintenance schedules, spare parts inventory management, software patch management, and disaster recovery planning to minimize system downtime. Service level targets for system uptime, transaction accuracy, and lane availability will continue to guide operational decisions and performance reporting to agency leadership.

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

- **Toll System Replacement – SH 183, 45SW, and 183A:** The Authority is executing a multiyear migration from legacy toll collection systems to a modern platform across its existing roadway portfolio. This fiscal year, IT will focus replacement efforts on SH 183, 45SW, and 183A — facilities that have operated on aging infrastructure and are approaching end-of-life. The replacement program includes installation of new roadside toll collection hardware, fiber optic upgrades, communications network enhancements, and integration with the Data Platform System. System replacements will be carefully planned and sequenced to minimize disruption to revenue collection and customer experience during transition periods.






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

Information Technology

- **ITS Initiatives – Connected Vehicle Technology, Expanded Video Coverage, and Detection:** IT will support the Authority’s growing portfolio of Intelligent Transportation System (ITS) investments to improve safety, mobility, and the customer experience on CTRMA facilities. Connected vehicle (CV) technology initiatives will explore vehicle-to-infrastructure (V2I) communication capabilities to provide real-time alerts and advisories to equipped vehicles. Expanded video coverage will add camera assets at key locations to fill gaps in situational awareness and support incident management. Enhanced detection systems — including radar, loop detection, and video analytics — will improve traffic flow monitoring, incident detection times, and data accuracy for operations and planning. These initiatives align with state and federal transportation technology priorities and position the Authority as a leader in smart mobility.

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

Information Technology

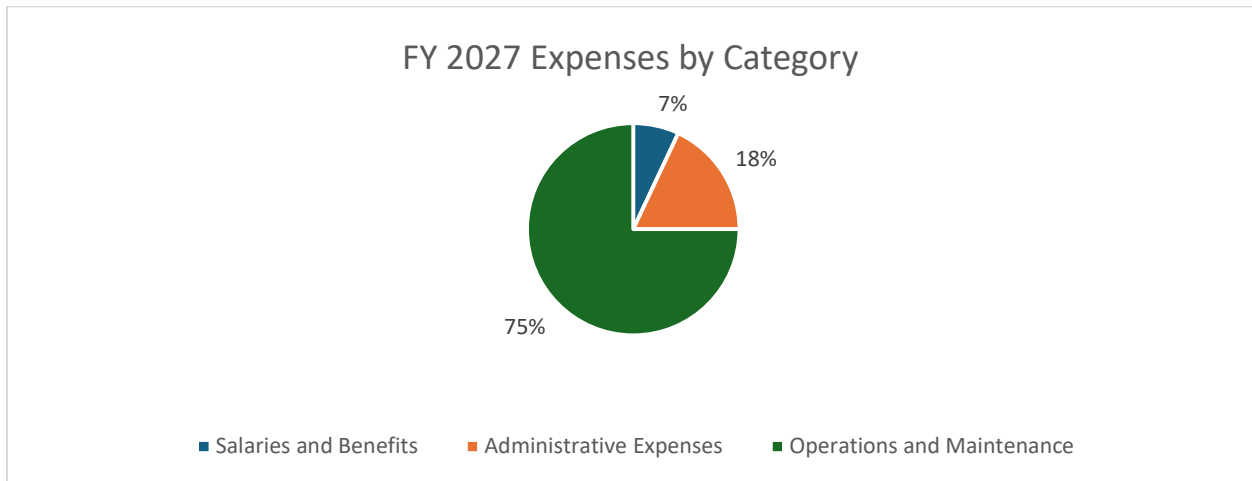
FY 2027 Goals – Information Technology (IT)					
Roadside Technology					
This involves a multi-year migration from a legacy system to a new toll collection system on existing roadways.					
New systems, fiber optic and communication networks, and ITS will be installed on newly constructed roads with toll collection systems.					
Mobility Technology					
This initiative focuses on installing key Intelligent Transportation System (ITS) assets to help customers make informed decisions and support future planning.					
Research innovative ways to communicate actionable roadway events to the public and traffic operators, aiming for a better and safer customer experience.					
Toll Interoperability					
Continue efforts to provide a seamless toll experience across the United States using a single transponder.					
Collaborate with state and national tolling community to develop and implement a standardized toll policy.					
Data Platform System (DPS)					
Development for trip building and fleet account support where the focus will be on enhancing and streamlining the system for transaction processing.					

Information Technology

Information Technology

Summary of Expenses:

	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Salaries and Benefits	\$ 679,449	\$ 731,021	\$ 1,182,506	\$ 1,230,966	4.1%
Administrative Expenses	1,718,631	2,275,771	2,662,000	3,179,400	19.4%
Operations and Maintenance	10,310,883	11,051,488	11,866,000	13,010,000	9.6%
Total Expenses	\$ 12,708,963	\$ 14,058,280	\$ 15,710,506	\$ 17,420,366	10.9%



Information Technology

Central Texas Regional Mobility Authority
Operating Budget - FY 2027
Information Technology

Account Name	FY2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
<i>Expenses</i>					
Salaries and Benefits					
Salaries & Wages					
Salary Expense - Regular	485,792	520,667	815,195	828,404	1.6%
Total Salaries	485,792	520,667	815,195	828,404	1.6%
Benefits					
TCDRS	87,882	93,719	146,735	149,113	1.6%
FICA	25,357	27,135	44,488	45,866	3.1%
FICA MED	6,863	7,329	11,820	12,012	1.6%
Health Insurance Expense	62,544	65,085	126,160	156,753	24.2%
Life Insurance Expense	331	304	525	492	-6.3%
Other Benefits	10,329	16,593	36,683	37,426	2.0%
Total Benefits	193,306	210,165	366,411	401,662	9.6%
Payroll Taxes					
Unemployment Taxes	351	189	900	900	0.0%
Total Payroll Taxes	351	189	900	900	0.0%
Total Salaries and Benefits	679,449	731,021	1,182,506	1,230,966	4.1%
Administrative					
Administrative and Office Expenses					
IT Services	251,731	424,751	550,000	550,000	0.0%
Software Licenses	1,310,762	1,775,299	1,850,000	2,200,000	18.9%
Cell Phones	9,831	4,534	5,500	6,500	18.2%
Local Telephone Service	2,350	2,497	2,500	600	-76.0%
Copy Machine	-	0	0	15,300	100.0%
Meeting Expense	-	7,553	1,000	1,000	0.0%
Total Administrative and Office Expenses	1,574,675	2,214,634	2,409,000	2,773,400	15.1%
Office Supplies					
Office Supplies	-	127	2,000	1,000	-50.0%
Computer Supplies	86,947	42,221	206,000	350,000	69.9%
Total Office Supplies	86,947	42,348	208,000	351,000	68.8%
Communications and Public Relations					
Website Maintenance	39,783	3,283	10,000	5,000	-50.0%
Total Communications and Public Relations	39,783	3,283	10,000	5,000	-50.0%
Employee Development					
Professional Development	-	1,995	5,000	10,000	100.0%
Seminars and Conferences	4,350	3,425	10,000	15,000	50.0%
Travel	12,877	10,086	20,000	25,000	25.0%
Total Employee Development	17,227	15,506	35,000	50,000	42.9%
Total Administrative	1,718,631	2,275,771	2,662,000	3,179,400	19.4%

Information Technology

Central Texas Regional Mobility Authority
Operating Budget - FY 2027
Information Technology






Account Name	FY2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant					
GEC - Toll Ops Support					
GEC 3.2 Toll Operations Support	643,038	961,889	785,000	600,000	-23.6%
General System Consultant	327,871	1,621,225	1,221,000	1,600,000	31.0%
Total Operations and Maintenance Consulting	970,909	2,583,114	2,006,000	2,200,000	9.7%
Toll Operations Expense					
Telecommunications	140,357	189,645	160,000	160,000	0.0%
ETC Spare Parts Expense	282,422	168,157	250,000	350,000	40.0%
Repair and Maintenance Toll Equipment	260,106	45,533	100,000	200,000	100.0%
ETC Maintenance Contract	6,759,512	5,920,038	6,450,000	7,400,000	14.7%
Transaction Processing Maintenance Contract	1,897,480	2,145,000	2,300,000	2,300,000	0.0%
ETC Development	-	0	200,000	200,000	0.0%
ETC Testing	-	0	400,000	200,000	-50.0%
Total Toll Operations	9,339,878	8,468,374	9,860,000	10,810,000	9.6%
Total Operations and Maintenance	10,310,883	11,051,488	11,866,000	13,010,000	9.6%
Total Expenses	12,708,963	14,058,280	15,710,506	17,420,366	10.9%

Communications

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

- Public/Government Relations. The business function of public relations and communications involves the strategic communications process that builds mutually beneficial relationships between the Mobility Authority and its constituents. Constituents include customers, local businesses, strategic partners, governmental organizations, community and civic groups, citizens as well as the driving 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.
- Community Development and Outreach. The Mobility Authority provides public outreach direction and support on all Mobility Authority projects under development and in operation, represents the agency's interests in these projects and maintains working relationships with all stakeholders including government entities, neighborhoods, community organizations and the public. Another major communication function is the coordination and promotion of events such as groundbreakings, ribbon cuttings, community appreciation events, and stakeholder presentations.
- Customer Support and Service. Activities in this area revolve primarily around the strategic communication of the Mobility Authority's tolling policies, programs and processes on its facilities including 183A Toll, 290 Toll, 71 Toll Lane, the MoPac Express Lane, 45SW Toll, 183 Toll and now the recently opened 183 Express Lanes. Major activities include educating the public on toll operations, the Pay By Mail program, the Habitual Violator program, the Veterans program, payment options, interoperability, and the benefits of electronic tags. The communication function also handles customer and stakeholder inquiries and assists with dispute resolution related to agency operations.
- Marketing/Communications. Activities in the marketing area revolve primarily around the strategic branding of the value of tolling in infrastructure funding, the tolling landscape in Central Texas, and the Mobility Authority's role in the region. Position Mobility Authority as thought leaders and active implementers of innovative transportation solutions. Additionally, this year there will be focused efforts on pre-paid accounts, our new roadside safety service and the upcoming Pay By Mail transition.

Communications

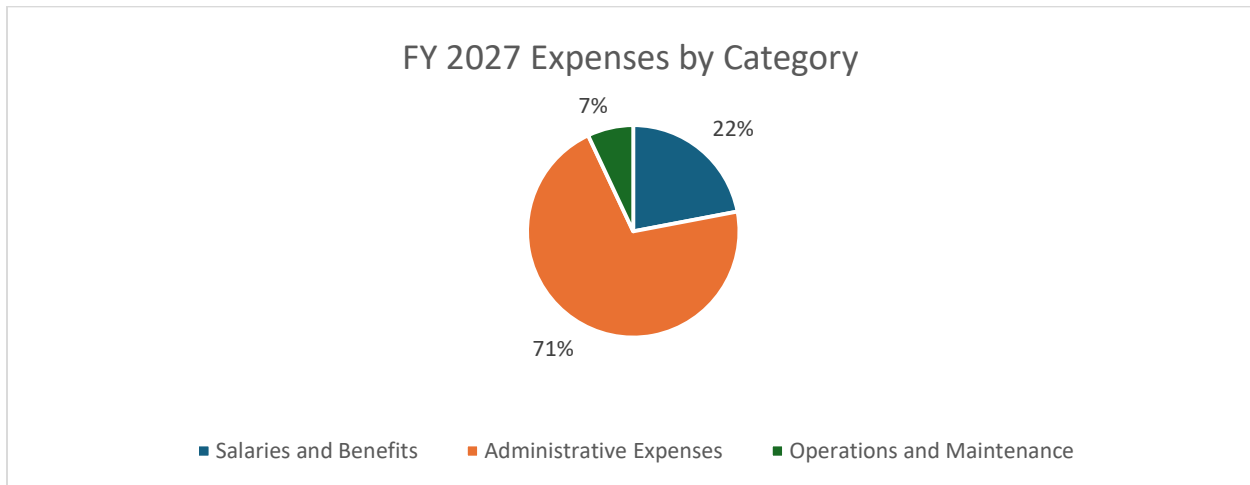
FY 2027 Goals - Communications					
Develop and implement a comprehensive campaign to increase awareness of payment options, including specifically promoting electronic tags, for Mobility Authority facilities.					
Expand multi-media tactical campaign to highlight specific and critical messaging – electronic tags, PBM transition.					
Educational campaign targeted at Habitual Violators Program and increased enforcement efforts on Mobility Authority facilities.					
Comprehensive community outreach program for projects such as 290E and Mopac South.					
Develop and maintain programs keeping Central Texans informed of the latest in transportation technology and solutions that will help relieve congestion and improve quality of life.					
Secure and deliver sponsorships designed to maintain positive relationships with community leaders, drivers, businesses and neighbors regarding environmental study and construction activities.					
Enhance awareness of the Mobility Authority and our commitment to customer service, driver safety, construction safety, and congestion management on existing roadways.					
Develop, produce and distribute all Agency reports and materials.					
Extensive research effort (quantitative and qualitative) to support strategic plan, tag messaging, enforcement messaging, brand messaging and outreach efforts.					

Communications

Communications

Summary of Expenses:

	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Salaries and Benefits	\$ 565,231	\$ 608,743	\$ 662,184	\$ 796,253	20.2%
Administrative Expenses	1,572,366	2,419,011	2,440,300	2,584,800	5.9%
Operations and Maintenance	272,993	241,292	250,000	250,000	0.0%
Total Expenses	\$ 2,410,590	\$ 3,269,046	\$ 3,352,484	\$ 3,631,053	8.3%



Communications

Central Texas Regional Mobility Authority
Operating Budget - FY 2027
Communication

Account Name	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
<i>Expenses</i>					
Salaries and Benefits					
Salaries & Wages					
Salary Expense - Regular	403,903	429,953	451,979	509,087	12.6%
Total Salaries	403,903	429,953	451,979	509,087	12.6%
Benefits					
TCDRS	73,067	77,391	81,356	91,636	12.6%
FICA	24,007	25,453	26,155	30,390	16.2%
FICA MED	5,780	6,109	6,554	7,382	12.6%
Health Insurance Expense	56,481	68,052	74,883	133,507	78.3%
Life Insurance Expense	330	302	378	510	35.0%
Other Benefits	1,311	1,294	20,339	23,021	13.2%
Total Benefits	160,977	178,601	209,665	286,446	36.6%
Payroll Taxes					
Unemployment Taxes	351	189	540	720	33.3%
Total Payroll Taxes	351	189	540	720	33.3%
Total Salaries and Benefits	565,231	608,743	662,184	796,253	20.2%
Administrative					
Administrative and Office Expenses					
Software Licenses	540	854	-	-	
Cell Phones	500	1,150	1,800	1,800	0.0%
Meeting Expense	76	198	2,000	2,000	0.0%
Parking / Local Ride Share	-	105	1,000	1,000	0.0%
Mileage Reimbursement	100	10	500	500	0.0%
Total Administrative and Office Expenses	1,216	2,317	5,300	5,300	0.0%
Office Supplies					
Office Supplies	139	-	250	250	0.0%
Computer Supplies	-	-	500	500	0.0%
Other Reports - Printing	-	-	500	500	0.0%
Office Supplies - Printed	192	-	500	500	0.0%
Postage Expense	200	-	250	250	0.0%
Total Office Supplies	531	-	2,000	2,000	0.0%
Communications and Public Relations					
Print/Outdoor Production	-	-	75,000	75,000	0.0%
Website Maintenance	331,888	106,637	150,000	150,000	0.0%
Research Services	-	40,581	50,000	50,000	0.0%
Communications and Marketing	79,073	466,616	500,000	575,000	15.0%
Media Planning and Placement	1,095,416	1,686,072	1,225,000	1,300,000	6.1%
TV and Video Production	41,470	59,695	250,000	250,000	0.0%
Photography	6,485	850	25,000	25,000	0.0%
Radio Production	-	-	50,000	50,000	0.0%
Promotional Items	11,031	12,721	25,000	25,000	0.0%
Printing	-	-	10,000	5,000	-50.0%
Other Communication Expenses	-	29,234	50,000	50,000	0.0%
Total Communications and Public Relations	1,565,362	2,402,406	2,410,000	2,555,000	6.0%

Communications

Central Texas Regional Mobility Authority
Operating Budget - FY 2027
Communication

Account Name	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Employee Development					
Subscriptions	-	-	500	-	-100.0%
Agency Memberships	-	240	5,000	5,000	0.0%
Professional Development	-	-	2,500	2,500	0.0%
Seminars and Conferences	1,980	3,975	5,000	5,000	0.0%
Travel	3,277	10,074	10,000	10,000	0.0%
Total Employee Development	5,257	14,289	23,000	22,500	-2.2%
Total Administrative	1,572,366	2,419,011	2,440,300	2,584,800	5.9%
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant					
GEC - Public Information Support					
GEC 6.2 Public Information - Non Project	272,993	241,292	250,000	250,000	0.0%
Total Operations and Maintenance Consulting	272,993	241,292	250,000	250,000	0.0%
Total Operations and Maintenance	272,993	241,292	250,000	250,000	0.0%
Total Expenses	2,410,590	3,269,046	3,352,484	3,631,053	8.3%

Engineering

The role of the Engineering Department is to plan, develop, construct, and maintain major capital improvement projects in Williamson and Travis counties (from initial concept through final construction acceptance and into long term operations and maintenance). Engineering work currently ongoing in support of the agency goals and objectives includes the following projects.

Projects Under Development (Feasibility, Environmental, or Design Phase)

- MoPac South Environmental Study: Environmental study phase, with efforts toward receiving an environmental decision.
- 183A Added Capacity Environmental Study: Environmental study and schematic design for potential capacity improvements on 183A Toll. Categorical Exclusion approval issued March 2026, anticipate final design in CY 2026.
- 290 Extension: Environmental study and schematic design that will evaluate a possible extension of 290 Toll from its current end point near SH 130 in Travis County farther east to SH 95 South in Bastrop County.
- 183A Innovative Intersection Improvements: Continued coordination of environmental and design activities on Cedar Park's intersections at RM 1431 and New Hope Dr.
- Ronald Reagan: Feasibility phase, early-stage evaluation to determine whether the proposed project is viable from a financial, operational, and strategic standpoint before advancing into full development.
- Travis County Roadway Safety Projects (in design): ROW acquisition and utility relocation phases, provide turnkey project management, design, construction, and construction management services for Travis County on their 2017 and 2023 Bond projects.

Projects Under Construction

- 183A Phase 3 design-bid-build opened to traffic in CY 2025. Final acceptance of construction anticipated in CY 2026.
- 183 North Mobility Project design-build opened to traffic in CY 2026. Final acceptance of construction anticipated in CY 2026.
- Travis County Roadway Safety Projects (under construction): Some projects in the design phase will transition to construction in CY 2026 and CY 2027 upon completion of ROW acquisition and utility relocation.
- 183A Frontage Roads: Continue coordination of the construction of frontage road type lanes between Avery Ranch and RM 1431. Construction began January 2026 and will continue into CY 2028.






Engineering

In addition to the design and construction projects, maintenance projects continue to provide improvements and rehabilitation to Mobility Authority facilities, sign replacements, barrier painting, slab stabilization, wall repairs and pond upgrades.

Ongoing Operational Effort: Roadway and Facility Maintenance.

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

Engineering

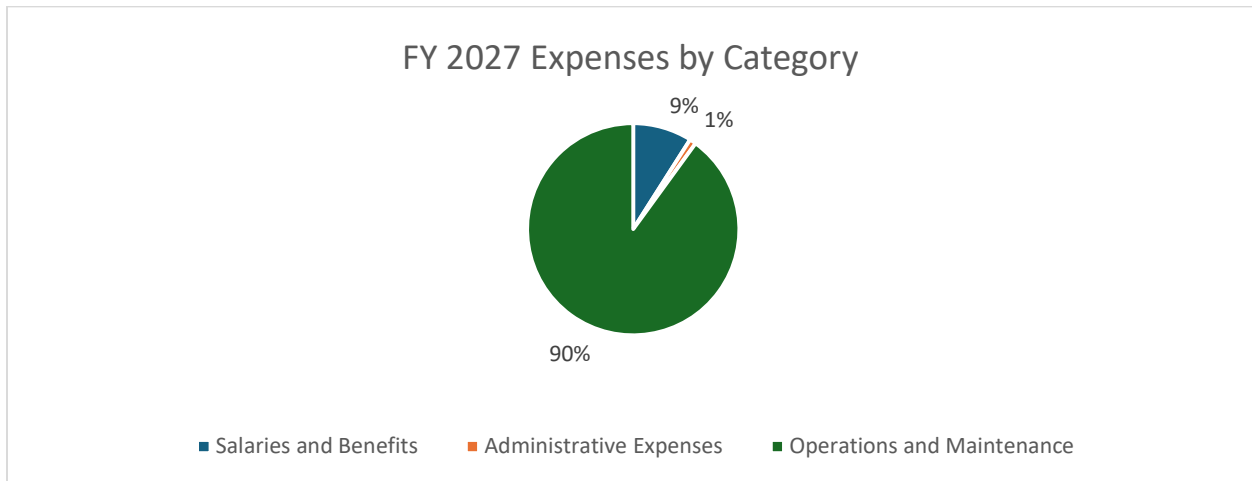
FY 2027 Goals - Engineering					
Collect data to inform decisions necessary to project and plan for maintenance and renewal/replacement activities.					
Continued management of the PBMC to provide routine maintenance across our system.					
Work with regional partners to evaluate potential operational, safety, capacity and access improvements.					
Continued development of a long-range projects plan, a five-year Capital Plan, and a two-year letting schedule for regional projects.					
In coordination with Finance and Executive teams, provide needs, estimates and schedules for implementation of the financial strategy.					
In coordination with the Executive Director, coordinate efforts with our regional partners and the local municipalities.					
In coordination with the Executive Director, explore multimodal opportunities with regional partners.					

Engineering

Engineering

Summary of Expenses:

	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Salaries and Benefits	\$ 1,613,455	\$ 1,738,764	\$ 2,043,600	\$ 2,390,800	17.0%
Administrative Expenses	19,220	16,601	56,900	51,150	-10.1%
Operations and Maintenance	10,440,642	13,545,798	16,470,249	23,087,437	40.2%
Total Expenses	\$ 12,073,317	\$ 15,301,163	\$ 18,570,749	\$ 25,529,387	37.5%



Engineering

Central Texas Regional Mobility Authority
Operating Budget - FY 2027
Engineering

Account Name	FY2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
<i>Expenses</i>					
Salaries and Benefits					
Salaries & Wages					
Salary Expense - Regular	1,172,078	1,262,316	1,453,160	1,669,573	14.9%
Total Salaries	1,172,078	1,262,316	1,453,160	1,669,573	14.9%
Benefits					
TCDRS	212,009	227,215	261,569	300,523	14.9%
FICA	64,779	68,606	76,239	91,679	20.3%
FICA MED	16,897	18,166	21,071	24,209	14.9%
Health Insurance Expense	115,410	126,006	163,578	226,293	38.3%
Life Insurance Expense	893	811	972	1,312	35.0%
Other Benefits	30,452	35,141	65,391	75,412	15.3%
Total Benefits	440,441	475,945	588,820	719,427	22.2%
Payroll Taxes					
Unemployment Taxes	936	504	1,620	1,800	11.1%
Total Payroll Taxes	936	504	1,620	1,800	11.1%
Total Salaries and Benefits	1,613,455	1,738,764	2,043,600	2,390,800	17.0%
Administrative					
Administrative and Office Expenses					
Cell Phones	8,412	4,975	10,000	10,000	0.0%
Meeting Expense	133	288	250	250	0.0%
Toll Tag Expense	700	1,804	3,000	3,000	0.0%
Parking / Local Ride Share	39	111	500	500	0.0%
Mileage Reimbursement	93	93	1,500	1,500	0.0%
Building Parking	1,001	695	2,500	1,250	-50.0%
Total Administrative and Office Expenses	10,378	7,966	17,750	16,500	-7.0%
Office Supplies					
Books and Publications	-	0	250	250	0.0%
Office Supplies	-	0	500	500	0.0%
Miscellaneous Office Equipment	-	0	2,000	2,000	0.0%
Computer Supplies	-	0	250	250	0.0%
Total Office Supplies	-	-	3,000	3,000	0.0%
Employee Development					
Agency Memberships	435	540	2,500	2,500	0.0%
Continuing Education	895	3,450	6,500	6,500	0.0%
Professional Development	-	-	8,000	3,500	-56.3%
Other Licenses	100	50	250	250	0.0%
Seminars and Conferences	2,190	1,550	2,900	2,900	0.0%
Travel	5,222	3,045	16,000	16,000	0.0%
Total Employee Development	8,842	8,635	36,150	31,650	-12.4%
Total Administrative	19,220	16,601	56,900	51,150	-10.1%

Engineering

Central Texas Regional Mobility Authority
Operating Budget - FY 2027
Engineering

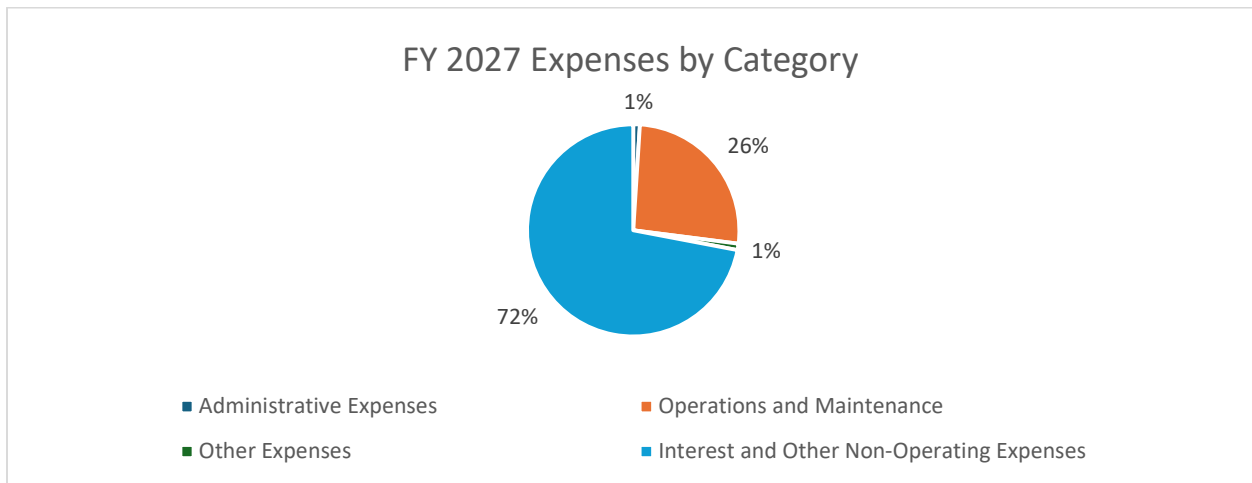
Account Name	FY2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant					
GEC - Trust Indenture Support					
GEC 1.1 Annual O&M Budget Development	78,080	22,927	55,000	55,000	0.0%
GEC 1.2 Annual Facility Inspections	449,680	1,258,413	1,404,653	1,077,200	-23.3%
GEC 1.3 Toll Rate Schedule Prep	-	825	15,000	15,000	0.0%
GEC - Financial Planning Support					
GEC 2.1 Program Funding Support	282,475	287,740	300,000	360,000	20.0%
GEC - Roadway Ops Support					
GEC 4.1 Driveway and Utility Permitting	27,331	39,178	90,000	90,000	0.0%
GEC 4.3 Maintenance Contract Support/Oversight	789,349	639,341	922,000	1,211,900	31.4%
GEC 4.4 Traffic Data Gathering and Analysis	651,930	539,540	800,000	825,000	3.1%
GEC 4.7 Warranty	-	-	50,000	50,000	0.0%
GEC - Technology Support					
GEC 5.1 Technology Development	705,027	682,873	637,050	519,200	-18.5%
GEC 5.2 Technology Maintenance	7,201	24,393	145,250	298,600	105.6%
GEC - General Support					
GEC 7.1 Program Management	154,717	148,022	635,250	730,600	15.0%
GEC 7.2 Technical Resource Support	53,707	45,230	44,000	44,000	0.0%
GEC 7.3 Study and Report Review	3,065	1,555	-	-	-
GEC 7.4 Agency Coordination - Non Project	305,438	575,119	221,650	266,000	20.0%
GEC 7.5 Other Initiatives - Non Project	581,492	1,618,885	1,245,000	4,602,500	269.7%
Traffic Modeling	-	-	125,000	125,000	0.0%
Total Operations and Maintenance Consulting	4,089,490	5,884,041	6,689,853	10,270,000	53.5%
Road Operations and Maintenance					
Roadway Maintenance	3,170,970	4,377,922	4,887,388	7,196,205	47.2%
Landscape Maintenance	2,770,782	2,844,985	3,957,508	4,143,732	4.7%
Maintenance Supplies-Roadway	48,337	69,301	400,000	400,000	0.0%
Tools and Equipment Expense	216	1,825	95,000	95,000	0.0%
Gasoline	17,291	15,163	30,000	30,000	0.0%
Repair and Maintenance - Vehicles	1,553	11,237	10,000	10,000	0.0%
Natural Gas	14,005	10,650	10,000	12,000	20.0%
Electricity - Roadways	316,420	318,409	375,000	412,500	10.0%
Total Road Operations and Maintenance	6,339,574	7,649,493	9,764,896	12,299,437	26.0%
Toll Operations Expense					
Generator Fuel	1,072	523	3,000	5,500	83.3%
Fire and Burglar Alarm	493	493	500	500	0.0%
Refuse	2,010	2,054	2,500	2,500	0.0%
Water - Irrigation	8,003	9,193	9,500	9,500	0.0%
Law Enforcement	-	0	0	500,000	-
Total Toll Operations	11,579	12,263	15,500	518,000	3241.9%
Total Operations and Maintenance	10,440,642	13,545,798	16,470,249	23,087,437	40.2%
Total Expenses	12,073,317	15,301,163	18,570,749	25,529,387	37.5%

MoPac North

MoPac North

Summary of Expenses:

	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Administrative Expenses	-	-	92,500	124,000	34.05%
Operations and Maintenance	-	-	3,744,584	4,497,960	20.12%
Other Expenses	-	-	96,873	75,109	-22.47%
Interest and Other Non-Operating Expenses	-	-	10,702,389	12,155,626	13.58%
Total Expenses	\$ -	\$ -	\$ 14,636,346	\$ 16,852,695	15.14%



MoPac North

Central Texas Regional Mobility Authority
Operating Budget - FY 2027
MoPac North

Account Name	FY2024 Actual Results	FY2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
<i>Expenses</i>					
Administrative					
Administrative and Office Expenses					
Financial Advisors		3,600	-	-	
IT Services		-	-	22,000	
Software Licenses		-	92,500	88,000	-4.9%
Total Administrative and Office Expenses	-	3,600	92,500	110,000	18.9%
Office Supplies					
Computer Supplies		-	-	14,000	
Total Office Supplies	-	-	-	14,000	
Financing and Banking Fees					
Bank Fee Expense		148	-	-	
Total Financing and Banking Fees	-	148	-	-	
Total Administrative	-	3,748	92,500	124,000	34.1%
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant					
GEC - Trust Indenture Support					
GEC 1.1 Annual O&M Budget Development		3,821	7,857	7,857	0.0%
GEC 1.2 Annual Facility Inspections		354,872	40,735	226,955	457.2%
GEC 1.3 Toll Rate Schedule Prep		138	2,143	2,143	0.0%
GEC - Financial Planning Support					
GEC 2.1 Program Funding Support		71,935	27,000	70,424	160.8%
GEC - Toll Ops Support					
GEC 3.1 Operations Center Support		-	6,523	3,400	-47.9%
GEC 3.2 Toll Operations Support		104,067	80,030	42,200	-47.3%
GEC - Roadway Ops Support					
GEC 4.3 Maintenance Contract Support/Oversight		215,919	114,328	149,864	31.1%
GEC 4.4 Traffic Data Gathering and Analysis		126,252	23,200	173,819	649.2%
GEC 4.7 Warranty		-	1,450	10,535	626.5%
GEC - Technology Support					
GEC 5.1 Technology Development		167,290	18,474	109,390	492.1%
GEC 5.2 Technology Maintenance		4,066	20,750	42,657	105.6%
GEC - General Support					
GEC 7.1 Program Management		24,670	90,750	104,371	15.0%
GEC 7.2 Technical Resource Support		7,538	6,286	6,286	0.0%
GEC 7.3 Study and Report Review		259	-	-	
GEC 7.4 Agency Coordination - Non Project		95,853	31,664	38,000	20.0%
GEC 7.5 Other Initiatives - Non Project		196,820	177,857	657,500	269.7%
General System Consultant		139,885	108,279	80,160	-26.0%
Traffic Modeling		-	3,625	26,336	626.5%
Traffic and Revenue Consultant		78,083	-	-	
Total Operations and Maintenance Consulting	-	1,591,469	760,951	1,751,898	130.2%

MoPac North

Central Texas Regional Mobility Authority
Operating Budget - FY 2027
MoPac North

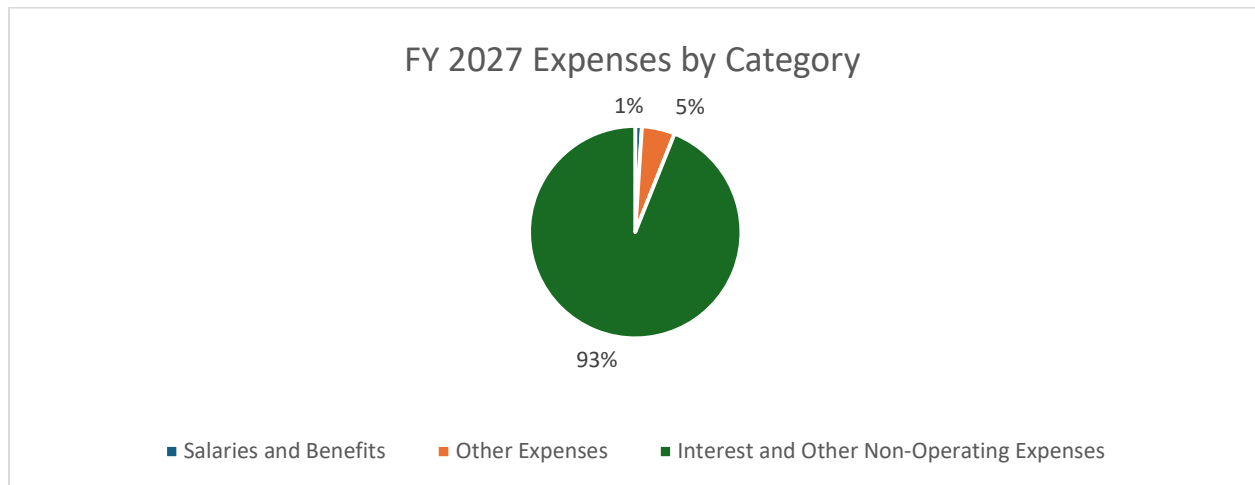
Account Name	FY2024 Actual Results	FY2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Road Operations and Maintenance					
Roadway Maintenance		513,405	606,036	889,882	46.8%
Landscape Maintenance		408,537	427,411	446,121	4.4%
Maintenance Supplies-Roadway		13,765	49,600	49,464	-0.3%
Natural Gas		8,885	10,000	12,000	20.0%
Electricity - Roadways		24,961	10,875	86,910	699.2%
Total Road Operations and Maintenance	-	969,553	1,103,922	1,484,377	34.5%
Toll Processing and Collection Expense					
Image Processing		-	143,382	100,698	-29.8%
Tag Collection Fees		849,315	1,230,770	682,267	-44.6%
Court Enforcement Costs		-	10,920	-	-100.0%
PBM Incentive		-	-	10,000	
Total Toll Processing and Collections	-	849,315	1,385,072	792,965	-42.7%
Toll Operations Expense					
Telecommunications		12,335	-	-	
Water - Irrigation		1,960	-	-	
Repair and Maintenance Toll Equipment		35,107	-	-	
Law Enforcement		-	44,963	33,320	-25.9%
ETC Maintenance Contract		835,404	322,500	296,000	-8.2%
Transaction Processing Maintenance Contract		128,898	115,000	92,000	-20.0%
ETC Toll Management Center System Operation		113,063	12,176	31,400	157.9%
ETC Development		-	-	8,000	
ETC Testing		-	-	8,000	
Total Toll Operations	-	1,126,766	494,639	468,720	-5.2%
Total Operations and Maintenance	-	4,537,103	3,744,584	4,497,960	20.1%
Other Expenses					
Special Projects and Contingencies					
HERO		232,359	96,873	74,609	-23.0%
Customer Relations		-	-	500	
Total Special Projects and Contingencies	-	232,359	96,873	75,109	-22.5%
Total Other and Non-Cash Expenses	-	232,359	96,873	75,109	-22.5%
Non-Operating Expenses					
Undeveloped Projects/ Non Capital Assets		3,134,808	-	-	
Interest Expense - Debt Obligations		725,144	702,389	2,155,626	206.9%
CAMPO RIF Payment		10,000,000	10,000,000	10,000,000	0.0%
Total Non-Operating Expense	-	13,859,952	10,702,389	12,155,626	13.6%
Total Expenses	-	18,633,161	14,636,346	16,852,695	15.1%

Non-Departmental

Non-Departmental

Summary of Expenses:

	FY 2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Salaries and Benefits	\$ -	\$ -	\$ 215,000	\$ 510,479	137.43%
Administrative Expenses	-	-	-	2,000,000	
Other Expenses	-	-	1,550,000	6,945,000	348.06%
Interest and Other Non-Operating Expenses	-	-	108,879,646	118,765,388	9.08%
Total Expenses	\$ -	\$ -	\$ 110,644,646	\$ 128,220,866	15.89%



Non-Departmental

**Central Texas Regional Mobility Authority
Operating Budget - FY 2027
Non-Departmental**

Account Name	FY2024 Actual Results	FY2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Expenses					
Salaries and Benefits					
Salaries & Wages					
Salary Expense - Regular		642,046	-	320,479	
Total Salaries	-	642,046	-	320,479	
Benefits					
TCDRS		246,244	215,000	190,000	-11.6%
Total Benefits	-	246,244	215,000	190,000	-11.6%
Total Salaries and Benefits	-	888,290	215,000	510,479	137.4%
Administrative					
Administrative and Office Expenses					
Accounting		293	-	-	
Insurance Expense		-	-	2,000,000	
Rent Expense		(565,794)	-	-	
Total Administrative and Office Expenses	-	(565,501)	-	2,000,000	
Financing and Banking Fees					
Bank Fee Expense		85	-	-	
Total Financing and Banking Fees	-	85	-	-	
Total Administrative	-	(565,416)	-	2,000,000	
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant					
GEC 4.7 Warranty		43,872	-	-	
GEC 7.5 Other Initiatives - Non Project		(149,770)	-	-	
Total Operations and Maintenance Consulting	-	(105,898)	-	-	
Total Operations and Maintenance	-	(105,898)	-	-	
Other Expenses					
Special Projects and Contingencies					
Disbursement Other Government - Travis County Road		546,396	-	-	
71 Express Interest Expense		1,920	1,550,000	6,945,000	348.1%
Total Special Projects and Contingencies	-	548,316	1,550,000	6,945,000	348.1%
Total Other and Non-Cash Expenses	-	548,316	1,550,000	6,945,000	348.1%
Non-Operating Expenses					
Undeveloped Projects/ Non Capital Assets		10,660,667	-	-	
Miscellaneous Adjustments		12,534	-	-	
Interest Expense - Debt Obligations		9,993	98,361,366	118,265,388	20.2%
Interest Expense - Right to Use Assets		26,465	6,200	-	-100.0%
Headquarters Expenses		186,513	512,080	500,000	-2.4%
Total Non-Operating Expense	-	10,896,172	98,879,646	118,765,388	20.1%
Total Expenses	-	11,661,464	100,644,646	128,220,866	27.4%

Consolidated Staffing Schedule

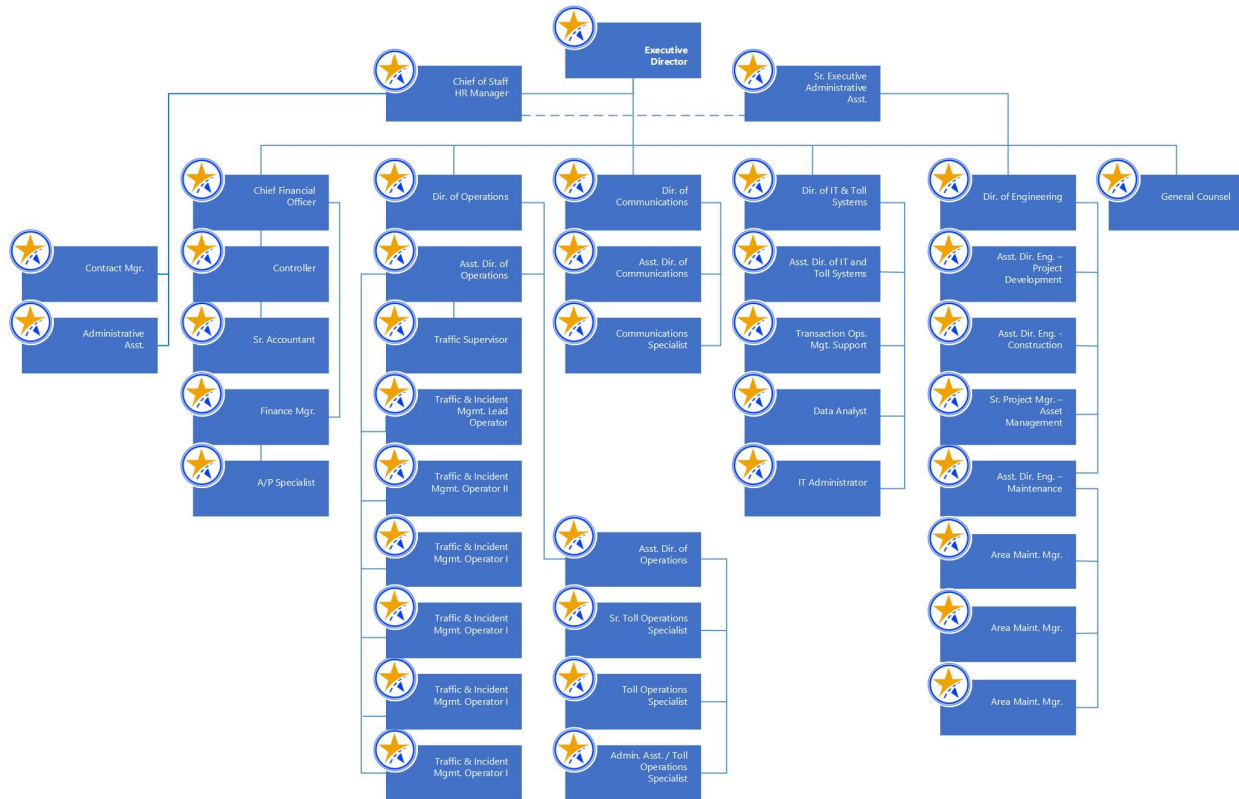
Consolidated Staffing Schedule Authorized Personnel

Department	Positions				
	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Adopted	FY 2026 Adopted	FY 2027 Proposed
Administration:	6	5	5	5	5
Financial Services:	5	5	5	5	5
Operations:	5	6	7	13	14
Information Technology:	3	4	4	5	5
Communications:	4	3	3	3	4
Engineering:	9	9	8	9	10
Total Positions	32	32	32	40	43

Consolidated Staffing Schedule

Organization Chart

Central Texas Regional Mobility Authority



System Operating Budget

FY 2027 SYSTEM BUDGET

System Revenues

Toll Revenues	313,828,000
Other Revenues	-
Miscellaneous Revenues	175,000
Interest Income Available to Pay Debt Service	23,286,000
Total System Revenues	337,289,000

System Operating Costs

Toll Operations	23,628,799
IT	17,420,366
Finance Department	4,760,116
Communications	1,675,626
Engineering	8,806,448
Administration	821,850
Total System Operating Costs	57,113,204

Available Net Revenue per Indenture 280,175,796

		Coverage
Debt Service Senior Lien Bonds	82,664,090	3.39
Debt Service Subordinate Lien Bonds	23,667,506	2.63
Maintenance	10,864,340	
Available Net Revenue per Indenture after Maintenance	269,311,456	
Debt Service Senior Lien Bonds	82,664,090	3.26
Debt Service Subordinate Lien Bonds	23,667,506	2.53

Debt Service Schedule

	Cash Interest	Principal	Debt Service Reserve	Accreted Interest	Capitalized Interest	Other Funding Sources
2010 Senior Lien Revenue Bonds 2039						
7/1/2026				3,575,764		
1/1/2027	7,805,678	3,264,322		3,713,203		
2016 Senior Refunding Revenue Bonds 6179						
7/1/2026	474,019					
1/1/2027	474,019					
2021A TIFIA 183S Direct Connect						
7/1/2026	3,493,113	359,155				
1/1/2027	3,547,044	359,190				
2021A TIFIA 290E Direct Connect						
7/1/2026	448,260					
1/1/2027	455,689					
MoPac Regions Loan						
7/1/2026	337,208	1,500,000				
1/1/2027	318,417					
2018 Senior Revenue Bonds 7943						
7/1/2026	1,057,500					
1/1/2027	1,057,500	1,100,000				
2020A Senior Revenue Bonds 1485						
7/1/2026	1,228,375					
1/1/2027	1,228,375	1,185,000				
2020B Senior Revenue Refunding Bonds 7465						
7/1/2026	1,277,900					
1/1/2027	1,277,900	765,000				
2020C Senior Refunding Revenue Bonds 7469						
7/1/2026	1,104,198					
1/1/2027	1,104,198	6,290,000				
2020D Subordinate Refunding Revenue Bonds 7483						
7/1/2026	621,977					
1/1/2027	621,977	4,250,000				
2020E Senior Revenue Bonds 1535						
7/1/2026	3,718,700					
1/1/2027	3,718,700					
2020G Subordinate Refunding Revenue Bonds 1539						
7/1/2026	1,276,300					
1/1/2027	1,276,300					
2021B Senior Lien Bonds						
7/1/2026	5,866,900				4,889,083	
1/1/2027	5,866,900					
2021D Senior Lien Bonds						
7/1/2026	5,557,625					
1/1/2027	5,557,625	580,000				
2021E Senior Lien Bonds						
7/1/2026	3,580,995					
1/1/2027	3,580,995	3,280,000				
2025A Senior Refunding Revenue Bonds						
7/1/2026	2,627,875					
1/1/2027	2,627,875	10,295,000				
2025B Subordinate Refunding Revenue Bonds 1539						
7/1/2026	2,436,750					
1/1/2027	2,436,750	2,085,000				
	78,063,638	35,312,667	-	7,288,967	4,889,083	-

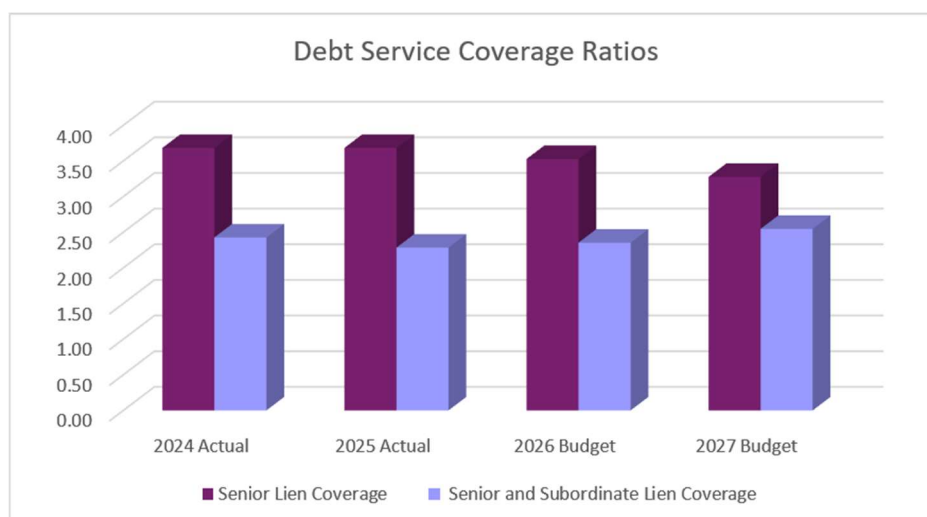
System Debt Coverage Calculation

Debt Service Calculation FY2024 to FY2027				
	2024 Actual	2025 Actual	2026 Budget	2027 Budget
Toll Revenues	150,742,331	166,000,997	192,853,183	246,226,700
Video and Fee Revenues	71,452,816	85,995,494	84,811,220	67,601,300
Interest Earnings	52,962,508	40,599,592	35,455,000	23,286,000
Misc Revenue	-	28,439	-	175,000
Total System Revenue	275,157,655	292,624,522	313,119,403	337,289,000
Less System Operating Costs	(35,646,469)	(40,411,357)	(48,086,158)	(57,113,204)
Revenue available for rate covenant and additional bond tests	239,511,186	252,213,165	265,033,245	280,175,796
Debt Service Senior Lien Bonds	63,542,651	66,408,916	72,824,862	82,664,090
Debt Service Subordinate Lien Bonds	32,879,096	40,684,106	36,323,196	23,667,506
Total Debt Service	96,421,747	107,093,022	109,148,058	106,331,595
Less Maintenance expenses	(5,536,620)	(7,649,493)	(8,181,836)	(10,864,340)
Revenue Available for Debt Service	233,974,566	244,563,672	256,851,410	269,311,456
Less total Debt Service	(96,421,747)	(107,093,022)	(109,148,058)	(106,331,595)
Annual Excess	137,552,819	137,470,650	147,703,351	162,979,860

Debt service coverage ratios for rate covenant and additional bonds test				
Senior Lien Coverage	3.77	3.80	3.64	3.39
Senior and Subordinate Lien Coverage	2.48	2.36	2.43	2.63

Debt service coverage ratios for revenues available for debt service				
Senior Lien Coverage	3.68	3.68	3.53	3.26
Senior and Subordinate Lien Coverage	2.43	2.28	2.35	2.53

Bond Ratings				
S&P Global Ratings				
Senior Lien Revenue Bonds	A	A+	A+	A+
Subordinate Lien TIFIA Bonds	A	A+	A+	A+
Subordinate Lien Bonds	A-	A	A	A
Moody's Investor Services				
Senior Lien and TIFIA loans	A3	A3	A2	A2
Subordinate Liens	Baa1	Baa1	A3	A3



Capital Budget

Capital Budget

General Fund

Headquarters Furniture, Fixtures, and Equipment, HVAC, and Other Improvements	1,200,000
Enterprise Resource Planning System	1,400,000
Pay by Mail Program Transition & Implementation	13,992,000
CTRMA App - Development & Implementation	1,365,000
Information Technology Buildout of New Headquarters	350,000
Roadway Traveler Communications - Phase I	1,586,700
Shared Use Path Improvements - Hydration Stations	798,000
Maintenance Yard Site Acquisition	5,000,000
Maintenance Yard Buildout	1,600,000
Trails - Pedestrian or Bicycle Facilities	1,000,000
Crystal Falls Intersection Improvement - 183A	100,000
William Cannon Added Capacity - MoPac	6,000,000
Merrill Drive - 183A	379,000

Total Capital Budget 34,770,700

Renewal and Replacement

General Fund

Toll System Replacement - 183S	10,000,000
PFC Treatment - Fog Seal & Surface repair - 45SW	1,800,000
Metal Beam Guard Fence - 290E	1,250,000
Barrier Painting - 183S	250,000
Slab Stabilization - System	400,000
Wall Repair - System	15,160,000
Annual Safety Improvements - Systemwide	1,500,000

Total Renewal and Replacement 30,360,000

Total All Projects 65,130,700

Capital Improvement Projects

**Capital Improvement Projects
as of July 1, 2026**

Project Name	Estimated Total Project Cost	State/Federal Funding	General Fund	Funding Source
Mopac Express Lanes Project - South	\$ 823,000,000	\$ 16,500,000	\$ 3,500,000	Proposition 12 Funding, Revenue Bonds, TIFIA Loan
183A Lane Widening - Schematic, Environmental and Design	8,288,000	-	1,243,200	General Fund - multi-year
183A Added Capacity - Schematic, Environmental and Design	15,168,000	-	8,700,000	General Fund - multi-year
290E PH IV - Schematic and Environmental	25,000,000	-	12,000,000	General Fund - multi-year
	\$ 991,456,000	\$ 16,500,000	\$ 25,443,200	

Funding Sources Descriptions:

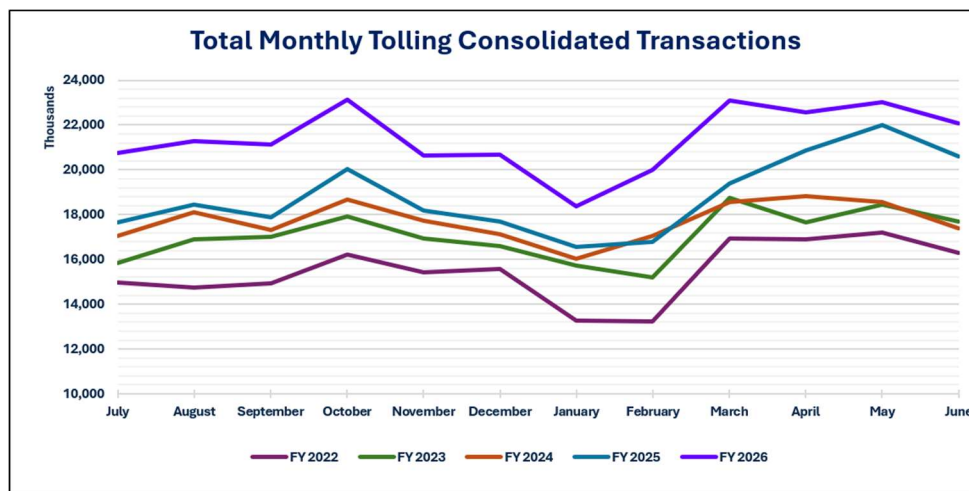
Category 2 - Metropolitan Area Corridor Projects (Federal)

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

CTRMA General Fund

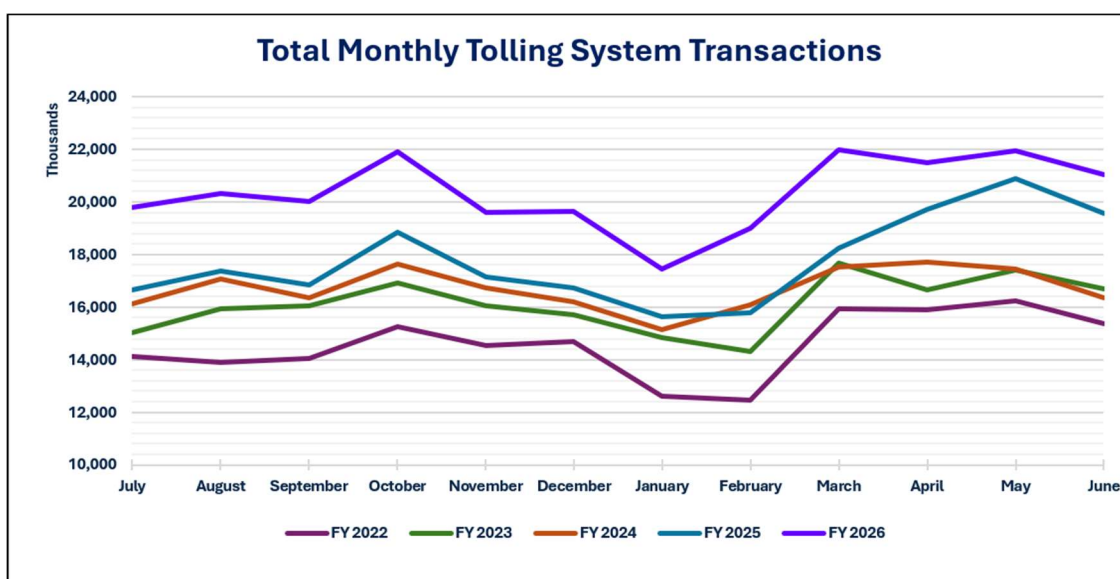
Statistical Data

Consolidated Transactions													
	July	August	September	October	November	December	January	February	March	April	May	June	Total
FY 2026	20,734	21,274	21,122	23,127	20,647	20,682	18,367	20,014	23,094	22,582	23,006	22,059	256,709
FY 2025	17,642	18,444	17,862	20,048	18,168	17,703	16,550	16,774	19,405	20,859	21,998	20,595	213,398
FY 2024	17,039	18,098	17,299	18,669	17,715	17,134	16,013	17,044	18,576	18,839	18,550	17,378	200,364
FY 2023	15,840	16,894	17,014	17,910	16,929	16,588	15,709	15,192	18,748	17,647	18,438	17,678	193,290
FY 2022	14,971	14,756	14,938	16,224	15,424	15,570	13,282	13,224	16,925	16,911	17,192	16,277	175,122
FY 2021	8,014	8,534	8,496	9,680	9,032	9,640	9,749	7,494	13,261	13,465	14,000	14,667	119,294
FY 2020	9,500	10,996	10,291	11,048	10,237	10,106	10,521	10,575	8,367	4,913	6,761	7,858	101,508
FY 2019	8,782	9,414	8,566	9,492	9,097	8,791	8,960	8,492	9,716	9,602	9,875	9,313	97,554
FY 2018	7,483	7,631	7,555	8,410	8,060	8,132	7,833	7,743	9,202	8,931	9,411	8,985	92,027
FY 2017	6,228	6,410	6,341	6,657	6,366	6,423	6,279	6,114	7,882	7,583	7,994	7,761	81,314



Statistical Data

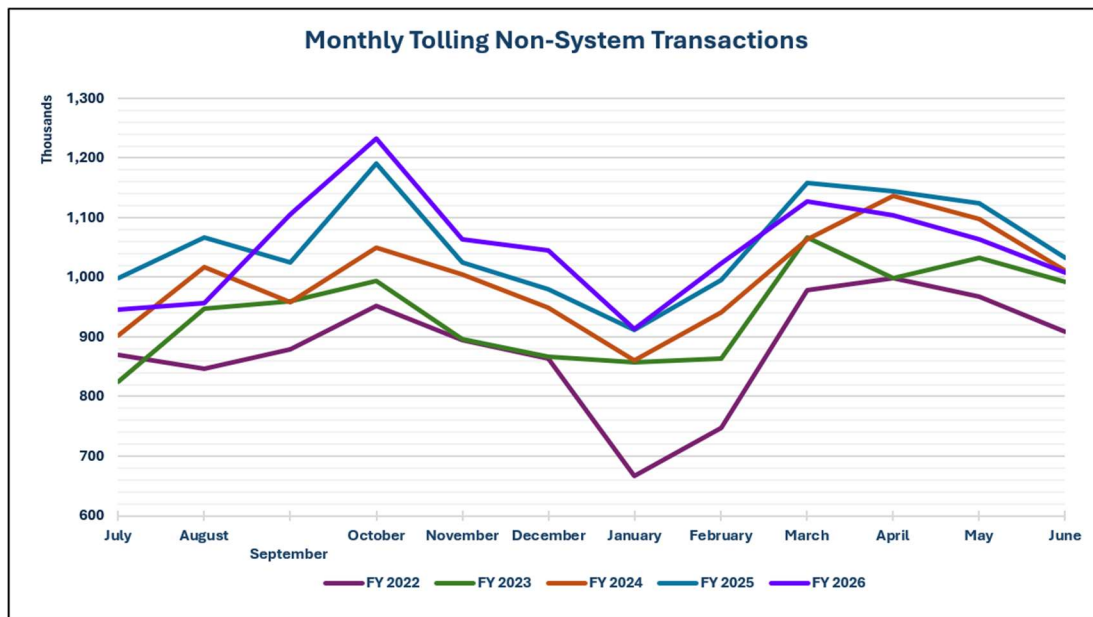
System Transactions													
	July	August	September	October	November	December	January	February	March	April	May	June	Total
FY 2026	19,788	20,318	20,016	21,895	19,583	19,637	17,454	18,991	21,967	21,478	21,942	21,051	244,121
FY 2025	16,643	17,377	16,837	18,858	17,143	16,723	15,639	15,779	18,247	19,715	20,874	19,563	213,398
FY 2024	16,137	17,081	16,341	17,620	16,710	16,185	15,153	16,103	17,513	17,702	17,452	16,367	200,364
FY 2023	15,015	15,946	16,055	16,917	16,033	15,722	14,852	14,328	17,681	16,649	17,406	16,686	193,290
FY 2022	14,102	13,910	14,059	15,272	14,529	14,706	12,616	12,476	15,946	15,913	16,224	15,369	175,122
FY 2021	7,697	8,168	8,082	9,159	8,561	9,121	9,276	7,119	12,498	12,660	13,180	13,773	119,294
FY 2020	8,435	9,882	9,251	9,887	9,220	9,126	9,514	9,550	7,762	4,807	6,547	7,527	101,508
FY 2019	7,888	8,356	7,624	8,390	8,053	7,802	7,914	7,485	8,602	8,460	8,734	8,246	97,554
FY 2018	7,402	7,539	7,473	8,046	7,331	7,418	7,118	6,977	8,278	8,008	8,401	8,036	92,027
FY 2017	6,228	6,410	6,341	6,619	6,283	6,346	6,197	6,037	7,788	7,494	7,900	7,671	81,314



Statistical Data

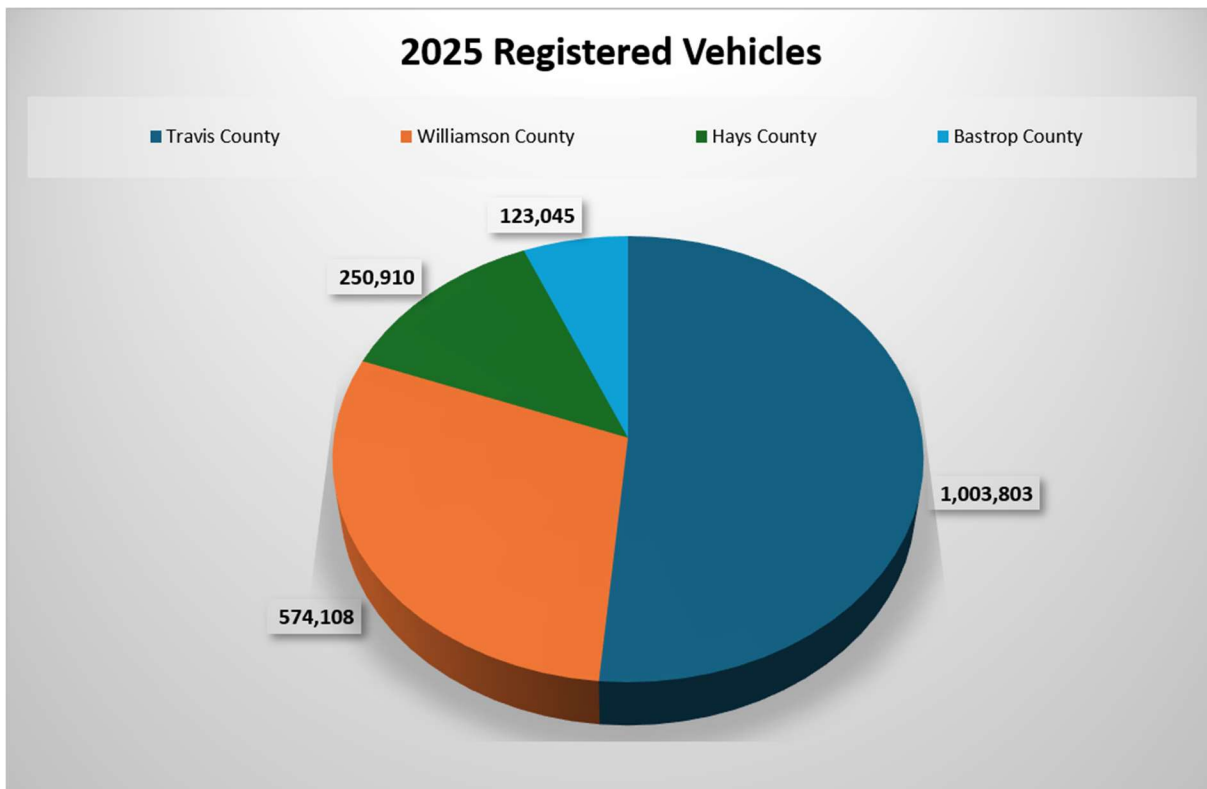
Non-System Transactions													
	July	August	September	October	November	December	January	February	March	April	May	June	Total
FY 2026	946	956	1,106	1,232	1,064	1,045	913	1,023	1,127	1,104	1,064	1,008	12,588
FY 2025	999	1,067	1,025	1,190	1,025	980	911	995	1,158	1,144	1,124	1,032	12,650
FY 2024	902	1,017	958	1,049	1,005	949	860	941	1,063	1,137	1,098	1,011	11,990
FY 2023	825	948	959	993	896	866	857	864	1,067	998	1,032	992	11,297
FY 2022	869	846	879	952	895	864	666	748	979	998	968	908	10,572
FY 2021	317	366	414	521	471	519	473	375	763	805	820	894	6,738
FY 2020	1,065	1,114	1,040	1,161	1,017	980	1,007	1,025	605	106	214	331	9,665
FY 2019	894	1,058	942	1,102	1,044	989	1,046	1,007	1,114	1,142	1,141	1,067	12,546
FY 2018	81	92	82	364	729	714	715	766	924	923	1,010	949	7,349
FY 2017	-	-	-	38	83	77	82	77	94	89	94	90	724

Note: MoPac Opened in 2017



Statistical Data

The Central Texas four-county region had nearly 2.0 million registered vehicles as of 2025.



Statistical Data

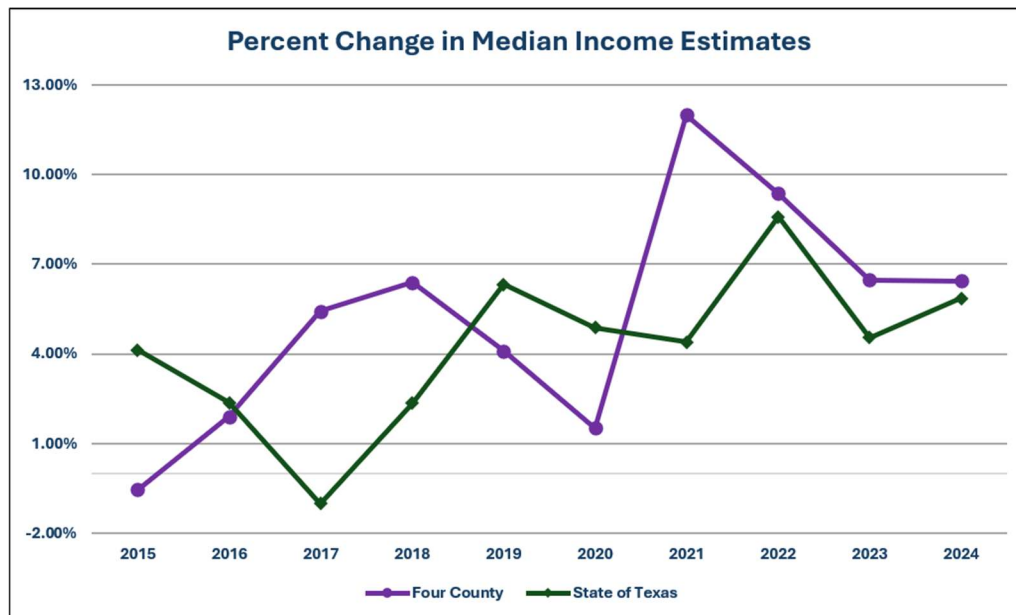
Central Texas four-county region per capita income.

Demographics and Economic Statistics Last Ten Fiscal Years

Year	Travis	Williamson	Hays	Bastrop	Four County Regional Totals	Texas	Percentage Change from Prior Years	
	Per Capita Personal Income*	Per Capita Personal Income**	Per Capita Personal Income	Per Capita Personal Income	Estimated Avg Median Income	Estimated Avg Median Income	Four County	State of Texas
2015	59,691	33,147	33,216	30,383	39,109	45,669	-0.54%	4.12%
2016	57,794	32,705	36,182	32,723	39,851	46,745	1.90%	2.36%
2017	62,920	34,575	37,095	33,453	42,011	46,274	5.42%	-1.01%
2018	67,624	35,825	40,369	34,969	44,697	47,362	6.39%	2.35%
2019	70,034	37,242	42,283	36,561	46,530	50,355	4.10%	6.32%
2020	70,118	37,242	43,287	38,289	47,234	52,813	1.51%	4.88%
2021	79,000	42,959	47,453	42,177	52,897	55,129	11.99%	4.39%
2022	86,373	47,574	53,240	44,230	57,854	59,865	9.37%	8.59%
2023	92,861	51,260	57,684	44,607	61,603	62,586	6.48%	4.55%
2024	97,883	53,505	64,671	47,331	65,848	66,252	6.45%	5.86%
Averaged Yearly								
Totals	\$ 80,337	\$ 43,774	\$ 49,044	\$ 41,628	\$ 53,696	\$ 57,691		

Source: Travis, Williamson, Hays, Bastrop counties annual financial reports.

*Note: prior years may have been updated by the source.



Statistical Data

Central Texas four-county region top ten employers in 2024 versus 2015.

Principal Employers							
Travis County Top Ten Employers							
Employer	2024			2015			Industry
	Rank	Number of Employees	Percentage of Total County Employment	Rank	Number of Employees	Percentage of Total County Employment	
State of Texas	1	64,234	7.20%	1	58,263	8.49%	Government
University of Texas / Austin	2	32,075	3.59%	2	25,893	3.78%	Education, Research
HEB Grocery Co.	3	24,161	2.71%	3	18,729	2.73%	Retail
Tesla, Inc.	4	20,000	2.24%	-	-	-	Technology/Manufacturer
City of Austin	5	18,321	2.05%	8	8,858	1.29%	Government
Ascension Seton, Texas	6	13,807	1.55%	7	10,945	1.60%	Health Services
Dell, Inc.	7	13,000	1.46%	4	13,000	1.90%	Electronics
Federal Government	8	12,238	1.37%	6	11,218	1.63%	Government
St. David's Healthcare	9	12,191	1.37%	9	8,369	1.22%	Health Services
Austin Independent School District	10	10,992	1.23%	5	12,395	1.81%	Education
IBM Corporation	-	-	-	10	6,000	0.87%	Electronics
Total		221,019	24.77%		173,670	25.32%	

* Source: Travis County Annual Financial Report

Williamson County Top Ten Employers							
Employer	2024			2015			Industry
	Rank	Number of Employees	Percentage of Total County Employment	Rank	Number of Employees	Percentage of Total County Employment	
Dell Computer	1	12,000	5.24%	1	13,000	5.23%	Electronics
Apple, Inc.	2	7,000	3.05%	-	-	-	Electronics
H-E-B, LP	3	7,000	3.05%	7	945	0.38%	Retail
Round Rock ISD	4	6,341	2.77%	2	5,800	2.33%	Education
Leander ISD	5	5,589	2.44%	3	4,137	1.66%	Education
Georgetown ISD	6	2,000	0.87%	5	1,550	0.62%	Education
Williamson County	7	1,950	0.85%	4	1,582	-	Government
St. David's Round Rock Medical Center	8	1,300	0.57%	-	-	-	Health Services
Kalahari Resorts & Conventions	9	1,200	0.52%	-	-	-	Retail
City of Round Rock	10	1,130	0.49%	9	830	-	Government
Sears (Teleserve)	-	-	-	6	1,500	0.60%	Retail
Scott & White Healthcare	-	-	-	8	930	0.37%	Health Services
Hutto ISD	-	-	-	10	813	0.33%	Education
Total		45,510	19.85%		31,087	11.52%	

* Source: Williamson County Annual Financial Report

Statistical Data

Hays County Top Ten Employers							
Employer	2024			2015			Industry
	Rank	Number of Employees	Percentage of Total County Employment	Rank	Number of Employees	Percentage of Total County Employment	
Amazon Fulfillment Center	1	5,000	2.62%	1	5,123	5.45%	Retail
Texas State University	2	3,730	1.96%	2	2,229	2.37%	Education, Research
Hays Consolidated ISD	3	3,430	1.80%	-	-	-	Education
Premium Outlets	4	1,600	0.84%	3	1,600	1.70%	Retail
Tanger Factory Outlet Center	5	1,540	0.81%	4	1,540	1.64%	Retail
San Marcos CISD	6	1,400	0.73%	5	1,116	1.19%	Education
Hays County	7	1,148	0.60%	8	807	0.86%	Education
Dripping Springs ISD	8	1,025	0.54%	9	733	0.78%	Education
City of San Marcos	9	758	0.40%	-	-	-	Government
HEB Distribution Center	10	750	0.39%	10	680	0.72%	Retail
HEB Retail	-	-	-	6	810	0.86%	Retail
Central Texas Medical Center	-	-	-	7	810	0.86%	Health Services
Total		20,381	10.69%		15,448	16.43%	

* Source: Hays County Annual Financial Report

Bastrop County Top Ten Employers							
Employer	2024			2015			Industry
	Rank	Number of Employees	Percentage of Total County Employment	Rank	Number of Employees	Percentage of Total County Employment	
Bastrop ISD	1	1,601	3.21%	1	1,200	3.37%	School District
Elgin ISD	2	1,003	2.01%	3	541	1.52%	School District
HEB Food Store Bastrop	3	730	1.47%	8	407	1.14%	Grocery Retail
Bastrop County	4	583	1.17%	6	446	1.25%	Government
Hyatt Regency Lost Pines Resort	5	530	1.06%	2	762	2.14%	Resort Hotel
HEB Food Store Elgin	6	386	0.78%	-	-	-	Grocery Retail
Walmart Bastrop	7	300	0.60%	5	517	1.45%	Grocery Retail
Smithville ISD	8	277	0.56%	10	268	0.75%	School District
Bastrop FCI	9	204	0.41%	9	275	0.77%	Federal Correctional Institution
Walmart Elgin	10	186	0.37%	-	-	-	Grocery Retail
Seaton Smithville Regional Hospital	-	-	-	4	532	1.51%	Health Services
UT Science Park	-	-	-	7	420	1.20%	Cancer research center
Total		5,800	11.64%		5,368	15.10%	

* Source: Bastrop County Annual Financial Report

Budget Policy and Process

BUDGET POLICY AND PROCESS

GENERAL

The Trust Indenture provides the basis for Central Texas Regional Mobility Authority's budget process, requiring the Authority to adopt an Annual Operating Budget on or before June 30 for the ensuing fiscal year. The Annual Budget is consolidated to include the Operating Budget, the Maintenance Budget and the Capital Budget in a single budget document. Concurrently, a Five-Year Capital Plan is prepared with estimates of the expenditures from the Renewal and Replacement Fund, General Fund, and Project Construction Funds. The Annual Operating Budget and Five-Year Capital Plan are both approved by Board resolution. A draft of the Annual Operating Budget is provided to the General Engineering Consultant for comments prior to adoption, as required.

BUDGET OVERVIEW

The Authority uses line-item budgeting for its operating and maintenance budgets. Estimated expenses by line item are proposed for each department and compared to the previous fiscal year. The annual budget adopted by the Board of Directors comprises the summation of all department budgets. Budget control is maintained at the department level throughout the fiscal period.

Capital expenses from the Replacement Fund, General Fund, and Project Construction Funds use program budgeting and control approach that concentrates on specific programs and projects.

The operations of the Authority are accounted for as enterprise funds on an accrual basis in order to recognize the flow of economic resources. Under this basis, revenues are recognized in the period in which they are earned, and expenses are recognized in the period in which they are incurred. The basis of budgeting is the same as the basis of accounting used in the Authority's audited financial statements.

BUDGET PROCESS

The Authority's budget process begins in March each year. The CFO establishes the budget calendar, and the Finance Department prepares preliminary budget templates that include actuals for prior fiscal periods, current year budget and actuals to date. Departments are asked to submit expenditure forecasts by budget line item for the current fiscal year end, planning requirements and budget requests to continue current levels of service, new initiatives, staffing changes and other assumptions to incorporate into the upcoming Operating Budget and Five-year Capital Plan. The following timeline summarizes the activities that occur during the duration of the budget cycle.

Budget Policy and Process

BUDGET CYCLE TIMELINE

March 2026
Preparation of budget templates and instructions
Budget cycle calendar established
Budget calendar, instructions and planning materials distributed to department directors
April 2026
Overview of budget and capital plan process held with CFO and department directors
Initial operating budget and prioritized capital plan requests submitted to Finance department
Finance department compiles requests and clarifies items with departments as needed
Prioritized capital plan items provided to General Engineering Consultant (GEC) for review and comments
Finance department provides initial budget requests summary to Executive Director including preliminary debt service coverage and reserve policy requirements
Executive Director and CFO provide a summary overview of budget and capital plan process to the Board of Directors (BOD)
May 2026
Meetings between each department, Executive Director and Finance personnel to discuss requests for operating, maintenance and capital plan
Each department provides an overview of budget initiatives and alignment with the strategic plan approved by the BOD
Final fiscal year end estimates for operating and capital expenses submitted by departments
Follow up meeting between Executive Director, CFO, department Directors and Finance department
Initial draft operating budget and five-year capital plan prepared for internal and GEC review
Draft Operating Budget and Five-Year Capital Plan presented to BOD
June 2026
Budget workshop held with BOD for full review of operating budget and five-year capital plan
Schedule meetings with individual Board members for follow up questions
Incorporate any changes from BOD input and finalize any remaining budget and capital plan decisions
Final proposed operating budget and five-year capital plan presented to BOD for adoption



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