



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

Regular Meeting of the Board of Directors

9:00 a.m.

Wednesday, June 24, 2026

Lowell H. Lebermann, Jr., Board Room
3300 N. IH-35, Suite 300
Austin, Texas 78705

*A live video stream of this meeting may be viewed on the internet at
www.mobilityauthority.com*

Persons with disabilities. If you plan to attend this meeting and may need auxiliary aids or services, such as an interpreter for those who are deaf or hearing impaired, or if you are a reader of large print or Braille, please contact Laura Bohl at (512) 996-9778 at least two days before the meeting so that appropriate arrangements can be made.

Español. Si desea recibir asistencia gratuita para traducir esta información, llame al (512) 996-9778.

AGENDA

No action on the following:

1. Welcome and opportunity for public comment – See **Notes** at the end of this agenda.

Consent Agenda

See Notes at the end of this agenda.

2. Approve the minutes from the May 27, 2026 Regular Board Meeting.
3. Prohibit the operation of certain vehicles on Mobility Authority toll facilities pursuant to the Habitual Violator Program.

Regular Items

Items to discuss, consider, and take appropriate action.

4. Accept the unaudited financial statements for May 2026.
5. Discuss and adopt the FY 2027 – FY 2031 Five Year Capital Plan.
6. Discuss and adopt the FY 2027 Operating Budget.
7. Discuss and consider approving an agreement with the Travis County Sheriff's Office for roadside violation enforcement and other law enforcement services.
8. Discuss and consider approving the ranking of firms for negotiation of contracts for the General Systems Consultant services pool procurement.
9. Discuss and consider approving an agreement with Deloitte Consulting LLP for enhancements to the Mobility Authority's Data Platform System.
10. Discuss and consider approving an agreement with Deloitte Consulting LLP for monthly toll operations and maintenance services for the Mobility Authority's Data Platform System.
11. Discuss and consider approving the ranking of firms for negotiation of a contract for engineering and design services for the Ranch to Market Road 1431/183A intersection improvements project.

Briefings and Reports

Items for briefing and discussion only. No action will be taken by the Board.

12. Executive Director Report.
 - A. Recent agency staff activities.
 - B. Agency roadway performance metrics.

Executive Session

Under Chapter 551 of the Texas Government Code, the Board may recess into a closed meeting (an executive session) to deliberate any item on this agenda if the Chairman announces the item will be deliberated in executive session and identifies the section or sections of Chapter 551 that authorize meeting in executive session. A final action, decision, or vote on a matter deliberated in

executive session will be made only after the Board reconvenes in an open meeting.

The Board may deliberate the following items in executive session if announced by the Chairman:

13. Discuss the acquisition of one or more parcels or interests in real property needed for a maintenance yard and related issues, pursuant to §551.072 (Deliberation Regarding Real Property) and §551.071 (Consultation with Attorney).
14. Discuss legal issues related to the development of the MoPac South Project, as authorized by §551.071 (Consultation with Attorney).
15. Discuss legal issues related to claims by or against the Mobility Authority, including claims submitted on the 183A Phase III Project; pending or contemplated litigation and any related settlement offers; or other matters as authorized by §551.071 (Consultation with Attorney).
16. Discuss legal issues relating to procurement and financing of Mobility Authority transportation projects and toll system improvements, as authorized by §551.071 (Consultation with Attorney).
17. Discuss personnel matters as authorized by §551.074 (Personnel Matters).

Reconvene in Open Session.

Regular Items

Items to discuss, consider, and take appropriate action.

18. Adjourn meeting.

Notes

Opportunity for Public Comment. At the beginning of the meeting, the Board provides a period of up to one hour for public comment on any matter subject to the Mobility Authority's jurisdiction. Each speaker is allowed a maximum of three minutes. A person who wishes to address the Board must register in advance and provide the speaker's name, address, phone number and email, as well as the agenda item number and whether you wish to speak during the public comment period or during the agenda item. If a speaker's topic is not listed on this agenda, the Board may not deliberate the speaker's topic or question the speaker during the open comment period but may direct staff to investigate the matter or propose that an item be placed on a subsequent agenda for deliberation and possible action by the Board. The Board may not deliberate or act on an item that is not listed on this agenda.

Consent Agenda. The Consent Agenda includes routine or recurring items for Board action with a single vote. The Chairman or any Board Member may defer action on a Consent Agenda item for discussion and consideration by the Board with the other Regular Items.

Public Comment on Agenda Items. A member of the public may offer comments on a specific agenda item in open session if he or she signs the speaker registration sheet for that item before the Board takes up consideration of the item. The Chairman may limit the amount of time allowed for each speaker. Public comment unrelated to a specific agenda item must be offered during the open comment period.

Mobility Authority Board Meeting Agenda
Wednesday, June 24, 2026

Meeting Procedures. The order and numbering of agenda items is for ease of reference only. After the meeting is convened, the Chairman may rearrange the order in which agenda items are considered, and the Board may consider items on the agenda in any order or at any time during the meeting.

Participation by Telephone Conference Call. One or more members of the Board of Directors may participate in this meeting through a telephone conference call, as authorized by Sec. 370.262, Texas Transportation Code (*see below*). Under that law, each part of the telephone conference call meeting that by law must be open to the public, shall be audible to the public at the meeting location, and will be tape-recorded or documented by written minutes. On conclusion of the meeting, the tape recording or the written minutes of the meeting will be made available to the public.

TEXAS TRANSPORTATION CODE Sec. 370.262. MEETINGS BY TELEPHONE CONFERENCE CALL.

(a) Chapter 551, Government Code, does not prohibit any open or closed meeting of the board, a committee of the board, or the staff, or any combination of the board or staff, from being held by telephone conference call. The board may hold an open or closed meeting by telephone conference call subject to the requirements of Sections 551.125(c)-(f), Government Code, but is not subject to the requirements of Subsection (b) of that section.

(b) A telephone conference call meeting is subject to the notice requirements applicable to other meetings.

(c) Notice of a telephone conference call meeting that by law must be open to the public must specify the location of the meeting. The location must be a conference room of the authority or other facility in a county of the authority that is accessible to the public.

(d) Each part of the telephone conference call meeting that by law must be open to the public shall be audible to the public at the location specified in the notice and shall be tape-recorded or documented by written minutes. On conclusion of the meeting, the tape recording or the written minutes of the meeting shall be made available to the public.

TEXAS GOVERNMENT CODE Sec. 551.125. OTHER GOVERNMENTAL BODY. (a) Except as otherwise provided by this subchapter, this chapter does not prohibit a governmental body from holding an open or closed meeting by telephone conference call.

~~(b) A meeting held by telephone conference call may be held only if:~~

- ~~(1) an emergency or public necessity exists within the meaning of Section 551.045 of this chapter; and~~
~~(2) the convening at one location of a quorum of the governmental body is difficult or impossible; or~~
~~(3) the meeting is held by an advisory board.~~

(c) The telephone conference call meeting is subject to the notice requirements applicable to other meetings.

(d) The notice of the telephone conference call meeting must specify as the location of the meeting the location where meetings of the governmental body are usually held.

(e) Each part of the telephone conference call meeting that is required to be open to the public shall be audible to the public at the location specified in the notice of the meeting as the location of the meeting and shall be tape-recorded. The tape recording shall be made available to the public.

(f) The location designated in the notice as the location of the meeting shall provide two-way communication during the entire telephone conference call meeting and the identification of each party to the telephone conference shall be clearly stated prior to speaking.



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #1

Welcome and opportunity for public
comment

Welcome and opportunity for public comment.
No Board action required.



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #2

Approve the minutes from the May 27,
2026 Regular Board Meeting

Strategic Plan Relevance: Service
Department: Legal
Contact: Geoff Petrov, General Counsel
Associated Costs: N/A
Funding Source: N/A
Action Requested: Consider and act on motion to approve minutes

Description/Background: Approve the attached draft minutes for the May 27, 2026 Regular Board Meeting.

Backup provided: Draft minutes for the May 27, 2026 Regular Board Meeting

MINUTES
Regular Meeting of the Board of Directors of the
CENTRAL TEXAS REGIONAL MOBILITY AUTHORITY

Wednesday, May 27, 2026
9:00 a.m.

This was an in-person meeting. Notice of the meeting was posted on May 22, 2026, online on the website of the Mobility Authority and in the Mobility Authority's office lobby at 3300 N. Interstate 35, 300, Austin, Texas 78705. Chairman Jenkins, Vice Chair Meade joined remotely and Board Members David Armbrust, Mike Doss*, David Singleton, Heather Gaddes, and Ben Thompson were present.

An archived copy of the live-stream of this
meeting is available at:

<https://mobilityauthority.new.swagit.com/videos/389323>

After noting that a quorum of the Board was present, Chairman Jenkins called the meeting to order at 9:02 a.m. and had each Board Member state their name for the record.

1. Welcome and opportunity for public comment.

Bree, provided comment
Lynn Boswell provided comment
Bill Bunch provided comment
Sarah Fusco provided comment

Consent Agenda

2. Approve the minutes from the April 29, 2026, Regular Board Meeting.
3. Prohibit the operation of certain vehicles on Mobility Authority toll facilities pursuant to the Habitual Violator Program.

ADOPTED AS: RESOLUTION NO. 26-024

4. Approve the financial institutions and qualified brokers authorized to provide investment services and engage in investment transactions with the Mobility Authority and reaffirm the CTRMA investment policy.

ADOPTED AS: RESOLUTION NO. 26-025

MOTION: Approve Item nos. 2 through 4.

RESULT: Approved (Unanimous); 6-0

MOTION: David Singleton

SECONDED BY: Heather Gaddes

AYE: Armbrust, Gaddes, Jenkins, Meade, Singleton, Thompson

NAY: None.

Regular Items

5. Accept the unaudited financial statements for April 2026.

Presentation by Jose Hernandez, Chief Financial Officer.

MOTION: Accept the unaudited financial statements for April 2026.

RESULT: Approved (Unanimous); 6-0

MOTION: David Singleton

SECONDED BY: Ben Thompson

AYE: Armbrust, Gaddes, Jenkins, Meade, Singleton, Thompson

NAY: None.

ADOPTED AS: RESOLUTION NO. 26-026

6. Discuss and consider amending Chapter 4, Articles 14, 16, and 17 of the Mobility Authority Policy Code to allow for the selection of one or more vendors through a competitive procurement process.

Presentation by Tracie Brown, Director of Operations.

*Note: Mike Doss joined the meeting remotely at 9:33 a.m.

MOTION: Amend Chapter 4, Articles 14, 16, and 17 of the Mobility Authority Policy Code to allow for the selection of one or more vendors through a competitive procurement process.

RESULT: Approved (Unanimous); 5-2

MOTION: David Singleton

SECONDED BY: Heather Gaddes

AYE: Doss, Gaddes, Jenkins, Singleton, Thompson

NAY: Armbrust, Meade.

ADOPTED AS: RESOLUTION NO. 26-027

7. Discuss and consider approving the issuance of a request for proposals for roadside safety patrol services.

Presentation by Fabiola Bowers, Assistant Director of Operations.

*Note: Mike Doss left the board meeting.

MOTION: Approve the issuance of a request for proposals for roadside safety patrol services.

RESULT: Approved (Unanimous); 6-0

MOTION: Heather Gaddes

SECONDED BY: David Singleton

AYE: Armbrust, Gaddes, Jenkins, Meade, Singleton, Thompson

NAY: None.

ADOPTED AS: RESOLUTION NO. 26-028

8. Discuss and consider approving an agreement with ViaPlus, LLC for transition services related to the Pay By Mail program.

Presentation by Tracie Brown, Director of Operations.

MOTION: Approve an agreement with ViaPlus, LLC for transition services related to the Pay By Mail program.

RESULT: Approved (Unanimous); 6-0

MOTION: David Singleton

SECONDED BY: Heather Gaddes

AYE: Armbrust, Gaddes, Jenkins, Meade, Singleton, Thompson

NAY: None.

ADOPTED AS: RESOLUTION NO. 26-029

Briefings and Reports

9. Executive Director Report.

Presentation by James Bass, Executive Director.

- A. Recent agency staff activities.
- B. Agency roadway performance metrics.
- C. Marketing activities.
- D. Preliminary FY 2027 Budget.
- E. Preliminary FY 2027 Five-year Capital Plan.

Executive Session

Chairman Jenkins announced in open session at 10:58 a.m. that the Board would recess the meeting and reconvene in Executive Session to deliberate the following items:

10. Discuss the acquisition of one or more parcels or interests in real property needed for a maintenance yard and related issues, pursuant to §551.072 (Deliberation Regarding Real

Property) and §551.071 (Consultation with Attorney).

11. Discuss legal issues related to the development of the Mopac South Project, as authorized by §551.071 (Consultation with Attorney).
12. Discuss legal issues related to claims by or against the Mobility Authority, including claims submitted on the 183A Phase III Project; pending or contemplated litigation and any related settlement offers; or other matters as authorized by §551.071 (Consultation with Attorney).
13. Discuss legal issues relating to procurement and financing of Mobility Authority transportation projects and toll system improvements, as authorized by §551.071 (Consultation with Attorney).
14. Discuss personnel matters as authorized by §551.074 (Personnel Matters).

After completing the executive session, the Board reconvened in open meeting at 11:22 a.m.

Regular Items

15. Discuss and consider authorizing the Executive Director to take all actions necessary to purchase real property that may serve as a maintenance yard and customer service center for the Mobility Authority.

Presentation by James Bass, Executive Director.

MOTION: Authorize the Executive Director to take all actions necessary to purchase real property that may serve as a maintenance yard and customer service center for the Mobility Authority.

RESULT: Approved (Unanimous); 6-0

MOTION: David Singleton

SECONDED BY: Ben Thompson

AYE: Armbrust, Gaddes, Jenkins, Meade, Singleton, Thompson

NAY: None.

ADOPTED AS: RESOLUTION NO. 26-030

16. Adjourn meeting.

After confirming that no member of the public wished to address Chairman Jenkins declared the meeting adjourned at 11:23 a.m.



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #3

Prohibit the operation of certain
vehicles on Mobility Authority toll
facilities pursuant to the Habitual
Violator Program

Strategic Plan Relevance:	Stewardship & Service
Department:	Operations
Contact:	Tracie Brown, Director of Operations
Associated Costs:	N/A
Funding Source:	N/A
Action Requested:	Consider and act on draft resolution

Project Description/Background: The Mobility Authority's habitual violator process prescribes two notices before habitual violator remedies go into effect. A pre-determination letter is sent 60 days before any remedies are enforced advising the customer again of their outstanding balance and providing an opportunity for resolution. Assuming no resolution, a *Notice of Determination* is mailed notifying the customer they've been determined to be a habitual violator and advising of the consequences. The customer is also informed of their right to appeal the decision and the process by which to do so.

If the customer does not contact the Authority to appeal the habitual violator determination or resolve their outstanding balance, a block is placed on the related vehicle's registration preventing renewal. The block remains in effect until all tolls and fees have been paid, a payment plan has been arranged with the Mobility Authority or the customer is determined to no longer be a habitual violator.

Previous Actions & Brief History of the Program/Project: State law provides that persons deemed to be habitual violators may also be prohibited from use of the Mobility Authority's toll facilities by order of the Board of Directors. Habitual violator customers operating a vehicle in violation of a ban are subject to a Class C misdemeanor with a fine up to \$500. A second or subsequent occurrence may result in impoundment of the vehicle. Similar to registration blocks, vehicle bans remain in effect until all

outstanding amounts owed to the Authority have been resolved or the customer is no longer deemed a habitual violator.

Financing: Not applicable.

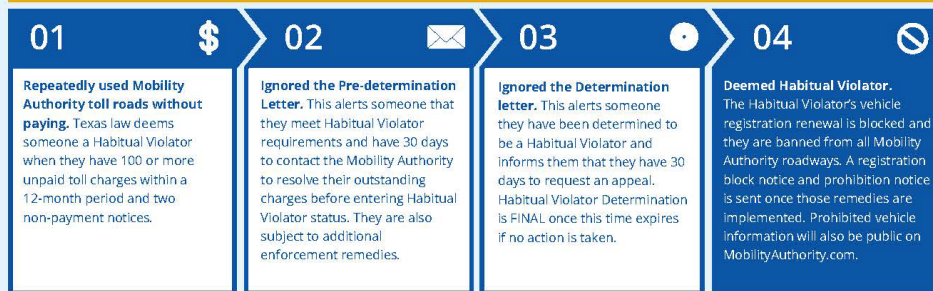
Action requested/Staff Recommendation: Staff affirms that all required steps have been followed and proper notice previously provided to customers determined to be habitual violators. To date, these customers have not appealed this determination or resolved their outstanding balances.

Therefore, staff recommends that the Board of Directors approve the order prohibiting certain vehicles from use of the Authority's toll facilities. Following the Board's approval of this order, a Notice of Prohibition will be mailed by first class mail advising of the ban, consequences if the ban is violated and how the customer may resolve their outstanding balance.

Backup provided: Habitual Violator Vehicle Ban FAQs
Draft Resolution



Habitual Violator Process



Who is a Habitual Violator?

A Habitual Violator is defined in Section 372.106(a) of the Texas Transportation Code as (A) one who was issued at least two written notices of nonpayment that contained in aggregate 100 or more events of nonpayment within a period of one year and, (B) was issued a warning that failure to pay the amounts specified in the notices may result in the toll project entity's exercise of Habitual Violator remedies.

What enforcement remedies is the Mobility Authority implementing for Habitual Violators?

To encourage equitable payment by all customers, legislation allows for enforcement remedies up to and including vehicle registration renewal blocks, prohibiting Habitual Violator's vehicles on Mobility Authority roadways, on-road enforcement of the vehicle ban, as well as posting names to the agency website of those Habitual Violators with banned vehicles. The Mobility Authority will be implementing these remedies beginning November 2019.

How will I know I'm a Habitual Violator subject to enforcement remedies?

Habitual Violators are provided due process protections prior to any enforcement action.

- A registered vehicle owner who the Mobility Authority determines meets the Habitual Violator status is sent a letter advising them that Habitual Violator remedies may be implemented if the customer's outstanding balance is not resolved. This letter is not required by law but is sent as a courtesy to reflect the Mobility Authority's commitment to the customer.
- A registered vehicle owner who the Mobility Authority determines to be a Habitual Violator receives written notice of that determination and an opportunity for a justice of the peace hearing to challenge their Habitual Violator status.
- Habitual Violator Determination is FINAL if no action is taken, prompt in the Mobility Authority to send a Vehicle Registration Block Notice and/or a Vehicle Ban Notice. These notices urge the Habitual Violator yet again to resolve their toll debt with the Mobility Authority.
- Sufficient time is provided to respond to all notifications.

Learn more about the Habitual Violator Enforcement Program at MobilityAuthority.com



How can I resolve my Habitual Violator status and settle my toll bill balance?

You can pay outstanding tolls and administrative fees with cash, money order or credit card (a payment plan may be available) by: calling the Mobility Authority Customer Service Center at 512-410-0562, online at www.paymobilitybill.com, or in person at our walk-up center.

Why is the Mobility Authority pursuing enforcement remedies?

The vehicle registration block and other toll enforcement actions are intended to encourage tollway drivers to pay for services rendered to ensure fairness to the overwhelming majority of drivers who pay for the service, maintenance and safety of the toll roads.

How will a person be notified that he or she is subject to enforcement remedies?

A notification letter announcing that a person has met the criteria of Habitual Violator is sent to the address in the Texas Department of Motor Vehicles (TTC 372.106) database, allowing 30 days to contact to dispute their determination as a Habitual Violator or address the account balance before remedies are applied. If the Habitual Violator does not make arrangements with the Mobility Authority during this period, they will be subject to all enforcement remedies. Additionally, notification of a registration renewal block is mailed.

Can someone dispute a toll bill?

Yes. You may contact the Mobility Authority to review all outstanding tolls and fees, correct any errors and arrange for payment to clear your status as a Habitual Violator and the block on your registration. Habitual Violators are also given an opportunity to request an administrative hearing with a justice of the peace.

How will I know or be notified that I am subject to a vehicle ban?

Habitual violators subject to vehicle ban will receive notification that they have been banned, including when the ban will take effect and instructions for how to remove their status as a Habitual Violator.

Can I dispute my toll bill that subjects me to the vehicle ban?

Yes. You may contact the Mobility Authority to review all outstanding tolls and administrative fees, correct any errors and arrange for payment to clear your status as a Habitual Violator and remove the vehicle ban.

What happens if I am banned, but get caught driving on a Mobility Authority toll road?

A person commits an offense when operating a vehicle in violation of the ban and is subject to a Class C misdemeanor with a fine up to \$500. A second or subsequent occurrence of driving on the tollway in violation of a ban may result in impoundment of the vehicle.

How will the Mobility Authority know if I'm still driving (after being banned)?

Mobility Authority roads are equipped with technology that recognizes vehicle and license plates on our prohibited list. Individuals operating a prohibited vehicle on Mobility Authority roads will be reported to nearby law enforcement patrolling Mobility Authority roads.

Learn more about the Habitual Violator Enforcement Program at MobilityAuthority.com

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

RESOLUTION NO. 26-0XX

**PROHIBITING THE OPERATION OF CERTAIN MOTOR VEHICLES
ON MOBILITY AUTHORITY TOLL FACILITIES PURSUANT TO
THE HABITUAL VIOLATOR PROGRAM**

WHEREAS, Transportation Code, Chapter 372, Subchapter C, authorizes toll project entities, including the Central Texas Regional Mobility Authority (Mobility Authority), to exercise various remedies against certain motorists with unpaid toll violations; and

WHEREAS, Transportation Code §372.106 provides that a “habitual violator” is a registered owner of a vehicle who a toll project entity determines:

(1) was issued at least two written notices of nonpayment that contained:

(A) in the aggregate, 100 or more events of nonpayment within a period of one year, not including events of nonpayment for which: (i) the registered owner has provided to the toll project entity information establishing that the vehicle was subject to a lease at the time of nonpayment, as provided by applicable toll project entity law; or (ii) a defense of theft at the time of the nonpayment has been established as provided by applicable toll project entity law; and

(B) a warning that the failure to pay the amounts specified in the notices may result in the toll project entity’s exercise of habitual violator remedies; and

(2) has not paid in full the total amount due for tolls and administrative fees under those notices; and

WHEREAS, the Mobility Authority previously determined that the individuals listed in Exhibit A are habitual violators, and these determinations are now considered final in accordance with Transportation Code, Chapter 372, Subchapter C; and

WHEREAS, Transportation Code §372.109 provides that a final determination that a person is a habitual violator remains in effect until (1) the total amount due for the person’s tolls and administrative fees is paid; or (2) the toll project entity, in its sole discretion, determines that the amount has been otherwise addressed; and

WHEREAS, Transportation Code §372.110 provides that a toll project entity, by order of its governing body, may prohibit the operation of a motor vehicle on a toll project of the entity if:

(1) the registered owner of the vehicle has been finally determined to be a habitual violator; and

(2) the toll project entity has provided notice of the prohibition order to the registered owner; and

WHEREAS, the Executive Director recommends that the Board prohibit the operation of the motor vehicles listed in Exhibit A on the Mobility Authority's toll roads, including (1) 183A Toll; (2) 290 Toll; (3) 71 Toll; (4) MoPac Express Lanes; (5) 45SW Toll; (6) 183 Toll; and (7) 183 Express Lanes.

NOW THEREFORE, BE IT RESOLVED that the motor vehicles listed in Exhibit A are prohibited from operation on the Mobility Authority's toll roads, effective June 24, 2026; and

BE IT FURTHER RESOLVED that the Mobility Authority shall provide notice of this resolution to the individuals listed in Exhibit A, as required by Transportation Code §372.110; and

BE IT IS FURTHER RESOLVED that the prohibition shall remain in effect for the motor vehicles listed in Exhibit A until the respective habitual violator determinations are terminated, as provided by Transportation Code §372.110.

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

LIST OF PROHIBITED VEHICLES

(To be provided at the Board Meeting)



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #4

Accept the financial statements for
May 2026

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: Presentation and acceptance of the financial statements for May 2026.

Previous Actions & Brief History of the Program/Project: N/A

Financing: N/A

Action requested/Staff Recommendation: Accept the financial statements for May 2026.

Backup provided: Draft Resolution
Draft financial statements for May 2026

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

RESOLUTION NO. 26-0XX

ACCEPT THE UNAUDITED FINANCIAL STATEMENTS FOR MAY 2026

WHEREAS, the Central Texas Regional Mobility Authority (Mobility Authority) is empowered to procure such goods and services as it deems necessary to assist with its operations and to study and develop potential transportation projects, and is responsible to insure accurate financial records are maintained using sound and acceptable financial practices; and

WHEREAS, close scrutiny of the Mobility Authority's expenditures for goods and services, including those related to project development, as well as close scrutiny of the Mobility Authority's financial condition and records is the responsibility of the Board and its designees through procedures the Board may implement from time to time; and

WHEREAS, the Board has adopted policies and procedures intended to provide strong fiscal oversight and which authorize the Executive Director, working with the Mobility Authority's Chief Financial Officer, to review invoices, approve disbursements, and prepare and maintain accurate financial records and reports; and

WHEREAS, the Executive Director, working with the Chief Financial Officer, has reviewed and authorized the disbursements necessary for the month of May 2026 and has caused financial statements to be prepared and attached to this resolution as Exhibit A.

NOW THEREFORE, BE IT RESOLVED, that the Board of Directors accepts the unaudited financial statements for May 2026, attached hereto as Exhibit A.

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

Central Texas Regional Mobility Authority
System Income Statement
For the Period Ending May 31, 2026

	System Budget Amount FY 2026	System Year to Date	Percent of Budget	System Prior Year to Date
REVENUE				
Operating Revenue				
Toll Revenue	192,853,183	205,773,190	106.70%	155,202,783
Video Tolls	68,167,152	46,048,842	67.55%	54,377,119
Fee Revenue	16,644,065	12,755,161	76.63%	14,137,727
Total Operating Revenue	277,664,400	264,577,192	95.29%	223,717,629
Other Revenue				
Interest Income	35,440,000	26,566,102	74.96%	35,015,114
Grant Revenue	-	-	-	595,467
Miscellaneous Revenue	15,000	3,170	21.13%	15,788
Headquarters Rent Revenue	-	242,229	-	210,082
Other Financing Sources	-	1,813,131	-	-
Gain/Loss on Sale of Asset	-	-	-	12,000
Gain/Loss on Investments	-	275,466	-	-
Unrealized Gain/Loss	-	-	-	123,484
Total Other Revenue	35,455,000	28,900,098	81.51%	35,971,935
TOTAL REVENUE	313,119,400	293,477,290	93.73%	259,689,564

EXPENSES

Salaries and Benefits

Salary Expense - Regular	5,853,330	4,657,874	79.58%	4,072,040
Salary Reserve	80,000	-	-	-
TCDRS	1,261,493	1,048,468	83.11%	975,520
FICA	301,224	232,010	77.02%	206,773
FICA MED	84,873	66,868	78.79%	58,314
Health Insurance Expense	854,583	628,738	73.57%	463,052
Life Insurance Expense	4,401	3,701	84.10%	2,620
Auto Allowance Expense	10,200	9,053	88.75%	9,095
Other Benefits	300,617	149,626	49.77%	141,389
Unemployment Taxes	7,200	6,412	89.06%	1,827
Total Salaries and Benefits	8,757,921	6,802,749	77.68%	5,930,631

Administrative

Administrative and Office Expenses

Accounting	11,000	9,376	85.23%	8,012
Auditing	187,000	155,915	83.38%	195,713
Financial Advisors	180,000	187,200	104.00%	155,700
Human Resources	100,000	1,623	1.62%	745
Legal	30,000	1,770	5.90%	19,246

Central Texas Regional Mobility Authority
System Income Statement
For the Period Ending May 31, 2026

	System Budget Amount FY 2026	System Year to Date	Percent of Budget	System Prior Year to Date
IT Services	550,000	326,649	59.39%	407,782
Software Licenses	1,866,000	2,120,008	113.61%	1,779,475
Cell Phones	27,900	21,828	78.24%	19,312
Local Telephone Service	2,500	707	28.29%	2,365
Overnight Delivery Services	200	159	79.67%	17
Copy Machine	15,300	11,955	78.14%	13,992
Repair and Maintenance - General	10,000	-	-	-
Meeting Facilities	2,500	-	-	-
Meeting Expense	16,750	14,948	89.24%	10,614
Toll Tag Expense	3,000	495	16.50%	1,804
Parking / Local Ride Share	2,750	184	6.69%	386
Mileage Reimbursement	4,950	1,502	30.35%	978
Insurance Expense	1,601,000	1,230,520	76.86%	885,901
Rent Expense	855,000	414,798	48.51%	762,276
Building Parking	4,000	2,088	52.19%	2,210
Total Legal Services	473,000	176,315	37.28%	78,700
Total Administrative and Office Expenses	5,942,850	4,678,041	78.72%	4,345,230

Office Supplies

Books and Publications	4,750	3,278	69.01%	3,278
Office Supplies	7,750	3,286	42.39%	1,758
Miscellaneous Office Equipment	4,500	-	-	-
Computer Supplies	207,600	197,726	95.24%	55,982
Copy Supplies	500	-	-	-
Other Reports - Printing	750	-	-	-
Office Supplies - Printed	5,000	4,675	93.50%	2,394
Postage Expense	1,450	942	64.99%	594
Total Office Supplies	232,300	209,906	90.36%	64,006

Communications and Public Relations

Print Production	75,000	-	-	-
Website Maintenance	185,000	57,059	30.84%	59,711
Research Services	185,000	-	-	40,581
Communications and Marketing	600,000	581,883	96.98%	319,220
Media Planning and Placement	1,225,000	1,216,881	99.34%	1,149,216
Direct Mail Production	45,000	15,280	33.95%	-
TV and Video Production	250,000	14,700	5.88%	59,695
Photography	25,000	1,925	7.70%	850
Radio Production	50,000	-	-	-

Central Texas Regional Mobility Authority
System Income Statement
For the Period Ending May 31, 2026

	System Budget Amount FY 2026	System Year to Date	Percent of Budget	System Prior Year to Date
Other Public Relations	20,000	-	-	13,421
Promotional Items	25,000	21,253	85.01%	11,723
Printing	55,000	20	-	2,827
Other Communication Expenses	50,000	24,359	48.72%	29,022
Total Communications and Public Relations	2,790,000	1,933,360	69.30%	1,686,266
Employee Development				
Subscriptions	750	139	18.53%	139
Agency Memberships	89,850	59,697	66.44%	57,648
Continuing Education	15,000	3,850	25.67%	3,824
Professional Development	32,200	31,053	96.44%	7,944
Other Licenses	3,200	1,066	33.31%	537
Seminars and Conferences	79,100	26,993	34.13%	15,095
Travel	124,500	69,340	55.70%	48,777
Total Employee Development	344,600	192,139	55.76%	133,964
Financing and Banking Fees				
Trustee Fees	65,000	62,500	96.15%	51,500
Bank Fee Expense	12,000	9,706	80.88%	6,864
Continuing Disclosure	-	3,500	-	6,200
Arbitrage Rebate Calculation	17,500	19,800	113.14%	15,400
Rating Agency Expense	50,000	47,500	95.00%	46,000
Total Financing and Banking Fees	144,500	143,006	98.97%	125,964
Total Administrative	9,454,250	7,156,451	75.70%	6,355,430
Operations and Maintenance				
Operations and Maintenance Consulting				
GEC - Trust Indenture Support	1,423,918	864,226	60.69%	857,886
GEC 2.1 Program Funding Support	273,000	245,636	89.98%	201,974
GEC-Toll Ops Support	1,564,803	994,037	63.52%	1,619,120
GEC-Roadway Ops Support	1,723,022	1,164,355	67.58%	862,161
GEC-Technology Support	743,076	644,376	86.72%	476,300
GEC-Public Information Support	250,000	204,757	81.90%	209,090
GEC-General Support	1,839,343	2,669,368	145.13%	1,653,562
General System Consultant	1,977,721	2,530,195	127.93%	1,680,828
Traffic Modeling	121,375	3,428	2.82%	-
Traffic and Revenue Consultant	1,985,000	504,727	25.43%	796,327
Total Operations and Maintenance Consulting	11,901,258	9,825,106	82.56%	8,357,249

Central Texas Regional Mobility Authority
System Income Statement
For the Period Ending May 31, 2026

	System Budget Amount FY 2026	System Year to Date	Percent of Budget	System Prior Year to Date
Roadway Operations and Maintenance				
Roadway Maintenance	4,281,352	3,202,982	74.81%	3,231,530
Landscape Maintenance	3,530,097	2,344,156	66.40%	2,050,435
Maintenance Supplies-Roadway	350,400	122,027	34.83%	55,523
Tools and Equipment Expense	95,000	7,132	7.51%	1,523
Gasoline	30,000	13,116	43.72%	13,825
Repair and Maintenance - Vehicles	10,000	6,549	65.49%	10,629
Natural Gas	-	2,106	-	1,619
Electricity - Roadways	364,125	226,776	62.28%	254,747
Total Roadway Operations and Maintenance	8,660,974	5,924,844	68.41%	5,619,830
Toll Processing and Collection Expense				
Image Processing	1,907,578	2,443,889	128.11%	2,682,021
Tag Collection Fees	15,331,704	13,926,510	90.83%	10,657,772
Court Enforcement Costs	189,080	15,145	8.01%	3,420
PBM Incentive	500,000	-	-	-
Total Processing and Collection Expense	17,928,362	16,385,544	91.39%	13,343,213
Toll Operations Expense				
Generator Fuel	3,000	2,648	88.26%	523
Fire and Burglar Alarm	500	452	90.46%	452
Refuse	2,900	2,382	82.13%	2,068
Telecommunications	160,000	127,012	79.38%	161,047
Water - Irrigation	9,500	5,015	52.79%	6,736
Electricity	650	-	-	683
ETC Spare Parts Expense	250,000	290,138	116.06%	168,157
Repair and Maintenance Toll Equipment	100,000	199,412	199.41%	10,426
Law Enforcement	780,037	676,362	86.71%	447,331
ETC Maintenance Contract	6,127,500	5,215,476	85.12%	3,807,951
Transaction Processing Maintenance Contract	2,185,000	1,577,754	72.21%	1,677,702
ETC Toll Management Center Sys Operation	474,824	378,139	79.64%	644,495
ETC Development	520,000	66,242	12.74%	121,850
ETC Testing	450,000	-	-	-
Total Toll Operations Expense	11,063,911	8,541,032	77.20%	7,049,421
Total Operations and Maintenance	49,554,505	40,676,525	82.08%	34,369,713

Central Texas Regional Mobility Authority
System Income Statement
For the Period Ending May 31, 2026

	System Budget Amount FY 2026	System Year to Date	Percent of Budget	System Prior Year to Date
Other Expenses				
Special Projects and Contingencies				
HERO	1,677,351	1,393,707	83.09%	-
Special Projects	250,000	3,181	1.27%	-
71 Express Interest Expense	1,550,000	1,349,355	87.06%	1,507,926
Customer Relations	10,000	-	-	14,707
Technology Initiatives	75,000	-	-	-
Other Contractual Services	325,000	141,000	43.38%	176,000
Contingency	200,000	-	-	-
Total Special Projects and Contingencies	4,087,351	2,887,244	70.64%	1,698,633
TOTAL OPERATING EXPENSE	71,854,027	57,522,969	80.06%	48,354,407
Income before Non-Cash Expense	241,265,373	235,954,321	97.80%	211,335,158
Non-Cash Expenses				
Amortization Expense				
Amortization Expense - Intangible Software	1,420,000	1,296,041	91.27%	1,299,583
Amortization Expense - RTU Asset - Leases	429,000	428,960	99.99%	471,856
Amortization Expense - Refundings	7,500,000	6,143,270	81.91%	6,134,118
Total Amortization Expense	9,349,000	7,868,271	84.16%	7,905,558
Depreciation Expense				
Depreciation Expense - Equipment	4,400	23,871	542.52%	-
Depreciation Expense - Autos and Trucks	21,000	12,653	60.25%	19,213
Depreciation Expense - Building & Toll Facility	177,000	162,019	91.54%	162,019
Depreciation Expense - Highways and Bridges	55,000,000	51,198,816	93.09%	43,961,041
Depreciation Expense - Toll Equipment	3,700,000	3,528,652	95.37%	3,173,876
Depreciation Expense - Signs	823,000	586,120	71.22%	768,377
Depreciation Expense - Land Improvements	543,000	497,130	91.55%	497,130
Total Depreciation Expense	60,268,400	56,009,261	92.93%	48,581,655
Pension & OPEB Adjustments Expense	-	-	-	61,950
TOTAL NON-CASH EXPENSE	69,617,400	63,877,532	91.76%	56,549,163
Operating Income	171,647,973	172,076,789	100.25%	154,785,994

Central Texas Regional Mobility Authority
System Income Statement
For the Period Ending May 31, 2026

	System Budget Amount FY 2026	System Year to Date	Percent of Budget	System Prior Year to Date
Non-Operating Expenses				
Undeveloped Projects/Non Capital Assets	-	-	-	7,416,077
Bond Issuance Expense	-	2,513,349	-	-
Miscellaneous Adjustments	-	33	-	-
Interest Expense - Debt Obligations	97,658,977	64,983,291	66.54%	79,973,537
Interest Expense - Right to Use Assets	6,200	6,196	99.93%	-
Arbitrage Expense	-	309,411	-	-
Headquarters Expenses	512,080	364,505	71.18%	151,883
Community Initiatives	600,000	25,258	4.21%	211,791
Total Non-Operating Expenses	98,777,257	68,202,042	69.05%	87,753,288
TOTAL EXPENSES	240,248,684	189,602,543	78.92%	192,656,858
Net Income	72,870,716	103,874,746	142.55%	67,032,706

Central Texas Regional Mobility Authority
MoPac Income Statement
For the Period Ending May 31, 2026

	MoPac Budget Amount FY 2026	MoPac Year to Date	Percent of Budget	MoPac Prior Year to Date
REVENUE				
Operating Revenue				
Toll Revenue	17,746,117	23,459,855	132.20%	15,920,473
Video Tolls	5,422,828	4,541,473	83.75%	4,754,858
Fee Revenue	518,855	390,328	75.23%	525,063
Total Operating Revenue	23,687,800	28,391,657	119.86%	21,200,394
Other Revenue				
Interest Income	560,000	961,367	171.67%	965,350
Total Other Revenue	560,000	961,367	171.67%	965,350
TOTAL REVENUE	24,247,800	29,353,024	121.05%	22,165,744
EXPENSES				
Administrative				
Administrative and Office Expenses				
Financial Advisors	-	-	-	3,600
Software Licenses	92,500	-	-	-
Total Administrative and Office Expenses	92,500	-	-	3,600
Financing and Banking Fees				
Bank Fee Expense	-	527	-	105
Total Financing and Banking Fees	-	527	-	105
Total Administrative	92,500	527	0.57%	3,705
Operations and Maintenance				
Operations and Maintenance Consulting				
GEC - Trust Indenture Support	50,735	333,262	656.87%	316,714
GEC 2.1 Program Funding Support	27,000	74,625	276.39%	59,020
GEC-Toll Ops Support	86,553	50,320	58.14%	87,950
GEC-Roadway Ops Support	138,978	337,105	242.56%	290,595
GEC-Technology Support	39,224	161,284	411.19%	126,112
GEC-General Support	306,557	280,292	91.43%	233,688
General System Consultant	108,279	152,024	140.40%	115,060
Traffic Modeling	3,625	686	18.91%	-
Traffic and Revenue Consultant	-	227,420	-	8,054
Total Operations and Maintenance Consulting	760,951	1,617,017	212.50%	1,237,193

Central Texas Regional Mobility Authority
MoPac Income Statement
For the Period Ending May 31, 2026

	MoPac Budget Amount FY 2026	MoPac Year to Date	Percent of Budget	MoPac Prior Year to Date
Roadway Operations and Maintenance				
Roadway Maintenance	606,036	468,316	77.28%	832,966
Landscape Maintenance	427,411	381,150	89.18%	344,035
Maintenance Supplies-Roadway	49,600	23,710	47.80%	13,765
Natural Gas	10,000	8,360	83.60%	7,508
Electricity - Roadways	10,875	21,172	194.68%	20,870
Total Roadway Operations and Maintenance	1,103,922	902,708	81.77%	1,219,144
Toll Processing and Collection Expense				
Image Processing	143,382	102,072	71.19%	-
Tag Collection Fees	1,230,770	1,042,885	84.73%	772,514
Court Enforcement Costs	10,920	-	-	-
Total Processing and Collection Expense	1,385,072	1,144,956	82.66%	772,514
Toll Operations Expense				
Telecommunications	-	3,016	-	12,230
Water - Irrigation	-	1,831	-	1,591
Repair and Maintenance Toll Equipment	-	-	-	35,107
Law Enforcement	44,963	-	-	-
ETC Maintenance Contract	322,500	141,234	43.79%	672,901
Transaction Processing Maintenance Contract	115,000	90,846	79.00%	107,298
ETC Toll Management Center System Operation	12,176	30,501	250.50%	92,934
Total Toll Operations Expense	494,639	267,428	54.07%	922,061
Total Operations and Maintenance	3,744,584	3,932,110	105.01%	4,150,912
Other Expenses				
Special Projects and Contingencies				
HERO	96,873	184,094	190.04%	172,003
Total Special Projects and Contingencies	96,873	184,094	190.04%	172,003
TOTAL OPERATING EXPENSE	3,933,957	4,116,731	104.65%	4,326,620
Income before Non-Cash Expense	20,313,843	25,236,293	124.23%	17,839,124
Non-Cash Expenses				
Amortization Expense				
Amortization Expense - Intangible Software	32,000	15,576	48.68%	29,784
Total Amortization Expense	32,000	15,576	48.68%	29,784

Central Texas Regional Mobility Authority
MoPac Income Statement
For the Period Ending May 31, 2026

	MoPac Budget Amount FY 2026	MoPac Year to Date	Percent of Budget	MoPac Prior Year to Date
Depreciation Expense				
Depreciation Expense - Highways and Bridges	5,500,000	5,009,568	91.08%	5,009,568
Depreciation Expense - Toll Equipment	440,000	402,222	91.41%	402,222
Depreciation Expense - Signs	29,000	26,171	90.24%	26,171
Total Depreciation Expense	5,969,000	5,437,960	91.10%	5,437,960
TOTAL NON-CASH EXPENSE	6,001,000	5,453,537	90.88%	5,467,744
Operating Income	14,312,843	19,782,756	138.22%	12,371,379
Non-Operating Expenses				
Undeveloped Projects/Non Capital Assets	-	-	-	3,136,225
Interest Expense - Debt Obligations	702,389	623,804	88.81%	665,212
CAMPO RIF Payment	10,000,000	10,000,000	100.00%	10,000,000
Total Non-Operating Expenses	10,702,389	10,623,804	99.27%	13,801,437
TOTAL EXPENSES	20,637,346	20,194,072	97.85%	23,595,802
Net Income	3,610,454	9,158,952	253.68%	(1,430,058)

Central Texas Regional Mobility Authority

Balance Sheet

as of May 31, 2026

	System as of 5/31/26	MoPac as of 5/31/26	Consolidated as of 5/31/26	Consolidated as of 5/31/25
ASSETS				
Current Assets				
Cash				
Regions Operating Account	272,403	-	272,403	103,576
Cash in TexStar	1,471,238	-	1,471,238	577,041
Regions Payroll Account	180,517	-	180,517	166,077
Restricted Cash				
Goldman Sachs	439,937,830	-	439,937,830	355,263,889
Restricted Cash - TexSTAR	28,305,861	-	28,305,861	28,955,259
Treasury SLGS	85,141,201	-	85,141,201	204,166,181
Non-System Cash				
MoPac Operating Account	-	6,221	6,221	3,734
MoPac - Goldman Sachs	-	35,791,131	35,791,131	27,597,821
Headquarters Operating Account	3,357	-	3,357	3,357
Headquarters Security Deposits	-	-	-	28,898
Headquarters Property Management	81,357	-	81,357	58,469
Total Cash and Cash Equivalents	555,393,763	35,797,352	591,191,115	616,924,301
Accounts Receivables				
Accounts Receivable - Net	11,844,276	1,369,635	13,213,911	7,676,565
Due From Other Agencies	381,941	-	381,941	776,333
Due From NTTA	3,648,690	-	3,648,690	2,678,942
Due From HCTRA	20,750,079	-	20,750,079	15,730,302
Due From TxDOT	-	-	-	645,134
Due From Other Funds	-	5,175,441	5,175,441	2,532,344
Interest Receivable	1,029,463	-	1,029,463	1,430,927
Total Receivables	37,654,449	6,545,076	44,199,524	31,470,546
Short Term Investments				
Treasuries	204,766,888	-	204,766,888	103,707,006
Agencies	105,000,000	-	105,000,000	179,596,260
Total Short Term Investments	309,766,888	-	309,766,888	283,303,266
Total Current Assets	902,815,099	42,342,427	945,157,527	931,698,113
Capital Assets				
Non-Depreciable Assets				
Construction in Progress	88,569,037	3,905,621	92,474,658	431,537,245
Land	972,235	-	972,235	972,235
Right of Way	88,149,606	-	88,149,606	88,149,606

Central Texas Regional Mobility Authority

Balance Sheet

as of May 31, 2026

	System as of 5/31/26	MoPac as of 5/31/26	Consolidated as of 5/31/26	Consolidated as of 5/31/25
Depreciable Assets - Net Depreciation and Amortization				
Equipment	101,994	-	101,994	-
Autos and Trucks	79,579	-	79,579	71,578
Buildings and Toll Facilities	3,714,446	-	3,714,446	3,891,194
Highways and Bridges	2,068,658,581	176,281,151	2,244,939,733	1,847,384,267
Toll Equipment	23,340,836	988,230	24,329,067	28,019,854
Signs	9,886,179	140,553	10,026,732	10,695,860
Land Improvements	3,704,977	-	3,704,977	4,247,300
Intangible Assets				
Intangible Software	3,177,264	38,186	3,215,450	4,646,305
Right to Use Assets				
Leases	-	-	-	471,856
Total Capital Assets	2,290,354,734	181,353,742	2,471,708,477	2,420,087,301
Other Assets				
Intangible Assets-Net	136,371,461	-	136,371,461	156,601,257
Prepaid Insurance	475,119	-	475,119	329,289
Deferred Outflows (Pension & OPEB related)	2,023,955	-	2,023,955	2,401,929
Total Other Assets	138,870,535	-	138,870,535	159,332,475
Total Assets	3,332,040,369	223,696,170	3,555,736,539	3,511,117,889
LIABILITIES				
Current Liabilities				
Accounts Payable	12,220,900	640,191	12,861,092	10,438,825
Headquarters Security Deposits Payable	-	-	-	28,897
Interest Payable	27,345,711	281,007	27,626,718	33,730,754
Due to Other Funds	5,175,441	-	5,175,441	2,532,343
Deferred Compensation Payable	6,390	-	6,390	5,018
TCDRS Payable	148,025	-	148,025	135,614
Medical Reimbursement Payable	90	-	90	-
Due to other Agencies	8,951	-	8,951	14,413
Due to HCTRA	1,341,467	-	1,341,467	1,053,020
71E TxDOT Obligation - Short Term	444,550	-	444,550	505,021
Total Current Liabilities	46,691,525	921,198	47,612,723	48,443,905
Long Term Liabilities				
Compensated Absences	864,323	-	864,323	222,277
Right to Use Obligations - Lease	-	-	-	949,904
Deferred Inflows (Pension & OPEB related)	1,060,679	-	1,060,679	1,210,692
Pension & OPEB Liability	1,618,061	-	1,618,061	2,033,164
Long Term Payables	3,543,063	-	3,543,063	4,416,037

Central Texas Regional Mobility Authority

Balance Sheet

as of May 31, 2026

	System as of 5/31/26	MoPac as of 5/31/26	Consolidated as of 5/31/26	Consolidated as of 5/31/25
Bonds Payable				
Senior Lien Revenue Bonds:				
Senior Lien Revenue Bonds 2010	96,134,739	-	96,134,739	105,473,813
Senior Lien Revenue Bonds 2011	-	-	-	7,000,145
Senior Lien Revenue Bonds 2015	-	-	-	9,000,000
Senior Lien Refunding Revenue Bonds 2016	28,090,000	-	28,090,000	42,940,000
Senior Lien Revenue Bonds 2018	42,300,000	-	42,300,000	43,345,000
Senior Lien Revenue Bonds 2020A	49,135,000	-	49,135,000	50,265,000
Senior Lien Refunding Bonds 2020B	52,880,000	-	52,880,000	53,610,000
Senior Lien Refunding Bonds 2020C	76,955,000	-	76,955,000	128,105,000
Senior Lien Revenue Bonds 2020E	167,160,000	-	167,160,000	167,160,000
Senior Lien Revenue Bonds 2021B	255,075,000	-	255,075,000	255,075,000
Senior Lien Refunding Bonds 2021D	272,575,000	-	272,575,000	273,125,000
Senior Lien Refunding Bonds 2021E	238,415,000	-	238,415,000	326,360,000
Senior Lien Refunding Bonds 2025A	105,115,000	-	105,115,000	-
Senior Lien Premium 2016 Revenue Bonds	3,922,359	-	3,922,359	5,628,612
Senior Lien Revenue Bond Premium 2018	2,141,325	-	2,141,325	2,380,462
Senior Lien Revenue Bond Premium 2020A	10,340,863	-	10,340,863	10,671,784
Senior Lien Refunding Bond Premium 2020B	9,675,944	-	9,675,944	10,211,019
Senior Lien Revenue Bonds Premium 2020E	19,137,325	-	19,137,325	20,852,711
Senior Lien Revenue Bonds Premium 2021B	50,572,533	-	50,572,533	51,658,057
Senior Lien Refunding Bonds Premium 2021D	41,282,915	-	41,282,915	42,647,555
Senior Lien Refunding Bonds Premium 2025A	10,706,100	-	10,706,100	-
Total Senior Lien Revenue Bonds	1,531,614,103	-	1,531,614,103	1,605,509,160
Sub Lien Revenue Bonds:				
Subordinate Lien Refunding Bonds 2016	-	-	-	66,285,000
Subordinate Lien Refunding Bonds 2020D	37,285,000	-	37,285,000	89,345,000
Subordinate Lien Refunding Bonds 2020G	61,570,000	-	61,570,000	61,570,000
Subordinate Lien Refunding Bonds 2025B	97,470,000	-	97,470,000	-
Subordinate Lien BANs 2021C	-	-	-	244,185,000
Subordinate Refunding 2016 Premium/Discount	-	-	-	3,625,777
Subordinate Lien Refunding Bonds Premium 2020G	5,585,997	-	5,585,997	5,989,968
Subordinate Lien BANS 2021C Premium	4,440,145	-	4,440,145	12,051,822
Subordinate Lien Refunding Bonds 2025B Premium	10,784,918	-	10,784,918	-
Total Sub Lien Revenue Bonds	217,136,060	-	217,136,060	483,052,567

Central Texas Regional Mobility Authority
Balance Sheet
as of May 31, 2026

	System as of 5/31/26	MoPac as of 5/31/26	Consolidated as of 5/31/26	Consolidated as of 5/31/25
Other Obligations				
TIFIA Note 2021A - 183S	321,649,414	-	321,649,414	322,354,437
TIFIA Note 2021A - 290E	41,088,581	-	41,088,581	41,088,581
TIFIA Note 2021A - 183A Phase III	106,712,890	-	106,712,890	106,712,890
TIFIA Note 2021F - 183N	250,289,625	-	250,289,625	-
71E TxDOT Obligation - Long Term	37,352,789	-	37,352,789	42,432,738
Regions 2022 MoPac Loan	-	21,090,900	21,090,900	22,490,900
Total Other Obligations	757,093,300	21,090,900	778,184,200	535,079,546
Total Long Term Liabilities	2,509,386,526	21,090,900	2,530,477,426	2,628,057,310
Total Liabilities	2,556,078,051	22,012,098	2,578,090,150	2,676,501,215
NET ASSETS				
Net Assets Beginning	672,087,571	192,525,120	864,612,691	769,014,026
Current Year Operations	103,874,746	9,158,952	113,033,698	65,602,648
Total Net Assets	775,962,318	201,684,071	977,646,389	834,616,674
Total Liabilities and Net Assets	3,332,040,369	223,696,170	3,555,736,539	3,511,117,889

Statement of Cash Flows
For the Month Ending May 31, 2026

	System	MoPac	Consolidated Total
Cash flows from operating activities:			
Receipts from toll fees	\$ 276,020,462	\$ 24,891,611	\$ 300,912,073
Receipts from other income	2,075,534	-	2,075,534
Payments to vendors	(80,704,292)	(4,824,027)	(85,528,319)
Payments to employees	(6,781,835)	-	(6,781,835)
Net cash flows provided by operating activities	\$ 190,609,869	\$ 20,067,584	\$ 210,677,453
Cash flows from capital and related financing activities:			
Payments on interest	\$ (75,374,415)	\$ (702,389)	\$ (76,076,804)
Payments on obligations	(321,610,573)	(1,400,000)	(323,010,573)
Proceeds from Other Financing Sources	249,584,603	-	249,584,603
RIF Contribution	-	(10,000,000)	(10,000,000)
Bond Issuance Expense	(2,513,349)	-	(2,513,349)
Payments for capital assets	(48,949,598)	-	(48,949,598)
Payments for construction in progress	(46,079,890)	(1,148,304)	(47,228,194)
Net cash flows used in capital and related financing activities	\$ (244,943,222)	\$ (13,250,693)	\$ (258,193,915)
Cash flows from investing activities:			
Interest income	\$ 26,806,800	\$ 961,367	\$ 27,768,167
Purchase of investments	(309,245,948)	-	(309,245,948)
Proceeds from sale or maturity of investments	169,271,260	-	169,271,260
Net cash flows provided by investing activities	\$ (113,167,888)	\$ 961,367	\$ (112,206,521)
Net decrease in cash and cash equivalents	\$ (167,501,241)	\$ 7,778,258	\$ (159,722,983)
Cash and cash equivalents at beginning of year	722,895,000	28,019,094	750,914,094
Cash and cash equivalents at end of year	\$ 555,393,759	\$ 35,797,352	\$ 591,191,111
Reconciliation of change in net position to net cash provided by operating activities:			
Operating Income	\$ 172,076,789	\$ 19,782,756	\$ 191,859,545
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation and amortization	63,877,532	5,453,537	69,331,069
Bad Debt	2,621,039	993,906	3,614,945
Gain/Loss fair value investments	(275,466)	-	(275,466)
Changes in assets and liabilities:			
(Increase)/Decrease accounts receivables and due from other governments	8,822,231	(4,493,952)	4,328,279
Increase in prepaid expenses and other assets	(201,451)	-	(201,451)
Increase/(Decrease) in accounts payable	(30,049,363)	(707,296)	(30,756,659)
Increase/(Decrease) in accrued expenses	(26,261,442)	(961,367)	(27,222,809)
Total adjustments	\$ 18,533,080	\$ 284,828	\$ 18,817,908
Net cash flows provided by operating activities	\$ 190,609,869	\$ 20,067,584	\$ 210,677,453
Reconciliation of cash and cash equivalents:			
Unrestricted cash and cash equivalents	\$ 230,863,381	\$ 33,191,982	\$ 264,055,363
Restricted cash and cash equivalents: Current	39,566,611	921,198	40,487,809
Restricted cash and cash equivalents: Noncurrent	284,963,767	1,684,172	286,647,939
Total	\$ 555,393,759	\$ 35,797,352	\$ 591,191,111

CTRMA INVESTMENT REPORT

Month Ending May 31, 2026

	Balance 5/1/2026	Accrued Interest	Additions	Cash Transfers	Withdrawals	Balance 5/31/2026	Rate May 2026
Amount in Trustee TexStar							
General Fund	10,916,314.49	33,352.96				10,949,667.45	3.60%
Trustee Operating Fund	13,966,896.79	36,266.82				14,003,163.61	3.60%
Renewal and Replacement	8.70					8.70	3.60%
TxDOT Grant Fund	539,283.63	1,647.70				540,931.33	3.60%
Senior Lien Debt Service Reserve Fund	458,359.41	1,400.45				459,759.86	3.60%
2015B Senior Lien 183S Project	415,107.87	1,268.27				416,376.14	3.60%
2015C TIFIA 183S Project Account	824,677.46	2,519.67				827,197.13	3.60%
2018 290E III Senior Lien Project	1,105,379.63	3,377.30				1,108,756.93	3.60%
	28,226,027.98	79,833.17	-	-	-	28,305,861.15	

Amount in TexStar Operating Fund	863,304.47	7,933.43		5,000,000.00	4,400,000.00	1,471,237.90	3.60%
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Goldman Sachs

Operating Fund	6,576,173.02	19,299.09	201,926.07		149,271.13	6,648,127.05	3.52%
Senior Debt Service 2010	3,732,875.78	9,092.18		922,500.00		4,664,467.96	3.52%
2011 Senior Debt Service Account	8,903.38	25.96				8,929.34	3.52%
2013 Senior Debt Service Fund	47,435.59	138.31				47,573.90	3.52%
2013 Sub DSRF	398,266.55	1,167.03				399,433.58	3.52%
2013 Sub DSF	37,333.30	108.86				37,442.16	3.52%
2015 DSA	124,283.33	362.38				124,645.71	3.52%
2015 Series B Senior Project	2,701,787.10	7,878.80				2,709,665.90	3.52%
2015C TIFIA Project acct	4,679,112.76	12,480.50				4,691,593.26	3.52%
2016 Senior Debt Service Fund	979,513.26	2,856.05				982,369.31	3.52%
2016 Sub Debt Service Fund	1,021,385.87	2,978.14				1,024,364.01	3.52%
2016 Sub Debt Service Reserve Fund	337,728.64	984.74				338,713.38	3.52%
2018 290E III Senior Project	3,846,818.71	12,177.04			76,666.19	3,782,329.56	3.52%
2018 Senior Debt Service Fnd 290E III	1,080,625.03	2,630.23		267,916.67		1,351,171.93	3.52%
2020A Senior Debt Service Account	1,223,971.99	2,979.09		303,479.17		1,530,430.25	3.52%
2020B Senior Debt Service Fund	1,115,609.03	2,715.11		276,733.33		1,395,057.47	3.52%
2020C Sr Debt Service Fund	2,864,090.63	6,974.84		708,199.68		3,579,265.15	3.52%
2020D Sub Debt Service Reserve Fund	4,232,860.03	12,340.87				4,245,200.90	3.52%
2020D Sub Debt Service Fund	2,124,430.94	5,304.61		457,829.56		2,587,565.11	3.52%
2020E Senior Debt Service Account	2,188,906.34	5,323.09		544,389.67		2,738,619.10	3.52%
2020E Senior Lien Project	118,401.03	274.15	100,000.00		209,283.71	9,391.47	3.52%
2020E Senior Lien CAP I	456,492.67	1,330.90				457,823.57	3.52%
2020F Sub Debt Service Fund	38,306.36	111.68				38,418.04	3.52%
2020G Debt Service Reserve	4,708,833.80	13,728.56				4,722,562.36	3.52%
2020G Debt Service Acct	856,596.34	2,084.28		212,716.67		1,071,397.29	3.52%
2021A TIFIA Sub Lien Debt Service Reserve	23,446,762.26	68,632.97				23,515,395.23	3.52%

CTRMA INVESTMENT REPORT

Month Ending May 31, 2026

	Balance 5/1/2026	Accrued Interest	Additions	Cash Transfers	Withdrawals	Balance 5/31/2026	Rate May 2026
2021A TIFIA 183S Loan Account	2,585,533.53	6,291.19		642,044.67		3,233,869.39	3.52%
2021A TIFIA Manor Expressway Loan Acct	300,869.91	731.90		74,710.00		376,311.81	3.52%
2021B Senior Debt Service Fund	3,924,679.15	9,540.87		977,811.40		4,912,031.42	3.52%
2021B Senior Cap I DSA	32.87	0.10				32.97	3.52%
2021B Senior Cap I Project	15,756,298.45	45,937.35				15,802,235.80	3.52%
2021B Senior Lien Project	146,542.51	1,297.71			12,398.85	135,441.37	3.52%
2021C Sub Lien Cap I Project	1,576.80	4.60				1,581.40	3.52%
2021C Sub Lien Debt Service Fund	253,369,342.84	738,769.88			248,729,554.17	5,378,558.55	3.52%
2021C Sub Lien Project	2,298,449.43	6,701.11			1,868,951.96	436,198.58	3.52%
2021D Senior Debt Service Fund	3,925,583.50	9,552.23		974,604.17		4,909,739.90	3.52%
2021E Senior Debt Service Fund	3,823,353.95	9,457.01		870,165.81		4,702,976.77	3.52%
2025A Senior Debt Service Fund	5,196,048.25	12,633.10		1,295,895.83		6,504,577.18	3.52%
2025B Sub Debt Service Reserve Fund	9,849,231.95	28,718.24				9,877,950.19	3.52%
2025B Sub Debt Service Fund	2,325,154.49	5,653.16		579,875.00		2,910,682.65	3.52%
TxDOT Grant Fund	1,293,267.32	3,770.89				1,297,038.21	3.52%
TxDOT Reimb - US 183N 4th GP Lane	39,490,688.06	113,983.56	3,166,076.66			42,770,748.28	3.52%
Renewal and Replacement Fund	2.31	0.02		14,750.00	14,743.26	9.07	3.52%
Revenue Fund	2,589,450.29	10,633.45	27,391,600.45	(28,581,138.79)		1,410,545.40	3.52%
General Fund	169,020,454.43	473,582.85		13,393,461.37	41,851,108.84	141,036,389.81	3.52%
Senior Lien Debt Service Reserve Fund	111,017,354.60	323,702.74				111,341,057.34	3.52%
71E Revenue Fund	9,012,388.02	24,959.26	325,680.87	948,011.12	113,138.77	10,197,900.50	3.52%
MoPac Revenue Fund	110,925.51	6,249.30	459,151.34	(465,156.72)		111,169.43	3.52%
MoPac General Fund	28,775,386.99	76,006.80			8,219.28	28,843,174.51	3.52%
MoPac Operating Fund	4,866,402.45	13,200.03	155,120.47	400,000.00	282,108.34	5,152,614.61	3.52%
MoPac Loan Repayment Fund	1,499,058.22	3,912.74		181,201.39		1,684,172.35	3.52%
	740,125,579.57	2,119,269.55	31,799,555.86	(5,000,000.00)	293,315,444.50	475,728,960.48	

Amount in Fed Agencies and Treasuries

Total in Pools - TxStar	29,089,332.45	87,766.60	-	5,000,000.00	4,400,000.00	29,777,099.05
Total in Goldman Sachs FSGF	740,125,579.57	2,119,269.55	31,799,555.86	(5,000,000.00)	293,315,444.50	475,728,960.48
Total in Treasury SLGS	317,600,000.00	12,126,200.81	-	-	244,585,000.00	85,141,200.81
Total in Fed Agencies and Treasuries	269,766,887.50	-	40,000,000.00	-	-	309,766,887.50
Total Invested	1,356,581,799.52	14,333,236.96	71,799,555.86	-	542,300,444.50	900,414,147.84

All Investments in the portfolio are in compliance with the CTRMA's Investment policy and the relevant provisions of the Public Funds Investment Act Chapter 2256.023

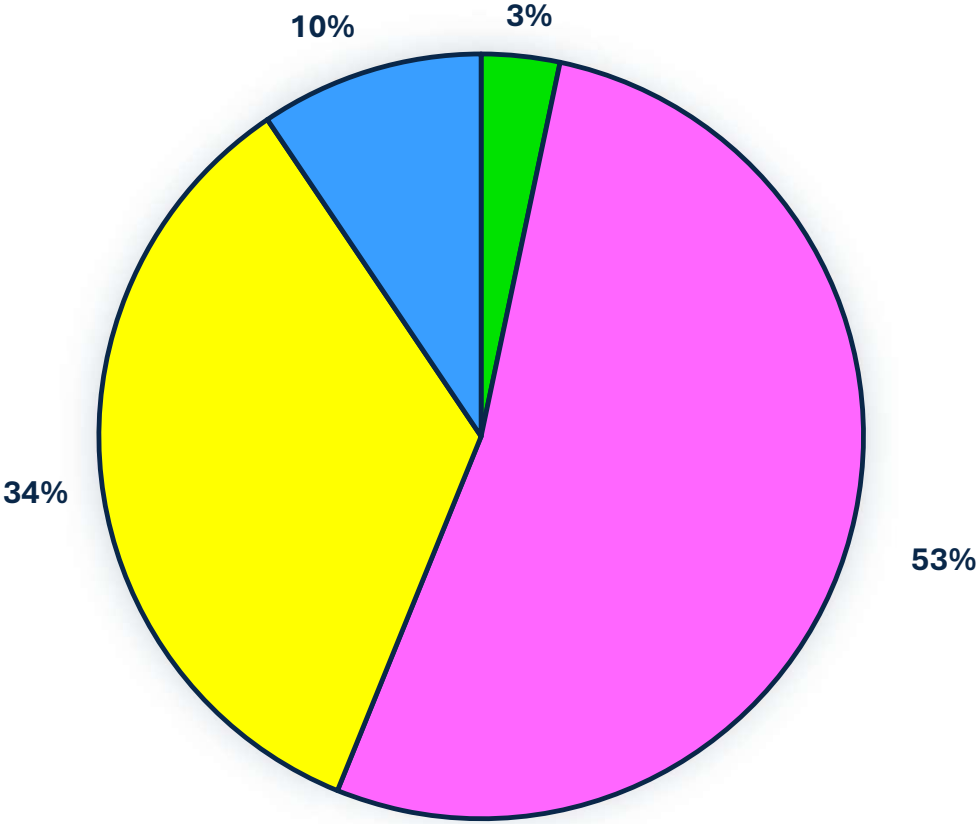
José Hernández, CFO
Ann Zigmond, Controller

CTRMA INVESTMENT REPORT BY FUND

Month Ending May 31, 2026

Fund	TexSTAR	TexSTAR- Trustee	Goldman Sachs	Agencies / Treasuries / SLGS	Balance
Renewal and Replacement Fund	8.70		9.07		17.77
TxDOT Grant Fund	540,931.33		1,297,038.21	10,000,000.00	11,837,969.54
TxDOT Reimb - US 183N 4th GP Lane			42,770,748.28	20,060,156.25	62,830,904.53
Senior Lien Debt Service Reserve Fund	459,759.86		111,341,057.34		111,800,817.20
Senior Debt Service 2010			4,664,467.96		4,664,467.96
2011 Senior Debt Service Account			8,929.34		8,929.34
2013 Senior Debt Service Fund			47,573.90		47,573.90
2013 Sub DSF			37,442.16		37,442.16
2013 Sub DSRF			399,433.58		399,433.58
2015 DSA			124,645.71		124,645.71
2016 Senior Debt Service Fund			982,369.31		982,369.31
2016 Sub Debt Service Fund			1,024,364.01		1,024,364.01
2016 Sub Debt Service Reserve Fund			338,713.38		338,713.38
Operating Fund	14,003,163.61	1,471,237.90	6,648,127.05		22,122,528.56
Revenue Fund			1,410,545.40		1,410,545.40
General Fund	10,949,667.45		141,036,389.81	199,785,450.00	351,771,507.26
71E Revenue Fund			10,197,900.50	40,108,000.00	50,305,900.50
MoPac Revenue Fund			111,169.43		111,169.43
MoPac General Fund			28,843,174.51		28,843,174.51
MoPac Operating Fund			5,152,614.61		5,152,614.61
MoPac Loan Repayment Fund			1,684,172.35		1,684,172.35
2015 Series B Senior Project	416,376.14		2,709,665.90		3,126,042.04
2015C TIFIA Project acct	827,197.13		4,691,593.26	39,813,281.25	45,332,071.64
2018 Senior Debt Service Fnd 290E III			1,351,171.93		1,351,171.93
2018 290E III Senior Project	1,108,756.93		3,782,329.56		4,891,086.49
2020A Senior Debt Service Account			1,530,430.25		1,530,430.25
2020B Senior Debt Service Fund			1,395,057.47		1,395,057.47
2020C Sr Debt Service Fund			3,579,265.15		3,579,265.15
2020D Sub Debt Sevice Fund			2,587,565.11		2,587,565.11
2020D Sub Debt Service Reserve Fund			4,245,200.90		4,245,200.90
2020E Senior Lien Project			9,391.47	54,691,105.33	54,700,496.80
2020E Senior Lien CAP I			457,823.57		457,823.57
2020F Sub Debt Service Fund			38,418.04		38,418.04
2020G Debt Service Acct			1,071,397.29		1,071,397.29
2020G Debt Service Reserve			4,722,562.36		4,722,562.36
2021A TIFIA Sub Lien Debt Service Reserve			23,515,395.23		23,515,395.23
2021A TIFIA 183S Loan Account			3,233,869.39		3,233,869.39
2021B Senior Cap I Project			15,802,235.80		15,802,235.80
2021B Senior Debt Service Fund			4,912,031.42		4,912,031.42
2021B Senior Lien Project			135,441.37	24,359,315.98	24,494,757.35
2021B Senior Cap I DSA			32.97		32.97
2021C Sub Lien Cap I Project			1,581.40		1,581.40
2021C Sub Lien Project			436,198.58	6,090,779.50	6,526,978.08
2021C Sub Lien Debt Service Fund			5,378,558.55		5,378,558.55
2021D Senior Debt Service Fund			4,909,739.90		4,909,739.90
2021E Senior Debt Service Fund			4,702,976.77		4,702,976.77
2025A Senior Debt Service Fund			6,504,577.18		6,504,577.18
2025B Sub Debt Service Fund			2,910,682.65		2,910,682.65
2025B Sub Debt Service Reserve Fund			9,877,950.19		9,877,950.19
2020E Senior Debt Service Account			2,738,619.10		2,738,619.10
2021A TIFIA Manor Expressway Loan Acct			376,311.81		376,311.81
Totals	28,305,861.15	1,471,237.90	475,728,960.48	394,908,088.31	900,414,147.84

CTRMA ALLOCATION OF FUNDS
Month Ending May 31, 2026



- Total in Pools
- Total in Money Market
- Total in Fed Agencies
- Total in SLG's

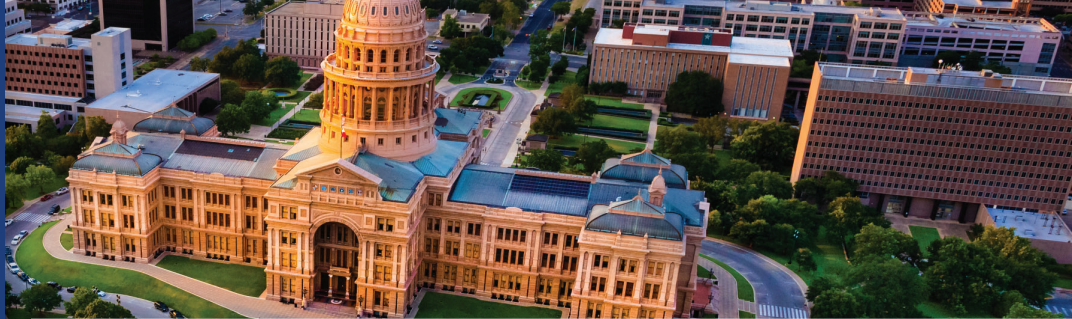
CTRMA INVESTMENTS
Month Ending May 31, 2026

Fund	Agency	CUSIP #	Yield to		Matures	Market Value	Cost /			Accrued Interest	Interest Earned
			Maturity	Purchased			Book Value	Book Value	Maturity Value		
GENERAL	Treasury	91282CKY6	4.10%	5/20/2025	6/30/2026	20,099,200	20,112,000	20,112,000	20,000,000	360,290	925,000
GENERAL	Treasury	91282CME8	3.80%	7/1/2025	12/31/2026	25,149,500	25,162,000	25,162,000	25,000,000		531,250
GENERAL	Farmer Mac	31424WU91	3.73%	9/10/2025	8/5/2026	24,986,750	25,000,000	25,000,000	25,000,000		362,639
GENERAL	FAMC	31424WU67	3.72%	9/10/2025	9/15/2026	49,972,000	50,000,000	50,000,000	50,000,000		930,000
TXDOTGRANT	FAMC	31424W5C2	3.64%	12/15/2025	12/31/2026	10,000,000	10,000,000	10,000,000	10,000,000		
71E REVENUE	FAMC	31428JBU0	3.54%	2/18/2026	2/23/2027	20,000,000	20,000,000	20,000,000	20,000,000		
71E REVENUE	Treasury	91282CMP3	3.56%	3/6/2026	2/28/2027	20,000,000	20,121,451	20,108,000	20,000,000	121,451	
2015TIFIAP	Treasury	91282CLS8	3.64%	3/10/2026	10/31/2026	20,000,000	20,060,156	20,060,156	20,000,000	296,271	412,500
TXDOT REIM	Treasury	91282CLS8	3.64%	3/10/2026	10/31/2026	20,000,000	20,060,156	20,060,156	20,000,000	296,271	412,500
GENERAL	Treasury	91282CET4	3.68%	3/16/2026	5/31/2027	40,000,000	39,506,250	39,506,250	40,000,000	308,654	
2015TIFIAP	Treasury	91282CET4	3.68%	3/17/2026	5/31/2027	20,000,000	19,753,125	19,753,125	20,000,000	154,327	
GENERAL	Farmer Mac	31428JHK6	3.83%	5/7/2026	6/7/2027	40,000,000	40,000,000	40,000,000	40,000,000		
Totals						310,207,450	309,775,138	309,761,687	310,000,000	1,537,264	3,573,889

**State and Local Government Series (SLGS)
Month Ending May 31, 2026**

Fund	Agency	Arbitrage		Purchased Date	Purchase Value	Beginning	Accrued Interest	Withdrawals	End Value
		Yield	Yield						
2021CPROJ	SLGS	1.83%	2.82%	4/23/2024	35,000,000	35,000,000	590,779.50	29,500,000	6,090,779.50
2021BPROJ	SLGS	1.83%	2.82%	4/23/2024	210,000,000	210,000,000	9,509,315.98	195,150,000	24,359,315.98
2020E PRJ	SLGS	1.83%	2.82%	4/1/2025	72,600,000	72,600,000	2,026,105.33	19,935,000	54,691,105.33
Totals					317,600,000	317,600,000	12,126,200.81	244,585,000	85,141,200.81

TexSTAR
MONTHLY NEWSLETTER
MAY
2026



PERFORMANCE

As of May 31, 2026

Current Invested Balance	\$ 13,969,164,373.89
Weighted Average Maturity (1)	40 Days
Weighted Average Life (2)	109 Days
Net Asset Value	0.999929
Total Number of Participants	1157
Management Fee on Invested Balance	0.06%*
Interest Distributed	\$ 43,890,127.29
Management Fee Collected	\$ 719,988.04
% of Portfolio Invested Beyond 1 Year	8.53%
Standard & Poor's Current Rating	AAAm

May Averages

Average Invested Balance	\$ 14,129,105,090.07
Average Monthly Yield, on a simple basis	3.5974%
Average Weighted Maturity (1)	42 Days
Average Weighted Life (2)	103 Days

Definition of Weighted Average Maturity (1) & (2)

(1) This weighted average maturity calculation uses the SEC Rule 2a-7 definition for stated maturity for any floating rate instrument held in the portfolio to determine the weighted average maturity for the pool. This Rule specifies that a variable rate instrument to be paid in 397 calendar days or less shall be deemed to have a maturity equal to the period remaining until the next readjustment of the interest rate.
 (2) This weighted average maturity calculation uses the final maturity of any floating rate instruments held in the portfolio to calculate the weighted average maturity for the pool.

The maximum management fee authorized for the TexSTAR Cash Reserve Fund is 12 basis points. This fee may be waived in full or in part in the discretion of the TexSTAR co-administrators at any time as provided for in the TexSTAR Information Statement.

Rates reflect historical information and are not an indication of future performance.

HOLIDAY REMINDER

In observance of **Juneteenth National Independence Day, TexSTAR will be closed on Friday, June 19, 2026.** All ACH transactions initiated on Thursday, June 18th will settle on Monday, June 22nd. Please note that on Thursday, June 18th, TexSTAR will close at its normal time.

In observance of **Independence Day, TexSTAR will be closed on Friday, July 3, 2026.** All ACH transactions initiated on Thursday, July 2nd will settle on Monday, July 6th. Notification of any early transaction deadlines on the business day preceding this holiday will be sent by email to the primary contact on file for all TexSTAR participants.

ECONOMIC COMMENTARY

Market review

Geopolitics remained in focus in May as the U.S.–Iran conflict stayed front and center and the path toward a peace deal remained uncertain. Hopes that negotiations could ease tensions and allow a reopening of the Strait of Hormuz rose and fell throughout the month. A fragile ceasefire was repeatedly tested by intermittent strikes, naval confrontations, and continued enforcement of the U.S. blockade on Iranian ports. Key sticking points—including control of the waterway and nuclear provisions—remained unresolved. Maritime flows through the strait therefore stayed well below normal levels and subject to heightened security oversight, reinforcing disruptions to global energy trade.

Oil prices eased modestly at times on optimism around negotiations, but uncertainty about transit access through the Strait kept prices elevated, posing upside risks to inflation. Even so, the U.S. economy continued to look like a beacon of relative strength, supported by fiscal dynamics and technology-led growth.

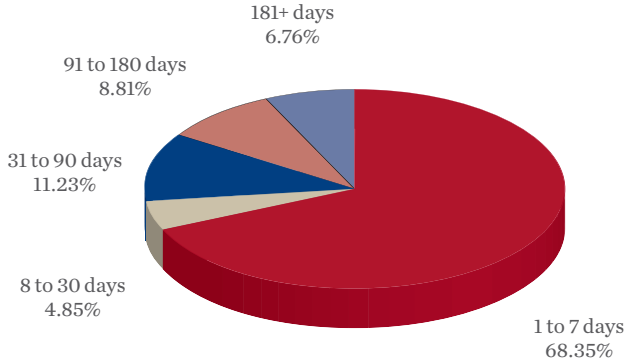
April inflation data reflected the continued pass-through from higher energy prices. Headline inflation rose 0.6% month-over-month (m/m) and 3.8% year-over-year (y/y), with energy prices up 18% y/y as gasoline prices moved higher. Core goods prices were flat despite supply chain tensions and tariffs, reflecting continued weakness in autos. Shelter inflation rose 0.6% m/m, though much of the increase appears tied to a statistical adjustment related to last fall's government shutdown. At the production level, headline Producer Price Index (PPI) rose 1.4% m/m and 6.0% y/y, while core PPI increased 1.0% m/m and 5.2% y/y, pointing to continued pipeline pressure from energy and other input costs.

The U.S. economy grew 1.6% at a seasonally adjusted annual rate in the first quarter, down from the initial estimate of 2%. A slowdown in consumer spending was offset by stronger business fixed investment. Consumer spending rose 1.4% while business fixed investment rose 10.4% as spending on equipment and intellectual property products surged amid the AI buildout.

(continued page 4)

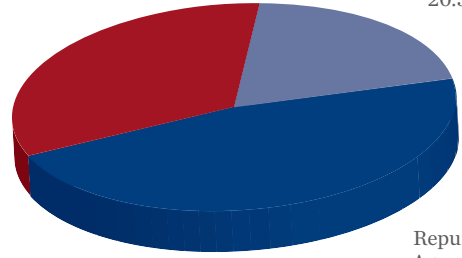
INFORMATION AT A GLANCE

PORTFOLIO BY TYPE OF INVESTMENT AS OF MAY 31, 2026



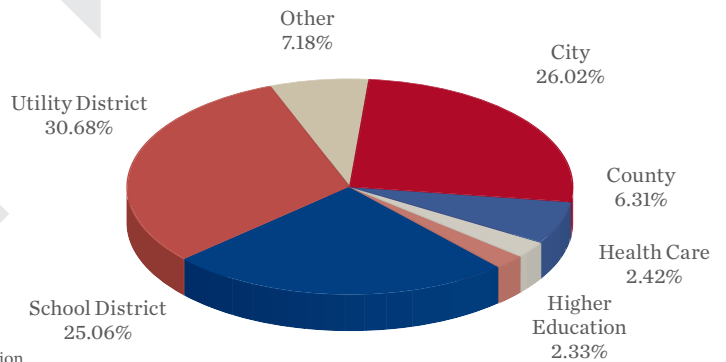
Treasuries
33.04%

Agencies
20.34%



Repurchase
Agreements
46.62%

PORTFOLIO BY MATURITY AS OF MAY 31, 2026 (1)



DISTRIBUTION OF PARTICIPANTS BY TYPE AS OF MAY 31, 2026

(1) Portfolio by Maturity is calculated using WAM (1) definition for stated maturity. See page 1 for definition

HISTORICAL PROGRAM INFORMATION

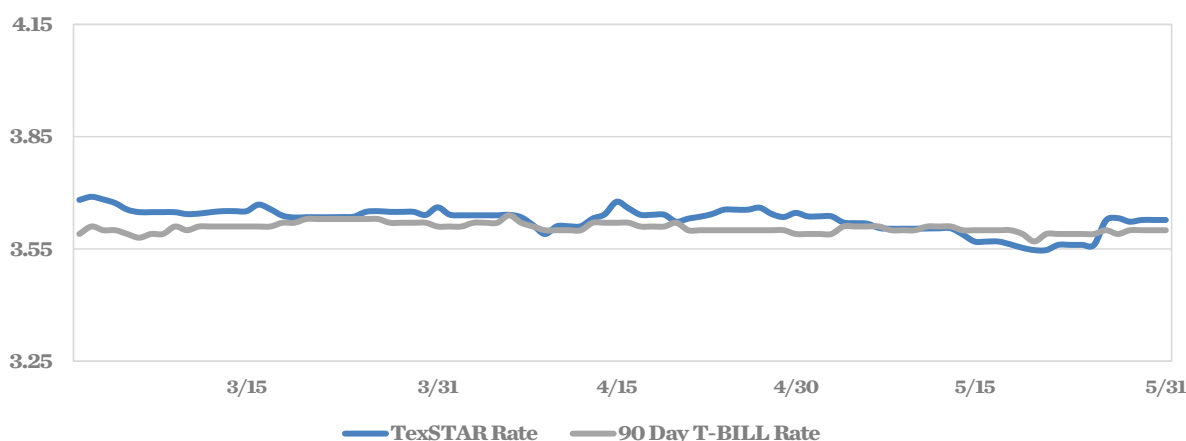
MONTH	AVERAGE RATE	BOOK VALUE	MARKET VALUE	NET ASSET VALUE	WAM (1)	WAL (2)	NUMBER OF PARTICIPANTS
May 26	3.5974%	\$13,969,164,373.89	\$13,968,175,874.30	0.999929	42	103	1157
Apr 26	3.6378%	14,100,470,888.05	14,100,134,553.14	0.999976	39	100	1157
Mar 26	3.6513%	13,997,013,148.85	13,996,705,855.03	0.999978	41	106	1152
Feb 26	3.6770%	14,876,805,793.89	14,878,473,431.07	1.000077	34	92	1151
Jan 26	3.7074%	14,134,489,687.87	14,136,948,435.43	1.000138	37	95	1150
Dec 25	3.8246%	12,788,699,800.27	12,792,655,256.09	1.000263	41	107	1146
Nov 25	3.9802%	12,728,766,391.86	12,730,994,343.48	1.000175	42	102	1143
Oct 25	4.1164%	13,011,629,049.75	13,014,921,958.46	1.000163	47	100	1140
Sep 25	4.2135%	13,526,011,595.54	13,529,342,119.81	1.000246	49	101	1133
Aug 25	4.2859%	13,432,632,076.54	13,434,977,535.50	1.000127	47	97	1132
Jul 25	4.2950%	12,138,930,727.22	12,138,243,630.47	0.999943	45	101	1118
Jun 25	4.2844%	11,803,410,099.81	11,803,829,569.03	1.000035	45	105	1106

PORTFOLIO ASSET SUMMARY AS OF MAY 31, 2026

	BOOK VALUE	MARKET VALUE
Uninvested Balance	\$ 1,551,873.63	\$ 1,551,873.63
Accrual of Interest Income	17,653,715.22	17,653,715.22
Interest and Management Fees Payable	(43,959,184.30)	(43,959,184.30)
Payable for Investment Purchased	0.00	0.00
Repurchase Agreement	6,523,431,000.00	6,523,431,000.00
Government Securities	7,470,486,969.34	7,469,498,469.75
TOTAL	\$ 13,969,164,373.89	\$ 13,968,175,874.30

Market value of collateral supporting the Repurchase Agreements is at least 102% of the Book Value. The portfolio is managed by J.P. Morgan Chase & Co. and the assets are safekept in a separate custodial account at the Federal Reserve Bank in the name of TexSTAR. The only source of payment to the Participants are the assets of TexSTAR. There is no secondary source of payment for the pool such as insurance or guarantee. Should you require a copy of the portfolio, please contact TexSTAR Participant Services.

TEXSTAR VERSUS 90-DAY TREASURY BILL



This material is for information purposes only. This information does not represent an offer to buy or sell a security. The above rate information is obtained from sources that are believed to be reliable; however, its accuracy or completeness may be subject to change. The TexSTAR management fee may be waived in full or in part at the discretion of the TexSTAR co-administrators and the TexSTAR rate for the period shown reflects waiver of fees. This table represents historical investment performance/return to the customer, net of fees, and is not an indication of future performance. An investment in the security is not insured or guaranteed by the Federal Deposit Insurance Corporation or any other government agency. Although the issuer seeks to preserve the value of an investment of \$1.00 per share, it is possible to lose money by investing in the security. Information about these and other program details are in the fund's Information Statement which should be read carefully before investing. The yield on the 90-Day Treasury Bill ("T-Bill Yield") is shown for comparative purposes only. When comparing the investment returns of the TexSTAR pool to the T-Bill Yield, you should know that the TexSTAR pool consists of allocations of specific diversified securities as detailed in the respective Information Statements. The T-Bill Yield is taken from Bloomberg Finance L.P. and represents the daily closing yield on the then current 90-Day T-Bill. The TexSTAR yield is calculated in accordance with regulations governing the registration of open-end management investment companies under the Investment Company Act of 1940 as promulgated from time to time by the federal Securities and Exchange Commission.

DAILY SUMMARY FOR MAY 2026

DATE	MNY MKT FUND EQUIV. [SEC Std.]	DAILY ALLOCATION FACTOR	INVESTED BALANCE	MARKET VALUE PER SHARE	WAM DAYS (1)	WAL DAYS (2)
5/1/2026	3.6373%	0.000099652	\$14,218,153,479.55	0.999972	43	103
5/2/2026	3.6373%	0.000099652	\$14,218,153,479.55	0.999972	42	102
5/3/2026	3.6373%	0.000099652	\$14,218,153,479.55	0.999972	41	101
5/4/2026	3.6209%	0.000099204	\$14,212,146,358.19	0.999953	41	100
5/5/2026	3.6191%	0.000099154	\$14,359,060,180.84	0.999960	40	99
5/6/2026	3.6177%	0.000099114	\$14,207,558,598.21	0.999976	40	99
5/7/2026	3.6061%	0.000098798	\$14,056,259,065.70	0.999968	40	100
5/8/2026	3.6042%	0.000098744	\$14,247,465,255.09	0.999976	41	99
5/9/2026	3.6042%	0.000098744	\$14,247,465,255.09	0.999976	40	98
5/10/2026	3.6042%	0.000098744	\$14,247,465,255.09	0.999976	39	97
5/11/2026	3.6048%	0.000098761	\$14,244,418,179.40	0.999951	40	101
5/12/2026	3.6052%	0.000098773	\$14,229,375,717.11	0.999944	42	103
5/13/2026	3.6054%	0.000098779	\$14,156,745,948.61	0.999950	42	103
5/14/2026	3.5888%	0.000098323	\$13,945,486,848.81	0.999948	43	104
5/15/2026	3.5699%	0.000097805	\$14,129,261,370.26	0.999937	43	104
5/16/2026	3.5699%	0.000097805	\$14,129,261,370.26	0.999937	42	103
5/17/2026	3.5699%	0.000097805	\$14,129,261,370.26	0.999937	41	102
5/18/2026	3.5623%	0.000097597	\$14,081,348,379.32	0.999939	42	102
5/19/2026	3.5531%	0.000097345	\$14,051,641,762.10	0.999938	42	102
5/20/2026	3.5471%	0.000097181	\$14,007,983,913.89	0.999965	43	103
5/21/2026	3.5471%	0.000097182	\$14,125,934,905.50	0.999931	43	102
5/22/2026	3.5610%	0.000097561	\$14,057,926,283.47	0.999914	44	104
5/23/2026	3.5610%	0.000097561	\$14,057,926,283.47	0.999914	43	103
5/24/2026	3.5610%	0.000097561	\$14,057,926,283.47	0.999914	42	102
5/25/2026	3.5610%	0.000097561	\$14,057,926,283.47	0.999914	42	101
5/26/2026	3.6262%	0.000099347	\$14,120,897,664.27	0.999917	41	109
5/27/2026	3.6324%	0.000099519	\$14,181,576,216.81	0.999919	41	108
5/28/2026	3.6230%	0.000099261	\$14,097,985,483.15	0.999923	41	109
5/29/2026	3.6276%	0.000099386	\$13,969,164,373.89	0.999929	42	111
5/30/2026	3.6276%	0.000099386	\$13,969,164,373.89	0.999929	41	110
5/31/2026	3.6276%	0.000099386	\$13,969,164,373.89	0.999929	40	109
Average	3.5974%	0.000098559	\$14,129,105,090.07		42	103



ECONOMIC COMMENTARY (cont.)

Real final sales to private domestic purchasers rose 2.4% after a 1.8% gain in 4Q25, suggesting underlying momentum remained solid even as some challenges emerged late in the quarter.

The April Jobs report beat expectations, with the economy adding 115,000 jobs, but the overall picture was mixed. The three-month moving average of payroll gains moved lower and prior months saw modest downward revisions, though the six-month average reached its highest level since mid-2025, suggesting some firming in hiring trends. Job gains remained concentrated in healthcare and social assistance, while many sectors were still shrinking. The unemployment rate held at 4.3% on a rounded basis but ticked up 8 basis points (bps) as the number of unemployed increased despite a decline in the labor force. Wage growth slowed to 0.2% m/m and 3.6% y/y. Labor costs do not appear to be a material source of inflation pressure. The April Job Openings and Labor Turnover Survey showed both hires and separations moving lower month-over-month. Taken together, these reports suggest that the labor market remains relatively stable in a “low-hire, low-fire” environment, and the inflation impulse in the U.S. does not appear to be primarily demand-driven.

Against this backdrop, Fed communication through May shifted to a more cautious tone, with officials increasingly emphasizing upside risks to inflation tied to higher energy prices. The April Federal Open Market Committee (FOMC) meeting minutes reinforced that message: several participants would have preferred removing language in the post-meeting statement that could be interpreted as an easing bias, while reiterating that policy is not on a preset course and will be determined meeting-by-meeting.

May also brought a leadership change at the Fed, with Kevin Warsh sworn in as Chair. Warsh has called for a “regime change,” advocating for a smaller balance sheet, less reliance on forward guidance, and more robust internal debate. He has pledged monetary policy independence and pointed to trimmed-mean inflation—an approach that excludes the most extreme monthly price moves—as one way to gauge underlying inflation, though views on that measure remain mixed.

Over the month, three-month Treasury yields were little changed, rising 1 basis point (bp) to 3.68%. Yields further out the curve moved higher as markets increasingly priced in the possibility that the Fed may need to hike in 2027 if higher energy prices keep inflation risks elevated. Six-month and one-year Treasury yields rose by 6 bps and 7 bps to 3.75% and 3.78%, respectively, while two-year Treasury yields rose 14 bps to 4.01%.

Outlook

Looking ahead, the outlook for monetary policy will largely depend on how long the Middle East conflict remains unresolved and the Strait of Hormuz stays effectively closed to normal shipping, given the direct impact on both inflation and growth. Softer demand and moderating wage growth should help keep underlying inflation contained, but a prolonged disruption could keep inflation firmer by pushing up energy and other input costs, while also weighing on growth. We expect inflation to firm through mid-2026 before easing back toward 2% in the second half of the year.

Consumer spending continues to be supported by higher-income households, but overall consumption has cooled versus prior years and could continue to grow more slowly as tariffs and higher gasoline prices weigh on purchasing power. Partially offsetting these headwinds, AI-related investment should remain a meaningful tailwind for growth. Taken together, resilient upper-income consumption and continued investment should keep the economy expanding, albeit at a sub-trend pace.

Markets, however, appear more focused on inflation risks than growth risks from higher energy prices and have shifted toward a more hawkish policy path. Before the Middle East conflict, rate cuts in 2026 were the base case; today, markets are pricing in a full rate hike by the first quarter of 2027. Even so, we believe the hurdle for rate hikes is relatively high: higher gasoline prices are already pressuring lower-income consumers, and hiring remains subdued.

The FOMC meets in June under new Fed Chair Kevin Warsh. We expect the Committee to hold the federal funds target range steady at 3.50%–3.75% and to emphasize a more neutral stance. Our base case is for the Fed to keep rates unchanged for the remainder of the year.

This information is an excerpt from an economic report dated May 2026 provided to TexSTAR by JP Morgan Asset Management, Inc., the investment manager of the TexSTAR pool.



TEXSTAR BOARD MEMBERS

Monte Mercer	North Central TX Council of Government	Governing Board President
David Pate	Richardson ISD	Governing Board Vice President
Derrick Cotten	City of Frisco	Governing Board Member
David Medanich	Hilltop Securities	Governing Board Secretary
Andrew Linton	J.P. Morgan Asset Management	Governing Board Asst. Sec./Treas
Brett Starr	City of Irving	Advisory Board
Sandra Newby	Qualified Non-Participant	Advisory Board
Ron Whitehead	Qualified Non-Participant	Advisory Board

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CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #5

Discuss and consider adopting the FY
2027 - FY 2031 Five-Year capital plan

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: The purpose of the capital plan is to serve as a tool to inform the Board and staff on decision making for investments in the CTRMA System roadways, facilities, and the MoPac express lanes. The capital plan is designed to provide a view of future potential project needs and enhancements, as well as prospective associated funding requirements. The plan and process will allow the Board and staff to prioritize project selection and prepare for them in current and future work plans and funding cycles should the decision be made to pursue them.

Previous Actions & Brief History of the Program/Project: An outcome goal of the Board of Directors 2022 Strategic Plan was the development of a five-year capital plan. The plan will provide insight on current and future needs to maintain the System and MoPac at a desired level of service and contemplate system enhancements and expansion, as well as potential participation in other non-tolled projects in the local community. The document is a planning tool for the Board and staff and does not commit the Board to approve nor fund any projects beyond the first year of the plan. Projects in years two to five of the plan are subject to change, deferral, reprioritization, and deletion on an annual basis. The capital planning process has been incorporated as an annual practice concurrent with the annual operating budget preparation cycle.

Financing: N/A

Action requested/Staff Recommendation: Staff recommends adoption of the five-year capital plan.

Backup provided: Draft Resolution
Draft 2027 - 2031 Five-Year Capital Plan

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

RESOLUTION NO. 26-0XX

ADOPT THE FY 2027 – FY 2031 FIVE YEAR CAPITAL PLAN

WHEREAS, in accordance with the Mobility Authority’s Strategic Plan, each year the Mobility Authority develops a Five Year Capital Plan to inform the Board and staff on decision making for investments in the Mobility Authority System roadways, facilities, and the MoPac managed lanes; and

WHEREAS, the Mobility Authority staff have developed a proposed FY 2027 – FY 2031 Capital Plan for consideration by the Board in concurrence with the Mobility Authority’s annual operating budget; and

WHEREAS, the Executive Director recommends the Board adopt the proposed FY 2027 – FY 2031 Capital Plan, a copy of which is attached hereto as Exhibit A.

NOW THEREFORE, BE IT RESOLVED that the Board hereby approves and adopts the proposed FY 2027 – FY 2031 Capital Plan attached hereto as Exhibit A.

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

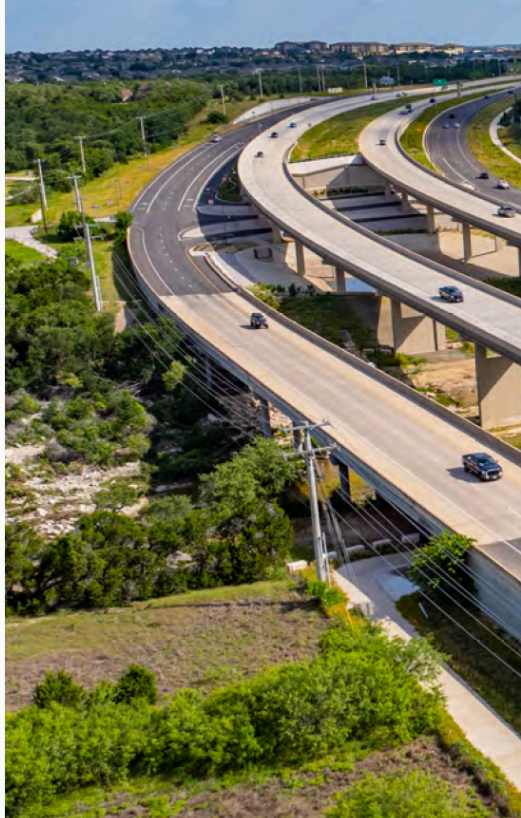
Robert W. Jenkins, Jr.
Chairman, Board of Directors

Exhibit A

FY 2027 – FY 2031 Capital Plan



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY



FIVE-YEAR CAPITAL PLAN

PROPOSED JUNE 2026

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CENTRAL TEXAS ROADWAY SYSTEM MAP



INTRODUCTION

The Central Texas Regional Mobility Authority (CTRMA or Mobility Authority) was established by Travis and Williamson Counties in 2002 as the state's first regional mobility authority. The agency operates under Chapter 370, Regional Mobility Authorities, of the Texas Transportation Code, representing the Texas Legislature's vision to allow local communities greater flexibility in meeting their transportation needs. Our mission is to develop, deliver, operate, and maintain safe, high-quality roadways and related transportation solutions.

The Central Texas Regional Mobility Authority Five-Year Capital Plan (CTRMA Capital Plan) is developed to plan for the maintenance, renewal, improvement and/or replacement of capital assets. The CTRMA System (System) facilities are the 183A Turnpike Project (Phases I, II and III); the 290E Project (Phases I, II and III); the 183 South Project; the SH 71 Express Project, the 183 North Mobility Project and the SH 45 Southwest Project. The 183A Turnpike Project (Phases I, II and III), the 290E Project (Phases I, II and III), the 183 South Project, the SH 71 Express Project, the 183 North Mobility Project and the SH 45 Southwest Project are all currently in operation. The CTRMA operates and maintains the MoPac Express Lanes (MoPac) currently in operation. However, MoPac is not part of the System.

The CTRMA Capital Plan includes current year estimated expenditures approved through the annual budget process and estimates for the four subsequent years to be used as a tool for planning purposes only. The subsequent years are re-evaluated, updated and/or extended as part of the annual budget process, subject to the prevailing priorities of the Board and fiscal constraints. As a multi-year planning tool, the CTRMA Capital Plan is comprised of projects continued from previous years, projects being initiated in the current year, and those with the potential to be pursued within the next five years.

The CTRMA Capital Plan is adopted annually by the CTRMA Board of Directors as a planning tool to provide a perspective on prospective capital requirements going forward. Projects identified as Priority Rank 1 in the first year of the capital plan have been formally approved and funded by the Board action through the annual budget process. The projects with lower priority rankings and those in the subsequent four years of the CTRMA Capital Plan and projected expenditures are subject to future deliberation by the Board and do not constitute a commitment by the Mobility Authority to approve or fund such projects, however, the Board may exercise discretion to advance certain Rank 2 or 3 projects should the selected projects align with strategic considerations or address emerging needs.

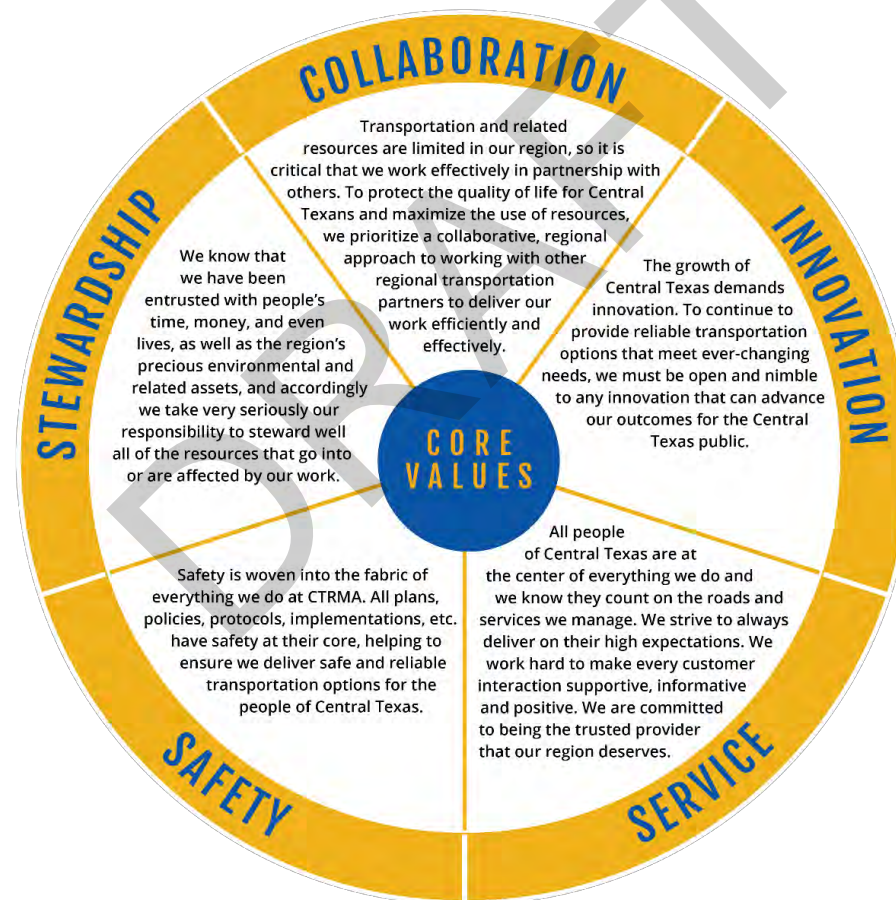
THE CTRMA STRATEGIC PLAN

The CTRMA Strategic Plan serves as the guiding document in the operation of the CTRMA, providing a roadmap to help assure alignment with our vision, mission and values.

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

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

Our **Values** as an organization include:



OVERVIEW OF CAPITAL PLANNING PROCESS

As represented on the prior page, the Board's strategic values and goals are the guidance for decision making, for both operational and capital needs, to allocate limited resources to accomplish the Authority's objectives. In conjunction with the annual budgeting process, capital planning starts with an internal prioritization of needs by the departments, ranking requests in three categories:

1. Absolutely essential to maintain the integrity of the enterprise,
2. Enhancements that would facilitate operations, processes, and/or driver satisfaction, and
3. Improvements that would yield future benefits if affordable (not a critical need now).

Capital requests are then presented and discussed during annual budget deliberations between the department directors, administration, and finance department. Funding parameters are established, and recommendations formulated within those constraints and in conjunction with the workplans of the departments. Funding for the projects recommended in the first year of the capital plan is allocated in the proposed budget that is presented to the Board for their consideration. The Priority Rank 1 first year recommended projects or those projects identified by the Board within the five-year capital plan constitute the capital budget for the upcoming fiscal year.

The five-year capital plan is considered for adoption by the Board typically at the same time as the operating budget. The capital planning process commences in the spring of each year, usually March, when project additions, deletions, reprioritization, and deferral decisions and recommendations are again deliberated upon to start the cycle.

DESCRIPTION OF CATEGORIES

Capital Additions – new projects or equipment not currently a component of the System or MoPac

Renewal and Replacement – projects that will refurbish or replace existing System or MoPac capital components

Capital Improvement Projects – major new construction of roadways

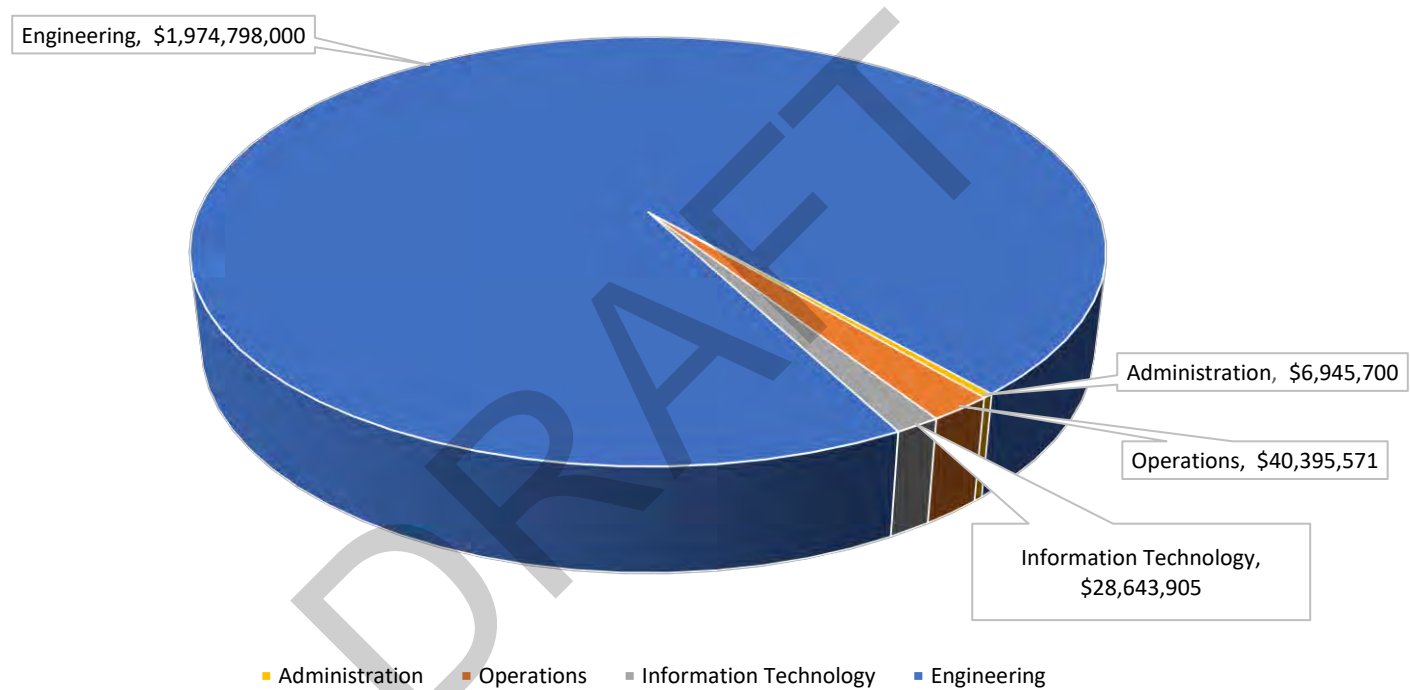
FUNDING SOURCES

The primary funding source for projects in the annual capital budget are net revenues remaining after the payment of operating and maintenance expenses, debt service payments, and any reserves required for payment of debt service. Net revenues are deposited monthly into the Authority's General Fund and capital projects are then expensed from the General Fund or the Renewal and Replacement Fund, depending on their classification.

For capital improvement projects, which are typically the major roadway construction projects, funding is typically provided through capital markets financing in the form of long-term municipal bonds and short-term notes. Once the project is complete and the short-term note proceeds have been expended, upon maturity of the notes, long-term financing for some roadways is provided through U.S. Department of Transportation (USDOT) loans via the Transportation Infrastructure Finance and Innovation Act (TIFIA) loan program. Projects in this category may also be financed by the Authority's General Fund.

DRAFT

FIVE-YEAR CAPITAL FORECAST BY DEPARTMENT



Disclaimer

Projects designated as Priority Rank 1 and scheduled for the first year of the plan have been formally approved and funded through the Board's budget action. These projects have undergone thorough review to ensure alignment with available resources and organizational objectives. Projects included in later years or assigned lower priority rankings remain preliminary and are subject to further evaluation, prioritization, and formal approval during future budget cycles. Priority Rank 2 or 3 projects may be advanced earlier at the discretion of the Board based on strategic considerations or emerging needs.

DRAFT

**Five-Year Capital Plan
Priority Rank #1**

Administration Department

Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
Enterprise Resource Planning System	\$ 2,050,000	\$ 582,000	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -
Fiber Connection to new CTRMA HQ	\$ 498,000	\$ 428,000	\$ -	\$ -	\$ -	\$ -	\$ -
IT Buildout for new CTRMA HQ	\$ 310,000	\$ 310,000	\$ -	\$ -	\$ -	\$ -	\$ -
CTRMA HQ Office Furniture, Fixtures, and Equipment (FFE), HVAC, Additional Improvements	\$ 2,250,000	\$ 2,250,000	\$ -	\$ -	\$ -	\$ -	\$ -
Generator and UPS for new CTRMA HQ	\$ 300,000	\$ 100,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Facility Improvements at new CTRMA HQ	\$ 2,000,000	\$ 1,175,700	\$ 500,000	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 7,408,000	\$ 4,845,700	\$ 2,100,000	\$ -	\$ -	\$ -	\$ -

Operations Department

Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
CTRMA App - Requirements Gathering & Procurement	\$ 196,000	\$ 186,630	\$ -	\$ -	\$ -	\$ -	\$ -
CTRMA App - Development & Implementation	\$ 1,365,000	\$ -	\$ 1,365,000	\$ -	\$ -	\$ -	\$ -
TIM Center Design/Construction at HQ	\$ 6,760,000	\$ 6,268,000	\$ -	\$ -	\$ -	\$ -	\$ -
TIM Center Video Wall Technology Replacement	\$ 1,365,000	\$ 18,356	\$ 350,000	\$ -	\$ -	\$ -	\$ -
TIM Center Furniture, Fixtures, and Equipment (FFE)	\$ 574,000	\$ 574,000	\$ -	\$ -	\$ -	\$ -	\$ -
Field Operations Building (FOB) Improvements	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
SUP Improvement: Hydration Stations	\$ 850,000	\$ 24,190	\$ 798,000	\$ -	\$ -	\$ -	\$ -
SUP Improvement: Upgraded Signage	\$ 82,500	\$ 55,690	\$ -	\$ -	\$ -	\$ -	\$ -
SUP Improvement: Bike Racks and Repair Stations	\$ 42,000	\$ 37,100	\$ -	\$ -	\$ -	\$ -	\$ -
Roadway Traveler Communications - Single Line DMS - MoPac MNLN - Phase I	\$ 3,286,700	\$ 830,090	\$ 1,586,700	\$ -	\$ -	\$ -	\$ -
Roadway Traveler Communications - Single Line DMS - MoPac MNLN - Phase II	\$ 4,000,000	\$ -	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -
Safety Technology - Speed Awareness Monitors - (1) Mobile Units	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -
Pay By Mail Program Transition & Implementation	\$ 17,083,300	\$ 638,600	\$ 13,942,000	\$ -	\$ -	\$ -	\$ -
Maintenance/Customer Service Building	\$ 1,800,000	\$ -	\$ -	\$ 1,800,000	\$ -	\$ -	\$ -
CTRMA Customer Walk-in Center (WIC) Buildout (1)	\$ 75,000	\$ 28,215	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 37,804,500	\$ 8,985,871	\$ 18,091,700	\$ 5,800,000	\$ -	\$ -	\$ -

Information Technology Department

Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
Toll System Replacement - 183A	\$ 7,105,000	\$ 6,928,500	\$ -	\$ -	\$ -	\$ -	\$ -
Toll System Replacement - 183S	\$ 10,000,000	\$ -	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -
Toll System Replacement - 45SW	\$ 1,435,000	\$ 1,435,000	\$ -	\$ -	\$ -	\$ -	\$ -
DPS Enhancements	\$ 2,485,000	\$ 1,178,490	\$ -	\$ -	\$ -	\$ -	\$ -
TIM Center Video Management Software	\$ 600,200	\$ 585,700	\$ -	\$ -	\$ -	\$ -	\$ -
CCTV Camera Replacements (Systemwide)	\$ 825,000	\$ 228,000	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Camera Array Upgrades	\$ 1,500,500	\$ 1,159,900	\$ -	\$ -	\$ -	\$ -	\$ -
Roadside Hardening	\$ 2,610,500	\$ 2,491,700	\$ -	\$ -	\$ -	\$ -	\$ -
Cabinet Standardization Effort	\$ 1,514,300	\$ 531,000	\$ -	\$ -	\$ -	\$ -	\$ -
Toll Cabinet Security Integration System	\$ 1,178,865	\$ 128,200	\$ -	\$ -	\$ -	\$ -	\$ -
Toll Cabinet Security Integration System - MoPac MNLN	\$ 171,626	\$ 109,215	\$ -	\$ -	\$ -	\$ -	\$ -
FOB CTRMA Network	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -
Wrong Way Driver Refresh	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -
ITS Lifecycle Replacement - DMS	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -
ITS Lifecycle Replacement - Sensors	\$ 600,000	\$ -	\$ -	\$ 600,000	\$ -	\$ -	\$ -
Automated License Plate Reader (ALPR) Computer System	\$ 375,000	\$ 186,200	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 31,420,991	\$ 15,081,905	\$ 10,000,000	\$ 1,500,000	\$ -	\$ -	\$ -

**Five-Year Capital Plan
Priority Rank #1**

Engineering Department

Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
Maintenance Yard Improvement Support + Add'l Site Investigations	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance Yard Site Acquisition (ROW Purchase)	\$ 19,400,000	\$ 9,000,000	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -
Maintenance Yard Build-Out	\$ 7,000,000	\$ 400,000	\$ 1,600,000	\$ 5,000,000	\$ -	\$ -	\$ -
Maintenance Equipment	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance Vehicle (2), with attachments	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
PFC Treatment - Fog Seal & Surface Repair - 45SW	\$ 1,800,000	\$ -	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -
PFC - Flexible Pavement w/Delineator Replacement - MoPac MNLN	\$ 14,330,000	\$ -	\$ -	\$ 250,000	\$ 14,080,000	\$ -	\$ -
Metal Beam Guard Fence Upgrade - 290E	\$ 1,250,000	\$ -	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -
Barrier Painting - 183S	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Large & Small Sign Replacement - System	\$ 9,500,000	\$ 1,850,000	\$ -	\$ -	\$ -	\$ 220,000	\$ 6,980,000
Large & Small Sign Replacement - MoPac	\$ 1,255,000	\$ -	\$ -	\$ -	\$ 1,255,000	\$ -	\$ -
Slab Stabilization - System	\$ 1,350,000	\$ 200,000	\$ 400,000	\$ 250,000	\$ 250,000	\$ 400,000	\$ -
Wall Repair - System	\$ 121,610,000	\$ 1,700,000	\$ 15,160,000	\$ 37,420,000	\$ 24,370,000	\$ 21,440,000	\$ 20,000,000
Pond Upgrades - System	\$ 5,000,000	\$ 680,000	\$ -	\$ -	\$ -	\$ -	\$ -
William Cannon Added Capacity - MoPac	\$ 6,000,000	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -
Crystal Falls Intersection Improvement - 183A	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Merrill Drive Right Turn Bay - 183A	\$ 379,000	\$ -	\$ 379,000	\$ -	\$ -	\$ -	\$ -
MoPac South (Schematic/Environmental)	\$ 26,000,000	\$ 580,000	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -
183A Added Capacity (Schematic/Environmental/Design)	\$ 15,168,000	\$ 570,000	\$ 8,700,000	\$ 2,700,000	\$ -	\$ -	\$ -
183A Added Capacity (Construction)	\$ 183,000,000	\$ -	\$ -	\$ 57,600,000	\$ 86,300,000	\$ 39,100,000	\$ -
290E Extension (Schematic/Environmental)	\$ 25,000,000	\$ 5,500,000	\$ 12,000,000	\$ 500,000	\$ -	\$ -	\$ -
Pedestrian or Bicycle Facility	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Ronald Reagan Project - Segment A (Feasibility)	\$ 1,000,000	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ -
Safety Improvements (Annual)	\$ 7,500,000	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
PFC Treatment - Fog Seal - MoPac MNLN	\$ 600,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -
183A 3rd Lane Widening (Schematic/Environmental/Design)	\$ 8,288,000	\$ -	\$ 1,243,200	\$ 7,044,800	\$ -	\$ -	\$ -
Grand Total	\$ 458,315,000	\$ 23,115,000	\$ 59,882,200	\$ 112,264,800	\$ 127,755,000	\$ 62,660,000	\$ 28,480,000
	Total Project Cost	Carryover	2027	2028	2029	2030	2031
Total All Departments - Rank #1	\$ 534,948,491	\$ 52,028,476	\$ 90,073,900	\$ 119,564,800	\$ 127,755,000	\$ 62,660,000	\$ 28,480,000

**Five-Year Capital Plan
Priority Rank #2**

Administration Department

Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
Grand Total							

Operations Department

Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
Roadway Traveler Communications - 183A Phase I & II Dynamic Message Signs	\$ 1,900,000	\$ -	\$ -	\$ 1,900,000	\$ -	\$ -	\$ -
Safety Technology - Lane Violation Detection - MoPac MNLN	\$ 950,000	\$ -	\$ 950,000	\$ -	\$ -	\$ -	\$ -
Safety Technology - Lane Violation Detection - 183N	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -
Roadway Traveler Communications - Full Matrix DMS - MoPac MNLN	\$ 1,900,000	\$ -	\$ 1,900,000	\$ -	\$ -	\$ -	\$ -
SUP Improvement: EV Charging Stations	\$ 379,000	\$ -	\$ 379,000	\$ -	\$ -	\$ -	\$ -
SUP Improvement: Shared Use Path Counters	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -
SUP Improvement: Covered Rest Areas	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Safety Technology - Speed Awareness Monitors - (2) Mobile Units	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
CTRMA Customer Walk-in Center (WIC) Buildout (2)	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 7,179,000	\$ 50,000	\$ 5,229,000	\$ 1,900,000	\$ -	\$ -	\$ -

Information Technology Department

Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
Grand Total							

Engineering Department

Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
Overlay- Flexible Pavement - 71E	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 4,700,000
Mill/Overlay Flexible Pavement - 45SW	\$ 12,500,000	\$ -	\$ -	\$ 500,000	\$ 12,000,000	\$ -	\$ -
Lighting Upgrade - 183A	\$ 975,000	\$ -	\$ -	\$ 975,000	\$ -	\$ -	\$ -
East End Transition Mill & Overlay - 290E	\$ 1,700,000	\$ -	\$ -	\$ 200,000	\$ 1,500,000	\$ -	\$ -
290E Extension (Construction - Full Build)	\$ 1,500,000,000	\$ -	\$ -	\$ 215,000,000	\$ 215,000,000	\$ 220,000,000	\$ 220,000,000
Pedestrian or Bicycle Facility	\$ 20,000,000	\$ -	\$ -	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
MoPac South (DBB Construction)	\$ 1,100,000,000	\$ -	\$ -	\$ -	\$ -	\$ 71,300,000	\$ 141,900,000
MoPac South (Design/ROW/Utilities)	\$ 132,900,000	\$ -	\$ 3,000,000	\$ 63,900,000	\$ 53,100,000	\$ 12,900,000	\$ -
183A 3rd Lane Widening (Construction)	\$ 137,766,000	\$ -	\$ -	\$ -	\$ 45,922,000	\$ 45,922,000	\$ 45,922,000
Grand Total	\$ 2,910,841,000	\$ -	\$ 3,000,000	\$ 285,575,000	\$ 332,522,000	\$ 355,422,000	\$ 417,522,000

	Total Project Cost	Carryover	2027	2028	2029	2030	2031
Total All Departments - Rank #2	\$ 2,918,020,000	\$ 50,000	\$ 8,229,000	\$ 287,475,000	\$ 332,522,000	\$ 355,422,000	\$ 417,522,000

**Five-Year Capital Plan
Priority Rank #3**

Administration Department

Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
Grand Total							

Operations Department

Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
SUP Improvement: Callboxes	\$ 177,000	\$ -	\$ 177,000	\$ -	\$ -	\$ -	\$ -
SUP Improvement: Illumination Analysis	\$ 162,000	\$ -	\$ 162,000	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 339,000	\$ -	\$ 339,000	\$ -	\$ -	\$ -	\$ -

Information Technology Department

Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
Roadway Traveler Communications - Roadside Units MoPac MNLN	\$ 236,000	\$ -	\$ 236,000	\$ -	\$ -	\$ -	\$ -
Roadway Traveler Communications - roadside units 290E	\$ 630,000	\$ -	\$ -	\$ 630,000	\$ -	\$ -	\$ -
Roadway Traveler Communications - roadside units 71E	\$ 21,000	\$ -	\$ 21,000	\$ -	\$ -	\$ -	\$ -
Roadway Traveler Communications - roadside units 183S	\$ 735,000	\$ -	\$ 735,000	\$ -	\$ -	\$ -	\$ -
Roadway Traveler Communications - roadside units 183N	\$ 440,000	\$ -	\$ 440,000	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 2,062,000	\$ -	\$ 1,432,000	\$ 630,000	\$ -	\$ -	\$ -

Engineering Department

Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
290E Added Capacity (Schematic/Environmental/Design)	\$ 12,400,000	\$ -	\$ -	\$ 2,200,000	\$ 4,100,000	\$ 5,400,000	\$ 700,000
290E Added Capacity (Construction)	\$ 101,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,600,000
Ronald Reagan Project - Segment A (Schematic/Environmental)	\$ 29,100,000	\$ -	\$ 5,500,000	\$ 9,100,000	\$ 9,100,000	\$ 4,300,000	\$ 1,100,000
Ronald Reagan Project - Segment A (ROW/Utilities/Construction)	\$ 1,094,000,000	\$ -	\$ -	\$ 2,500,000	\$ 6,800,000	\$ 23,100,000	\$ 54,100,000
Grand Total	\$ 1,236,600,000	\$ -	\$ 5,500,000	\$ 13,800,000	\$ 20,000,000	\$ 32,800,000	\$ 94,500,000

Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
Total All Departments - Rank #3	\$ 1,239,001,000	\$ -	\$ 7,271,000	\$ 14,430,000	\$ 20,000,000	\$ 32,800,000	\$ 94,500,000



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

ADMINISTRATION

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.

FY27 Strategic Goals

- Champion regional coordination by partnering with major regional 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
- Implement research to evaluate customer interactions and behavior to enhance the customer experience

Disclaimer

Projects designated as Priority Rank 1 and scheduled for the first year of the plan have been formally approved and funded through the Board's budget action. These projects have undergone thorough review to ensure alignment with available resources and organizational objectives. Projects included in later years or assigned lower priority rankings remain preliminary and are subject to further evaluation, prioritization, and formal approval during future budget cycles. Priority Rank 2 or 3 projects may be advanced earlier at the discretion of the Board based on strategic considerations or emerging needs.

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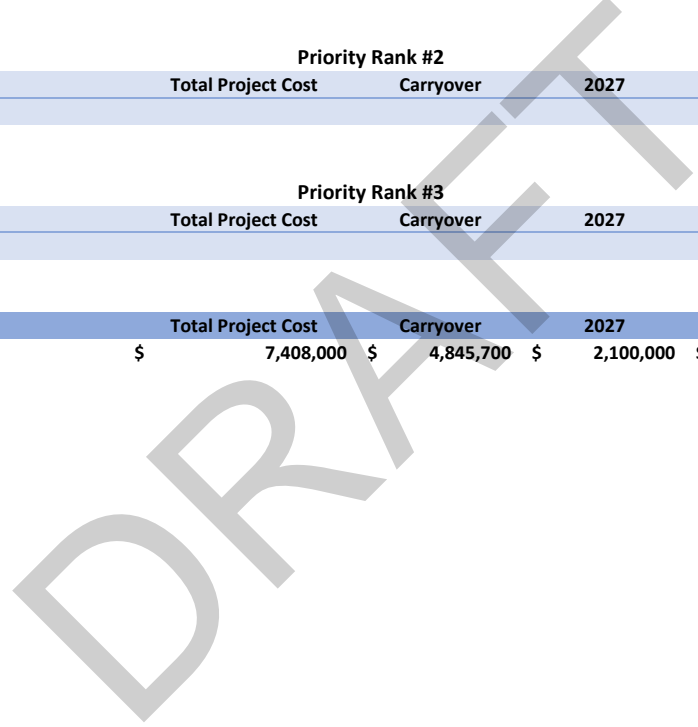
**Five-Year Capital Plan
ADMIN Projects by Rank**

Priority Rank #1								
Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031	
Enterprise Resource Planning System	\$ 2,050,000	\$ 582,000	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ -
Facility Improvements at new CTRMA HQ	\$ 2,000,000	\$ 1,175,700	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Fiber Connection to new CTRMA HQ	\$ 498,000	\$ 428,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IT Buildout for new CTRMA HQ	\$ 310,000	\$ 310,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Generator and UPS for new CTRMA HQ	\$ 300,000	\$ 100,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -
CTRMA HQ Office Furniture, Fixtures, and Equipment (FFE), HVAC, Additional Improvements	\$ 2,250,000	\$ 2,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 7,408,000	\$ 4,845,700	\$ 2,100,000	\$ -	\$ -	\$ -	\$ -	\$ -

Priority Rank #2								
Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031	
Grand Total								

Priority Rank #3								
Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031	
Grand Total								

	Total Project Cost	Carryover	2027	2028	2029	2030	2031	
Total All Projects All Ranks	\$ 7,408,000	\$ 4,845,700	\$ 2,100,000	\$ -	\$ -	\$ -	\$ -	\$ -



Project Detail

Project ID:	86	Budget Fiscal Year (FY):	2025-2027
Project Title:	Enterprise Resource Planning System	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 2,050,000.00
Department:	Administration		

Description: Finance to procure and implement Enterprise Resource Planning System

Strategic Plan Alignment: Innovation

Project Forecast
Year (FY)

		Forecast
Carryover	\$	582,000.00
2027	\$	1,400,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	1,982,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	34	Budget Fiscal Year (FY):	2025-2027
Project Title:	Facility Improvements at new CTRMA HQ	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 2,000,000.00
Department:	Administration		

Description: Facility improvements at new CTRMA Building.

Strategic Plan Alignment: Stewardship

Project Forecast
Year (FY)

		Forecast
Carryover	\$	1,175,700.00
2027	\$	500,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	1,675,700.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	234	Budget Fiscal Year (FY):	2025-2026
Project Title:	Fiber Connection to new CTRMA HQ	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 498,000.00
Department:	Administration		

Description: Fiber connection to new CTRMA Building

Strategic Plan Alignment: Stewardship

Project Forecast
Year (FY)

		Forecast
Carryover	\$	428,000.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	428,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	235	Budget Fiscal Year (FY):	2025-2026
Project Title:	IT Buildout for new CTRMA HQ	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 310,000.00
Department:	Administration		

Description: IT buildout for new CTRMA Building

Strategic Plan Alignment: Stewardship

Project Forecast
Year (FY)

		Forecast
Carryover	\$	310,000.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	310,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	236	Budget Fiscal Year (FY):	2025-2027
Project Title:	Generator and UPS for new CTRMA HQ	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 300,000.00
Department:	Administration		

Description: Generator and Uninterruptible Power Supply (UPS) for new CTRMA building

Strategic Plan Alignment: Stewardship

Project Forecast
Year (FY)

		Forecast
Carryover	\$	100,000.00
2027	\$	200,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	300,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	266	Budget Fiscal Year (FY):	2026
Project Title:	CTRMA HQ Office Furniture, Fixtures, and Equipment (FFE), HVAC, Additional Improvements	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 2,250,000.00
Department:	Administration		

Description: Office Furniture, Fixtures, and Equipment (FFE), HVAC, and additional improvements as identified at new CTRMA Building

Strategic Plan Alignment: Stewardship

Project Forecast		Forecast
Year (FY)		
Carryover	\$	2,250,000.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	2,250,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No



OPERATIONS

OPERATIONS

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.

- **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 Office (PMO) Initiative**

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.

Disclaimer

Projects designated as Priority Rank 1 and scheduled for the first year of the plan have been formally approved and funded through the Board's budget action. These projects have undergone thorough review to ensure alignment with available resources and organizational objectives. Projects included in later years or assigned lower priority rankings remain preliminary and are subject to further evaluation, prioritization, and formal approval during future budget cycles. Priority Rank 2 or 3 projects may be advanced earlier at the discretion of the Board based on strategic considerations or emerging needs.

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Five-Year Capital Plan OPS Projects by Rank

Priority Rank #1							
Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
CTRMA App - Requirements Gathering & Procurement	\$ 196,000	\$ 186,630	\$ -	\$ -	\$ -	\$ -	\$ -
CTRMA App - Development & Implementation	\$ 1,365,000	\$ -	\$ 1,365,000	\$ -	\$ -	\$ -	\$ -
TIM Center Design/Construction at HQ	\$ 6,760,000	\$ 6,268,000	\$ -	\$ -	\$ -	\$ -	\$ -
TIM Center Video Wall Technology Replacement	\$ 1,365,000	\$ 18,356	\$ 350,000	\$ -	\$ -	\$ -	\$ -
TIM Center Furniture, Fixtures, and Equipment (FFE)	\$ 574,000	\$ 574,000	\$ -	\$ -	\$ -	\$ -	\$ -
Field Operations Building (FOB) Improvements	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
SUP Improvement: Hydration Stations	\$ 850,000	\$ 24,190	\$ 798,000	\$ -	\$ -	\$ -	\$ -
SUP Improvement: Upgraded Signage	\$ 82,500	\$ 55,690	\$ -	\$ -	\$ -	\$ -	\$ -
SUP Improvement: Bike Racks and Repair Stations	\$ 42,000	\$ 37,100	\$ -	\$ -	\$ -	\$ -	\$ -
Roadway Traveler Communications - Single Line DMS - MoPac MNLN - Phase I	\$ 3,286,700	\$ 830,090	\$ 1,586,700	\$ -	\$ -	\$ -	\$ -
Roadway Traveler Communications - Single Line DMS - MoPac MNLN - Phase II	\$ 4,000,000	\$ -	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -
Safety Technology - Speed Awareness Monitors - (1) Mobile Units	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -
Pay By Mail Program Transition & Implementation	\$ 17,083,300	\$ 638,600	\$ 13,942,000	\$ -	\$ -	\$ -	\$ -
CTRMA Customer Walk-in Center (WIC) Buildout (1)	\$ 75,000	\$ 28,215	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Maintenance/Customer Service Building	\$ 1,800,000	\$ -	\$ -	\$ 1,800,000	\$ -	\$ -	\$ -
Grand Total	\$ 37,804,500	\$ 8,985,871	\$ 18,091,700	\$ 5,800,000	\$ -	\$ -	\$ -

Priority Rank #2							
Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
Safety Technology - Speed Awareness Monitors - (2) Mobile Units	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
CTRMA Customer Walk-in Center (WIC) Buildout (2)	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Roadway Traveler Communications - 183A Phase I & II Dynamic Message Signs	\$ 1,900,000	\$ -	\$ -	\$ 1,900,000	\$ -	\$ -	\$ -
Roadway Traveler Communications - Full Matrix DMS - MoPac MNLN	\$ 1,900,000	\$ -	\$ 1,900,000	\$ -	\$ -	\$ -	\$ -
Safety Technology - Lane Violation Detection - MoPac MNLN	\$ 950,000	\$ -	\$ 950,000	\$ -	\$ -	\$ -	\$ -
Safety Technology - Lane Violation Detection - 183N	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -
SUP Improvement: Shared Use Path Counters	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -
SUP Improvement: EV Charging Stations	\$ 379,000	\$ -	\$ 379,000	\$ -	\$ -	\$ -	\$ -
SUP Improvement: Covered Rest Areas	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 7,179,000	\$ 50,000	\$ 5,229,000	\$ 1,900,000	\$ -	\$ -	\$ -

Priority Rank #3							
Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
SUP Improvement: Callboxes	\$ 177,000	\$ -	\$ 177,000	\$ -	\$ -	\$ -	\$ -
SUP Improvement: Illumination Analysis	\$ 162,000	\$ -	\$ 162,000	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 339,000	\$ -	\$ 339,000	\$ -	\$ -	\$ -	\$ -

Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031
Total All Projects All Ranks	\$ 45,322,500	\$ 9,035,871	\$ 23,659,700	\$ 7,700,000	\$ -	\$ -	\$ -

Project Detail

Project ID:	225	Budget Fiscal Year (FY):	2026
Project Title:	CTRMA App - Requirements Gathering & Procurement	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 196,000.00
Department:	Operations		

Description: Gather the technical requirements to support the development of a CTRMA app that will provide a cohesive platform for communication to and from CTRMA customers. This two-way communication will engage stakeholders and further CTRMA's brand. The app will also facilitate payment for tolls.

Strategic Plan Alignment: Innovation, Service

Project Forecast		Forecast
Year (FY)		
Carryover	\$	186,630.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	186,630.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
No	No

Project Detail

Project ID:	226	Budget Fiscal Year (FY):	2027
Project Title:	CTRMA App - Development & Implementation	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 1,365,000.00
Department:	Operations		

Description: Develop the CTRMA app. Possible app features include the ability to pay CTRMA PBM bills; manage CTRMA pre-paid accounts; provide a toll calculator to plan trips on CTRMA roadways; receive alerts related to incidents and lane closures on CTRMA toll facilities; access CTRMA's interactive trails app; view current and historical rates for CTRMA managed lanes; view CTRMA roadway camera feeds; receive feedback about CTRMA roadway conditions; request CTRMA roadway assistance; access CTRMA's mystery shopper and customer rewards programs. The app could also link to regional traveler communication initiatives such as the CPP Mobility app and interoperable tag agencies.

Strategic Plan Alignment: Innovation, Service

Project Forecast

Year (FY)		Forecast
Carryover	\$	-
2027	\$	1,365,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	1,365,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	Yes

Project Detail

Project ID:	84	Budget Fiscal Year (FY):	2025-2026
Project Title:	TIM Center Design/Construction at HQ	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 6,760,000.00
Department:	Operations		

Description: Design and construction of a state-of-the-art Traffic and Incident Management (TIM) Center at the new headquarters, featuring a centralized operations floor and a 40-foot video wall. The facility will serve as a high-tech hub for dispatching roadside safety patrols for motorist assistance, law enforcement for incident response, and roadway maintenance for traffic control, hazardous material cleanup, and debris removal. By coordinating these critical functions, the center is designed to facilitate rapid lane clearance and mitigate secondary crashes, significantly enhancing corridor safety and regional operational performance.

Strategic Plan Alignment: Safety, Reliability, Collaboration, Service

Project Forecast
Year (FY)

		Forecast
Carryover	\$	6,268,000.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	6,268,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	Yes

Project Detail

Project ID:	227	Budget Fiscal Year (FY):	2025-2027
Project Title:	TIM Center Video Wall Technology Replacement	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 1,365,000.00
Department:	Operations		

Description: Replacement of the video wall that supports the TIM Center operations allowing staff to have a full view of CTRMA's roadways to manage traffic and respond to incidents as needed.

Strategic Plan Alignment: Innovation

Project Forecast		Forecast
Year (FY)		
Carryover	\$	18,356.00
2027	\$	350,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	368,356.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	229	Budget Fiscal Year (FY):	2025-2026
Project Title:	TIM Center Furniture, Fixtures, and Equipment (FFE)	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 574,000.00
Department:	Operations		

Description: Replacement furniture, fixtures, and equipment (FFE) for the relocated TIM Center

Strategic Plan Alignment: Stewardship

Project Forecast		Forecast
Year (FY)		
Carryover	\$	574,000.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	574,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
No	No

Project Detail

Project ID:	242	Budget Fiscal Year (FY):	2025-2026
Project Title:	Field Operations Building (FOB) Improvements	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 300,000.00
Department:	Operations		

Description: Funding for critical lifecycle repairs and functional renovations to the Park Street Field Operations Building to support its transition into a primary base for roadway and toll system maintenance. The project includes essential infrastructure upgrades, such as weatherproofing and soundproofing maintenance offices, modernizing restroom fixtures and ventilation, and installing shower facilities to support staff during emergency response events. Additionally, the existing operations center will be repurposed into a multi-purpose training and conference room, maximizing the building's utility and ensuring long-term operational continuity for field teams.

Strategic Plan Alignment: Stewardship

Project Forecast		Forecast
Year (FY)		
Carryover	\$	300,000.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	300,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
No	Yes

Project Detail

Project ID:	256	Budget Fiscal Year (FY):	2026-2027
Project Title:	SUP Improvement: Hydration Stations	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 850,000.00
Department:	Operations		

Description: Hydration stations and water fountains keep users hydrated and help users stay healthy and energized. Considering placing additional hydration stations in the following locations based on the likely availability of water utilities, and proximity to other amenities such as exercise stations: the 45SW Trailhead (Intersection of MoPac and 45SW); the 45SW Trailhead (Bliss Spillar Trailhead); and the 183A Trail (Brushy Creek Trailhead).

Strategic Plan Alignment: Safety, Stewardship, Innovation

Project Forecast		Forecast
Year (FY)		
Carryover	\$	24,190.00
2027	\$	798,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	822,190.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	257	Budget Fiscal Year (FY):	2026
Project Title:	SUP Improvement: Upgraded Signage	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 82,500.00
Department:	Operations		

Description: Update and upgrade the complement of existing signage to meet the needs of pedestrians and multimodal transportation users on a shared use path.

Strategic Plan Alignment: Safety, Stewardship, Innovation

Project Forecast		Forecast
Year (FY)		
Carryover	\$	55,690.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	55,690.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	260	Budget Fiscal Year (FY):	2026
Project Title:	SUP Improvement: Bike Racks and Repair Stations	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 42,000.00
Department:	Operations		

Description: Bike Racks and Bike Repair Stations at the following trailheads: the 183A Trail (Brushy Creek) and the 183S Trail (Colorado Bridge Trailhead).

Strategic Plan Alignment: Safety, Stewardship, Innovation

Project Forecast		Forecast
Year (FY)		
Carryover	\$	37,100.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	37,100.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	44	Budget Fiscal Year (FY):	2025-2027
Project Title:	Roadway Traveler Communications - Single Line DMS - MoPac MNLN - Phase I	Roadway Impacted:	MOPAC MNLN
Fund:	MoPac General	Total Project Cost:	\$ 3,286,700.00
Department:	Operations		

Description: Installation of front-access, single-line dynamic message signs (DMS) along the MoPac Expressway corridor to enable the Mobility Authority to disseminate real-time information related to the status of the express lane (e.g., OPEN, CLOSED, CONGESTED, TOLLING ENFORCED).

Strategic Plan Alignment: Safety, Reliability, Innovation, Service

Project Forecast		Forecast
Year (FY)		
Carryover	\$	830,090.00
2027	\$	1,586,700.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	2,416,790.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	312	Budget Fiscal Year (FY):	2028
Project Title:	Roadway Traveler Communications - Single Line DMS - MoPac MNLN - Phase II	Roadway Impacted:	MOPAC MNLN
Fund:	MoPac General	Total Project Cost:	\$ 4,000,000.00
Department:	Operations		

Description: Installation of front-access, single-line dynamic message signs (DMS) along the MoPac Expressway corridor to enable the Mobility Authority to disseminate real-time information related to the status of the express lane (e.g., OPEN, CLOSED, CONGESTED, TOLLING ENFORCED).

Strategic Plan Alignment: Safety, Reliability, Innovation, Service

Project Forecast		Forecast
Year (FY)		
Carryover	\$	-
2027	\$	-
2028	\$	4,000,000.00
2029	\$	-
2030	\$	-
2031	\$	-
	\$	4,000,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	261	Budget Fiscal Year (FY):	2026
Project Title:	Safety Technology - Speed Awareness Monitors - (1) Mobile Units	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 25,000.00
Department:	Operations		

Description: Strategic investment in technology to explore and implement systems that display a driver's real-time speed alongside the posted speed limit at specific locations on toll facilities. This proactive safety measure directly addresses the critical issue of excessive speeding, a major contributing factor to traffic accidents and fatalities. By increasing drivers' awareness of their speed in relation to the posted limit, the initiative aims to deter unsafe driving behavior and cultivate a safer travel environment for all, directly supporting CTRMA's strategic goal to ensure safe and reliable transportation options.

Strategic Plan Alignment: Safety, Stewardship, Innovation

Project Forecast		Forecast
Year (FY)		
Carryover	\$	25,000.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	25,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	64	Budget Fiscal Year (FY):	2026-2027
Project Title:	Pay By Mail Program Transition & Implementation	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 17,083,300.00
Department:	Operations		

Description: Comprehensive transition to the new Pay By Mail (PBM) services contract, encompassing critical system infrastructure costs and the secure migration of legacy customer data. The budget facilitates a robust customer communication plan to ensure public awareness alongside dedicated consultant oversight to manage technical deliverables and vendor performance. By funding these integrated components, the program ensures a seamless implementation that maintains operational continuity and protects the integrity of service delivery.

Strategic Plan Alignment: Stewardship, Service

Project Forecast		Forecast
Year (FY)		
Carryover	\$	638,600.00
2027	\$	13,942,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	14,580,600.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
No	No

Project Detail

Project ID:	309	Budget Fiscal Year (FY):	2026-2027
Project Title:	CTRMA Customer Walk-in Center (WIC) Buildout (1)	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 75,000.00
Department:	Operations		

Description: Development of dedicated customer walk-in centers, providing Mobility Authority customers with personalized assistance and in-person payment options not available via phone. This request will replace the Rutherford location following the conclusion of the ViaPlus contract, serving as the cornerstone for a broader service network under the Neology Pay By Mail (PBM) program. The project further expands regional accessibility by establishing satellite centers in Manor and the Cedar Park/Leander area. This funding ensure a seamless transition of customer-facing operations.

Strategic Plan Alignment: Stewardship, Service

Project Forecast		Forecast
Year (FY)		
Carryover	\$	28,215.00
2027	\$	50,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	78,215.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
No	No

Project Detail

Project ID:	311	Budget Fiscal Year (FY):	2028
Project Title:	Maintenance/Customer Service Building	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 1,800,000.00
Department:	Operations		

Description: Development of a new maintenance and customer service building. This facility will support ongoing operations by housing maintenance functions and providing a location for customer service activities.

Strategic Plan Alignment: Stewardship, Service

Project Forecast		Forecast
Year (FY)		
Carryover	\$	-
2027	\$	-
2028	\$	1,800,000.00
2029	\$	-
2030	\$	-
2031	\$	-
	\$	1,800,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	Yes

Project Detail - Priority Rank #2

Project ID: 319 **Budget Fiscal Year (FY):** 2027-2028
Project Title: Safety Technology - Speed Awareness Monitors - (2) Mobile **Roadway Impacted:** SYSTEM
Units
Department: Operations **Total Project Cost:** \$ 50,000.00
Carryover: \$ 50,000.00
FY 2027: \$ -

Description: Strategic investment in technology to explore and implement systems that display a driver's real-time speed alongside the posted speed limit at specific locations on toll facilities. This proactive safety measure directly addresses the critical issue of excessive speeding, a major contributing factor to traffic accidents and fatalities.

Project ID: 310 **Budget Fiscal Year (FY):** 2027
Project Title: CTRMA Customer Walk-in Center (WIC) Buildout (2) **Roadway Impacted:** SYSTEM
Department: Operations **Total Project Cost:** \$ 100,000.00
Carryover: \$ -
FY 2027: \$ 100,000.00

Description: Development of dedicated customer walk-in centers, providing Mobility Authority customers with personalized assistance and in-person payment options not available via phone.

Project ID: 33 **Budget Fiscal Year (FY):** 2028
Project Title: Roadway Traveler Communications - 183A Phase I & II **Roadway Impacted:** 183A
Dynamic Message Signs
Department: Operations **Total Project Cost:** \$ 1,900,000.00
Carryover: \$ -
FY 2027: \$ -

Description: Install front-access, color, full-matrix dynamic message signs (DMS) along the 183A corridor to enable the Mobility Authority to disseminate real-time information. related to traffic and roadway conditions (e.g., weather, queues, incidents, detours, work zones) to improve mobility and safety.

Project Detail - Priority Rank #2

Project ID: 224 **Budget Fiscal Year (FY):** 2027
Project Title: Roadway Traveler Communications - Full Matrix DMS - MoPac MNLN **Roadway Impacted:** MOPAC MNLN
Department: Operations **Total Project Cost:** \$ 1,900,000.00
Carryover: \$ -
FY 2027: \$ 1,900,000.00
Description: Installation of full matrix dynamic message signs (DMS) along the MoPac Expressway corridor to enable the Mobility Authority to disseminate real-time information related to the status of the express lane.

Project ID: 36 **Budget Fiscal Year (FY):** 2026-2027
Project Title: Safety Technology - Lane Violation Detection - MoPac MNLN **Roadway Impacted:** MOPAC MNLN
Department: Operations **Total Project Cost:** \$ 950,000.00
Carryover: \$ -
FY 2027: \$ 950,000.00
Description: Installation of integrated detection systems designed to monitor and mitigate illegal “lane diving” maneuvers along the MoPac and 183 Express Lane corridors. This initiative aims to preserve the operational integrity of the express lanes, reduce collision risks, and ensure a predictable, high-speed travel experience for all customers.

Project ID: 209 **Budget Fiscal Year (FY):** 2027
Project Title: Safety Technology - Lane Violation Detection - 183N **Roadway Impacted:** 183N
Department: Operations **Total Project Cost:** \$ 1,500,000.00
Carryover: \$ -
FY 2027: \$ 1,500,000.00
Description: Installation of integrated systems to detect illegal “lane diving” maneuvers into and out of the express lanes along the MoPac Expressway and 183N corridors allowing the Mobility Authority to better identify, quantify, prohibit, and enforce these events.

Project Detail - Priority Rank #2

Project ID: 254 **Budget Fiscal Year (FY):** 2027-2028
Project Title: SUP Improvement: Shared Use Path Counters **Roadway Impacted:** SYSTEM
Department: Operations **Total Project Cost:** \$ 100,000.00
Carryover: \$ -
FY 2027: \$ 100,000.00
Description: Procurement and installation of automated shared-use path (SUP) counters to capture precise volume data for pedestrians and cyclists throughout the network. By establishing an empirical baseline, this investment enables formal Shared Use Path Level of Service (SUP LOS) assessments to determine where capacity or structural improvements are required to meet current and future usage.

Project ID: 253 **Budget Fiscal Year (FY):** 2027-2028
Project Title: SUP Improvement: EV Charging Stations **Roadway Impacted:** SYSTEM
Department: Operations **Total Project Cost:** \$ 379,000.00
Carryover: \$ -
FY 2027: \$ 379,000.00
Description: Anticipated continued increases in electric vehicle (EV) usage suggest attendant increased demand for publicly available EV charging stations. Proposed charging stations at high-traffic SUP trailheads. The two candidate locations, to be confirmed once sufficient existing power has been verified, are 45SW Trailhead (intersection of MoPac and 45SW) and the 183S Trail (51st Street Trailhead).

Project ID: 255 **Budget Fiscal Year (FY):** 2027-2028
Project Title: SUP Improvement: Covered Rest Areas **Roadway Impacted:** SYSTEM
Department: Operations **Total Project Cost:** \$ 300,000.00
Carryover: \$ -
FY 2027: \$ 300,000.00
Description: The need for covered rest areas could be considered as a self-evident safety feature for pedestrians and multi-model transportation users alike. These covered rest areas could be as simple in design as a mounted shade screen over existing park benches, or as complex as a weather resistant roofed structure. Considering placing additional covered rest areas.

Project Detail - Priority Rank #3

Project ID: 258 **Budget Fiscal Year (FY):** 2027-2028
Project Title: SUP Improvement: Callboxes **Roadway Impacted:** SYSTEM
Department: Operations **Total Project Cost:** \$ 177,000.00
Carryover: \$ -
FY 2027: \$ 177,000.00
Description: Emergency call boxes are safety devices that could be installed on Shared Use Paths to provide immediate access to emergency services. Power and communications are required. Call boxes would be easy to install on service roads but would be difficult to get set up in the more remote SUPs.

Project ID: 259 **Budget Fiscal Year (FY):** 2027
Project Title: SUP Improvement: Illumination Analysis **Roadway Impacted:** SYSTEM
Department: Operations **Total Project Cost:** \$ 162,000.00
Carryover: \$ -
FY 2027: \$ 162,000.00
Description: Analysis of illumination to improve safety by increasing visibility on SUPs, sidewalks and pathways.

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INFORMATION TECHNOLOGY

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.

FY27 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.
- **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.
- **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.
- **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.
- **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.

- **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.

DRAFT

Disclaimer

Projects designated as Priority Rank 1 and scheduled for the first year of the plan have been formally approved and funded through the Board's budget action. These projects have undergone thorough review to ensure alignment with available resources and organizational objectives. Projects included in later years or assigned lower priority rankings remain preliminary and are subject to further evaluation, prioritization, and formal approval during future budget cycles. Priority Rank 2 or 3 projects may be advanced earlier at the discretion of the Board based on strategic considerations or emerging needs.

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Five-Year Capital Plan IT Projects by Rank

Priority Rank #1									
Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031		
Toll System Replacement - 183A	\$ 7,105,000	\$ 6,928,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Toll System Replacement - 45SW	\$ 1,435,000	\$ 1,435,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Toll System Replacement - 183S	\$ 10,000,000	\$ -	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DPS Enhancements	\$ 2,485,000	\$ 1,178,490	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TIM Center Video Management Software	\$ 600,200	\$ 585,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CCTV Camera Replacements (Systemwide)	\$ 825,000	\$ 228,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Camera Array Upgrades	\$ 1,500,500	\$ 1,159,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roadside Hardening	\$ 2,610,500	\$ 2,491,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cabinet Standardization Effort	\$ 1,514,300	\$ 531,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Toll Cabinet Security Integration System	\$ 1,178,865	\$ 128,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Toll Cabinet Security Integration System - MoPac MNLN	\$ 171,626	\$ 109,215	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FOB CTRMA Network	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Automated License Plate Reader (ALPR) Computer System	\$ 375,000	\$ 186,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wrong Way Driver Refresh	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
ITS Lifecycle Replacement - DMS	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -
ITS Lifecycle Replacement - Sensors	\$ 600,000	\$ -	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 31,420,991	\$ 15,081,905	\$ 10,000,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -

Priority Rank #2									
Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031		
Grand Total									

Priority Rank #3									
Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031		
Roadway Traveler Communications - roadside units 290E	\$ 630,000	\$ -	\$ -	\$ 630,000	\$ -	\$ -	\$ -	\$ -	\$ -
Roadway Traveler Communications - roadside units 71E	\$ 21,000	\$ -	\$ 21,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roadway Traveler Communications - roadside units 183S	\$ 735,000	\$ -	\$ 735,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roadway Traveler Communications - roadside units 183N	\$ 440,000	\$ -	\$ 440,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roadway Traveler Communications - Roadside Units MoPac MNLN	\$ 236,000	\$ -	\$ 236,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 2,062,000	\$ -	\$ 1,432,000	\$ 630,000	\$ -	\$ -	\$ -	\$ -	\$ -

Total All Projects All Ranks									
Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031		
Total All Projects All Ranks	\$ 33,482,991	\$ 15,081,905	\$ 11,432,000	\$ 2,130,000	\$ -	\$ -	\$ -	\$ -	\$ -

Project Detail

Project ID:	32	Budget Fiscal Year (FY):	2025-2026
Project Title:	Toll System Replacement - 183A	Roadway Impacted:	183A
Fund:	Renewal & Replacement	Total Project Cost:	\$ 7,105,000.00
Department:	IT		

Description: 183A - Provide Electronic Toll Collection Integration and Maintenance Services (ETCS) including roadside functionality (AVI, AVC, VES, DVAS) and Toll Facility Host (TFH) functionality. The TFH functionality includes trip building, dynamic pricing, image processing, reporting/auditing, and interfaces with other CTRMA third-party systems.

Strategic Plan Alignment: Stewardship, Reliability

Project Forecast		Forecast
Year (FY)		
Carryover	\$	6,928,500.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	6,928,500.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	54	Budget Fiscal Year (FY):	2025-2026
Project Title:	Toll System Replacement - 45SW	Roadway Impacted:	45SW
Fund:	Renewal & Replacement	Total Project Cost:	\$ 1,435,000.00
Department:	IT		

Description: 45SW - Provide Electronic Toll Collection Integration and Maintenance Services (ETCS) including roadside functionality (AVI, AVC, VES, DVAS) and Toll Facility Host (TFH) functionality. The TFH functionality includes trip building, dynamic pricing, image processing, reporting/auditing, and interfaces with other CTRMA third-party systems.

Strategic Plan Alignment: Stewardship, Reliability

Project Forecast

Year (FY)		Forecast
Carryover	\$	1,435,000.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	1,435,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	52	Budget Fiscal Year (FY):	2027
Project Title:	Toll System Replacement - 183S	Roadway Impacted:	183S
Fund:	Renewal & Replacement	Total Project Cost:	\$ 10,000,000.00
Department:	IT		

Description: 183S - Provide Electronic Toll Collection Integration and Maintenance Services (ETCS) including roadside functionality (AVI, AVC, VES, DVAS) and Toll Facility Host (TFH) functionality. The TFH functionality includes trip building, dynamic pricing, image processing, reporting/auditing, and interfaces with other CTRMA third-party systems.

Strategic Plan Alignment: Stewardship, Reliability

Project Forecast		Forecast
Year (FY)		
Carryover	\$	-
2027	\$	10,000,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	10,000,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	239	Budget Fiscal Year (FY):	2025-2026
Project Title:	DPS Enhancements	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 2,485,000.00
Department:	IT		

Description: Support DPS/TOMS Enhancement requirements, development support, contract management

Strategic Plan Alignment: Innovation

Project Forecast
Year (FY)

		Forecast
Carryover	\$	1,178,490.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	1,178,490.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	215	Budget Fiscal Year (FY):	2025-2026
Project Title:	TIM Center Video Management Software	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 600,200.00
Department:	IT		

Description: Video wall management software provides a user interface to control or manage your displays, video processors, connected system devices, and source content. The software enables a complete operational overview of critical information, including traffic cameras, data from sensors or other monitoring systems so that they can be displayed and shared anywhere, from the video wall to operator desktops or conference room monitors. The software can also facilitate inter-agency cooperation and coordinate incident response. The result is quicker incident response and resolution, improved performance and a better experience for motorists.

Strategic Plan Alignment: Innovation

Project Forecast		Forecast
Year (FY)		
Carryover	\$	585,700.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	585,700.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	217	Budget Fiscal Year (FY):	2025-2026
Project Title:	CCTV Camera Replacements (Systemwide)	Roadway Impacted:	SYSTEM
Fund:	Renewal & Replacement	Total Project Cost:	\$ 825,000.00
Department:	IT		

Description: CCTV Camera Replacements (systemwide)

Strategic Plan Alignment: Reliability, Innovation

Project Forecast
Year (FY)

		Forecast
Carryover	\$	228,000.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	228,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	219	Budget Fiscal Year (FY):	2025-2026
Project Title:	Fixed Camera Array Upgrades	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 1,500,500.00
Department:	IT		

Description: Fixed Camera Array Upgrades

Strategic Plan Alignment: Reliability, Innovation

Project Forecast
Year (FY)

		Forecast
Carryover	\$	1,159,900.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	1,159,900.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	237	Budget Fiscal Year (FY):	2025-2026
Project Title:	Roadside Hardening	Roadway Impacted:	290E
Fund:	General	Total Project Cost:	\$ 2,610,500.00
Department:	IT		

Description: Roadside Hardening (previously Fiber Security Measures)

Strategic Plan Alignment: Innovation

Project Forecast
Year (FY)

		Forecast
Carryover	\$	2,491,700.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	2,491,700.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	216	Budget Fiscal Year (FY):	2025-2026
Project Title:	Cabinet Standardization Effort	Roadway Impacted:	290E
Fund:	Project	Total Project Cost:	\$ 1,514,300.00
Department:	IT		

Description: Cabinet Standardization Effort

Strategic Plan Alignment: Stewardship, Reliability, Innovation

Project Forecast
Year (FY)

		Forecast
Carryover	\$	531,000.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	531,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID: 263
Project Title: Toll Cabinet Security Integration System
Fund: General
Department: IT

Budget Fiscal Year (FY): 2025-2026
Roadway Impacted: SYSTEM
Total Project Cost: \$ 1,178,865.00

Description: Installation, configuration, training and servicing of a security integration system for specific ITS and toll cabinets on Mobility Authority roadways.

Strategic Plan Alignment: Safety, Reliability

Project Forecast
Year (FY)

		Forecast
Carryover	\$	128,200.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	128,200.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	264	Budget Fiscal Year (FY):	2025-2026
Project Title:	Toll Cabinet Security Integration System - MoPac MNLN	Roadway Impacted:	MOPAC MNLN
Fund:	General	Total Project Cost:	\$ 171,626.00
Department:	IT		

Description: Installation, configuration, training and servicing of a security integration system for specific ITS and toll cabinets on MoPac.

Strategic Plan Alignment: Safety, Reliability

Project Forecast		Forecast
Year (FY)		
Carryover	\$	109,215.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	109,215.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	267	Budget Fiscal Year (FY):	2026
Project Title:	FOB CTRMA Network	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 120,000.00
Department:	IT		

Description: IT improvements for Field Office Building conversion

Strategic Plan Alignment: Stewardship

Project Forecast		Forecast
Year (FY)		
Carryover	\$	120,000.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	120,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	262	Budget Fiscal Year (FY):	2025
Project Title:	Automated License Plate Reader (ALPR) Computer System	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 375,000.00
Department:	IT		

Description: Purchase of replacement and new ALPR technology

Strategic Plan Alignment: Innovation

Project Forecast
Year (FY)

		Forecast
Carryover	\$	186,200.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	186,200.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	315	Budget Fiscal Year (FY):	2028
Project Title:	Wrong Way Driver Refresh	Roadway Impacted:	45SW
Fund:	General	Total Project Cost:	\$ 500,000.00
Department:	IT		

Description: Refresh of the wrong-way driver system

Strategic Plan Alignment: Safety, Reliability, Innovation

Project Forecast		Forecast
Year (FY)		
Carryover	\$	-
2027	\$	-
2028	\$	500,000.00
2029	\$	-
2030	\$	-
2031	\$	-
	\$	500,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	313	Budget Fiscal Year (FY):	2028
Project Title:	ITS Lifecycle Replacement - DMS	Roadway Impacted:	290E
Fund:	General	Total Project Cost:	\$ 400,000.00
Department:	IT		

Description: ITS Lifecycle Replacement - DMS

Strategic Plan Alignment: Stewardship, Reliability

Project Forecast

<u>Year (FY)</u>	<u>Forecast</u>
Carryover	\$ -
2027	\$ -
2028	\$ 400,000.00
2029	\$ -
2030	\$ -
2031	\$ -
	<u>\$ 400,000.00</u>

<u>Impact to Future Operating Budget (Y/N)</u>	<u>FTE Needed (Y/N)</u>
Yes	No

Project Detail

Project ID:	314	Budget Fiscal Year (FY):	2028
Project Title:	ITS Lifecycle Replacement - Sensors	Roadway Impacted:	290E
Fund:	General	Total Project Cost:	\$ 600,000.00
Department:	IT		

Description: ITS Lifecycle Replacement - Sensors

Strategic Plan Alignment: Stewardship, Reliability

Project Forecast

<u>Year (FY)</u>	<u>Forecast</u>
Carryover	\$ -
2027	\$ -
2028	\$ 600,000.00
2029	\$ -
2030	\$ -
2031	\$ -
	<u>\$ 600,000.00</u>

<u>Impact to Future Operating Budget (Y/N)</u>	<u>FTE Needed (Y/N)</u>
Yes	No

Project Detail - Priority Rank #3

Project ID: 10 **Budget Fiscal Year (FY):** 2028
Project Title: Roadway Traveler Communications - roadside units 290E **Roadway Impacted:** 290E
Department: IT **Total Project Cost:** \$ 630,000.00
Carryover: \$ -
FY 2027: \$ -
Description: Installation of roadside units (RSU) along the 290E corridor to enable Connected Vehicle (CV) applications for the Mobility Authority to communicate directly to in-vehicle systems and improve the overall safety and mobility of the corridor.

Project ID: 13 **Budget Fiscal Year (FY):** 2027
Project Title: Roadway Traveler Communications - roadside units 71E **Roadway Impacted:** 71E
Department: IT **Total Project Cost:** \$ 21,000.00
Carryover: \$ -
FY 2027: \$ 21,000.00
Description: Installation of roadside units (RSU) along the SH71 corridor to enable Connected Vehicle (CV) applications for the Mobility Authority to communicate directly to in-vehicle systems and improve the overall safety and mobility of the corridor.

Project ID: 20 **Budget Fiscal Year (FY):** 2027
Project Title: Roadway Traveler Communications - roadside units 183S **Roadway Impacted:** 183S
Department: IT **Total Project Cost:** \$ 735,000.00
Carryover: \$ -
FY 2027: \$ 735,000.00
Description: Installation of roadside units (RSU) along the 183S corridor to enable Connected Vehicle (CV) applications for the Mobility Authority to communicate directly to in-vehicle systems and improve the overall safety and mobility of the corridor.

Project Detail - Priority Rank #3

Project ID: 22 **Budget Fiscal Year (FY):** 2027
Project Title: Roadway Traveler Communications - roadside units 183N **Roadway Impacted:** 183N
Department: IT **Total Project Cost:** \$ 440,000.00
Carryover: \$ -
FY 2027: \$ 440,000.00
Description: Installation of roadside units (RSU) along the 183N corridor to enable Connected Vehicle (CV) applications for the Mobility Authority to communicate directly to in-vehicle systems and improve the overall safety and mobility of the corridor.

Project ID: 45 **Budget Fiscal Year (FY):** 2027
Project Title: Roadway Traveler Communications - Roadside Units MoPac **Roadway Impacted:** MOPAC MNLN
MNLN
Department: IT **Total Project Cost:** \$ 236,000.00
Carryover: \$ -
FY 2027: \$ 236,000.00
Description: Installation of roadside units (RSU) along the MoPac corridor to enable Connected Vehicle (CV) applications for the Mobility Authority to communicate directly to in-vehicle systems and improve the overall safety and mobility of the corridor.



ENGINEERING

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). The Engineering Department works extensively internally and externally to develop projects for the agency and region. These efforts include:

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

FY27 Strategic Goals

- Collect data that will help inform budget decisions necessary to project and plan for maintenance and renewal/replacement activities
- Continued management of the PBMC contract and providing routine maintenance on all our corridors for FY26
- Work with regional partners to evaluate potential operational, safety, capacity and access improvements
- Continue the development of a long range/future projects plan, a five-year Capital Improvement Plan (including safety enhancements on operating facilities), and a two- year letting schedule for regional projects
- Coordinate with the Finance Department and executive leadership to provide needs, estimates and schedules to assist in implementing the financial strategy
- In coordination with the Executive Director, continue to coordinate efforts and planning with our regional partners and the local municipalities
- In coordination with the Executive Director, continue to explore multimodal opportunities with regional partners

Disclaimer

Projects designated as Priority Rank 1 and scheduled for the first year of the plan have been formally approved and funded through the Board's budget action. These projects have undergone thorough review to ensure alignment with available resources and organizational objectives. Projects included in later years or assigned lower priority rankings remain preliminary and are subject to further evaluation, prioritization, and formal approval during future budget cycles. Priority Rank 2 or 3 projects may be advanced earlier at the discretion of the Board based on strategic considerations or emerging needs.

**Five-Year Capital Plan
ENGR Projects by Rank**

Priority Rank #1										
Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031			
Maintenance Yard Improvement Support + Add'tl Site Investigations	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance Yard Site Acquisition (ROW Purchase)	\$ 19,400,000	\$ 9,000,000	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance Yard Build-Out	\$ 7,000,000	\$ 400,000	\$ 1,600,000	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance Equipment	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance Vehicle (2), with attachments	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PFC Treatment - Fog Seal - MoPac MNLN	\$ 600,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PFC Treatment - Fog Seal & Surface Repair - 45SW	\$ 1,800,000	\$ -	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PFC - Flexible Pavement w/Delineator Replacement - MoPac MNLN	\$ 14,330,000	\$ -	\$ -	\$ 250,000	\$ 14,080,000	\$ -	\$ -	\$ -	\$ -	\$ -
Metal Beam Guard Fence Upgrade - 290E	\$ 1,250,000	\$ -	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Barrier Painting - 183S	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Large & Small Sign Replacement - System	\$ 9,500,000	\$ 1,850,000	\$ -	\$ -	\$ -	\$ -	\$ 220,000	\$ -	\$ -	\$ 6,980,000
Large & Small Sign Replacement - MoPac	\$ 1,255,000	\$ -	\$ -	\$ -	\$ 1,255,000	\$ -	\$ -	\$ -	\$ -	\$ -
Slab Stabilization - System	\$ 1,350,000	\$ 200,000	\$ 400,000	\$ 250,000	\$ 250,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -
Wall Repair - System	\$ 121,610,000	\$ 1,700,000	\$ 15,160,000	\$ 37,420,000	\$ 24,370,000	\$ 21,440,000	\$ -	\$ -	\$ -	\$ 20,000,000
Pond Upgrades - System	\$ 5,000,000	\$ 680,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pedestrian or Bicycle Facility	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
William Cannon Added Capacity - MoPac	\$ 6,000,000	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Crystal Falls Intersection Improvement - 183A	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Merrill Drive Right Turn Bay - 183A	\$ 379,000	\$ -	\$ 379,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MoPac South (Schematic/Environmental)	\$ 26,000,000	\$ 580,000	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
183A Added Capacity (Schematic/Environmental/Design)	\$ 15,168,000	\$ 570,000	\$ 8,700,000	\$ 2,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
183A Added Capacity (Construction)	\$ 183,000,000	\$ -	\$ -	\$ 57,600,000	\$ 86,300,000	\$ 39,100,000	\$ -	\$ -	\$ -	\$ -
290E Extension (Schematic/Environmental)	\$ 25,000,000	\$ 5,500,000	\$ 12,000,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ronald Reagan Project - Segment A (Feasibility)	\$ 1,000,000	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
183A 3rd Lane Widening (Schematic/Environmental/Design)	\$ 8,288,000	\$ -	\$ 1,243,200	\$ 7,044,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Safety Improvements (Annual)	\$ 7,500,000	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ 1,500,000
Grand Total	\$ 458,315,000	\$ 23,115,000	\$ 59,882,200	\$ 112,264,800	\$ 127,755,000	\$ 62,660,000	\$ 28,480,000	\$ -	\$ -	\$ -

Priority Rank #2										
Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031			
Overlay- Flexible Pavement - 71E	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 4,700,000
Mill/Overlay Flexible Pavement - 45SW	\$ 12,500,000	\$ -	\$ -	\$ 500,000	\$ 12,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Lighting Upgrade - 183A	\$ 975,000	\$ -	\$ -	\$ 975,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
East End Transition Mill & Overlay - 290E	\$ 1,700,000	\$ -	\$ -	\$ 200,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Pedestrian or Bicycle Facility	\$ 20,000,000	\$ -	\$ -	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ -	\$ -	\$ -	\$ 5,000,000
290E Extension (Construction - Full Build)	\$ 1,500,000,000	\$ -	\$ -	\$ 215,000,000	\$ 215,000,000	\$ 220,000,000	\$ -	\$ -	\$ -	\$ 220,000,000
MoPac South (Design/ROW/Utilities)	\$ 132,900,000	\$ -	\$ 3,000,000	\$ 63,900,000	\$ 53,100,000	\$ 12,900,000	\$ -	\$ -	\$ -	\$ -
MoPac South (Construction)	\$ 1,100,000,000	\$ -	\$ -	\$ -	\$ -	\$ 71,300,000	\$ -	\$ -	\$ -	\$ 141,900,000
183A 3rd Lane Widening (Construction)	\$ 137,766,000	\$ -	\$ -	\$ -	\$ 45,922,000	\$ 45,922,000	\$ -	\$ -	\$ -	\$ 45,922,000
Grand Total	\$ 2,910,841,000	\$ -	\$ 3,000,000	\$ 285,575,000	\$ 332,522,000	\$ 355,422,000	\$ 417,522,000	\$ -	\$ -	\$ -

Priority Rank #3										
Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031			
290E Added Capacity (Schematic/Environmental/Design)	\$ 12,400,000	\$ -	\$ -	\$ 2,200,000	\$ 4,100,000	\$ 5,400,000	\$ 700,000	\$ -	\$ -	\$ -
290E Added Capacity (Construction)	\$ 101,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,600,000
Ronald Reagan Project - Segment A (Schematic/Environmental)	\$ 29,100,000	\$ -	\$ 5,500,000	\$ 9,100,000	\$ 9,100,000	\$ 4,300,000	\$ -	\$ -	\$ -	\$ 1,100,000
Ronald Reagan Project - Segment A (ROW/Utilities/Construction)	\$ 1,094,000,000	\$ -	\$ -	\$ 2,500,000	\$ 6,800,000	\$ 23,100,000	\$ 54,100,000	\$ -	\$ -	\$ -
Grand Total	\$ 1,236,600,000	\$ -	\$ 5,500,000	\$ 13,800,000	\$ 20,000,000	\$ 32,800,000	\$ 94,500,000	\$ -	\$ -	\$ -

Total All Projects All Ranks										
Project Title	Total Project Cost	Carryover	2027	2028	2029	2030	2031			
Total All Projects All Ranks	\$ 4,605,756,000	\$ 23,115,000	\$ 68,382,200	\$ 411,639,800	\$ 480,277,000	\$ 450,882,000	\$ 540,502,000	\$ -	\$ -	\$ -

Project Detail

Project ID:	24	Budget Fiscal Year (FY):	2025-2026
Project Title:	Maintenance Yard Improvement Support + Add'tl Site Investigations	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 250,000.00
Department:	Engineering		

Description: Research and site investigation for potential maintenance yards

Strategic Plan Alignment: Stewardship, Reliability

Project Forecast
Year (FY)

		Forecast
Carryover	\$	250,000.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	250,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
No	No

Project Detail

Project ID:	25	Budget Fiscal Year (FY):	2026-2027
Project Title:	Maintenance Yard Site Acquisition (ROW Purchase)	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 19,400,000.00
Department:	Engineering		

Description: ROW purchase for potential maintenance yards

Strategic Plan Alignment: Stewardship, Reliability

Project Forecast		Forecast
Year (FY)		
Carryover	\$	9,000,000.00
2027	\$	5,000,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	14,000,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	220	Budget Fiscal Year (FY):	2026-2028
Project Title:	Maintenance Yard Build-Out	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 7,000,000.00
Department:	Engineering		

Description: Build out yard for potential maintenance yards

Strategic Plan Alignment: Stewardship, Reliability

Project Forecast		Forecast
Year (FY)		
Carryover	\$	400,000.00
2027	\$	1,600,000.00
2028	\$	5,000,000.00
2029	\$	-
2030	\$	-
2031	\$	-
	\$	7,000,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	29	Budget Fiscal Year (FY):	2025-2026
Project Title:	Maintenance Equipment	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 35,000.00
Department:	Engineering		

Description: Acquisition of equipment that could be used by maintenance staff (i.e., safety equipment, materials, tools, etc.)

Strategic Plan Alignment: Safety, Reliability

Project Forecast		Forecast
Year (FY)		
Carryover	\$	35,000.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	35,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	251	Budget Fiscal Year (FY):	2026
Project Title:	Maintenance Vehicle (2), with attachments	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 250,000.00
Department:	Engineering		

Description: Purchase of two (2) new maintenance vehicles and other vehicle improvements

Strategic Plan Alignment: Stewardship

Project Forecast

Year (FY)		Forecast
Carryover	\$	250,000.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	250,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	70	Budget Fiscal Year (FY):	2026
Project Title:	PFC Treatment - Fog Seal - MoPac MNLN	Roadway Impacted:	MOPAC MNLN
Fund:	MoPac General	Total Project Cost:	\$ 600,000.00
Department:	Engineering		

Description: MoPac EL Fog seal + Repair of 5% of area

Strategic Plan Alignment: Safety, Reliability, Stewardship

Project Forecast
Year (FY)

		Forecast
Carryover	\$	200,000.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	200,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	305	Budget Fiscal Year (FY):	2027
Project Title:	PFC Treatment - Fog Seal & Surface Repair - 45SW	Roadway Impacted:	45SW
Fund:	Renewal & Replacement	Total Project Cost:	\$ 1,800,000.00
Department:	Engineering		

Description: PFC Treatment - Fog Seal & Surface Repair - 45SW

Strategic Plan Alignment: Safety, Reliability, Stewardship

Project Forecast		Forecast
Year (FY)		
Carryover	\$	-
2027	\$	1,800,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	1,800,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	43	Budget Fiscal Year (FY):	2028-2029
Project Title:	PFC - Flexible Pavement w/Delineator Replacement - MoPac MNLN	Roadway Impacted:	MOPAC MNLN
Fund:	MoPac General	Total Project Cost:	\$ 14,330,000.00
Department:	Engineering		

Description: 1.5" PFC Mill and Inlay & delineator replacement; Parmer Ln to Cesar Chavez St.

Strategic Plan Alignment: Safety, Reliability, Stewardship

Project Forecast		Forecast
Year (FY)		
Carryover	\$	-
2027	\$	-
2028	\$	250,000.00
2029	\$	14,080,000.00
2030	\$	-
2031	\$	-
	\$	14,330,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	304	Budget Fiscal Year (FY):	2027
Project Title:	Metal Beam Guard Fence Upgrade - 290E	Roadway Impacted:	290E
Fund:	Renewal & Replacement	Total Project Cost:	\$ 1,250,000.00
Department:	Engineering		

Description: 290E ML and Ramps - Upgrade MBGF end treatments to MASH standards

Strategic Plan Alignment: Safety, Stewardship, Innovation

Project Forecast
Year (FY)

		Forecast
Carryover	\$	-
2027	\$	1,250,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	1,250,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	308	Budget Fiscal Year (FY):	2027
Project Title:	Barrier Painting - 183S	Roadway Impacted:	183S
Fund:	Renewal & Replacement	Total Project Cost:	\$ 250,000.00
Department:	Engineering		

Description: Repainting of barrier along the 183 South Corridor

Strategic Plan Alignment: Stewardship

Project Forecast
Year (FY)

		Forecast
Carryover	\$	-
2027	\$	250,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	250,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	303	Budget Fiscal Year (FY):	2027-2031
Project Title:	Large & Small Sign Replacement - System	Roadway Impacted:	SYSTEM
Fund:	Renewal & Replacement	Total Project Cost:	\$ 9,500,000.00
Department:	Engineering		

Description: Large and Small Sign Replacement to maintain reflectivity and legibility along the corridor

Strategic Plan Alignment: Safety, Stewardship

Project Forecast Year (FY)	Forecast
Carryover	\$ 1,850,000.00
2027	\$ -
2028	\$ -
2029	\$ -
2030	\$ 220,000.00
2031	\$ 6,980,000.00
	\$ 9,050,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	252	Budget Fiscal Year (FY):	2029
Project Title:	Large & Small Sign Replacement - MoPac	Roadway Impacted:	MOPAC MNLN
Fund:	Renewal & Replacement	Total Project Cost:	\$ 1,255,000.00
Department:	Engineering		

Description: Small & Large Sign Replacement to maintain reflectivity and legibility along the corridor

Strategic Plan Alignment: Safety, Stewardship

Project Forecast

<u>Year (FY)</u>	<u>Forecast</u>
Carryover	\$ -
2027	\$ -
2028	\$ -
2029	\$ 1,255,000.00
2030	\$ -
2031	\$ -
	<u>\$ 1,255,000.00</u>

<u>Impact to Future Operating Budget (Y/N)</u>	<u>FTE Needed (Y/N)</u>
Yes	No

Project Detail

Project ID:	247	Budget Fiscal Year (FY):	2026 - 2030
Project Title:	Slab Stabilization - System	Roadway Impacted:	SYSTEM
Fund:	Renewal & Replacement	Total Project Cost:	\$ 1,350,000.00
Department:	Engineering		

Description: Slab Stabilization as necessary, locations TBD

Strategic Plan Alignment: Safety, Reliability, Stewardship

Project Forecast
Year (FY)

		Forecast
Carryover	\$	200,000.00
2027	\$	400,000.00
2028	\$	250,000.00
2029	\$	250,000.00
2030	\$	400,000.00
2031	\$	-
	\$	1,500,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	248	Budget Fiscal Year (FY):	2026-2031
Project Title:	Wall Repair - System	Roadway Impacted:	SYSTEM
Fund:	Renewal & Replacement	Total Project Cost:	\$ 121,610,000.00
Department:	Engineering		

Description: The proposed budget is for wall stabilization needs identified to date. Staff will make recommendations to the Board for future budget revisions as additional wall stabilization needs are identified.

Strategic Plan Alignment: Safety, Stewardship

Project Forecast		Forecast
Year (FY)		
Carryover	\$	1,700,000.00
2027	\$	15,160,000.00
2028	\$	37,420,000.00
2029	\$	24,370,000.00
2030	\$	21,440,000.00
2031	\$	20,000,000.00
	\$	120,090,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	249	Budget Fiscal Year (FY):	2026
Project Title:	Pond Upgrades - System	Roadway Impacted:	183A
Fund:	Renewal & Replacement	Total Project Cost:	\$ 5,000,000.00
Department:	Engineering		

Description: Pond Repairs, upgrades and expansion, locations TBD

Strategic Plan Alignment: Safety, Stewardship

Project Forecast		Forecast
Year (FY)		
Carryover	\$	680,000.00
2027	\$	-
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	680,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	301	Budget Fiscal Year (FY):	2026-2027
Project Title:	Pedestrian or Bicycle Facility	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 2,000,000.00
Department:	Engineering		

Description: Funding available for coordination with other entities for pedestrian or bicycle facility

Strategic Plan Alignment: Safety, Reliability, Stewardship

Project Forecast		Forecast
Year (FY)		
Carryover	\$	1,000,000.00
2027	\$	1,000,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	2,000,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	307	Budget Fiscal Year (FY):	2027
Project Title:	William Cannon Added Capacity - MoPac	Roadway Impacted:	MOPAC MNLN
Fund:	Project	Total Project Cost:	\$ 6,000,000.00
Department:	Engineering		

Description: Additional Capacity along MoPac MNLN at William Cannon Drive

Strategic Plan Alignment: Safety, Reliability, Stewardship

Project Forecast
Year (FY)

		Forecast
Carryover	\$	-
2027	\$	6,000,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	6,000,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	306	Budget Fiscal Year (FY):	2027
Project Title:	Crystal Falls Intersection Improvement - 183A	Roadway Impacted:	183A
Fund:	Project	Total Project Cost:	\$ 100,000.00
Department:	Engineering		

Description: Restriping and signage improvements

Strategic Plan Alignment: Safety, Stewardship

Project Forecast		Forecast
Year (FY)		
Carryover	\$	-
2027	\$	100,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	100,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	316	Budget Fiscal Year (FY):	2027
Project Title:	Merrill Drive Right Turn Bay - 183A	Roadway Impacted:	183A
Fund:	Project	Total Project Cost:	\$ 379,000.00
Department:	Engineering		

Description: Addition of a right turn bay at Merrill Drive and 183A southbound frontage road

Strategic Plan Alignment: Safety, Reliability, Stewardship

Project Forecast		Forecast
Year (FY)		
Carryover	\$	-
2027	\$	379,000.00
2028	\$	-
2029	\$	-
2030	\$	-
2031	\$	-
	\$	379,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	No

Project Detail

Project ID:	66	Budget Fiscal Year (FY):	2025-2027
Project Title:	MoPac South (Schematic/Environmental)	Roadway Impacted:	MOPAC ML S
Fund:	General	Total Project Cost:	\$ 26,000,000.00
Department:	Engineering		

Description: Schematic/Environmental; MoPac South described as of up to 2 Express Lanes in each direction from Cesar Chavez St. to Slaughter Ln.

Strategic Plan Alignment: Safety, Reliability, Stewardship

Project Forecast Year (FY)	Forecast
Carryover	\$ 580,000.00
2027	\$ 3,500,000.00
2028	\$ -
2029	\$ -
2030	\$ -
2031	\$ -
	\$ 4,080,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
No	No

Project Detail

Project ID:	65	Budget Fiscal Year (FY):	2025-2028
Project Title:	183A Added Capacity (Schematic/Environmental/Design)	Roadway Impacted:	SYSTEM
Fund:	General	Total Project Cost:	\$ 15,168,000.00
Department:	Engineering		

Description: Schematic/Environmental/Design; 183A additional lane in each direction from RM 1431 to Lakeline Mall Drive

Strategic Plan Alignment: Safety, Reliability, Stewardship

Project Forecast		Forecast
Year (FY)		
Carryover	\$	570,000.00
2027	\$	8,700,000.00
2028	\$	2,700,000.00
2029	\$	-
2030	\$	-
2031	\$	-
	\$	11,970,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
No	No

Project Detail

Project ID:	30	Budget Fiscal Year (FY):	2028-2030
Project Title:	183A Added Capacity (Construction)	Roadway Impacted:	SYSTEM
Fund:	Project	Total Project Cost:	\$ 183,000,000.00
Department:	Engineering		

Description: Construction; 183A additional lane in each direction from RM 1431 to Lakeline Mall Drive

Strategic Plan Alignment: Safety, Reliability, Stewardship

Project Forecast		Forecast
Year (FY)		
Carryover	\$	-
2027	\$	-
2028	\$	57,600,000.00
2029	\$	86,300,000.00
2030	\$	39,100,000.00
2031	\$	-
	\$	183,000,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
Yes	Yes

Project Detail

Project ID:	67	Budget Fiscal Year (FY):	2025-2028
Project Title:	290E Extension (Schematic/Environmental)	Roadway Impacted:	290E PH IV
Fund:	General	Total Project Cost:	\$ 25,000,000.00
Department:	Engineering		

Description: Schematic/Environmental; 290E PH IV described as 3 Tolloed Lane and 3 GP lanes in each direction from SH 130 to SH 95

Strategic Plan Alignment: Safety, Reliability, Stewardship

Project Forecast Year (FY)	Forecast
Carryover	\$ 5,500,000.00
2027	\$ 12,000,000.00
2028	\$ 500,000.00
2029	\$ -
2030	\$ -
2031	\$ -
	\$ 18,000,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
No	No

Project Detail

Project ID:	269	Budget Fiscal Year (FY):	2026
Project Title:	Ronald Reagan Project - Segment A (Feasibility)	Roadway Impacted:	RONALD REAGAN
Fund:	General	Total Project Cost:	\$ 1,000,000.00
Department:	Engineering		

Description: Feasibility; Managed lanes on Ronald Reagan Boulevard in Williamson County; Segment A from RM 1431 to SH 29

Strategic Plan Alignment: Stewardship

Project Forecast Year (FY)	Forecast
Carryover	\$ 900,000.00
2027	\$ -
2028	\$ -
2029	\$ -
2030	\$ -
2031	\$ -
	\$ 900,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
No	No

Project Detail

Project ID: 317 **Budget Fiscal Year (FY):** 2027-2028
Project Title: 183A 3rd Lane Widening (Schematic/Environmental/Design) **Roadway Impacted:** 183A
Fund: General **Total Project Cost:** \$ 8,288,000.00
Department: Engineering

Description: Development Phase; 183A 3rd Lane Widening- additional lane in each direction from Hero Way to SH 29

Strategic Plan Alignment: Safety, Reliability, Stewardship

Project Forecast Year (FY)	Forecast
Carryover	\$ -
2027	\$ 1,243,200.00
2028	\$ 7,044,800.00
2029	\$ -
2030	\$ -
2031	\$ -
	\$ 8,288,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
No	No

Project Detail

Project ID:	222	Budget Fiscal Year (FY):	2027-2031
Project Title:	Safety Improvements (Annual)	Roadway Impacted:	SYSTEM
Fund:	Renewal & Replacement	Total Project Cost:	\$ 7,500,000.00
Department:	Engineering		

Description: Funding available annually for undefined safety improvements

Strategic Plan Alignment: Safety, Stewardship

Project Forecast		Forecast
Year (FY)		
Carryover	\$	-
2027	\$	1,500,000.00
2028	\$	1,500,000.00
2029	\$	1,500,000.00
2030	\$	1,500,000.00
2031	\$	1,500,000.00
	\$	7,500,000.00

Impact to Future Operating Budget (Y/N)	FTE Needed (Y/N)
No	No

Project Detail - Priority Rank #2

Project ID: 12
Project Title: Overlay- Flexible Pavement - 71E

Budget Fiscal Year (FY): 2030-2031
Roadway Impacted: 71E

Department: Engineering

Total Project Cost: \$ 5,000,000.00
Carryover: \$ -
FY 2027: \$ -

Description: 2" TY C Mill and Overlay of Express Lane

Project ID: 16
Project Title: Mill/Overlay Flexible Pavement - 45SW

Budget Fiscal Year (FY): 2028-2029
Roadway Impacted: 45SW

Department: Engineering

Total Project Cost: \$ 12,500,000.00
Carryover: \$ -
FY 2027: \$ -

Description: 1.5" PFC Mill & Overlay

Project ID: 16
Project Title: Mill/Overlay Flexible Pavement - 45SW

Budget Fiscal Year (FY): 2028-2029
Roadway Impacted: 45SW

Department: Engineering

Total Project Cost: \$ 12,500,000.00
Carryover: \$ -
FY 2027: \$ -

Description: 1.5" PFC Mill & Overlay

Project Detail - Priority Rank #2

Project ID:	208	Budget Fiscal Year (FY):	2028-2029
Project Title:	East End Transition Mill & Overlay - 290E	Roadway Impacted:	290E
Department:	Engineering	Total Project Cost:	\$ 1,700,000.00
		Carryover:	\$ -
		FY 2027:	\$ -
Description:	Mill & Overlay 183A Frontage Roads 2" TY C Asphalt		

Project ID:	301	Budget Fiscal Year (FY):	2026-2027
Project Title:	Pedestrian or Bicycle Facility	Roadway Impacted:	SYSTEM
Department:	Engineering	Total Project Cost:	\$ 2,000,000.00
		Carryover:	\$ 1,000,000.00
		FY 2027:	\$ 1,000,000.00
Description:	Funding available for coordination with other entities for pedestrian or bicycle facility		

Project ID:	302	Budget Fiscal Year (FY):	2027-2030
Project Title:	MoPac South (Design/ROW/Utilities)	Roadway Impacted:	MOPAC ML S
Department:	Engineering	Total Project Cost:	\$ 132,900,000.00
		Carryover:	\$ -
		FY 2027:	\$ 3,000,000.00
Description:	Design/ROW/Utilities; MoPac South described as of up to 2 Express Lanes in each direction from Cesar Chavez St. to Slaughter Ln.		

Project Detail - Priority Rank #2

Project ID: 47
Project Title: MoPac South (DBB Construction)
Department: Engineering
Description: DBB Construction; MoPac South described as up to 2 Express Lanes in each direction from Cesar Chavez St. to Slaughter Ln.

Budget Fiscal Year (FY): 2030-2038
Roadway Impacted: MOPAC ML S
Total Project Cost: \$ 1,100,000,000.00
Carryover: \$ -
FY 2027: \$ -

Project ID: 318
Project Title: 183A 3rd Lane Widening (Construction)
Department: Engineering
Description: Construction Phase; 183A 3rd Lane Widening - additional lane in each direction from Hero Way to SH 29

Budget Fiscal Year (FY): 2028-2031
Roadway Impacted: 183A
Total Project Cost: \$ 137,766,000.00
Carryover: \$ -
FY 2027: \$ -

Project Detail - Priority Rank #3

Project ID: 49 **Budget Fiscal Year (FY):** 2028-2031
Project Title: 290E Added Capacity (Schematic/Environmental/Design) **Roadway Impacted:** 290E
Department: Engineering **Total Project Cost:** \$ 12,400,000.00
Carryover: \$ -
FY 2027: \$ -
Description: Schematic/Environmental/Design; 290 Phase I & II, 1 additional lane in each direction from US 183 to SH 130

Project ID: 268 **Budget Fiscal Year (FY):** 2031-2034
Project Title: 290E Added Capacity (Construction) **Roadway Impacted:** 290E
Department: Engineering **Total Project Cost:** \$ 101,100,000.00
Carryover: \$ -
FY 2027: \$ -
Description: Construction; 290 Phase I & II, 1 additional lane in each direction from US 183 to SH 130

Project ID: 244 **Budget Fiscal Year (FY):** 2027-2031
Project Title: Ronald Reagan Project - Segment A (Schematic/Environmental) **Roadway Impacted:** RONALD REAGAN
Department: Engineering **Total Project Cost:** \$ 29,100,000.00
Carryover: \$ -
FY 2027: \$ 5,500,000.00
Description: Schematic/Environmental; Managed lanes on Ronald Reagan Boulevard in Williamson County; Segment A from RM 1431 to SH 29. Preliminary cost estimate to be revised.

Project Detail - Priority Rank #3

Project ID:	245	Budget Fiscal Year (FY):	2028-2036
Project Title:	Ronald Reagan Project - Segment A (ROW/Utilities/Construction)	Roadway Impacted:	RONALD REAGAN
Department:	Engineering	Total Project Cost:	\$ 1,094,000,000.00
		Carryover:	\$ -
		FY 2027:	\$ -
Description:	ROW/Utilities/Construction; Managed lanes on Ronald Reagan Boulevard in Williamson County; Segment A from RM 1431 to SH 29. Preliminary cost estimate to be revised.		

DRAFT



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY



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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:

-
- 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

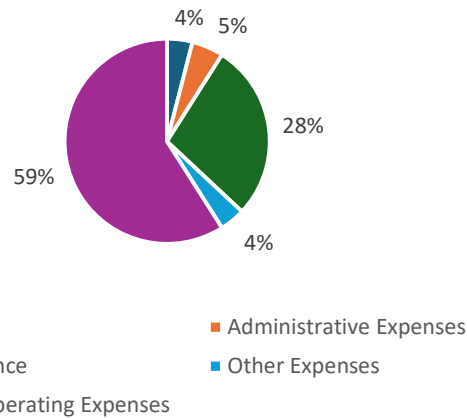
Consolidated Summary of Revenues and Expenses

All Departments

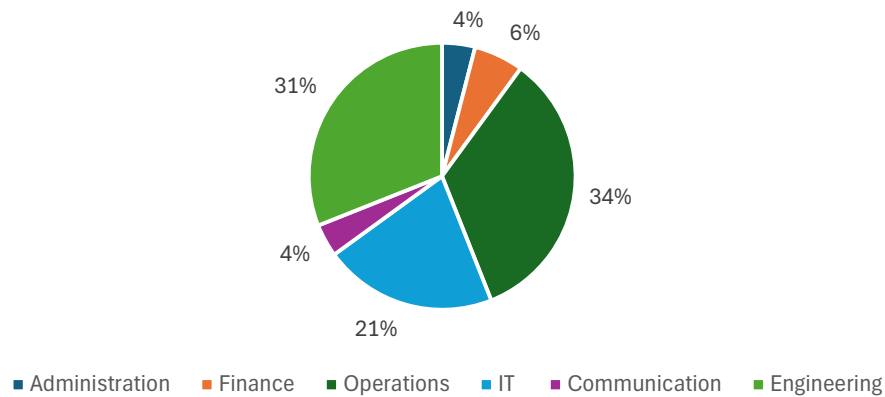
Summary of Expenses:

	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

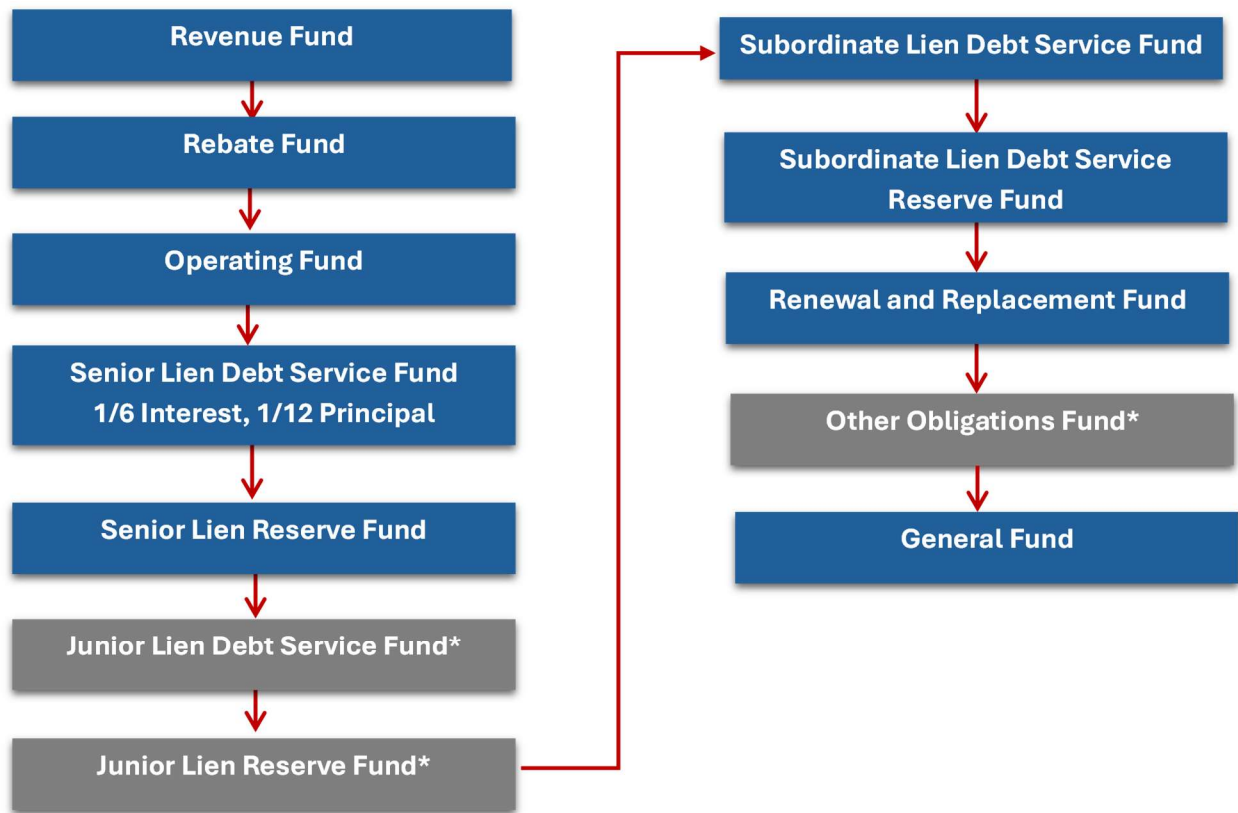
The Authority operates as an enterprise fund in accordance with United States Generally Accepted Accounting Principles (GAAP). The Trust agreement requires that certain funds and accounts be established and maintained. Certain proceeds of the Revenue Bonds are restricted by applicable bond covenants 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 Actual	2025 Actual	2026 Budget	2027 Budget	Variance to 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 Actual*	2025 Actual*	2026 Budget*	2027 Budget	Variance to 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.

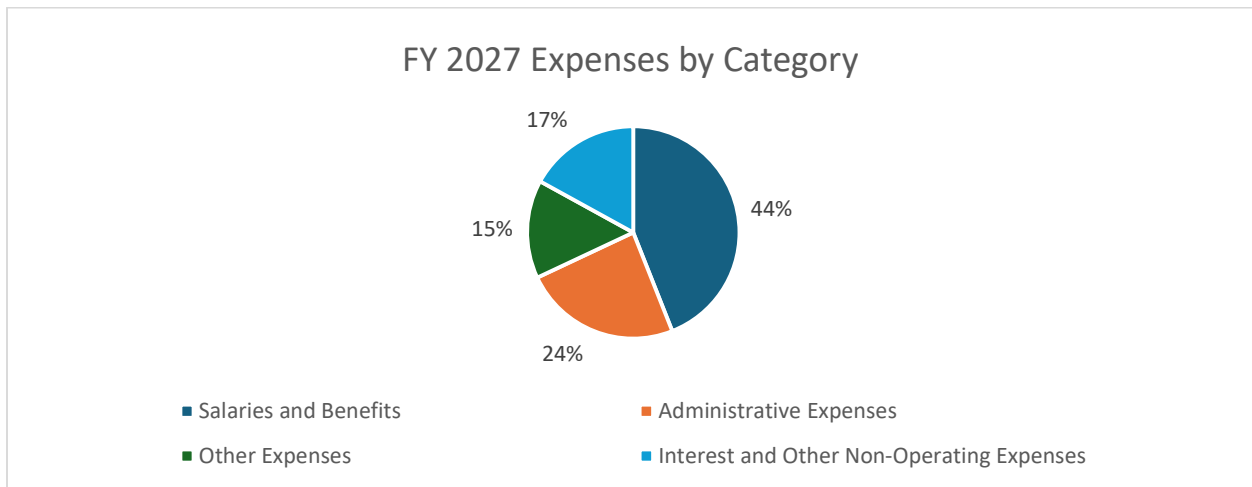
FY 2027 Goals - Administration					
Champion regional coordination by partnering with major mobility providers to promote a coordinated, regional mobility system.					
Help evaluate and deploy next-generation innovative technologies and mode choice (i.e. connected/automated vehicle systems, etc.) to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



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

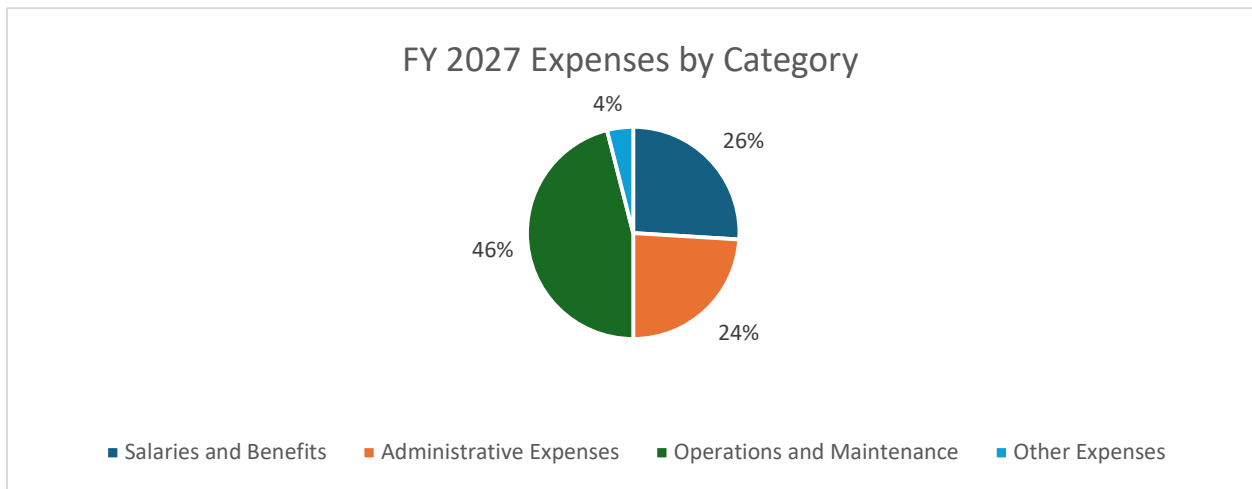
FY 2027 Goals - Finance					
Evaluate innovative funding mechanisms and market opportunities for financing the Mobility Authority's projects and optimizing its debt portfolio.					
Maintain and improve bond ratings, reporting transparency, and covenant compliance.					
Maintain and enhance key financial 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.

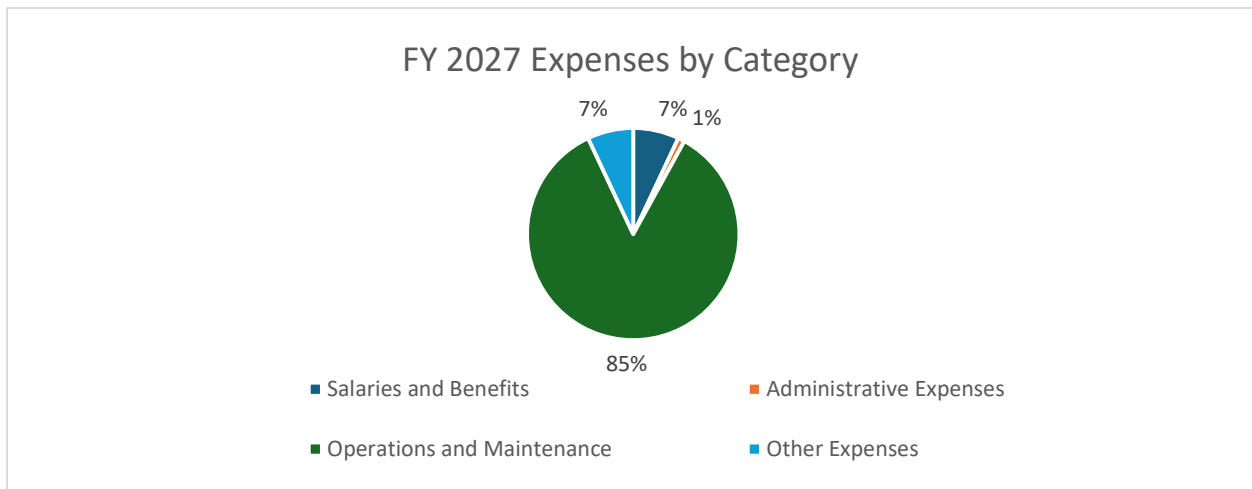
FY 2027 Goals - Operations					
Toll Operations					
Enhance customer service through automation and mobile-friendly platforms.					
Optimize revenue collection by evaluating back-office solutions and improving pre-paid account management.					
Ensure financial stewardship by mitigating revenue leakage 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

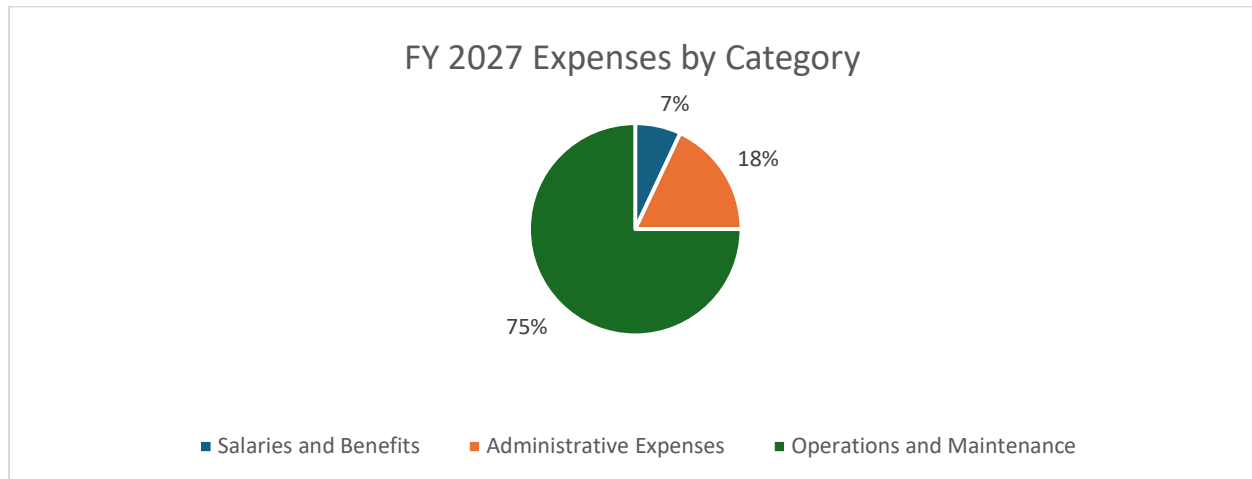
FY 2027 Goals – Information Technology (IT)					
Roadside Technology					
This involves a multi-year migration from a legacy system to a new toll collection system on existing roadways.					
New systems, fiber optic and communication networks, and ITS will be installed on newly constructed roads with 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

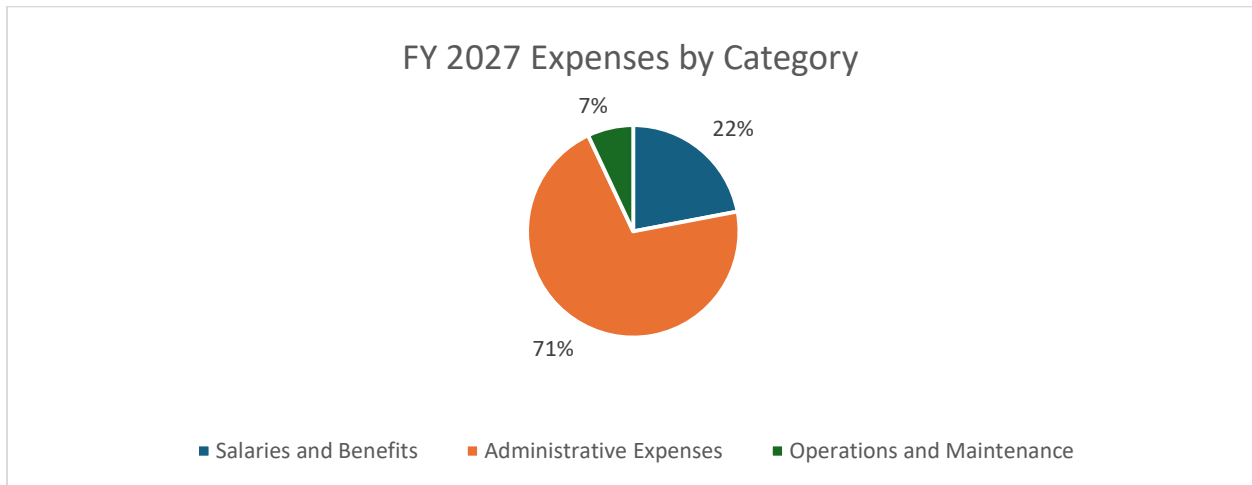
FY 2027 Goals - Communications					
Develop and implement a comprehensive campaign to increase awareness of payment options, including specifically promoting electronic tags, for Mobility Authority facilities.					
Expand multi-media tactical campaign to highlight specific and critical messaging – electronic 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

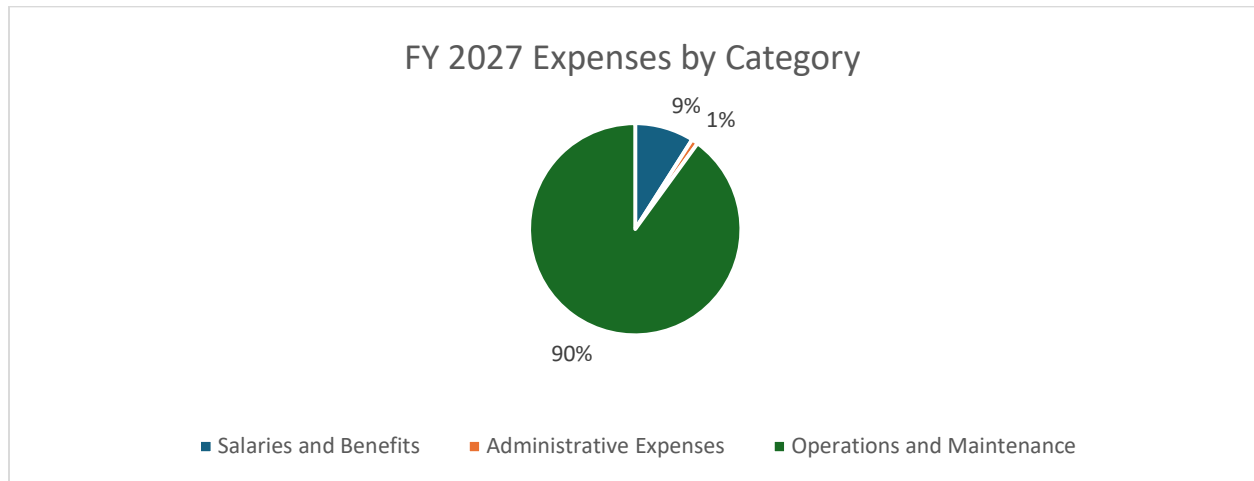
FY 2027 Goals - Engineering					
Collect data to inform decisions necessary to project and plan for maintenance and renewal/replacement activities.					
Continued management of the PBMC to provide routine maintenance across our system.					
Work with regional partners to evaluate potential operational, 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

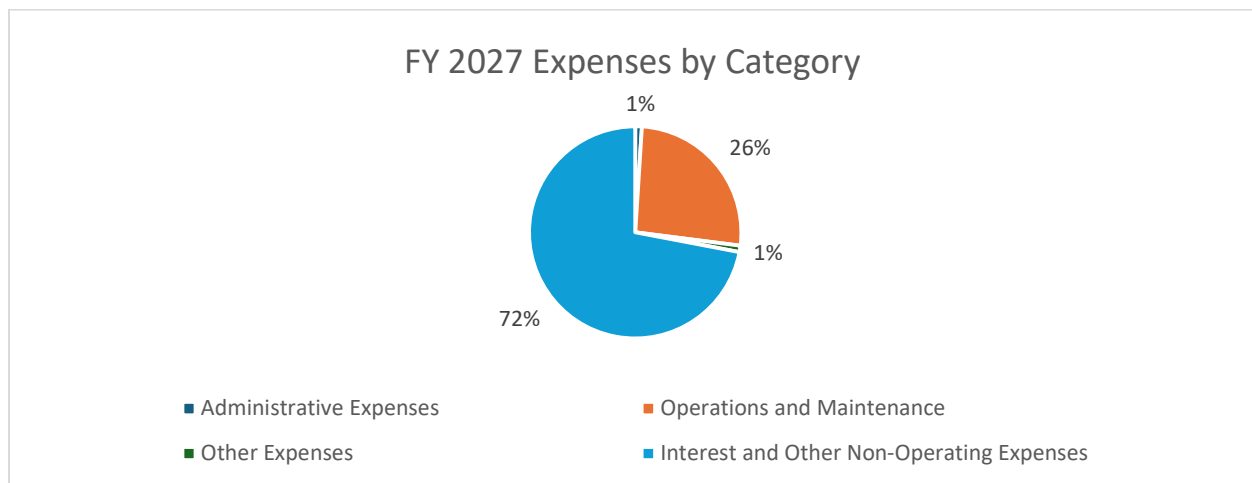
Account Name	FY2024 Actual Results	FY 2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant					
GEC - Trust Indenture Support					
GEC 1.1 Annual O&M Budget 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
Expenses					
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

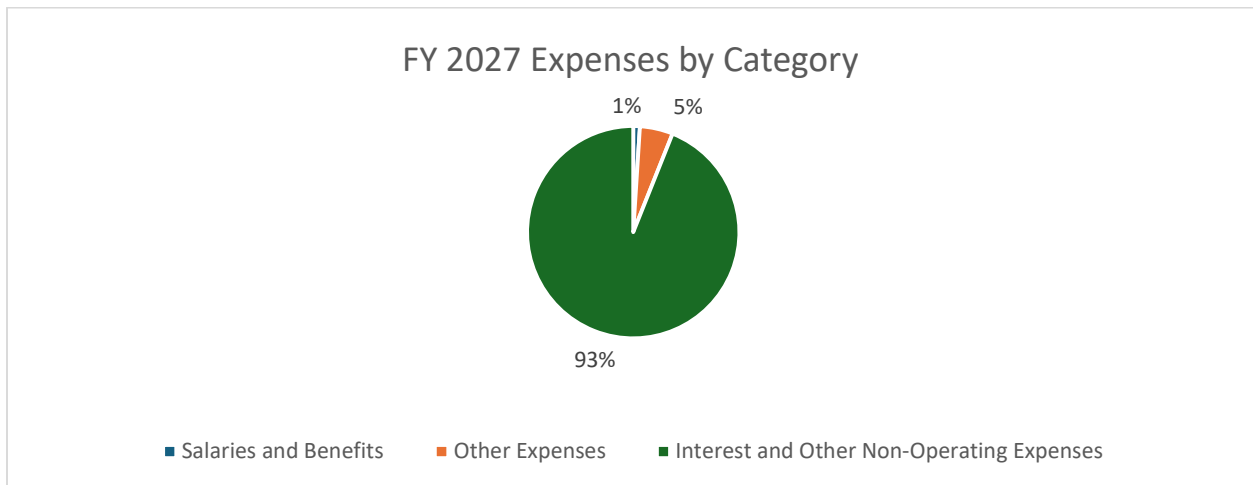
Account Name	FY2024 Actual Results	FY2025 Actual Results	FY 2026 Adopted Budget	FY 2027 Proposed Budget	% Change From Prior Year
Road Operations and Maintenance					
Roadway Maintenance		513,405	606,036	889,882	46.8%
Landscape Maintenance		408,537	427,411	446,121	4.4%
Maintenance Supplies-Roadway		13,765	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

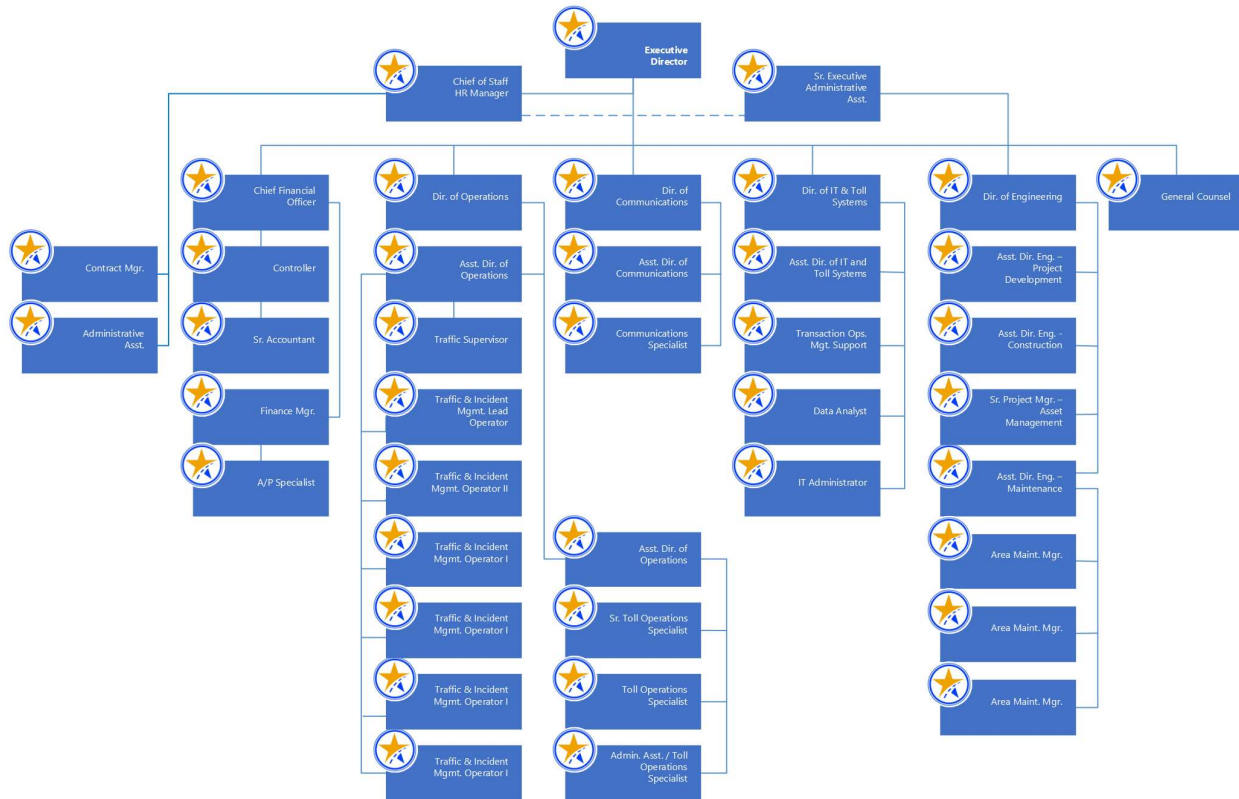
Consolidated Staffing Schedule Authorized Personnel

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
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		<u>Coverage</u>
Debt Service Senior Lien Bonds	82,664,090	3.39
Debt Service Subordinate Lien Bonds	23,667,506	2.63

Maintenance	10,864,340
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Available Net Revenue per Indenture after Maintenance	269,311,456
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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	-

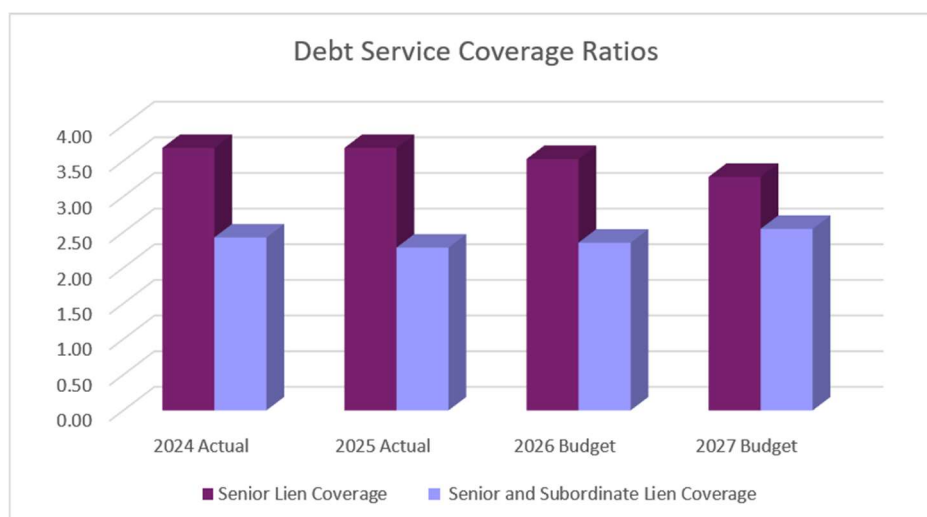
System Debt Coverage Calculation

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:

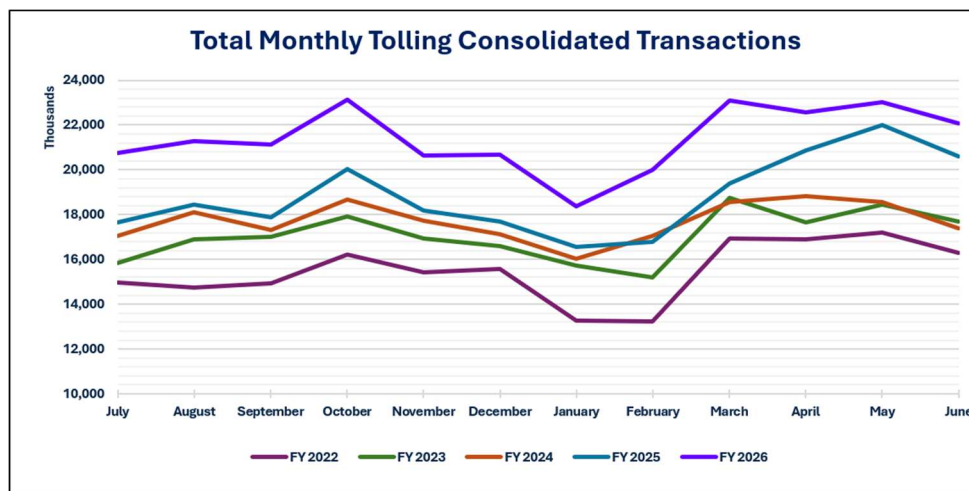
Category 2 - Metropolitan Area Corridor Projects (Federal)

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

CTRMA General Fund

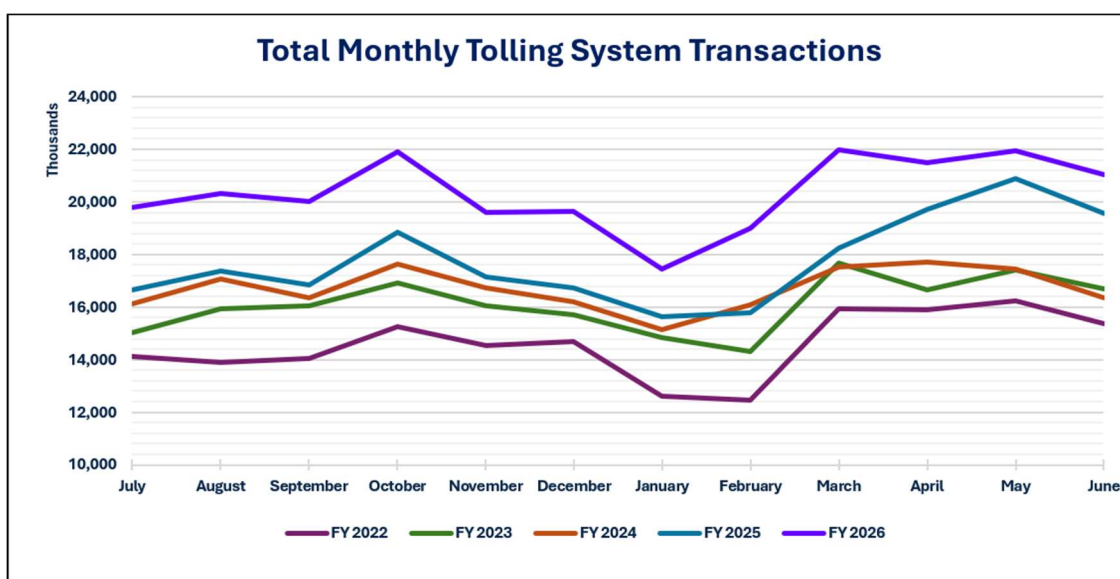
Statistical Data

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

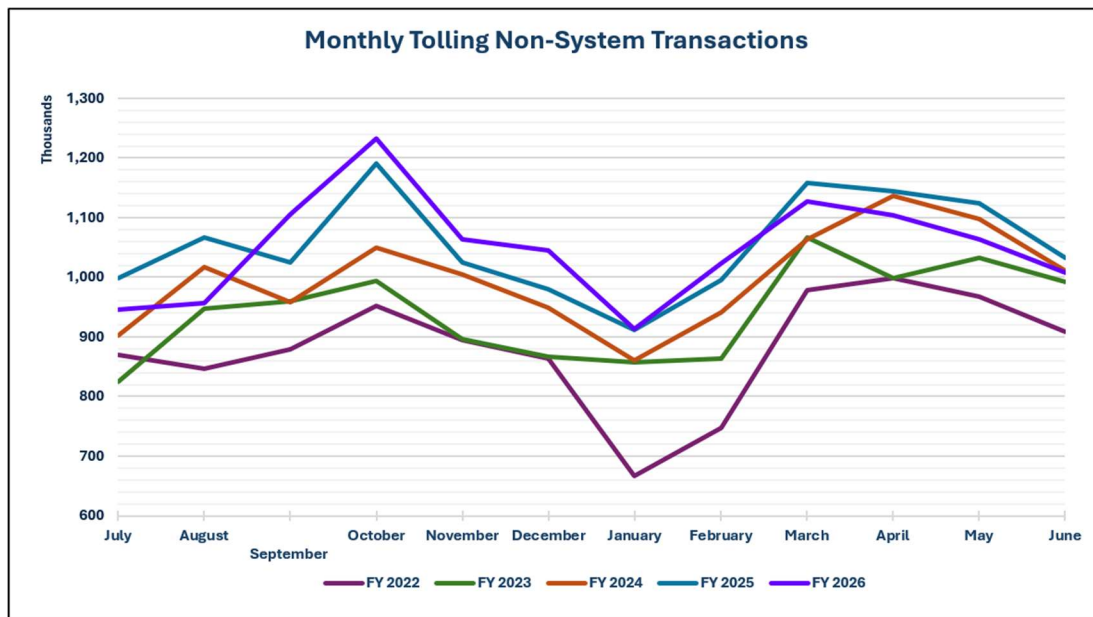
System Transactions													
	July	August	September	October	November	December	January	February	March	April	May	June	Total
FY 2026	19,788	20,318	20,016	21,895	19,583	19,637	17,454	18,991	21,967	21,478	21,942	21,051	244,121
FY 2025	16,643	17,377	16,837	18,858	17,143	16,723	15,639	15,779	18,247	19,715	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

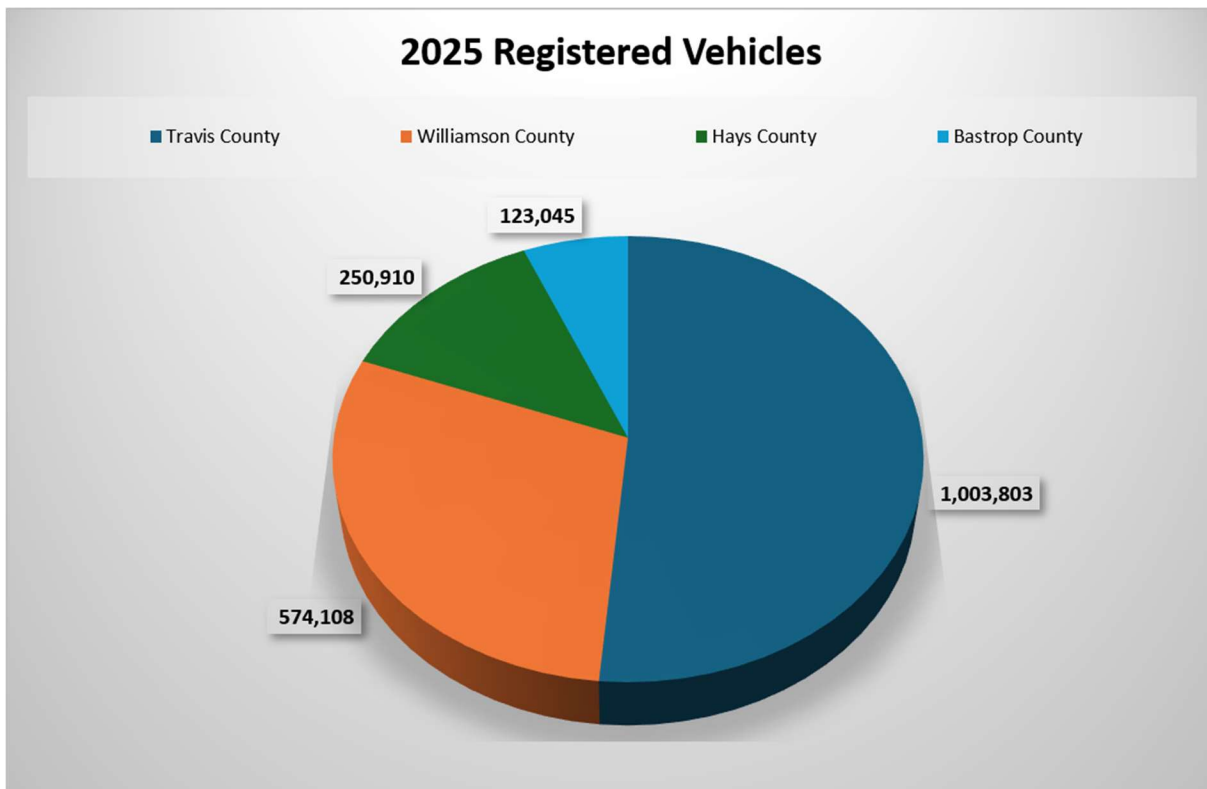
Non-System Transactions													
	July	August	September	October	November	December	January	February	March	April	May	June	Total
FY 2026	946	956	1,106	1,232	1,064	1,045	913	1,023	1,127	1,104	1,064	1,008	12,588
FY 2025	999	1,067	1,025	1,190	1,025	980	911	995	1,158	1,144	1,124	1,032	12,650
FY 2024	902	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

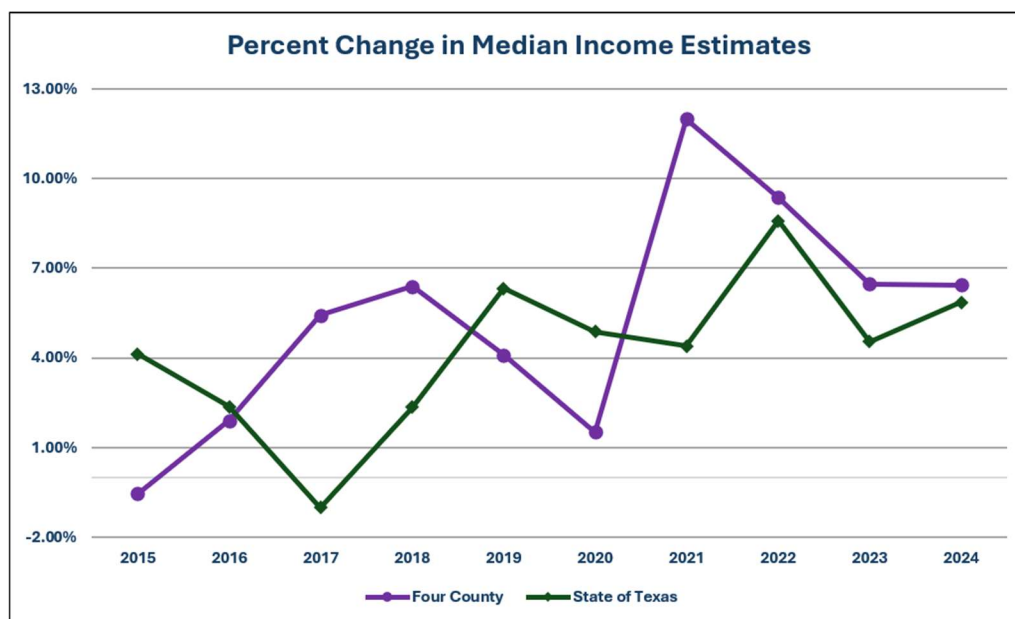
Central Texas four-county region per capita income.

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



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY



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CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #7

Discuss and consider approving an agreement with the Travis County Sheriff's Office for roadside violation enforcement and other law enforcement services

Strategic Plan Relevance:	Collaboration, Stewardship, Safety
Department:	Operations Department
Contact:	Norma Martinez, Toll Operations Manager
Associated Costs:	not to exceed \$975,000
Funding Source:	FY 2027 Operating Budget (<i>\$475,000 from Operations and \$500,000 from Engineering</i>)
Action Requested:	Consider and act on draft resolution

Background: Most Mobility Authority customers pay for their toll usage promptly, either by electronic toll tag or through our courtesy Pay By Mail program. Non-payers undermine the Mobility Authority's ability to repay its bonds and finance future projects. It also imposes an unfair burden on customers.

Chapter 372 of the Texas Transportation Code provides enforcement tools for egregious toll violators. This statute authorizes additional remedies for "habitual violators," those who have accumulated 100 or more unpaid tolls in aggregate in a 12-month period and have been issued at least two notices of nonpayment that continue to go unpaid. The remedies include publication of the toll scofflaw's name, a vehicle registration block, and a ban on the vehicle's use of the entity's toll facilities. In addition, traffic citations and vehicle impoundment may be issued to those who violate the vehicle prohibition order.

Separately, instances of high-speed driving, theft, and vandalism have increased on the Mobility Authority's facilities. Speeding endangers all drivers and significantly increases the risk of accidents and serious injuries. Meanwhile, recurring instances of theft and vandalism suggest a pattern of behavior, with specific locations repeatedly targeted. These areas have been identified as high-risk zones and may require increased patrol frequency and enhanced surveillance measures to deter further incidents.

Action requested: Through an off-duty agreement with the Travis County Sheriff's Office, the Authority will contract for marked law enforcement vehicles, uniformed law enforcement officers, and all vehicular equipment necessary to enforce Habitual Violator remedies, patrol maintenance yards and roadway hot spots, as well as aid in speeding deterrence.

Specific operations include active law enforcement, identifying and stopping certain vehicles via the use of license plate information provided by CTRMA, issuing a citation for violation of a prohibition order, issuing verbal and written notification to the violator of possible action to be taken if the violator continues to use the facility, and directing the impoundment of the prohibited vehicle under the appropriate circumstances. Additional active law enforcement measures may include arrests, transportation of perpetrators, vehicle impoundments, patrols of hot spots, and stops of speeding offenders. The supervising officer will be required to provide monthly written reports detailing enforcement hours and a summary of violations issued during the targeted enforcement period.

The \$90 hourly rate or "donation" for these services are prescribed by Travis County's standard *Application for Secondary Employment of Law Enforcement*. A separate "donation" of \$20 per hour is required for the use of Travis County-owned vehicles. The combined Travis County rates are in line with those paid to Williamson County and its deputies for the same service.

The term of the proposed agreement will begin after full execution and terminate on December 31, 2026. TCSO will require execution of a new six-month agreement effective January 1, 2027, concluding on June 30, 2027. Staff requests that the Executive Director be granted authority to renew this agreement by approving this action item. The Agreements may be terminated by mutual written agreement or upon either party's notice to the other, whichever occurs first.

Previous Actions: In July 2019, the Mobility Authority's Board of Directors authorized the Executive Director to negotiate agreements with Travis and Williamson Counties for habitual violator enforcement services. The Williamson County Commissioners' Court approved a standard agreement for off-duty contracting of county constable deputies in December 2019, which sets an \$ 8-per-hour rate for vehicle use and provides that deputies be paid directly by the Mobility Authority as independent contractors.

Active on-road enforcement with those deputies began in February 2020. Enforcement was briefly halted in March 2020 for three months, as the Deputies were required to

focus on COVID-related matters for the county. Enforcement resumed in June 2020. The election of a new Constable in Precinct #1 necessitated executing a new ILA with Williamson County in December 2020 to continue these services.

In August 2021, the Board authorized the Executive Director to execute an off-duty agreement with the Travis County Sheriff's Office to provide on-road enforcement services. These services support the Authority's habitual violator program and allow the detainment of vehicles expressly prohibited by the Board from utilizing the Authority's toll facilities due to their unpaid toll obligations.

Because procurement of road enforcement services does not precisely align with the normal acquisition of goods and services, a change to the Mobility Authority's *Policy Code* was also approved to add these services to the list of items allowed under discretionary exemptions.

A similar action item was approved in June 2024 and June 2025 by the Mobility Authority's Board of Directors.

Financing: FY 2027 Operating Budget

Staff Recommendation: Staff recommends authorizing agreements with the Travis County Sheriff's Office for enforcement services related to the Habitual Violator program, speeding prevention and security patrols. Staff also recommends that the executive director be given authority to execute a 6-month renewal.

Backup provided: Draft Resolution
TCSO Application for Secondary Employment of Law Enforcement
TCSO Vehicle Agreement

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

RESOLUTION NO. 26-0XX

**AUTHORIZING AGREEMENTS WITH THE TRAVIS COUNTY SHERIFF'S OFFICE
FOR LAW ENFORCEMENT SERVICES**

WHEREAS, the Central Texas Regional Mobility Authority (Mobility Authority) requires law enforcement services to enforce the Habitual Violator Program and to deter high-speed driving, theft, and vandalism on Mobility Authority facilities; and

WHEREAS, pursuant to Section 401.0061 of the Mobility Authority Policy Code, law enforcement services are exempted from competitive procurement requirements; and

WHEREAS, the Travis County Sheriff's Office has been providing law enforcement services to the Mobility Authority through its off-duty program since 2021; and

WHEREAS, the current agreement with the Travis County Sheriff's Office for law enforcement services expires on June 30, 2026; and

WHEREAS, the Executive Director recommends that he be authorized to take all actions necessary to enter into new agreements with the Travis County Sheriff's Office up to a cumulative amount not to exceed \$975,000 for law enforcement services through June 30, 2027.

NOW THEREFORE, BE IT RESOLVED that the Board of Directors hereby authorizes the Executive Director to take all actions necessary to enter into agreements with the Travis County Sheriff's Office up to a cumulative amount not to exceed \$975,000 for law enforcement services through June 30, 2027.

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



THE TRAVIS COUNTY SHERIFF'S OFFICE RESERVES THE RIGHT TO DENY ANY REQUEST
APPLICATION FOR SECONDARY EMPLOYMENT OF LAW ENFORCEMENT

5555 Airport Blvd., Austin, Texas 78751, Desk: (512) 854-7271 - Fax: (512) 854-4554 - E-mail: off.duty@traviscountytx.gov

PERSON/BUSINESS/ORGANIZATION HIRING OFFICER: _____

ADDRESS (No PO Box): _____ City: _____ State: _____ Zip: _____

PERSON SUBMITTING APPLICATION: _____ BUSINESS PHONE: _____ PHONE: _____

E-MAIL: _____ DRIVER'S LICENSE/STATE: _____ SSN OR TAX ID: _____

TRAFFIC SECURITY NO. OF DEPUTIES*: _____ NO. OF VEHICLES*: _____ NO. OF EXPECTED GUESTS: _____

*WE WILL MAKE THE FINAL DETERMINATION ON NUMBER OF OFFICERS AND UNITS. WILL ALCOHOL BE AVAILABLE: Yes No

TEMPORARY PERIODICALLY (throughout year) FOR THIS CALENDAR YEAR

START DATE: _____ END DATE: _____ START TIME: _____ END TIME: _____ EVENT TITLE: _____

OFFICERS NEEDED FOR: _____

JOB LOCATION (include facility name and address): _____

JOB SITE POINT OF CONTACT: _____ CELL PHONE: _____

COMMENTS: _____

FROM THIS POINT FORWARD TRAVIS COUNTY SHERIFF'S OFFICE IS REFERRED TO AS TCSO, APPLICANT IS REFERRED TO AS CONTRACTOR.

ALL REQUESTS ARE SUBJECT TO APPROVAL: The Sheriff, acting personally or through a designee, reserves the right to deny any application for secondary employment of law enforcement.

TIMELINE SUBMISSION OF APPLICATION:

- Events under 500 people submit 30 days prior to event.
Events 500 - 1,000 people submit 60 days prior to event.
Events over 1,000 people, foot or bike races, submit 90 days prior to event.

OFFICER RESPONSIBILITIES: A TCSO Deputy's primary responsibility while working in a secondary employment capacity, is the enforcement of Federal and State laws and County ordinances; to protect life and property and to keep the peace.

Officers engaged in a secondary employment job will not refuse to assist any citizen requesting or needing assistance. Officers are expected to take necessary action in an attempt to assist citizens in need of help by calling on-duty officers, taking reports, effecting arrests, or providing any other services related with the duties of a peace officer.

CONTRACTOR'S RESPONSIBILITIES: The Contractor agrees to hold harmless TCSO and all TCSO personnel from losses of any kind caused while at the site of the secondary employment. All traffic control jobs must be approved by the jurisdictional authority, such as and not limited to the Texas Department of Transportation or Travis County Transportation and Natural Resources before we allow our officers to work.

REVOCAION OF APPROVED APPLICATIONS: The application/contract can be canceled at any time by the TCSO or the Contractor for no reason. Cancellation notice must be in writing by letter or email. Examples for revocation are for informational purposes only and are not intended to be exclusive of other reasons not contained therein: a conflict of interest develops between the County and the Contractor; non-payment of officers; Contractor is arrested; the Contractor is under investigation by the District or County Attorney's Office, or any Law Enforcement Agency for violations of law; the Contractor refuses to cooperate with an investigation related to the secondary employment job; the job becomes controversial, such as labor or civil disputes.

RATES: Payment due upon service rendered, or no later than 2- weeks for long-term contracts.

COUNTY-OWNED VEHICLES: \$20 per hour with a 2-hour minimum.

OFFICERS: \$90 per hour: General Security. 4-hour minimum for all rates, except Contract Coordinator.

\$93 per hour: Police Bicycle Certified Officers

\$90 per hour: Contract Coordinator. The coordinator may charge this rate for administrative duties performed.

\$100 per hour: Emergency requests received with less than 2 business days notice.

\$100 per hour: Supervisors when required. Requirement is determined by complexity of request.

\$105 per hour: Holidays: New Years Eve, New Years Day, Martin Luther King Jr. Day, President's Day, Memorial Day, Juneteenth, Independence Day (July 4th), Labor Day, Veteran's Day, Thanksgiving, Christmas Eve, and Christmas Day.

CANCELLATIONS: Any cancellation made after 4:00 PM Central Standard Time on the business day prior to the Contractor's scheduled event will result in a cancellation fee, equal to 4 hours at applicable Officer Pay Rate per scheduled Officer. Contractor must receive confirmation of receipt of cancellation request from TCSO to avoid cancellation fee.

CONTRACTOR

SIGNATURE: _____ PRINT NAME: _____ DATE: _____

[THIS SECTION FOR TCSO USE ONLY]

MAJOR SIGNATURE: _____ DATE: _____ APPROVE DENY CONTRACTOR ID: _____

MAJOR COMMENTS: _____ JOB ID: _____

COORDINATOR ASSIGNED: _____

LIABILITY AGREEMENT FOR
LAW ENFORCEMENT RELATED SECONDARY EMPLOYMENT

For and in consideration of the permission given by the Travis County Sheriff's Office (hereinafter TCSO) for _____ (hereinafter called CONTRACTOR) to engage as independent contractors employees of the TCSO (hereinafter EMPLOYEES), while said EMPLOYEES are not on duty with and for the TCSO, it is agreed as follows:

1. It is mutually agreed that while the EMPLOYEE performs services for the CONTRACTOR as an independent contractor, said EMPLOYEE is not acting as an employee of TCSO.

2. The CONTRACTOR, binding its heirs, administrators, executors, estate, successors, and assigns, hereby agrees to indemnify, protect, defend, and hold harmless Travis County, TCSO, and their elected officials, officers, employees and agents (the "Releasees") from any and all damages, including without limitation: interest, court costs, attorney's fees and other expenses which the Releasees may incur or become liable for as the result of any claim, demand, obligation, liability suit or cause of action arising in whole or part from the work of said EMPLOYEES for the CONTRACTOR, whether or not such claim, demand, or suit be frivolous, and whether or not it be made or brought by the CONTRACTOR or by a third person or entity.

3. It is understood by CONTRACTOR that TCSO shall retain the right to withdraw at any time its permission for its EMPLOYEES to work in a private capacity. If the permission of TCSO is withdrawn, the CONTRACTOR agrees to terminate its contracting relationships with said EMPLOYEES. The CONTRACTOR, as part of this agreement binds itself to release and hold harmless the Releasees from any liability or claim for damages in the event such permission is withdrawn by the TCSO.

4. The CONTRACTOR shall maintain a comprehensive general liability insurance policy from a company authorized to do business in the State of Texas with minimum amounts of Twenty-Five Thousand Dollars (\$25,000) per occurrence for property damage, One Hundred Thousand Dollars (\$100,000) per person and Three Hundred Thousand Dollars (\$300,000) per occurrence for personal injury.

5. This Agreement shall remain in effect for a period of one (1) year from the date of the last signature below.

TCSO Major Signature

Date

Employer or Authorized Agent of CONTRACTOR

Date



**Agreement With Regard To Use of Vehicle(s) In Connection
With Off Duty Employment of County Peace Officer(s)**

This Agreement is made and entered into by and between the following parties: Travis County, acting by and through the Travis County Sheriff's Office (hereinafter referred to as "COUNTY"), and _____, (hereinafter referred to as "CONTRACTOR").

CONTRACTOR will employ one or more off-duty officers to provide security services/traffic control services, etc. The services to be provided will involve the use of one or more COUNTY vehicles. The Sheriff has determined that the use of the COUNTY vehicle(s) will serve a public purpose (conserve the peace, protect life and property, ensure the public safety, etc.). To ensure that the public purpose is met, the Sheriff will at all times retain control over the vehicle(s). CONTRACTOR will compensate the off-duty officer(s) directly in accordance with a separate agreement or understanding entered into between the CONTRACTOR and the officer(s). CONTRACTOR will reimburse COUNTY \$20.00 per hour for use of the COUNTY vehicle. The parties agree that such reimbursement shall be deemed a donation to the COUNTY under section 81.032 of the Texas Local Government Code.

Job Date(s): _____

Job Location(s) 290 Toll, 45SW Toll, 183 Toll, MoPac Express Lane, 183 Express Lane & CTRMA's maintenance yard

COUNTY

CONTRACTOR

Authorized Agent Signature

Printed Name

Position

Date

Authorized Agent Signature
William Poole

Printed Name
Major

Position

Date

Job No.: _____



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #8

Discuss and consider approving the ranking of firms for negotiation of contracts for the General Systems Consultant services pool procurement

Strategic Plan Relevance:	Stewardship and Innovation
Departments:	Operations and IT
Contact:	Tracie Brown, Director of Operations Greg Mack, Director of IT & Toll Systems
Associated Costs:	Will vary by project
Funding Source:	Operating or Capital budget depending on project
Action Requested:	Consider and act on draft resolution

Project Description/Background: The General Systems Consultant (GSC) serves as a strategic technical partner and Owner’s Representative for the Mobility Authority. The GSC provides objective, independent oversight across the entire lifecycle of the Mobility Authority’s technology ecosystem—including roadside tolling, back-office systems (BOS), Intelligent Transportation Systems (ITS), and emerging mobility platforms. By maintaining independence from system integrators and equipment vendors, the GSC ensures that all technical implementations are fiscally responsible, scalable, and strictly aligned with the Authority’s long-term operational goals.

To meet the demands of a rapidly evolving transportation landscape, the Mobility Authority is establishing a qualified pool of specialized consulting firms with tolling experience. This bench of expertise enables the Authority to access specialized subject matter expertise, maintain operational agility, and foster ecosystem collaboration.

Action Requested: On March 31, 2026, the Mobility Authority issued a Request for Qualifications (RFQ) seeking to establish a pool of qualified firms to provide General Systems Consultant (GSC) services. The GSC pool will provide specialized consulting services at the direction and supervision of the Mobility Authority, working collaboratively with the Mobility Authority’s other consultants.

The general services to be provided by the selected GSC firms may include the following key elements: systems implementation and technology; strategic planning and innovation; business intelligence and quality assurance; and program governance and advisory. Engineering services are expressly excluded from the scope of services. The initial term of the Contract is a two (2) year term and may be extended for two (2) one-year renewal options.

March 31, 2026	Issued Request for Qualifications (RFQ)
May 11, 2026	RFQ Response Deadline
June 16, 2026	Interviews and Final Scoring

The following ten firms submitted statements of qualification in response to the RFQ:

- Accenture
- Arcadis
- CDM Smith
- GFT Infrastructure
- HDR Engineering
- HNTB
- LJA Engineering
- RK&K
- Stantec
- WSP

An overview of the process, scoring, and recommendations will be presented at the Board meeting. Contracts will be negotiated in accordance with Policy Code 401.027.

Previous Actions: In October 2025, the Mobility Authority’s Board of Directors approved the issuance of a Request for Qualifications for General Systems Consultant (GSC) services and authorized an exemption from the contract negotiation and execution process under Section 401.027 of the Policy Code to allow for the procurement of a pool of qualified firms.

Subsequently, in May 2026, the Board of Directors approved amending Chapter 4, Articles 14, 16, and 17 of the Policy Code to permit the selection of one or more vendors, thereby allowing the Mobility Authority to establish a pool of vendors and providing greater flexibility to contract with firms whose experience and expertise best align with the Mobility Authority's needs.

Financing: Not Applicable

Staff Recommendation: Authorize the Executive Director to negotiate with the most

highly qualified providers, based on the ranked shortlist of firms, for General Systems Consultant (GSC) services. If the Executive Director cannot agree on the terms of a contract with the most highly qualified providers, authorize the Executive Director to negotiate a contract with the next most highly qualified provider. Once a satisfactory contract has been negotiated, the Executive Director will present the proposed contract to the Board for its approval.

Backup provided: Draft resolution

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

RESOLUTION NO. 26-0XX

**APPROVING THE RANKING OF FIRMS FOR NEGOTIATION OF CONTRACTS FOR
THE GENERAL SYSTEMS CONSULTANT SERVICES POOL PROCUREMENT**

WHEREAS, the Central Texas Regional Mobility Authority (Mobility Authority) utilizes a General Systems Consultant (GSC) to provide independent oversight and guidance of the Mobility Authority's toll systems and infrastructure, including Systems Implementation & Technology, Planning & Development, Analysis and Oversight, and Management and Support; and

WHEREAS, by Resolution No. 25-061, dated October 29, 2025, the Board of Directors authorized an exemption from the contract negotiation and execution process under Section 401.027 of the Mobility Authority Policy Code (Policy Code) in effect at that time, in order for the Executive Director to issue a request for qualifications (RFQ) to establish a pool of qualified firms to provide GSC services; and

WHEREAS, the Board of Directors, by Resolution No. 26-026, dated May 27, 2026, approved amending Chapter 4, Articles 14, 16, and 17 of the Policy Code to permit the selection of one or more vendors, thereby allowing the Mobility Authority to establish a pool of vendors and providing greater flexibility to contract with firms whose experience and expertise best align with the Mobility Authority's needs; and

WHEREAS, the Mobility Authority received responses to the RFQ from ten firms by the May 11, 2026 deadline; and

WHEREAS, the responses were reviewed by an evaluation committee, and interviews were conducted in accordance with the procedures set forth in the RFQ and the Policy Code; and

WHEREAS, following the review of responses and interviews, the evaluation committee prepared a list of the six (6) most highly qualified respondents, as shown in Exhibit A.

NOW, THEREFORE, BE IT RESOLVED that pursuant to the process provided in Section 401.027 of the Mobility Authority Policy Code, as amended by Resolution No. 26-026, dated May 27, 2026, the Executive Director is authorized to negotiate contracts with the respondents, and if a satisfactory contract cannot be negotiated with certain respondents, the Executive Director shall

formally end negotiations and continue negotiations with the most highly qualified respondents;
and

BE IT FURTHER RESOLVED that once satisfactory contracts have been negotiated, the Executive Director shall present the proposed contracts to the Board for its approval.

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

List to be Presented to the Board of Directors during the June 24, 2026 meeting



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #9

Discuss and consider approving an agreement with Deloitte Consulting LLP for enhancements to the Mobility Authority's Data Platform System.

Strategic Plan Relevance:	Innovation
Department:	Operations
Contact:	Greg Mack, Director of IT and Toll Systems
Associated Costs:	Not to exceed \$5,000,000
Funding Source:	Capital Budget
Action Requested:	Consider and act on draft resolution

Project Description/Background: In March 2021, the Mobility Authority awarded a contract to Deloitte Consulting LLP (Deloitte) to develop a system wherein all toll transaction processing and data management capabilities after the point of transaction creation are advanced to a Mobility Authority-managed solution. The Data Platform System (DPS) is the next step in the agency's evolution to a mature toll entity that controls transaction pricing and revenue recognition timing. The DPS provides the Authority with more insight into its transactional data, providing the ability to make better informed decisions regarding collection initiatives, transportation improvements, and other planning efforts.

The objective of the DPS is to transition all toll transaction data processing and data management capabilities after the point of transaction creation to a Mobility Authority-managed solution. Kapsch and Quarterhill, the Mobility Authority's Lane vendors, collect the toll transaction at the roadside and forward the transaction and vehicle images to the DPS. Business logic then consumes the transaction and routes the data to either the Central United States Interoperability (CUSIOP) Hub or the Pay by Mail (PBM) vendor for payment. The payment status is ultimately passed back to the DPS allowing complete reconciliation of all the Authority's toll transactions.

Development for the first two project releases was completed September 2021 on

schedule. These releases created the base code as well as the routing and exchange processes. The third project release was completed October 2023 on schedule. This release supports development for pricing and billing transactions, defining how data governance is handled in the new processing schema, and identifying the suite of reports necessary to account for the agency's revenue and monitor performance. The DPS went live in August 2023.

The Mobility Authority desires continued development services as the system matures. Enhancements to DPS would include new functionality that is not covered in the Operations and Maintenance scope of work. Today's action is directly related to the continued engagement of resources for such development.

Previous Actions & Brief History of the Program/Project: The initial one-year agreement for enhancement development was awarded to Deloitte in October 2023, and a 21-month agreement was awarded in September 2024.

Financing: Capital Budget

Action requested/Staff Recommendation: Staff recommends approving a 60-month agreement with Deloitte Consulting LLP for consulting services for enhancement development of the Mobility Authority's Data Platform System.

Backup provided:

- Draft Resolution
- CTRMA TOMS Enhancements Statement of Work (dated 6/12/2026)
- DIR Public Records Act Agreement – Deloitte Consulting TOMS Enhancements Statement of Work
- DIR Vendor Agreement – Deloitte Consulting TOMS Enhancements Statement of Work

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

RESOLUTION NO. 26-0XX

**APPROVING AN AGREEMENT WITH DELOITTE CONSULTING LLP FOR
ENHANCEMENTS TO THE MOBILITY AUTHORITY'S DATA PLATFORM SYSTEM**

WHEREAS, the Mobility Authority hosts its own system for processing all toll transaction data and performing data management after the point of transaction creation (the "Data Platform System"); and

WHEREAS, the Mobility Authority desires to make certain enhancements to the Data Platform System from time to time that are beneficial for toll processing and data management; and

WHEREAS, the Executive Director has negotiated a scope of work with Deloitte Consulting LLP in an amount not to exceed \$5,000,000 for additional development services for enhancements to the Data Platform System which is attached hereto as Exhibit A; and

WHEREAS, pursuant to Texas Government Code Section 2054.0565 and Mobility Authority Policy Code Section 401.008, the Mobility Authority may utilize procedures established by the Texas Department of Information Resources (DIR) to procure goods and services through DIR cooperative contracts; and

WHEREAS, the Executive Director recommends entering into an agreement with Deloitte Consulting LLP for additional development services for enhancements to the Data Platform System in an amount not to exceed \$5,000,000 through their DIR cooperative contract.

NOW THEREFORE BE IT RESOLVED that the Board of Directors hereby approves the scope of work for additional development services for enhancements to the Data Platform System which is attached hereto as Exhibit A; and

BE IT FURTHER RESOLVED, that the Executive Director is authorized to enter into an agreement with Deloitte Consulting LLP in an amount not to exceed \$5,000,000 through their cooperative contract with the Texas Department of Information Resources for development services for enhancements to the Data Platform System.

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



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

**Statement of Work
Tolling Operations Management Solution (TOMS)**

Enhancements for FY 2027

June 12, 2026

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1. Statement of Work Purpose and Overview

The Tolling Operations Management Solution (“TOMS”) is an aggregate of multiple integrated solutions that support the CTRMA transaction to cash lifecycle. TOMS fully or partially automates business processes across several operational domains including Transaction Management, Product Management, Payment Path Management, Discount Management, Billing Management, Data Exchange Management, and Reporting & Analytics Management.

The purpose of this Statement of Work (“SOW”) is to define a suite of services necessary to support the development and implementation of requested enhancements to components of the existing TOMS Ecosystem. This SOW is intended to serve as a basis of understanding between CTRMA and a 3rd party Vendor (“Vendor”) for the services contracted.

1.1. Term & Pricing

The Effective Date of this Contract is July 1, 2026, or the date on which this Contract is fully executed and approved according to applicable laws, rules, and regulations, whichever is later. This Contract terminates on June 30, 2031, unless otherwise terminated or extended in accordance with its terms.

The amount payable under this contract shall not exceed \$5,000,000. This pricing is subject to and governed by the State of Texas Deliverables Based IT Services (DBITS) terms and conditions as set forth in DBITS # DIR-CPO-6119.

2. Scope of Services

Vendor will provide the following services to CTRMA (Vendor Deliverables are noted in ***bold italics***):

2.1. Requirements Services

CTRMA will define and document the business requirements for each scoped and prioritized feature. The business requirements will describe the expected functionality and may also include supporting artifacts such as logical models, information flow diagrams, and annotated wireframes. CTRMA will document all business requirements artifacts within the appropriate CTRMA Jira project.

In some instances, CTRMA may provide screenshots or other representations of current state for reference but are not to be considered as future state requirements.

Vendor and CTRMA will collectively review the documented business requirements and address any required clarifications.

Vendor will develop a rough order of magnitude (ROM) cost and estimated timeline for the scoped feature and present to CTRMA. Vendor and CTRMA will iteratively review and discuss the cost and estimations. If CTRMA approves the cost and estimated scheduled, the feature will be moved into the Design phase. Should CTRMA decide not to proceed, the feature will be moved out of scope and placed into an appropriate backlog.

2.1.1. Vendor Requirements Services & Deliverables

- Review and analyze requirements documentation provided by CTRMA

- Identify risks and/or constraints and present feedback to CTRMA on documented requirements
- Develop cost and estimated schedule to deliver the scoped requirements
- Present rough order of magnitude (ROM) solution costs and estimated schedule to CTRMA for review and approval to proceed.

2.2. Design Services

Vendor will develop one or more designs that will provide functionality meeting the requirements defined as in scope. The initial design(s) will be presented to CTRMA for iterative review and input with the Vendor updating the initial design(s) as required. Vendor will present a final design to CTRMA that includes a revised cost and estimated schedule. If CTRMA approves the cost and estimated schedule, the feature will be moved into the Development phase. Should CTRMA decide not to proceed, the feature will be moved out of scope and placed into an appropriate backlog.

2.2.1. Vendor Design Services & Deliverables

- Create one or more recommended application designs to satisfy the documented requirements
- Create visual representations of proposed solution design(s) and risks/constraints associated with each
- Include modular and scalable solution design and architecture in recommended design(s)
- Present and review draft solution design(s), costs and estimated schedule with risk and constraints to CTRMA
- Develop revised cost and estimated schedule to deliver CTRMA selected design(s), if necessary
- ☑ ***Present final design, cost and estimated schedule to CTRMA for review and acceptance***

2.3. Development Services

Vendor will manage and complete all required solution development activities. Once completed, Vendor will present a development retrospective to CTRMA. Once accepted by CTRMA, the feature will be moved into the Testing phase.

2.3.1. Vendor Development Services & Deliverables

- Provide all application development services necessary to build the CTRMA selected design(s)
- Coordinate with CTRMA TOMS O&M Support to stand-up any/all necessary sandbox, development, and testing environments
- Manage Vendor application development resources, approach and planning
- Include modular, scalable, and/or re-usable code in all development where possible
- ☑ ***Present development retrospective including summary of modular, scalable, or re-usable code applied to CTRMA for review and acceptance***

2.4. Testing Services

Vendor will develop the testing plan and facilitate all required testing for the feature. Vendor will document the tests to be completed, expected outcomes, and actual outcomes. Vendor will document, track and manage all issues identified during testing as defects through resolution. Once all testing has been successfully completed and documented, Vendor will provide a demo of the testing results and accompanying test and defect documentation to CTRMA. After CTRMA acceptance, the feature will move into the UAT phase.

2.4.1. Vendor Testing Services & Deliverables

- Provide all testing services necessary to ensure quality assurance for developed solution(s)
- Document test cases including test scenarios, expected outcomes and actual outcomes
- ☑ ***Present documented test cases to CTRMA for review and acceptance***
- Complete all necessary smoke, unit, integration, functional, and performance testing to ensure solution quality assurance
- Coordinate with CTRMA TOMS O&M Support team to perform any/all necessary regression testing
- Document, track and manage all defects identified during testing using CTRMA Jira procedures
- ☑ ***Present a testing retrospective including documented test cases and defect resolution summary to CTRMA for review and acceptance***

2.5. User Acceptance Testing (UAT) Services

CTRMA will define the UAT scripts and facilitate any required user acceptance testing. Issues identified during UAT will be documented by CTRMA and reviewed with the Vendor. For any identified issues, CTRMA will work with the Vendor to determine if the issue is a Defect or new Requirement Specification.

For issues identified as a new Requirement Specification, CTRMA will document the requirements and add them to the TOMS Backlog for future enhancement consideration.

Issues identified as Defects will be addressed by the Vendor and are considered required for final feature acceptance. All Defects will be tracked in the CTRMA Jira system in accordance with CTRMA Jira policies and procedures. Once all Defects have been resolved and any additional UAT completed, Vendor will present a retrospective and accompanying Defect documentation to CTRMA for acceptance. Accepted features will then be moved to the Release phase.

2.5.1. Vendor Services & Deliverables

- Document, track and manage all defects identified during UAT using CTRMA Jira procedures
- ☑ ***Present a UAT retrospective with accompanying defect summary to CTRMA for review and acceptance***

2.6. Release Services

Vendor will work with the CTRMA TOMS O&M Support team to incorporate the feature into a Release Plan. Once the feature has been released to the production environment, Vendor will notify CTRMA in writing and the feature has moved into the Warranty phase.

2.6.1. Vendor Release Services & Deliverables

- Coordinate with the CTRMA TOMS O&M Support team to assign the solution to an appropriate production release
- ☑ ***Provide written notice to CTRMA that the solution has been moved into the production environment***

2.7. Warranty Services

Unless otherwise mutually agreed, the Warranty Period shall be 60 calendar days starting from the date the feature was released into production. For issues identified as Defects during the Warranty Period, the Vendor shall, at no additional charge to CTRMA, furnish such materials and services necessary to correct any Defects

related to the released feature. Once the Warranty Period has ended and all Defects identified during the Warranty Period have been resolved, Vendor will present a retrospective and accompanying Warranty Period Defect summary documentation to CTRMA for acceptance.

2.7.1. Vendor Warranty Services & Deliverables

- Document, track and manage all defects identified during the Warranty Period using CTRMA Jira procedures.
- Provide all Development Services as defined in section 2.3 to resolve all defect(s) identified during the Warranty Period
- Provide all Testing Services as defined in section 2.4 to resolve all defect(s) identified during the Warranty Period
- Provide all UAT Services as defined in section 2.5 to resolve all defect(s) identified during the Warranty Period
- ☑ ***Present a Warranty Period retrospective with accompanying defect resolution summary to CTRMA for review and acceptance***

3. Deliverables

3.1. Description

“Deliverables” means all materials, documents, software (if any) and any other items set forth in this Agreement that are in scope and are originally created, developed, or produced by Vendor specifically for delivery to CTRMA.

The detailed Acceptance Criteria for each Deliverable or Service will be determined and agreed to with CTRMA, prior to the commencement of work on any Deliverable or Service. Changes to this list of Deliverables and/or Acceptance Criteria, or the definition or content of such Deliverables as described by Vendor’s management and delivery methods, or the party responsible for a Deliverable will be managed via the Change Process as defined in Section 4.2.

Both parties shall agree upon Acceptance Criteria consistent with the “SMART” Method of defining acceptance criteria, i.e., Specific, Measurable, Achievable, Relevant, and Time-bound. Notwithstanding the Vendor’s commencement or completion of any Deliverable under this Agreement, the Vendor will not submit any Deliverable or Service to CTRMA for review and CTRMA will be under no obligation to review, Accept or Reject any Deliverable or Service until the Acceptance Criteria for that Deliverable has been defined and agreed to by both parties.

Further, the Vendor is not obligated to start work on a specific Deliverable or Work Product until the parties have agreed in writing on the Acceptance Criteria for that Deliverable or Work Product, nor is the Vendor responsible for any delays caused by a failure of CTRMA to timely agree on the Acceptance Criteria.

Formal Acceptance by CTRMA of the Deliverables and Services is the sole indication that the Deliverables or Services have been completed in accordance with this Agreement. Neither party may unreasonably withhold Formal Acceptance where the agreed upon Acceptance Criteria for the Deliverable or Service have been satisfied.

3.2. Vendor Deliverables & Payment Allocation

For each scoped and prioritized feature, the Vendor will deliver the following as Deliverables as defined in Section 2: Scope of Services:

Phase	Deliverable	Payment Allocation
Design	Present final design, cost, and estimated schedule to CTRMA for review and acceptance.	20%
Development	Present development retrospective including summary of modular, scalable, or re-usable code applied to CTRMA for review and acceptance.	20%
Testing	Present documented test cases to CTRMA for review and acceptance. Present a testing retrospective including documented test cases and defect resolution summary to CTRMA for review and acceptance.	20%
UAT	Present a UAT retrospective with accompanying defect summary to CTRMA for review and acceptance.	30%
Release	Provide written notice to CTRMA that the solution has been moved into the production environment.	-
Warranty	Present a Warranty Period retrospective with accompanying defect resolution summary to CTRMA for review and acceptance.	10%

3.3. Invoices

The Vendor may invoice CTRMA after each Payment Deliverable is accepted. CTRMA will not make partial payments for deliverable subtasks.

This pricing is subject to and governed by the DBITS terms and conditions as set forth in DBITS # DIR-CPO-6119. CTRMA will purchase any additional required software, hardware, and hosting in support of the agreed upon Scope of Work. All Google Cloud Platform services are available on Texas DIR contract # DIR-TSO-4162, via Google Cloud’s exclusive government distributor, Carahsoft Technology Corporation.

3.4. Acceptance Management

Acceptance by CTRMA of the project’s Services and Deliverables means that the Services and Deliverables have been completed in accordance with this Agreement.

Vendor and CTRMA will agree upon acceptance criteria for the Services and each Deliverable. Acceptance criteria must be documented prior to the commencement of work on any Deliverable or Service. The parties agree to the following Acceptance Management process:

The respective Project Manager will submit a Deliverable for each completed Deliverable or Service to the designated Approver.

1. The following Acceptance Definitions apply to this SOW:

- a. **Accepted:** The deliverable is approved 'As Is' and is considered complete.
 - b. **Rejected:** Does not meet Acceptance criteria and is returned for remediation (see below requirements for Rejected).
 - c. **Conditional Acceptance:** Is considered Accepted (for invoicing purposes only) under the condition that minor modifications and or updates that do not impact the holistic content of the Deliverable (See below requirements for Conditional Acceptance)
2. CTRMA approver will Accept (by written notice of Acceptance or Conditional Acceptance) or reject the Services and/or Deliverable within fifteen (15) business days from the receipt of the deliverable from the Vendor Project Manager.
 3. If CTRMA approver does not accept or reject the Deliverables and/or Services within fifteen (15) business days from the receipt of the deliverable from the Vendor Project Manager and does not communicate a reasonable timeframe in which a decision will be made, the Deliverables and Services will be considered accepted.
 - a. Work will progress to maintain the established project schedule, with the understanding that any changes to an Accepted Deliverable or Service may constitute a change in scope, and for any change that is determined to be a change in scope the parties will invoke the Escalation Process (See Issues Management).
 - b. A Change Order may result if modifications to the Accepted Deliverable or Service are required, and those modifications affect Accepted or in-progress project work.
 4. If CTRMA approver Conditionally Accepts a Deliverable or Service, the cause for the Conditional Acceptance and any known defects CTRMA wants to be addressed will be documented by CTRMA and provided to the Vendor in a notice of Conditional Acceptance as set forth above. The Vendor will correct or revise the Deliverable or Service, as applicable, and resubmit to CTRMA for review within fifteen (15) business days from the receipt of CTRMA's notice of Conditional Acceptance or such other time as agreed upon in writing between the parties, unless the Vendor is not in agreement with the Conditional Acceptance, in which case the parties will invoke the Escalation Process as set forth in this Amendment. A Deliverable or Service is deemed complete when CTRMA has formally Accepted the Service or Deliverable under the process set forth in this section.
 5. If CTRMA rejects any Services or Deliverable, the cause for rejection and all non-conformities and defects to be addressed must be documented by CTRMA and provided to Vendor for Vendor to correct or revise. The Vendor will correct or revise the Deliverable or Service, as applicable, and resubmit to CTRMA for review within fifteen (15) business days from receipt of CTRMA's notice of Rejection or such other time as agreed upon in writing between the parties, unless the Vendor is not in agreement with the Rejection, in which case the parties will invoke the Escalation Process set forth in this Amendment. Any Services and Deliverables are deemed complete upon re-performance and/or resubmission of the corrected or revised Services or Deliverable by Vendor to CTRMA.

The following person(s) has been designated as the CTRMA approver of Deliverables and Services for the project:

Name: *Greg Mack*
 Title: *Director of Information Technology and Toll Systems*

Name: *Jay Ashton*
 Title: *Data Platform & TOMS Manager*

4. Project Governance

4.1. Project Issues Management

Throughout the Term of the Agreement, issues may arise requiring further information or a decision for resolution. The project team’s objective is to resolve all issues at the lowest level possible. When an issue cannot be resolved at the project team level, the following escalation path will be followed. Each contact shall have the amount of time indicated in the “Response Time” column for bringing resolution to the issue, prior to the issue being escalated to the next contact level.

Table 1: Escalation Contacts

Tier	Vendor	CTRMA	Response Time
First Level Contact	<i>Name, Title</i>	Jay Ashton, Data Platform & TOMS Manager	Three (3) business days
Second Level Contact	<i>Name, Title</i>	Greg Mack, Director of Information Technology & Toll Systems	Three (3) business days
Third Level Contact	<i>Name, Title</i>	Tracie Brown, Director of Operations	Three (3) business days

Should no resolution be reached after following this escalation path, either party may terminate this Agreement as a termination for convenience subject to the Early Termination provisions defined herein, and/or to the dispute resolution process defined in the Agreement, if any, and exercise any other rights and remedies available at law or in equity.

4.2. Change Process

The following Change Process will be used to manage all alterations to this Agreement. Examples of alterations include but are not limited to changes in scope, to Deliverables (including accepted Deliverables), to the schedule and to costs occurring for any reason, including failure of CTRMA to fulfill its roles and responsibilities, unforeseen events, delays caused by CTRMA, and inaccurate assumptions and dependencies. Vendor will not perform services not described in this Agreement until a Change Order has been approved.

4.2.1. Change Order Process

1. Either party shall notify the other of requested changes by completing a **“Change Order” (“CO”)** form that provides justification for the change and the proposed impact to the scope, schedule, and cost.
2. If CTRMA initiates the CO, Vendor will respond to the CO with the impact to the scope, schedule, and cost, also referred to as a CO in this process.
3. The CTRMA approver will approve or reject the requested Change Order within fifteen (15) business days from the receipt of the CO form.
4. If the CTRMA approver does not approve or reject the requested Change Order within fifteen (15) business days from the receipt of the CO form and does not communicate a reasonable timeframe in which a decision will be made, the requested Change Order will be considered deferred:
 - a. The CO status will be logged, tracked, and managed as a ‘deferred’ request.
 - b. Services will progress without incorporating the requested change into the work plan.
 - c. Where an approval or rejection decision is necessary for the Services under this Agreement to progress, Vendor and CTRMA will use the Issues Management process above.
5. For COs outside the stated project scope, CTRMA will authorize budget allowance and payment, on a time and materials basis, for Vendor to perform the initial analysis of a requested change.
6. Vendor shall coordinate any changes in hardware, network, software, configuration, or Services with CTRMA. CTRMA may defer the change based on impact to business operations.
7. Vendor and CTRMA shall work in good faith to resolve disputes regarding the In-Scope or Out-of-Scope classification of work, using the Issues Management process above.

4.2.2. Change Order Approvals

The following persons are responsible for obtaining signature approval of Change Orders for the engagement:

Vendor		CTRMA	
Name	Uday Katira	Greg Mack	
Role	Principal	Director of IT & Toll Systems	

4.3. Unforeseen Conditions and Events

If unforeseen conditions are discovered or unforeseen events occur that materially affect the original scope of work, Vendor will work with CTRMA to adjust the scope, cost and schedule of this Agreement using the above Change Process or to terminate this Agreement without penalty.

4.4. Delays and Extensions

Vendor has a limited ability to mitigate the impact of delays caused by CTRMA or by events outside Vendor's control. Vendor's rates, prices, and schedules do not include a contingency for the cost and schedule impacts of such delays.

Vendor will notify CTRMA promptly upon discovery of any delay caused by CTRMA or caused by events outside CTRMA's or Vendor's control and Vendor will work with CTRMA to mitigate the cost and schedule impacts; however, Vendor will be entitled to adjust the schedule accordingly and shall inform CTRMA of any charges for additional work caused by such delays. Vendor will submit a Change Order for required cost and schedule adjustments. Vendor reserves the right to amend any Change Order to address the cumulative impacts of subsequent delays.

5. Additional Terms and Conditions

CTRMA reserves the rights with respect to this SOW to:

1. Modify, withdraw, or cancel this SOW in whole or in part at any time prior to the execution of the Contract by CTRMA, without incurring any costs obligations or liabilities.
2. Issue a new SOW after withdrawal of this SOW.
3. Accept or reject any and all submittals and responses received at any time.
4. Modify dates set or projected in this SOW.
5. Terminate evaluations of responses received at any time.
6. Require confirmation of information furnished by a Vendor, require additional information from a Vendor concerning its response, and require additional evidence of qualifications to perform the work described in this SOW.
7. Seek or obtain data from any source that has the potential to improve the understanding and evaluation of the responses to this SOW.
8. Waive any weaknesses, informalities, irregularities or omissions in a response, permit corrections, and seek and receive clarifications to a response.
9. Accept other than the lowest priced response.
10. Issue addenda, supplements, and modifications to this SOW.
11. Disqualify any Vendor that changes its response without CTRMA approval.
12. Modify the SOW process (with appropriate notice to Vendors).
13. Establish a competitive range, hold discussions and/or request BAFOs.
14. Approve or disapprove changes to the Vendor teams.
15. Revise and modify, at any time before the submission deadline, the factors it will consider in evaluating Vendors, and to otherwise revise or expand its evaluation methodology. If such revisions or modifications are made, CTRMA shall circulate an addendum to all Vendors setting forth the changes to the evaluation criteria or methodology. CTRMA may extend the submission deadline if such changes are deemed by CTRMA, in its sole discretion, to be material and substantive.
16. Hold meetings, conduct discussions, and communicate with one or more of the Vendors responding to this SOW to seek an improved understanding and evaluation of the response.
17. Add or delete work to/from the scope of services.
18. Negotiate with one or more Vendors concerning its response and/or the Contract.

19. Suspend and/or terminate negotiations at any time, elect not to commence negotiations with any responding Vendor and engage in negotiations with other than the highest ranked Vendor.
20. Retain ownership of all materials submitted in hard-copy and/or electronic format.
21. Exercise any other right reserved or afforded to CTRMA under this SOW.
22. Vendor responses received become the property of CTRMA.

This SOW does not commit CTRMA to enter into a contract or proceed with the procurement described herein. CTRMA assumes no obligations, responsibilities, and liabilities, fiscal or otherwise, to reimburse all or part of the costs incurred or alleged to have been incurred by parties responding to this SOW. All such costs shall be borne solely by the Vendor. In no event shall CTRMA be bound by, or liable for, any obligations with respect to the procurement until such time (if at all) as a Contract, in form and substance satisfactory to CTRMA, has been authorized and executed by CTRMA and then, only to the extent set forth herein. CTRMA makes no representation that the Contract will be awarded based on the requirements of this SOW. Vendors are advised that CTRMA may modify the procurement documents at any time.

6. Compliance with CTRMA Information Security Guidelines

The Vendor shall become familiar with and adhere to CTRMA's Information Security policies, provided that such Information Security Policies (i) do not expand the scope of such services (absent a corresponding change pursuant to the change process herein), (ii) shall not apply to security controls on Vendor's computers, equipment, information systems or networks, (iii) are applicable to Vendor in performance of the services, (iv) do not conflict with or modify the terms of this Contract, or Vendor's own policies, and (v) shall not be deemed to permit CTRMA to conduct and audit, inspection or testing of Vendor's systems, equipment or facilities. Consultants that have access to CTRMA IT environments will be required to sign a user acknowledgement and agree to comply with the CTRMA Information Security Policy (Appendix A).

7. CTRMA Provided Services

If required, CTRMA will provide the following for Vendor staff working onsite:

- Desk and workspace
- Desk phone
- Security access to required physical areas
- Access to subject matter experts available during normal work hours
- Laptop or desktop computers with required network and Internet access
- CTRMA will not provide a cell phone, smart phone, tablet or other personal electronic equipment
- System access will be provided by CTRMA

7.1. Location of Work, Hours and Conditions

Given the dynamic health advisory climate, where possible, project work will be performed at the Vendor's resource center. Depending upon the nature of a particular deliverable, CTRMA may supply access to Vendor resources and temporary on-site workspace and/or access to facilities required for performing assigned tasks. Space will be provided for Vendors with staff working on-site. CTRMA's normal work hours on the Project are a standard 5-day workweek, excluding US National holidays.

IN WITNESS WHEREOF, the parties have caused the SOW to be executed as of the date signed by the Central Texas Regional Mobility Authority and written below.

DELOITTE CONSULTING LLP

CENTRAL TEXAS REGIONAL MOBILITY
AUTHORITY

uk

(Signature)

(Signature)

Uday Katira

(Printed Name)

James M. Bass

(Printed Name)

Principal

(Title)

Executive Director

(Title)

06/13/2026

(Date)

(Date)

Appendix A: CTRMA Information Security Policy

Acceptable Encryption Policy

1. Overview

See Purpose.

2. Purpose

The purpose of this policy is to provide guidance that limits the use of encryption to those algorithms that have received substantial public review and have been proven to work effectively. Additionally, this policy provides direction to ensure that Federal regulations are followed, and legal authority is granted for the dissemination and use of encryption technologies outside of the United States.

3. Scope

This policy applies to all CTRMA employees and affiliates.

4. Policy

4.1 Algorithm Requirements

- 4.1.1 Ciphers in use must meet or exceed the set defined as "AES-compatible" or "partially AES-compatible" according to the [IETF/IRTF Cipher Catalog](#), or the set defined for use in the United States [National Institute of Standards and Technology \(NIST\) publication FIPS 140-2](#), or any superseding documents according to the date of implementation. The use of the Advanced Encryption Standard (AES) is strongly recommended for symmetric encryption.
- 4.1.2 Algorithms in use must meet the standards defined for use in NIST publication [FIPS 140-2](#) or any superseding document, according to date of implementation. The use of the RSA and Elliptic Curve Cryptography (ECC) algorithms is strongly recommended for asymmetric encryption.
- 4.1.3 Signature Algorithms

Algorithm	Key Length (min)	Additional Comment
ECDSA	P-256	Cisco Legal recommends RFC6090 compliance to avoid patent infringement.
RSA	2048	Must use a secure padding scheme. PKCS#7 padding scheme is recommended. Message hashing required.
LDWM	SHA256	Refer to LDWM Hash-based Signatures Draft

4.2 Hash Function Requirements

In general, CTRMA adheres to the [NIST Policy on Hash Functions](#).

4.3 Key Agreement and Authentication

- 4.3.1 Key exchanges must use one of the following cryptographic protocols: Diffie-Hellman, IKE, or Elliptic curve Diffie-Hellman (ECDH).
- 4.3.2 End points must be authenticated prior to the exchange or derivation of session keys.
- 4.3.3 Public keys used to establish trust must be authenticated prior to use. Examples of authentication include transmission via cryptographically signed message or manual verification of the public key hash.
- 4.3.4 All servers used for authentication (for example, RADIUS or TACACS) must have installed a valid certificate signed by a known trusted provider.
- 4.3.5 All servers and applications using SSL or TLS must have the certificates signed by a known, trusted provider.

4.4 Key Generation

- 4.4.1 Cryptographic keys must be generated and stored in a secure manner that prevents loss, theft, or compromise.
- 4.4.2 Key generation must be seeded from an industry standard random number generator (RNG). For examples, see [NIST Annex C: Approved Random Number Generators for FIPS PUB 140-2](#).

5. Policy Compliance

5.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, business tool reports, internal and external audits, and feedback to the policy owner.

5.2 Exceptions

Any exception to the policy must be approved by the Infosec team in advance.

5.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

6 Related Standards, Policies and Processes

[National Institute of Standards and Technology \(NIST\) publication FIPS 140-2,](#)

[NIST Policy on Hash Functions](#)

7 Definitions and Terms

The following definition and terms can be found in the SANS Glossary located at:
<https://www.sans.org/security-resources/glossary-of-terms/>

- Proprietary Encryption

8 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Acceptable Use Policy

6. Overview

Infosec's intentions for publishing an Acceptable Use Policy are not to impose restrictions that are contrary to CTRMA's established culture of openness, trust and integrity. Infosec is committed to protecting CTRMA's employees, partners and the company from illegal or damaging actions by individuals, either knowingly or unknowingly.

Internet/Intranet/Extranet-related systems, including but not limited to computer equipment, software, operating systems, storage media, network accounts providing electronic mail, WWW browsing, and FTP, are the property of CTRMA. These systems are to be used for business purposes in serving the interests of the company, and of our clients and customers in the course of normal operations. Please review Human Resources policies for further details.

Effective security is a team effort involving the participation and support of every CTRMA employee and affiliate who deals with information and/or information systems. It is the responsibility of every computer user to know these guidelines, and to conduct their activities accordingly.

7. Purpose

The purpose of this policy is to outline the acceptable use of computer equipment at CTRMA. These rules are in place to protect the employee and CTRMA. Inappropriate use exposes CTRMA to risks including virus attacks, compromise of network systems and services, and legal issues.

8. Scope

This policy applies to the use of information, electronic and computing devices, and network resources to conduct CTRMA business or interact with internal networks and business systems, whether owned or leased by CTRMA, the employee, or a third party. All employees, contractors, consultants, temporary, and other workers at CTRMA and its subsidiaries are responsible for exercising good judgment regarding appropriate use of information, electronic devices, and network resources in accordance with CTRMA policies and standards, and local laws and regulation. Exceptions to this policy are documented in section 5.2

This policy applies to employees, contractors, consultants, temporaries, and other workers at CTRMA, including all personnel affiliated with third parties. This policy applies to all equipment that is owned or leased by CTRMA.

9. Policy

a. General Use and Ownership

- i. CTRMA proprietary information stored on electronic and computing devices whether owned or leased by CTRMA, the employee or a third party, remains the sole property of CTRMA. You must ensure through legal or technical means that proprietary information is protected in accordance with the *Data Protection Standard*.
- ii. You have a responsibility to promptly report the theft, loss or unauthorized disclosure of CTRMA proprietary information.
- iii. You may access, use or share CTRMA proprietary information only to the extent it is authorized and necessary to fulfill your assigned job duties.
- iv. Employees are responsible for exercising good judgment regarding the reasonableness of personal use. Individual departments are responsible for creating guidelines concerning personal use of Internet/Intranet/Extranet systems. In the absence of such policies, employees should be guided by departmental policies on personal use, and if there is any uncertainty, employees should consult their supervisor or manager.
- v. For security and network maintenance purposes, authorized individuals within CTRMA may monitor equipment, systems and network traffic at any time, per Infosec's *Audit Policy*.
- vi. CTRMA reserves the right to audit networks and systems on a periodic basis to ensure compliance with this policy.

b. Security and Proprietary Information

- i. All mobile and computing devices that connect to the internal network must comply with the *Minimum Access Policy*.
- ii. System level and user level passwords must comply with the *Password Policy*. Providing access to another individual, either deliberately or through failure to secure its access, is prohibited.
- iii. All computing devices must be secured with a password-protected screensaver with the automatic activation feature set to 10 minutes or less. You must lock the screen or log off when the device is unattended.
- iv. Postings by employees from a CTRMA email address to newsgroups should contain a disclaimer stating that the opinions expressed are strictly their own and not necessarily those of CTRMA, unless posting is in the course of business duties.
- v. Employees must use extreme caution when opening e-mail attachments received from unknown senders, which may contain malware.

c. Unacceptable Use

The following activities are, in general, prohibited. Employees may be exempted from these restrictions during the course of their legitimate job responsibilities (e.g., systems administration staff may have a need to disable the network access of a host if that host is disrupting production services).

Under no circumstances is an employee of CTRMA authorized to engage in any activity that is illegal under local, state, federal or international law while utilizing CTRMA-owned resources.

The lists below are by no means exhaustive, but attempt to provide a framework for activities which fall into the category of unacceptable use.

i. System and Network Activities

The following activities are strictly prohibited, with no exceptions:

1. Violations of the rights of any person or company protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations, including, but not limited to, the installation or distribution of "pirated" or other software products that are not appropriately licensed for use by CTRMA.
2. Unauthorized copying of copyrighted material including, but not limited to, digitization and distribution of photographs from magazines, books or other copyrighted sources, copyrighted music, and the installation of any copyrighted software for which CTRMA or the end user does not have an active license is strictly prohibited.
3. Accessing data, a server or an account for any purpose other than conducting CTRMA business, even if you have authorized access, is prohibited.
4. Exporting software, technical information, encryption software or technology, in violation of international or regional export control laws, is illegal. The appropriate management should be consulted prior to export of any material that is in question.
5. Introduction of malicious programs into the network or server (e.g., viruses, worms, Trojan horses, e-mail bombs, etc.).
6. Revealing your account password to others or allowing use of your account by others. This includes family and other household members when work is being done at home.
7. Using a CTRMA computing asset to actively engage in procuring or transmitting material that is in violation of sexual harassment or hostile workplace laws in the user's local jurisdiction.
8. Making fraudulent offers of products, items, or services originating from any CTRMA account.
9. Making statements about warranty, expressly or implied, unless it is a part of normal job duties.

10. Effecting security breaches or disruptions of network communication. Security breaches include, but are not limited to, accessing data of which the employee is not an intended recipient or logging into a server or account that the employee is not expressly authorized to access, unless these duties are within the scope of regular duties. For purposes of this section, "disruption" includes, but is not limited to, network sniffing, pinged floods, packet spoofing, denial of service, and forged routing information for malicious purposes.
11. Port scanning or security scanning is expressly prohibited unless prior notification to Infosec is made.
12. Executing any form of network monitoring which will intercept data not intended for the employee's host, unless this activity is a part of the employee's normal job/duty.
13. Circumventing user authentication or security of any host, network or account.
14. Introducing honeypots, honeynets, or similar technology on the CTRMA network.
15. Interfering with or denying service to any user other than the employee's host (for example, denial of service attack).
16. Using any program/script/command, or sending messages of any kind, with the intent to interfere with, or disable, a user's terminal session, via any means, locally or via the Internet/Intranet/Extranet.
17. Providing information about, or lists of, CTRMA employees to parties outside CTRMA.

ii. Email and Communication Activities

When using company resources to access and use the Internet, users must realize they represent the company. Whenever employees state an affiliation to the company, they must also clearly indicate that "the opinions expressed are my own and not necessarily those of the company". Questions may be addressed to the IT Department

1. Sending unsolicited email messages, including the sending of "junk mail" or other advertising material to individuals who did not specifically request such material (email spam).
2. Any form of harassment via email, telephone or paging, whether through language, frequency, or size of messages.
3. Unauthorized use, or forging, of email header information.
4. Solicitation of email for any other email address, other than that of the poster's account, with the intent to harass or to collect replies.
5. Creating or forwarding "chain letters", "Ponzi" or other "pyramid" schemes of any type.
6. Use of unsolicited email originating from within CTRMA's networks of other Internet/Intranet/Extranet service providers on behalf of, or to advertise, any service hosted by CTRMA or connected via CTRMA's network.

7. Posting the same or similar non-business-related messages to large numbers of Usenet newsgroups (newsgroup spam).

iii. Blogging and Social Media

1. Blogging by employees, whether using CTRMA's property and systems or personal computer systems, is also subject to the terms and restrictions set forth in this Policy. Limited and occasional use of CTRMA's systems to engage in blogging is acceptable, provided that it is done in a professional and responsible manner, does not otherwise violate CTRMA's policy, is not detrimental to CTRMA's best interests, and does not interfere with an employee's regular work duties. Blogging from CTRMA's systems is also subject to monitoring.
2. CTRMA's Confidential Information policy also applies to blogging. As such, Employees are prohibited from revealing any <Company> confidential or proprietary information, trade secrets or any other material covered by <Company>'s Confidential Information policy when engaged in blogging.
3. Employees shall not engage in any blogging that may harm or tarnish the image, reputation and/or goodwill of CTRMA and/or any of its employees. Employees are also prohibited from making any discriminatory, disparaging, defamatory or harassing comments when blogging or otherwise engaging in any conduct prohibited by CTRMA's *Non-Discrimination and Anti-Harassment* policy.
4. Employees may also not attribute personal statements, opinions or beliefs to CTRMA when engaged in blogging. If an employee is expressing his or her beliefs and/or opinions in blogs, the employee may not, expressly or implicitly, represent themselves as an employee or representative of CTRMA. Employees assume any and all risk associated with blogging.
5. Apart from following all laws pertaining to the handling and disclosure of copyrighted or export controlled materials, CTRMA's trademarks, logos and any other CTRMA intellectual property may also not be used in connection with any blogging activity

10. Policy Compliance

a. Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, business tool reports, internal and external audits, and feedback to the policy owner.

b. Exceptions

Any exception to the policy must be approved by the Infosec team in advance.

c. Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

11. Related Standards, Policies and Processes

- Data Classification Policy
- Data Protection Standard
- Social Media Policy
- Minimum Access Policy
- Password Policy

12. Definitions and Terms

The following definition and terms can be found in the SANS Glossary located at:
<https://www.sans.org/security-resources/glossary-of-terms/>

- Blogging
- Honeypot
- Honeynet
- Proprietary Information
- Spam

13. Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format

Clean Desk Policy

Free Use Disclaimer: *This policy was created by or for the SANS Institute for the Internet community. All or parts of this policy can be freely used for your organization. There is no prior approval required. If you would like to contribute a new policy or updated version of this policy, please send email to policy-resources@sans.org.*

Things to Consider: *Please consult the Things to Consider FAQ for additional guidelines and suggestions for personalizing the SANS policies for your organization.*

Last Update Status: *Updated June 2014*

14. Overview

A clean desk policy can be an important tool to ensure that all sensitive/confidential materials are removed from an end user workspace and locked away when the items are not in use or an employee leaves his/her workstation. It is one of the top strategies to utilize when trying to reduce the risk of security breaches in the workplace. Such a policy can also increase employee's awareness about protecting sensitive information.

15. Purpose

The purpose for this policy is to establish the minimum requirements for maintaining a "clean desk" – where sensitive/critical information about our employees, our intellectual property, our customers and our vendors is secure in locked areas and out of site. A Clean Desk policy is not only ISO 27001/17799 compliant, but it is also part of standard basic privacy controls.

16. Scope

This policy applies to all CTRMA employees and affiliates.

17. Policy

- 4.1 Employees are required to ensure that all sensitive/confidential information in hardcopy or electronic form is secure in their work area at the end of the day and when they are expected to be gone for an extended period.
- 4.2 Computer workstations must be locked when workspace is unoccupied.
- 4.3 Computer workstations must be shut completely down at the end of the work day.
- 4.4 Any Restricted or Sensitive information must be removed from the desk and locked in a drawer when the desk is unoccupied and at the end of the work day.
- 4.5 File cabinets containing Restricted or Sensitive information must be kept closed and locked when not in use or when not attended.
- 4.6 Keys used for access to Restricted or Sensitive information must not be left at an unattended desk.
- 4.7 Laptops must be either locked with a locking cable or locked away in a drawer.
- 4.8 Passwords may not be left on sticky notes posted on or under a computer, nor may they be left written down in an accessible location.
- 4.9 Printouts containing Restricted or Sensitive information should be immediately removed from the printer.
- 4.10 Upon disposal Restricted and/or Sensitive documents should be shredded in the official shredder bins or placed in the lock confidential disposal bins.
- 4.11 Whiteboards containing Restricted and/or Sensitive information should be erased.
- 4.12 Lock away portable computing devices such as laptops and tablets.

4.13 Treat mass storage devices such as CDROM, DVD or USB drives as sensitive and secure them in a locked drawer

All printers and fax machines should be cleared of papers as soon as they are printed; this helps ensure that sensitive documents are not left in printer trays for the wrong person to pick up. **Things to Consider:** *Please consult the Things to Consider FAQ for additional guidelines and suggestions for personalizing the SANS policies for your organization.*

4.14

18. Policy Compliance

8.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

8.2 Exceptions

Any exception to the policy must be approved by the Infosec team in advance.

8.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

9 Related Standards, Policies and Processes

None.

10 Definitions and Terms

None.

11 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Created by or for the SANS Institute. Feel free to modify or use for your organization. If you have a policy to contribute, please send e-mail to stephen@sans.edu

1.0 Purpose

The purpose of the policy is to establish the goals and the vision for the breach response process. This policy will clearly define to whom it applies and under what circumstances, and it will include the definition of a breach, staff roles and responsibilities, standards and metrics (e.g., to enable prioritization of the incidents), as well as reporting, remediation, and feedback mechanisms. The policy shall be well publicized and made easily available to all personnel whose duties involve data privacy and security protection.

<ORGANIZATION NAME> Information Security's intentions for publishing a Data Breach Response Policy are to focus significant attention on data security and data security breaches and how <ORGANIZATION NAME>'s established culture of openness, trust and integrity should respond to such activity. <ORGANIZATION NAME> Information Security is committed to protecting <ORGANIZATION NAME>'s employees, partners and the company from illegal or damaging actions by individuals, either knowingly or unknowingly.

1.1 Background

This policy mandates that any individual who suspects that a theft, breach or exposure of <ORGANIZATION NAME> Protected data or <ORGANIZATION NAME> Sensitive data has occurred must immediately provide a description of what occurred via e-mail to Helpdesk@<ORGANIZATION NAME>.org, by calling 555-1212, or through the use of the help desk reporting web page at <http://<ORGANIZATION NAME>>. This e-mail address, phone number, and web page are monitored by the <ORGANIZATION NAME>'s Information Security Administrator. This team will investigate all reported thefts, data breaches and exposures to confirm if a theft, breach or exposure has occurred. If a theft, breach or exposure has occurred, the Information Security Administrator will follow the appropriate procedure in place.

2.0 Scope

This policy applies to all whom collect, access, maintain, distribute, process, protect, store, use, transmit, dispose of, or otherwise handle personally identifiable information or Protected Health Information

(PHI) of <ORGANIZATION NAME> members. Any agreements with vendors will contain language similar that protects the fund.

3.0 Policy Confirmed theft, data breach or exposure of <ORGANIZATION NAME> Protected data or <ORGANIZATION NAME> Sensitive data

As soon as a theft, data breach or exposure containing <ORGANIZATION NAME> Protected data or <ORGANIZATION NAME> Sensitive data is identified, the process of removing all access to that resource will begin.

The Executive Director will chair an incident response team to handle the breach or exposure.

The team will include members from:

- IT Infrastructure
- IT Applications
- Finance (if applicable)
- Legal
- Communications
- Member Services (if Member data is affected)
- Human Resources
- The affected unit or department that uses the involved system or output or whose data may have been breached or exposed
- Additional departments based on the data type involved, Additional individuals as deemed necessary by the Executive Director

Confirmed theft, breach or exposure of <ORGANIZATION NAME> data

The Executive Director will be notified of the theft, breach or exposure. IT, along with the designated forensic team, will analyze the breach or exposure to determine the root cause.

Work with Forensic Investigators

As provided by <ORGANIZATION NAME> cyber insurance, the insurer will need to provide access to forensic investigators and experts that will determine how the breach or exposure occurred; the types of data involved; the number of internal/external individuals and/or organizations impacted; and analyze the breach or exposure to determine the root cause.

Develop a communication plan.

Work with <ORGANIZATION NAME> communications, legal and human resource departments to decide how to communicate the breach to: a) internal employees, b) the public, and c) those directly affected.

3.2 Ownership and Responsibilities

Roles & Responsibilities:

- Sponsors - Sponsors are those members of the <ORGANIZATION NAME> community that have primary responsibility for maintaining any particular information resource. Sponsors may be designated by any <ORGANIZATION NAME> Executive in connection with their administrative responsibilities, or by the actual sponsorship, collection, development, or storage of information.
- Information Security Administrator is that member of the <ORGANIZATION NAME> community, designated by the Executive Director or the Director, Information Technology (IT) Infrastructure, who provides administrative support for the implementation, oversight and coordination of security procedures and systems with respect to specific information resources in consultation with the relevant Sponsors.
- Users include virtually all members of the <ORGANIZATION NAME> community to the extent they have authorized access to information resources, and may include staff, trustees, contractors, consultants, interns, temporary employees and volunteers.
- The Incident Response Team shall be chaired by Executive Management and shall include, but will not be limited to, the following departments or their representatives: IT-Infrastructure, IT-Application Security; Communications; Legal; Management; Financial Services, Member Services; Human Resources.

4.0 Enforcement

Any < ORGANIZATION NAME > personnel found in violation of this policy may be subject to disciplinary action, up to and including termination of employment. Any third party partner company found in violation may have their network connection terminated.

5.0 Definitions

Encryption or encrypted data – The most effective way to achieve data security. To read an encrypted file, you must have access to a secret key or password that enables you to decrypt it. Unencrypted data is called plain text;

Plain text – Unencrypted data.

Hacker – A slang term for a computer enthusiast, i.e., a person who enjoys learning programming languages and computer systems and can often be considered an expert on the subject(s).

Protected Health Information (PHI) - Under US law is any information about health status, provision of health care, or payment for health care that is created or collected by a "Covered Entity" (or a Business Associate of a Covered Entity), and can be linked to a specific individual.

Personally Identifiable Information (PII) - Any data that could potentially identify a specific individual. Any information that can be used to distinguish one person from another and can be used for de-anonymizing anonymous data can be considered

Protected data - See PII and PHI

Information Resource - The data and information assets of an organization, department or unit.

Safeguards - Countermeasures, controls put in place to avoid, detect, counteract, or minimize security risks to physical property, information, computer systems, or other assets. Safeguards help to reduce the risk of damage or loss by stopping, deterring, or slowing down an attack against an asset.

Sensitive data - Data that is encrypted or in plain text and contains PII or PHI data. See PII and PHI above.

6.0 Revision History

Version	Date of Revision	Author	Description of Changes
1.0	August 17, 2016	SANS Institute	Initial version

1.0			
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Digital Signature Acceptance Policy

19. Overview

See Purpose.

20. Purpose

The purpose of this policy is to provide guidance on when digital signatures are considered accepted means of validating the identity of a signer in CTRMA electronic documents and correspondence, and thus a substitute for traditional “wet” signatures, within the organization. Because communication has become primarily electronic, the goal is to reduce confusion about when a digital signature is trusted.

21. Scope

This policy applies to all CTRMA employees and affiliates.

This policy applies to all CTRMA employees, contractors, and other agents conducting CTRMA business with a CTRMA-provided digital key pair. This policy applies only to intra-organization digitally signed documents and correspondence and not to electronic materials sent to or received from non-CTRMA affiliated persons or organizations.

22. Policy

A digital signature is an acceptable substitute for a wet signature on any intra-organization document or correspondence, with the exception of those noted on the site of the Chief Financial Officer (CFO) on the organization’s intranet: <CFO’s Office URL>

The CFO’s office will maintain an organization-wide list of the types of documents and correspondence that are not covered by this policy.

Digital signatures must apply to individuals only. Digital signatures for roles, positions, or titles (e.g. the CFO) are not considered valid.

4.1 Responsibilities

Digital signature acceptance requires specific action on both the part of the employee signing the document or correspondence (hereafter the *signer*), and the employee receiving/reading the document or correspondence (hereafter the *recipient*).

4.2 Signer Responsibilities

4.2.1 Signers must obtain a signing key pair from <Company Name identity management group>. This key pair will be generated using CTRMA’s Public Key Infrastructure

(PKI) and the public key will be signed by the CTRMA's Certificate Authority (CA), <CA Name>.

- 4.2.2 Signers must sign documents and correspondence using software approved by CTRMA IT organization.
- 4.2.3 Signers must protect their private key and keep it secret.
- 4.2.4 If a signer believes that the signer's private key was stolen or otherwise compromised, the signer must contact CTRMA Identity Management Group immediately to have the signer's digital key pair revoked.

4.3 Recipient Responsibilities

- 4.3.1 Recipients must read documents and correspondence using software approved by CTRMA IT department.
- 4.3.2 Recipients must verify that the signer's public key was signed by the CTRMA's Certificate Authority (CA), <CA Name>, by viewing the details about the signed key using the software they are using to read the document or correspondence.
- 4.3.3 If the signer's digital signature does not appear valid, the recipient must not trust the source of the document or correspondence.
- 4.3.4 If a recipient believes that a digital signature has been abused, the recipient must report the recipient's concern to CTRMA Identity Management Group.

23. Policy Compliance

11.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, business tool reports, internal and external audits, and feedback to the policy owner.

11.2 Exceptions

Any exception to the policy must be approved by the Infosec team in advance.

11.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

12 Related Standards, Policies and Processes

None.

13 References

Note that these references were used only as guidance in the creation of this policy template. We highly recommend that you consult with your organization's legal counsel, since there may be federal, state, or local regulations to which you must comply. Any other PKI-related policies your organization has may also be cited here.

American Bar Association (ABA) Digital Signature Guidelines
<http://www.abanet.org/scitech/ec/isc/dsgfree.html>

Minnesota State Agency Digital Signature Implementation and Use

http://mn.gov/oet/policies-and-standards/business/policy-pages/standard_digital_signature.jsp

Minnesota Electronic Authentication Act

https://www.revisor.leg.state.mn.us/statutes/?id=325K&view=chapter_stat.325K.001

City of Albuquerque E-Mail Encryption / Digital Signature Policy

<http://mesa.cabq.gov/policy.nsf/WebApprovedX/4D4D4667D0A7953A87256E7B004F6720?OpenDocument>

West Virginia Code §39A-3-2: Acceptance of electronic signature by governmental entities in satisfaction of signature requirement. <http://law.justia.com/westvirginia/codes/39a/wvc39a-3-2.html>

14 Definitions and Terms

None.

15 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Disaster Recovery Plan Policy

24.Overview

Since disasters happen so rarely, management often ignores the disaster recovery planning process. It is important to realize that having a contingency plan in the event of a disaster gives CTRMA a competitive advantage. This policy requires management to financially support and diligently attend to disaster contingency planning efforts. Disasters are not limited to adverse weather conditions. Any event that could likely cause an extended delay of service should be considered. The Disaster Recovery Plan is often part of the Business Continuity Plan.

25. Purpose

This policy defines the requirement for a baseline disaster recovery plan to be developed and implemented by CTRMA that will describe the process to recover IT Systems, Applications and Data from any type of disaster that causes a major outage.

26. Scope

This policy is directed to the IT Management Staff who is accountable to ensure the plan is developed, tested and kept up-to-date. This policy is solely to state the requirement to have a disaster recovery plan, it does not provide requirement around what goes into the plan or sub-plans.

27. Policy

4.1 Contingency Plans

The following contingency plans must be created:

- Computer Emergency Response Plan: Who is to be contacted, when, and how? What immediate actions must be taken in the event of certain occurrences?
- Succession Plan: Describe the flow of responsibility when normal staff is unavailable to perform their duties.
- Data Study: Detail the data stored on the systems, its criticality, and its confidentiality.
- Criticality of Service List: List all the services provided and their order of importance.
- It also explains the order of recovery in both short-term and long-term timeframes.
- Data Backup and Restoration Plan: Detail which data is backed up, the media to which it is saved, where that media is stored, and how often the backup is done. It should also describe how that data could be recovered.
- Equipment Replacement Plan: Describe what equipment is required to begin to provide services, list the order in which it is necessary, and note where to purchase the equipment.
- Mass Media Management: Who is in charge of giving information to the mass media?
- Also provide some guidelines on what data is appropriate to be provided.

After creating the plans, it is important to practice them to the extent possible. Management should set aside time to test implementation of the disaster recovery plan. Table top exercises should be conducted annually. During these tests, issues that may cause the plan to fail can be discovered and corrected in an environment that has few consequences.

The plan, at a minimum, should be reviewed and updated on an annual basis.

28. Policy Compliance

15.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

15.2 Exceptions

Any exception to the policy must be approved by the Infosec Team in advance.

15.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

16 Related Standards, Policies and Processes

None.

17 Definitions and Terms

The following definition and terms can be found in the SANS Glossary located at:
<https://www.sans.org/security-resources/glossary-of-terms/>

- Disaster

18 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Email Policy

29. Overview

Electronic email is pervasively used in almost all industry verticals and is often the primary communication and awareness method within an organization. At the same time, misuse of email can post many legal, privacy and security risks, thus it's important for users to understand the appropriate use of electronic communications.

30. Purpose

The purpose of this email policy is to ensure the proper use of CTRMA email system and make users aware of what CTRMA deems as acceptable and unacceptable use of its email system. This policy outlines the minimum requirements for use of email within CTRMA Network.

31. Scope

This policy covers appropriate use of any email sent from a CTRMA email address and applies to all employees, vendors, and agents operating on behalf of CTRMA.

32. Policy

- 4.1 All use of email must be consistent with CTRMA policies and procedures of ethical conduct, safety, compliance with applicable laws and proper business practices.
- 4.2 CTRMA email account should be used primarily for CTRMA business-related purposes; personal communication is permitted on a limited basis, but non-CTRMA related commercial uses are prohibited.
- 4.3 All CTRMA data contained within an email message or an attachment must be secured according to the *Data Protection Standard*.
- 4.4 Email should be retained only if it qualifies as a CTRMA business record. Email is a CTRMA business record if there exists a legitimate and ongoing business reason to preserve the information contained in the email.
- 4.5 Email that is identified as a CTRMA business record shall be retained according to CTRMA Record Retention Schedule.
- 4.6 The CTRMA email system shall not be used for the creation or distribution of any disruptive or offensive messages, including offensive comments about race, gender, hair color, disabilities, age, sexual orientation, pornography, religious beliefs and practice, political beliefs, or national origin. Employees who receive any emails with this content from any CTRMA employee should report the matter to their supervisor immediately.
- 4.7 Users are prohibited from automatically forwarding CTRMA email to a third party email system (noted in 4.8 below). Individual messages which are forwarded by the user must not contain CTRMA confidential or above information.
- 4.8 Users are prohibited from using third-party email systems and storage servers such as Google, Yahoo, and MSN Hotmail etc. to conduct CTRMA business, to create or memorialize any binding transactions, or to store or retain email on behalf of CTRMA. Such communications and transactions should be conducted through proper channels using CTRMA-approved documentation.
- 4.9 Using a reasonable amount of CTRMA resources for personal emails is acceptable, but non-work related email shall be saved in a separate folder from work related email. Sending chain letters or joke emails from a CTRMA email account is prohibited.
- 4.10 CTRMA employees shall have no expectation of privacy in anything they store, send or receive on the company's email system.
- 4.11 CTRMA may monitor messages without prior notice. CTRMA is not obliged to monitor email messages.

33. Policy Compliance

18.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

18.2 Exceptions

Any exception to the policy must be approved by the Infosec team in advance.

18.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

19 Related Standards, Policies and Processes

- Data Protection Standard

20 Definitions and Terms

None.

21 Revision History

Date of Change	Responsible	Summary of Change
Dec 2013	SANS Policy Team	Updated and converted to new format.

End User Encryption Key Protection Policy

34. Overview

Encryption Key Management, if not done properly, can lead to compromise and disclosure of private keys used to secure sensitive data and hence, compromise of the data. While users may understand it's important to encrypt certain documents and electronic communications, they may not be familiar with minimum standards for protecting encryption keys.

35. Purpose

This policy outlines the requirements for protecting encryption keys that are under the control of end users. These requirements are designed to prevent unauthorized disclosure and subsequent fraudulent use. The protection methods outlined will include operational and technical controls, such as key backup procedures, encryption under a separate key and use of tamper-resistant hardware.

36. Scope

This policy applies to any encryption keys listed below and to the person responsible for any encryption key listed below. The encryption keys covered by this policy are:

- encryption keys issued by CTRMA
- encryption keys used for CTRMA business

- encryption keys used to protect data owned by CTRMA

The public keys contained in digital certificates are specifically exempted from this policy.

37. Policy

All encryption keys covered by this policy must be protected to prevent their unauthorized disclosure and subsequent fraudulent use.

4.1 Secret Key Encryption Keys

Keys used for secret key encryption, also called symmetric cryptography, must be protected as they are distributed to all parties that will use them. During distribution, the symmetric encryption keys must be encrypted using a stronger algorithm with a key of the longest key length for that algorithm authorized in CTRMA's *Acceptable Encryption Policy*. If the keys are for the strongest algorithm, then the key must be split, each portion of the key encrypted with a different key that is the longest key length authorized and the each encrypted portion is transmitted using different transmission mechanisms. The goal is to provide more stringent protection to the key than the data that is encrypted with that encryption key.

Symmetric encryption keys, when at rest, must be protected with security measures at least as stringent as the measures used for distribution of that key.

4.2 Public Key Encryption Keys

Public key cryptography, or asymmetric cryptography, uses public-private key pairs. The public key is passed to the certificate authority to be included in the digital certificate issued to the end user. The digital certificate is available to everyone once it issued. The private key should only be available to the end user to whom the corresponding digital certificate is issued.

4.2.1 CTRMA's Public Key Infrastructure (PKI) Keys

The public-private key pairs used by the CTRMA's public key infrastructure (PKI) are generated on the tamper-resistant smart card issued to an individual end user. The private key associated with an end user's identity certificate, which are only used for digital signatures, will never leave the smart card. This prevents the Infosec Team from escrowing any private keys associated with identity certificates. The private key associated with any encryption certificates, which are used to encrypt email and other documents, must be escrowed in compliance with CTRMA policies.

Access to the private keys stored on a CTRMA issued smart card will be protected by a personal identification number (PIN) known only to the individual to whom the smart card is issued. The smart card software will be configured to require entering the PIN prior to any private key contained on the smart card being accessed.

4.2.2 Other Public Key Encryption Keys

Other types of keys may be generated in software on the end user's computer and can be stored as files on the hard drive or on a hardware token. If the public-private key pair is generated on smartcard, the

requirements for protecting the private keys are the same as those for private keys associated with <Company Name's> PKI. If the keys are generated in software, the end user is required to create at least one backup of these keys and store any backup copies securely. The user is also required to create an escrow copy of any private keys used for encrypting data and deliver the escrow copy to the local Information Security representative for secure storage.

The Infosec Team shall not escrow any private keys associated with identity certificates. All backups, including escrow copies, shall be protected with a password or passphrase that is compliant with CTRMA *Password Policy*. Infosec representatives will store and protect the escrowed keys as described in the CTRMA *Certificate Practice Statement Policy*.

4.2.2.1 Commercial or Outside Organization Public Key Infrastructure (PKI) Keys

In working with business partners, the relationship may require the end users to use public-private key pairs that are generated in software on the end user's computer. In these cases, the public-private key pairs are stored in files on the hard drive of the end user. The private keys are only protected by the strength of the password or passphrase chosen by the end user. For example, when an end user requests a digital certificate from a commercial PKI, such as VeriSign or Thawte, the end user's web browser will generate the key pair and submit the public key as part of the certificate request to the CA. The private key remains in the browser's certificate store where the only protection is the password on the browser's certificate store. A web browser storing private keys will be configured to require the user to enter the certificate store password anytime a private key is accessed.

4.2.2.2 PGP Key Pairs

If the business partner requires the use of PGP, the public-private key pairs can be stored in the user's key ring files on the computer hard drive or on a hardware token, for example, a USB drive or a smart card. Since the protection of the private keys is the passphrase on the secret keying, it is preferable that the public-private keys are stored on a hardware token. PGP will be configured to require entering the passphrase for every use of the private keys in the secret key ring.

4.3 Hardware Token Storage

Hardware tokens storing encryption keys will be treated as sensitive company equipment, as described in CTRMA's *Physical Security policy*, when outside company offices. In addition, all hardware tokens, smartcards, USB tokens, etc., will not be stored or left connected to any end user's computer when not in use. For end users traveling with hardware tokens, they will not be stored or carried in the same container or bag as any computer.

4.4 Personal Identification Numbers (PINs), Passwords and Passphrases

All PINs, passwords or passphrases used to protect encryption keys must meet complexity and length requirements described in CTRMA's *Password Policy*.

4.5 Loss and Theft

The loss, theft, or potential unauthorized disclosure of any encryption key covered by this policy must be reported immediately to The Infosec Team. Infosec personnel will direct the end user in any actions that will be required regarding revocation of certificates or public-private key pairs.

38. Policy Compliance

21.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

21.2 Exceptions

Any exception to the policy must be approved by the Infosec Team in advance.

21.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

22 Related Standards, Policies and Processes

- Acceptable Encryption Policy
- Certificate Practice Statement Policy
- Password Policy
- Physical Security policy

23 Definitions and Terms

The following definition and terms can be found in the SANS Glossary located at:
<https://www.sans.org/security-resources/glossary-of-terms/>

- Certificate authority (CA)
- Digital certificate
- Digital signature
- Key escrow
- Plaintext
- Public key cryptography

Ethics Policy

Free Use Disclaimer: *This policy was created by or for the SANS Institute for the Internet community. All or parts of this policy can be freely used for your organization. There is no prior approval required. If you would like to contribute a new policy or updated version of this policy, please send email to policy-resources@sans.org.*

Things to Consider: *Please consult the Things to Consider FAQ for additional guidelines and suggestions for personalizing the SANS policies for your organization.*

Last Update Status: *Updated June 2014*

39. Overview

CTRMA is committed to protecting employees, partners, vendors and the company from illegal or damaging actions by individuals, either knowingly or unknowingly. When CTRMA addresses issues proactively and uses correct judgment, it will help set us apart from competitors.

CTRMA will not tolerate any wrongdoing or impropriety at any time. CTRMA will take the appropriate measures act quickly in correcting the issue if the ethical code is broken.

40. Purpose

The purpose of this policy is to establish a culture of openness, trust and to emphasize the employee's and consumer's expectation to be treated to fair business practices. This policy will serve to guide business behavior to ensure ethical conduct. Effective ethics is a team effort involving the participation and support of every CTRMA employee. All employees should familiarize themselves with the ethics guidelines that follow this introduction.

41. Scope

This policy applies to employees, contractors, consultants, temporaries, and other workers at CTRMA, including all personnel affiliated with third parties.

42. Policy

4.1 Executive Commitment to Ethics

- 4.1.1 Senior leaders and executives within CTRMA must set a prime example. In any business practice, honesty and integrity must be top priority for executives.
- 4.1.2 Executives must have an open door policy and welcome suggestions and concerns from employees. This will allow employees to feel comfortable discussing any issues and will alert executives to concerns within the work force.
- 4.1.3 Executives must disclose any conflict of interests regard their position within CTRMA.

4.2 Employee Commitment to Ethics

- 4.2.1 CTRMA employees will treat everyone fairly, have mutual respect, promote a team environment and avoid the intent and appearance of unethical or compromising practices.
- 4.2.2 Every employee needs to apply effort and intelligence in maintaining ethics value.
- 4.2.3 Employees must disclose any conflict of interests regard their position within CTRMA.
- 4.2.4 Employees will help CTRMA to increase customer and vendor satisfaction by providing quality products and timely response to inquiries.
- 4.2.5 Employees should consider the following questions to themselves when any behavior is questionable:

- Is the behavior legal?
- Does the behavior comply with all appropriate CTRMA policies?
- Does the behavior reflect CTRMA values and culture?
- Could the behavior adversely affect company stakeholders?
- Would you feel personally concerned if the behavior appeared in a news headline?
- Could the behavior adversely affect CTRMA if all employees did it?

4.3 Company Awareness

- 4.3.1 Promotion of ethical conduct within interpersonal communications of employees will be rewarded.
- 4.3.2 CTRMA will promote a trustworthy and honest atmosphere to reinforce the vision of ethics within the company.

4.4 Maintaining Ethical Practices

- 4.4.1 CTRMA will reinforce the importance of the integrity message and the tone will start at the top. Every employee, manager, director needs consistently maintain an ethical stance and support ethical behavior.
- 4.4.2 Employees at CTRMA should encourage open dialogue, get honest feedback and treat everyone fairly, with honesty and objectivity.
- 4.4.3 CTRMA has established a best practice disclosure committee to make sure the ethical code is delivered to all employees and that concerns regarding the code can be addressed.
- 4.4.4 Employees are required to recertify their compliance to Ethics Policy on an annual basis.

4.5 Unethical Behavior

- 4.5.1 CTRMA will avoid the intent and appearance of unethical or compromising practice in relationships, actions and communications.
- 4.5.2 CTRMA will not tolerate harassment or discrimination.
- 4.5.3 Unauthorized use of company trade secrets & marketing, operational, personnel, financial, source code, & technical information integral to the success of our company will not be tolerated.
- 4.5.4 CTRMA will not permit impropriety at any time and we will act ethically and responsibly in accordance with laws.
- 4.5.5 CTRMA employees will not use corporate assets or business relationships for personal use or gain.

43. Policy Compliance

23.1 Compliance Measurement

The <Employee Resource Team> will verify compliance to this policy through various methods, including but not limited to, business tool reports, internal and external audits, and feedback.

23.2 Exceptions

None.

23.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

24 Related Standards, Policies and Processes

None.

25 Definitions and Terms

None.

26 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Pandemic Response Planning Policy

44. Overview

This policy is intended for companies that do not meet the definition of critical infrastructure as defined by the federal government. This type of organization may be requested by public health officials to close their offices to non-essential personnel or completely during a worst-case scenario pandemic to limit the spread of the disease. Many companies would run out of cash and be forced to go out of business after several weeks of everyone not working. Therefore, developing a response plan in advance that addresses who can work remotely, how they will work and identifies what other issues may be faced will help the organization survive at a time when most people will be concerned about themselves and their families.

Disasters typically happen in one geographic area. A hurricane or earthquake can cause massive damage in one area, yet the worst damage is usually contained within a few hundred miles. A global pandemic,

such as the 1918 influenza outbreak which infected 1/3 of the world's population, cannot be dealt with by failing over to a backup data center. Therefore, additional planning steps for IT architecture, situational awareness, employee training and other preparations are required.

45. Purpose

This document directs planning, preparation and exercises for pandemic disease outbreak over and above the normal business continuity and disaster recovery planning process. The objective is to address the reality that pandemic events can create personnel and technology issues outside the scope of the traditional DR/BCP planning process as potentially 25% or more of the workforce may be unable to come to work for health or personal reasons.

46. Scope

The planning process will include personnel involved in the business continuity and disaster recovery process, enterprise architects and senior management of CTRMA. During the implementation of the plan, all employees and contractors will need to undergo training before and during a pandemic disease outbreak.

47. Policy

CTRMA will authorize, develop and maintain a Pandemic Response Plan addressing the following areas:

- 4.1 The Pandemic Response Plan leadership will be identified as a small team which will oversee the creation and updates of the plan. The leadership will also be responsible for developing internal expertise on the transmission of diseases and other areas such as second wave phenomenon to guide planning and response efforts. However, as with any other critical position, the leadership must have trained alternates that can execute the plan should the leadership become unavailable due to illness.
- 4.2 The creation of a communications plan before and during an outbreak that accounts for congested telecommunications services.
- 4.3 An alert system based on monitoring of World Health Organization (WHO) and other local sources of information on the risk of a pandemic disease outbreak.
- 4.4 A predefined set of emergency policies that will preempt normal CTRMA policies for the duration of a declared pandemic. These policies are to be organized into different levels of response that match the level of business disruption expected from a possible pandemic disease outbreak within the community. These policies should address all tasks critical to the continuation of the company including:
 - a) How people will be paid
 - b) Where they will work – including staying home with or bringing kids to work.
 - c) How they will accomplish their tasks if they cannot get to the office
- 4.5 A set of indicators to management that will aid them in selecting an appropriate level of response bringing into effect the related policies discussed in section 4.4—for the organization. There should be a graduated level of response related to the WHO pandemic alert level or other local indicators of a disease outbreak.
- 4.6 An employee training process covering personal protection including:
 - a) Identifying symptoms of exposure
 - b) The concept of disease clusters in day cares, schools or other gathering places

- c) Basic prevention - limiting contact closer than 6 feet, cover your cough, hand washing
 - d) When to stay home
 - e) Avoiding travel to areas with high infection rates
- 4.7 A process for the identification of employees with first responders or medical personnel in their household. These people, along with single parents, have a higher likelihood of unavailability due to illness or child care issues.
- 4.8 A process to identify key personnel for each critical business function and transition their duties to others in the event they become ill.
- 4.9 A list of supplies to be kept on hand or pre-contracted for supply, such as face masks, hand sanitizer, fuel, food and water.
- 4.10 IT related issues:
- a) Ensure enterprise architects are including pandemic contingency in planning
 - b) Verification of the ability for significantly increased telecommuting including bandwidth, VPN concentrator capacity/licensing, ability to offer voice over IP and laptop/remote desktop availability
 - c) Increased use of virtual meeting tools – video conference and desktop sharing
 - d) Identify what tasks cannot be done remotely
 - e) Plan for how customers will interact with the organization in different ways
- 4.11 The creation of exercises to test the plan.
- 4.12 The process and frequency of plan updates at least annually.
- 4.13 Guidance for auditors indicating that any review of the business continuity plan or enterprise architecture should assess whether they appropriately address the CTRMA Pandemic Response Plan.

48. Policy Compliance

26.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

26.2 Exceptions

Any exception to the policy must be approved by the Infosec team in advance.

26.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

27 Related Standards, Policies and Processes

[World Health Organization](#)

28 Definitions and Terms

The following definition and terms can be found in the SANS Glossary located at:
<https://www.sans.org/security-resources/glossary-of-terms/>

- Pandemic

29 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Password Protection Policy

49. Overview

Passwords are an important aspect of computer security. A poorly chosen password may result in unauthorized access and/or exploitation of CTRMA's resources. All users, including contractors and vendors with access to CTRMA systems, are responsible for taking the appropriate steps, as outlined below, to select and secure their passwords.

50. Purpose

The purpose of this policy is to establish a standard for creation of strong passwords, the protection of those passwords, and the frequency of change.

51. Scope

The scope of this policy includes all personnel who have or are responsible for an account (or any form of access that supports or requires a password) on any system that resides at any CTRMA facility, has access to the CTRMA network, or stores any non-public CTRMA information.

52. Policy

4.1 Password Creation

- 4.1.1 All user-level and system-level passwords must conform to the *Password Construction Guidelines*.
- 4.1.2 Users must not use the same password for CTRMA accounts as for other non-CTRMA access (for example, personal ISP account, option trading, benefits, and so on).
- 4.1.3 Where possible, users must not use the same password for various CTRMA access needs.
- 4.1.4 User accounts that have system-level privileges granted through group memberships or programs such as sudo must have a unique password from all other accounts held by that user to access system-level privileges.
- 4.1.5 Where Simple Network Management Protocol (SNMP) is used, the community strings

must be defined as something other than the standard defaults of public, private, and system and must be different from the passwords used to log in interactively. SNMP community strings must meet password construction guidelines.

4.2 Password Change

- 4.2.1 All system-level passwords (for example, root, enable, NT admin, application administration accounts, and so on) must be changed on at least a quarterly basis.
- 4.2.2 All user-level passwords (for example, email, web, desktop computer, and so on) must be changed at least every six months. The recommended change interval is every four months.
- 4.2.3 Password cracking or guessing may be performed on a periodic or random basis by the Infosec Team or its delegates. If a password is guessed or cracked during one of these scans, the user will be required to change it to be in compliance with the Password Construction Guidelines.

4.3 Password Protection

- 4.3.1 Passwords must not be shared with anyone. All passwords are to be treated as sensitive, Confidential CTRMA information. Corporate Information Security recognizes that legacy applications do not support proxy systems in place. Please refer to the technical reference for additional details.
- 4.3.2 Passwords must not be inserted into email messages, Alliance cases or other forms of electronic communication.
- 4.3.3 Passwords must not be revealed over the phone to anyone.
- 4.3.4 Do not reveal a password on questionnaires or security forms.
- 4.3.5 Do not hint at the format of a password (for example, "my family name").
- 4.3.6 Do not share CTRMA passwords with anyone, including administrative assistants, secretaries, managers, co-workers while on vacation, and family members.
- 4.3.7 Do not write passwords down and store them anywhere in your office. Do not store passwords in a file on a computer system or mobile devices (phone, tablet) without encryption.
- 4.3.8 Do not use the "Remember Password" feature of applications (for example, web browsers).
- 4.3.9 Any user suspecting that his/her password may have been compromised must report the incident and change all passwords.

4.4 Application Development

Application developers must ensure that their programs contain the following security precautions:

- 4.4.1 Applications must support authentication of individual users, not groups.

- 4.4.2 Applications must not store passwords in clear text or in any easily reversible form.
- 4.4.3 Applications must not transmit passwords in clear text over the network.
- 4.4.4 Applications must provide for some sort of role management, such that one user can take over the functions of another without having to know the other's password.

4.5 Use of Passwords and Passphrases

Passphrases are generally used for public/private key authentication. A public/private key system defines a mathematical relationship between the public key that is known by all, and the private key, that is known only to the user. Without the passphrase to "unlock" the private key, the user cannot gain access.

Passphrases are not the same as passwords. A passphrase is a longer version of a password and is, therefore, more secure. A passphrase is typically composed of multiple words. Because of this, a passphrase is more secure against "dictionary attacks."

A good passphrase is relatively long and contains a combination of upper and lowercase letters and numeric and punctuation characters. An example of a good passphrase:

"The*?#>*@TrafficOnThe101Was*&#!#ThisMorning"

All of the rules above that apply to passwords apply to passphrases.

53. Policy Compliance

29.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

29.2 Exceptions

Any exception to the policy must be approved by the Infosec Team in advance.

29.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

30 Related Standards, Policies and Processes

- Password Construction Guidelines

31 Definitions and Terms

The following definition and terms can be found in the SANS Glossary located at:
<https://www.sans.org/security-resources/glossary-of-terms/>

- Simple Network Management Protocol (SNMP)

32 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Security Response Plan Policy

54. Overview

A Security Response Plan (SRP) provides the impetus for security and business teams to integrate their efforts from the perspective of awareness and communication, as well as coordinated response in times of crisis (security vulnerability identified or exploited). Specifically, an SRP defines a product description, contact information, escalation paths, expected service level agreements (SLA), severity and impact classification, and mitigation/remediation timelines. By requiring business units to incorporate an SRP as part of their business continuity operations and as new products or services are developed and prepared for release to consumers, ensures that when an incident occurs, swift mitigation and remediation ensues.

55. Purpose

The purpose of this policy is to establish the requirement that all business units supported by the Infosec team develop and maintain a security response plan. This ensures that security incident management team has all the necessary information to formulate a successful response should a specific security incident occur.

56. Scope

This policy applies any established and defined business unity or entity within the CTRMA.

4 Policy

The development, implementation, and execution of a Security Response Plan (SRP) are the primary responsibility of the specific business unit for whom the SRP is being developed in cooperation with the Infosec Team. Business units are expected to properly facilitate the SRP for applicable to the service or products they are held accountable. The business unit security coordinator or champion is further expected to work with the <organizational information security unit> in the development and maintenance of a Security Response Plan.

4.1 Service or Product Description

The product description in an SRP must clearly define the service or application to be deployed with additional attention to data flows, logical diagrams, architecture considered highly useful.

4.2 Contact Information

The SRP must include contact information for dedicated team members to be available during non-business hours should an incident occur and escalation be required. This may be a 24/7 requirement depending on the defined business value of the service or product, coupled with the impact to customer. The SRP document must include all phone numbers and email addresses for the dedicated team member(s).

4.3 Triage

The SRP must define triage steps to be coordinated with the security incident management team in a cooperative manner with the intended goal of swift security vulnerability mitigation. This step typically includes validating the reported vulnerability or compromise.

4.4 Identified Mitigations and Testing

The SRP must include a defined process for identifying and testing mitigations prior to deployment. These details should include both short-term mitigations as well as the remediation process.

4.5 Mitigation and Remediation Timelines

The SRP must include levels of response to identified vulnerabilities that define the expected timelines for repair based on severity and impact to consumer, brand, and company. These response guidelines should be carefully mapped to level of severity determined for the reported vulnerability.

5 Policy Compliance

5.1 Compliance Measurement

Each business unit must be able to demonstrate they have a written SRP in place, and that it is under version control and is available via the web. The policy should be reviewed annually.

5.2 Exceptions

Any exception to this policy must be approved by the Infosec Team in advance and have a written record.

5.3 Non-Compliance

Any business unit found to have violated (no SRP developed prior to service or product deployment) this policy may be subject to delays in service or product release until such a time as the SRP is developed and approved. Responsible parties may be subject to disciplinary action, up to and including termination of employment, should a security incident occur in the absence of an SRP

6 Related Standards, Policies and Processes

None.

7 Definitions and Terms

None.

8 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Public key pairs

- Symmetric cryptography

33 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Acquisition Assessment Policy

1. Overview

The process of integrating a newly acquired company can have a drastic impact on the security posture of either the parent company or the child company. The network and security infrastructure of both entities may vary greatly and the workforce of the new company may have a drastically different culture and tolerance to openness. The goal of the security acquisition assessment and integration process should include:

- Assess company's security landscape, posture, and policies
- Protect both CTRMA and the acquired company from increased security risks
- Educate acquired company about CTRMA policies and standard
- Adopt and implement CTRMA Security Policies and Standards
- Integrate acquired company
- Continuous monitoring and auditing of the acquisition

2. Purpose

The purpose of this policy is to establish Infosec responsibilities regarding corporate acquisitions, and define the minimum security requirements of an Infosec acquisition assessment.

3. Scope

This policy applies to all companies acquired by CTRMA and pertains to all systems, networks, laboratories, test equipment, hardware, software and firmware, owned and/or operated by the acquired company.

4. Policy

4.1 General

Acquisition assessments are conducted to ensure that a company being acquired by CTRMA does not pose a security risk to corporate networks, internal systems, and/or confidential/sensitive information. The Infosec Team will provide personnel to serve as active members of the acquisition team throughout the entire acquisition process. The Infosec role is to detect and evaluate information security risk, develop a remediation plan with the affected parties for the identified risk, and work with the acquisitions team to implement solutions for any identified security risks, prior to allowing connectivity to CTRMA's networks. Below are the minimum requirements that the acquired company must meet before being connected to the CTRMA network.

4.2 Requirements

4.2.1 Hosts

- 4.2.1.1 All hosts (servers, desktops, laptops) will be replaced or re-imaged with a CTRMA standard image or will be required to adopt the minimum standards for end user devices.

- 4.2.1.2 Business critical production servers that cannot be replaced or re-imaged must be audited and a waiver granted by Infosec.
- 4.2.1.3 All PC based hosts will require CTRMA approved virus protection before the network connection.
- 4.2.2 Networks
 - 4.2.2.1 All network devices will be replaced or re-imaged with a CTRMA standard image.
 - 4.2.2.2 Wireless network access points will be configured to the CTRMA standard.
- 4.2.3 Internet
 - 4.2.3.1 All Internet connections will be terminated.
 - 4.2.3.2 When justified by business requirements, air-gapped Internet connections require Infosec review and approval.
- 4.2.4 Remote Access
 - 4.2.4.1 All remote access connections will be terminated.
 - 4.2.4.2 Remote access to the production network will be provided by CTRMA.
- 4.2.5 Labs
 - 4.2.5.1 Lab equipment must be physically separated and secured from non-lab areas.
 - 4.2.5.2 The lab network must be separated from the corporate production network with a firewall between the two networks.
 - 4.2.5.3 Any direct network connections (including analog lines, ISDN lines, T1, etc.) to external customers, partners, etc., must be reviewed and approved by the Lab Security Group (LabSec).
 - 4.2.5.4 All acquired labs must meet with LabSec lab policy, or be granted a waiver by LabSec.
 - 4.2.5.5 In the event the acquired networks and computer systems being connected to the corporate network fail to meet these requirements, the CTRMA Chief Information Officer (CIO) must acknowledge and approve of the risk to CTRMA's networks

5. Policy Compliance

5.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, business tool reports, internal and external audits, and feedback to the policy owner.

5.2 Exceptions

Any exception to the policy must be approved by the Infosec team in advance.

5.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

6 Related Standards, Policies and Processes

None.

7 Definitions and Terms

The following definition and terms can be found in the SANS Glossary located at:
<https://www.sans.org/security-resources/glossary-of-terms/>

- Business Critical Production Server

8 Revision History

Date of Change	Responsible	Summary of Change

Bluetooth Baseline Requirements Policy

6. Overview

Bluetooth enabled devices are exploding on the Internet at an astonishing rate. At the range of connectivity has increased substantially. Insecure Bluetooth connections can introduce a number of potential serious security issues. Hence, there is a need for a minimum standard for connecting Bluetooth enable devices.

7. Purpose

The purpose of this policy is to provide a minimum baseline standard for connecting Bluetooth enabled devices to the CTRMA network or CTRMA owned devices. The intent of the minimum standard is to ensure sufficient protection Personally Identifiable Information (PII) and confidential CTRMA data.

8. Scope

This policy applies to any Bluetooth enabled device that is connected to CTRMA network or owned devices.

9. Policy

4.1 Version

No Bluetooth Device shall be deployed on CTRMA equipment that does not meet a minimum of Bluetooth v2.1 specifications without written authorization from the Infosec Team. Any Bluetooth

equipment purchased prior to this policy must comply with all parts of this policy except the Bluetooth version specifications.

4.2 Pins and Pairing

When pairing your Bluetooth unit to your Bluetooth enabled equipment (i.e. phone, laptop, etc.), ensure that you are not in a public area where your PIN can be compromised.

If your Bluetooth enabled equipment asks for you to enter your pin after you have initially paired it, you must refuse the pairing request and report it to Infosec, through your Help Desk, immediately.

4.3 Device Security Settings

- All Bluetooth devices shall employ 'security mode 3' which encrypts traffic in both directions, between your Bluetooth Device and its paired equipment.
- Use a minimum PIN length of 8. A longer PIN provides more security.
- Switch the Bluetooth device to use the hidden mode (non-discoverable)
- Only activate Bluetooth only when it is needed.
- Ensure device firmware is up-to-date.

4.4 Security Audits

The Infosec Team may perform random audits to ensure compliancy with this policy. In the process of performing such audits, Infosec Team members shall not eavesdrop on any phone conversation.

4.5 Unauthorized Use

The following is a list of unauthorized uses of CTRMA-owned Bluetooth devices:

- Eavesdropping, device ID spoofing, DoS attacks, or any form of attacking other Bluetooth enabled devices.
- Using CTRMA-owned Bluetooth equipment on non-CTRMA-owned Bluetooth enabled devices.
- Unauthorized modification of Bluetooth devices for any purpose.

4.6 User Responsibilities

- It is the Bluetooth user's responsibility to comply with this policy.
- Bluetooth mode must be turned off when not in use.
- PII and/or CTRMA Confidential or Sensitive data must not be transmitted or stored on Bluetooth enabled devices.
- Bluetooth users must only access CTRMA information systems using approved Bluetooth device hardware, software, solutions, and connections.
- Bluetooth device hardware, software, solutions, and connections that do not meet the standards of this policy shall not be authorized for deployment.
- Bluetooth users must act appropriately to protect information, network access, passwords, cryptographic keys, and Bluetooth equipment.
- Bluetooth users are required to report any misuse, loss, or theft of Bluetooth devices or systems immediately to Infosec.

10. Policy Compliance

8.1 Compliance Measurement

The Infosec Team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

8.2 Exceptions

Any exception to the policy must be approved by the Infosec Team in advance.

8.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

9 Related Standards, Policies and Processes

None.

10 Definitions and Terms

None.

11 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Remote Access Policy

11. Overview

Remote access to our corporate network is essential to maintain our Team's productivity, but in many cases this remote access originates from networks that may already be compromised or are at a significantly lower security posture than our corporate network. While these remote networks are beyond the control of Hypergolic Reactions, LLC policy, we must mitigate these external risks the best of our ability.

12. Purpose

The purpose of this policy is to define rules and requirements for connecting to CTRMA's network from any host. These rules and requirements are designed to minimize the potential exposure to CTRMA from damages which may result from unauthorized use of CTRMA resources. Damages include the loss of sensitive or company confidential data, intellectual property, damage to public image, damage to critical CTRMA internal systems, and fines or other financial liabilities incurred as a result of those losses.

13. Scope

This policy applies to all CTRMA employees, contractors, vendors and agents with a CTRMA-owned or personally-owned computer or workstation used to connect to the CTRMA network. This policy applies to remote access connections used to do work on behalf of CTRMA, including reading or sending email and viewing intranet web resources. This policy covers any and all technical implementations of remote access used to connect to CTRMA networks.

14. Policy

It is the responsibility of CTRMA employees, contractors, vendors and agents with remote access privileges to CTRMA's corporate network to ensure that their remote access connection is given the same consideration as the user's on-site connection to CTRMA.

General access to the Internet for recreational use through the CTRMA network is strictly limited to CTRMA employees, contractors, vendors and agents (hereafter referred to as "Authorized Users"). When accessing the CTRMA network from a personal computer, Authorized Users are responsible for preventing access to any CTRMA computer resources or data by non-Authorized Users. Performance of illegal activities through the CTRMA network by any user (Authorized or otherwise) is prohibited. The Authorized User bears responsibility for and consequences of misuse of the Authorized User's access. For further information and definitions, see the *Acceptable Use Policy*.

Authorized Users will not use CTRMA networks to access the Internet for outside business interests.

For additional information regarding CTRMA's remote access connection options, including how to obtain a remote access login, free anti-virus software, troubleshooting, etc., go to the Remote Access Services website (company url).

4.1 Requirements

- 4.1.1 Secure remote access must be strictly controlled with encryption (i.e., Virtual Private Networks (VPNs)) and strong pass-phrases. For further information see the *Acceptable Encryption Policy* and the *Password Policy*.
- 4.1.2 Authorized Users shall protect their login and password, even from family members.
- 4.1.3 While using a CTRMA-owned computer to remotely connect to CTRMA's corporate network, Authorized Users shall ensure the remote host is not connected to any other

network at the same time, with the exception of personal networks that are under their complete control or under the complete control of an Authorized User or Third Party.

- 4.1.4 Use of external resources to conduct CTRMA business must be approved in advance by InfoSec and the appropriate business unit manager.
- 4.1.5 All hosts that are connected to CTRMA internal networks via remote access technologies must use the most up-to-date anti-virus software (place url to corporate software site here), this includes personal computers. Third party connections must comply with requirements as stated in the *Third Party Agreement*.
- 4.1.6 Personal equipment used to connect to CTRMA's networks must meet the requirements of CTRMA-owned equipment for remote access as stated in the *Hardware and Software Configuration Standards for Remote Access to CTRMA Networks*.

15. Policy Compliance

11.1 Compliance Measurement

The Infosec Team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and inspection, and will provide feedback to the policy owner and appropriate business unit manager.

11.2 Exceptions

Any exception to the policy must be approved by Remote Access Services and the Infosec Team in advance.

11.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

12 Related Standards, Policies and Processes

Please review the following policies for details of protecting information when accessing the corporate network via remote access methods, and acceptable use of CTRMA's network:

- *Acceptable Encryption Policy*
- *Acceptable Use Policy*
- *Password Policy*
- *Third Party Agreement*
- *Hardware and Software Configuration Standards for Remote Access to CTRMA Networks*

13 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.
April 2015	Christopher Jarko	Added an Overview; created a group term for company employees, contractors, etc. (“Authorized Users”); strengthened the policy by explicitly limiting use of company resources to Authorized Users only; combined Requirements when possible, or eliminated Requirements better suited for a Standard (and added a reference to that Standard); consolidated list of related references to end of Policy.

Remote Access Tools Policy

16. Overview

Remote desktop software, also known as remote access tools, provide a way for computer users and support staff alike to share screens, access work computer systems from home, and vice versa. Examples of such software include LogMeIn, GoToMyPC, VNC (Virtual Network Computing), and Windows Remote Desktop (RDP). While these tools can save significant time and money by eliminating travel and enabling collaboration, they also provide a back door into the CTRMA network that can be used for theft of, unauthorized access to, or destruction of assets. As a result, only approved, monitored, and properly controlled remote access tools may be used on CTRMA computer systems.

17. Purpose

This policy defines the requirements for remote access tools used at <Company Name

18. Scope

This policy applies to all remote access where either end of the communication terminates at a CTRMA computer asset

19. Policy

All remote access tools used to communicate between CTRMA assets and other systems must comply with the following policy requirements.

4.1 Remote Access Tools

CTRMA provides mechanisms to collaborate between internal users, with external partners, and from non-CTRMA systems. The approved software list can be obtained from <link-to-

approved-remote-access-software-list>. Because proper configuration is important for secure use of these tools, mandatory configuration procedures are provided for each of the approved tools.

The approved software list may change at any time, but the following requirements will be used for selecting approved products:

- a) All remote access tools or systems that allow communication to CTRMA resources from the Internet or external partner systems must require multi-factor authentication. Examples include authentication tokens and smart cards that require an additional PIN or password.
- b) The authentication database source must be Active Directory or LDAP, and the authentication protocol must involve a challenge-response protocol that is not susceptible to replay attacks. The remote access tool must mutually authenticate both ends of the session.
- c) Remote access tools must support the CTRMA application layer proxy rather than direct connections through the perimeter firewall(s).
- d) Remote access tools must support strong, end-to-end encryption of the remote access communication channels as specified in the CTRMA network encryption protocols policy.
- e) All CTRMA antivirus, data loss prevention, and other security systems must not be disabled, interfered with, or circumvented in any way.

All remote access tools must be purchased through the standard CTRMA procurement process, and the information technology group must approve the purchase.

20. Policy Compliance

13.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

13.2 Exceptions

Any exception to the policy must be approved by the Infosec Team in advance.

13.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

14 Related Standards, Policies and Processes

None.

15 Definitions and Terms

The following definition and terms can be found in the SANS Glossary located at: <https://www.sans.org/security-resources/glossary-of-terms/>

- Application layer proxy

16 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Router and Switch Security Policy

21. Overview

See Purpose.

22. Purpose

This document describes a required minimal security configuration for all routers and switches connecting to a production network or used in a production capacity at or on behalf of CTRMA.

23. Scope

All employees, contractors, consultants, temporary and other workers at Cisco and its subsidiaries must adhere to this policy. All routers and switches connected to Cisco production networks are affected.

24. Policy

Every router must meet the following configuration standards:

1. No local user accounts are configured on the router. Routers and switches must use TACACS+ for all user authentication.
2. The enable password on the router or switch must be kept in a secure encrypted form. The router or switch must have the enable password set to the current production router/switch password from the device's support organization.
3. The following services or features must be disabled:
 - a. IP directed broadcasts
 - b. Incoming packets at the router/switch sourced with invalid addresses such as RFC1918 addresses
 - c. TCP small services
 - d. UDP small services
 - e. All source routing and switching
 - f. All web services running on router

- g. Cisco discovery protocol on Internet connected interfaces
 - h. Telnet, FTP, and HTTP services
 - i. Auto-configuration
4. The following services should be disabled unless a business justification is provided:
 - a. Cisco discovery protocol and other discovery protocols
 - b. Dynamic trunking
 - c. Scripting environments, such as the TCL shell
 5. The following services must be configured:
 - a. Password-encryption
 - b. NTP configured to a corporate standard source
 6. All routing updates shall be done using secure routing updates.
 7. Use corporate standardized SNMP community strings. Default strings, such as public or private must be removed. SNMP must be configured to use the most secure version of the protocol allowed for by the combination of the device and management systems.
 8. Access control lists must be used to limit the source and type of traffic that can terminate on the device itself.
 9. Access control lists for transiting the device are to be added as business needs arise.
 10. The router must be included in the corporate enterprise management system with a designated point of contact.
 11. Each router must have the following statement presented for all forms of login whether remote or local:

"UNAUTHORIZED ACCESS TO THIS NETWORK DEVICE IS PROHIBITED. You must have explicit permission to access or configure this device. All activities performed on this device may be logged, and violations of this policy may result in disciplinary action, and may be reported to law enforcement. There is no right to privacy on this device. Use of this system shall constitute consent to monitoring."

12. Telnet may never be used across any network to manage a router, unless there is a secure tunnel protecting the entire communication path. SSH version 2 is the preferred management protocol.
13. Dynamic routing protocols must use authentication in routing updates sent to neighbors. Password hashing for the authentication string must be enabled when supported.
14. The corporate router configuration standard will define the category of sensitive routing and switching devices, and require additional services or configuration on sensitive devices including:
 - a. IP access list accounting
 - b. Device logging
 - c. Incoming packets at the router sourced with invalid addresses, such as RFC1918 addresses, or those that could be used to spoof network traffic shall be dropped

- d. Router console and modem access must be restricted by additional security controls

25. Policy Compliance

16.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

16.2 Exceptions

Any exception to the policy must be approved by the Infosec team in advance.

16.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

17 Related Standards, Policies and Processes

None.

18 Definitions and Terms

None.

19 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Wireless Communication Policy

26. Overview

With the mass explosion of Smart Phones and Tablets, pervasive wireless connectivity is almost a given at any organization. Insecure wireless configuration can provide an easy open door for malicious threat actors.

27. Purpose

The purpose of this policy is to secure and protect the information assets owned by CTRMA. CTRMA provides computer devices, networks, and other electronic information systems to meet

missions, goals, and initiatives. CTRMA grants access to these resources as a privilege and must manage them responsibly to maintain the confidentiality, integrity, and availability of all information assets.

This policy specifies the conditions that wireless infrastructure devices must satisfy to connect to CTRMA network. Only **those** wireless infrastructure devices that meet the standards **specified in** this policy or are granted an exception by the Information Security Department are approved for connectivity to a CTRMA network.

28.Scope

All employees, contractors, consultants, temporary and other workers at CTRMA, including all personnel affiliated with third parties that maintain a wireless infrastructure device on behalf of CTRMA must adhere to this policy. This policy applies to all wireless infrastructure devices that connect to a CTRMA network or reside on a CTRMA site that provide wireless connectivity to endpoint devices including, but not limited to, laptops, desktops, cellular phones, and tablets. This includes any form of wireless communication device capable of transmitting packet data.

29.Policy

4.1 General Requirements

All wireless infrastructure devices that reside at a CTRMA site and connect to a CTRMA network, or provide access to information classified as CTRMA Confidential, or above must:

- Abide by the standards specified in the *Wireless Communication Standard*.
- Be installed, supported, and maintained by an approved support team.
- Use CTRMA approved authentication protocols and infrastructure.
- Use CTRMA approved encryption protocols.
- Maintain a hardware address (MAC address) that can be registered and tracked.
- Not interfere with wireless access deployments maintained by other support organizations.

4.2 Lab and Isolated Wireless Device Requirements

All lab wireless infrastructure devices that provide access to CTRMA Confidential or above, must adhere to section 4.1 above. Lab and isolated wireless devices that do not provide general network connectivity to the CTRMA network must:

- Be isolated from the corporate network (that is it must not provide any corporate connectivity) and comply with the *Lab Security Policy*.
- Not interfere with wireless access deployments maintained by other support organizations.

4.3 Home Wireless Device Requirements

- 4.3.1 Wireless infrastructure devices that provide direct access to the CTRMA corporate network, must conform to the Home Wireless Device Requirements as detailed in the *Wireless Communication Standard*.
- 4.3.2 Wireless infrastructure devices that fail to conform to the Home Wireless Device Requirements must be installed in a manner that prohibits direct access to the CTRMA corporate network. Access to the CTRMA corporate network through this device must use standard remote access authentication.

30. Policy Compliance

19.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

19.2 Exceptions

Any exception to the policy must be approved by the Infosec team in advance.

19.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

20 Related Standards, Policies and Processes

- Lab Security Policy
- Wireless Communication Standard

21 Definitions and Terms

The following definition and terms can be found in the SANS Glossary located at:
<https://www.sans.org/security-resources/glossary-of-terms/>

- MAC Address

22 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Wireless Communication Standard

31. Overview

See Purpose.

32. Purpose

This standard specifies the technical requirements that wireless infrastructure devices must satisfy to connect to a CTRMA network. Only those wireless infrastructure devices that meet the requirements specified in this standard or are granted an exception by the InfoSec Team are approved for connectivity to a CTRMA network.

Network devices including, but not limited to, hubs, routers, switches, firewalls, remote access devices, modems, or wireless access points, must be installed, supported, and maintained by an Information Security (Infosec) approved support organization. Lab network devices must comply with the *Lab Security Policy*.

33. Scope

All employees, contractors, consultants, temporary and other workers at CTRMA and its subsidiaries, including all personnel that maintain a wireless infrastructure device on behalf of CTRMA, must comply with this standard. This standard applies to wireless devices that make a connection the network and all wireless infrastructure devices that provide wireless connectivity to the network.

Infosec must approve exceptions to this standard in advance.

34. Standard

4.1 General Requirements

All wireless infrastructure devices that connect to a CTRMA network or provide access to CTRMA Confidential, CTRMA Highly Confidential, or CTRMA Restricted information must:

- Use Extensible Authentication Protocol-Fast Authentication via Secure Tunneling (EAP-FAST), Protected Extensible Authentication Protocol (PEAP), or Extensible Authentication Protocol-Translation Layer Security (EAP-TLS) as the authentication protocol.
- Use Temporal Key Integrity Protocol (TKIP) or Advanced Encryption System (AES) protocols with a minimum key length of 128 bits.
- All Bluetooth devices must use Secure Simple Pairing with encryption enabled.

4.2 Lab and Isolated Wireless Device Requirements

- Lab device Service Set Identifier (SSID) must be different from CTRMA production device SSID.
- Broadcast of lab device SSID must be disabled.

4.3 Home Wireless Device Requirements

All home wireless infrastructure devices that provide direct access to a CTRMA network, such as those behind Enterprise Teleworker (ECT) or hardware VPN, must adhere to the following:

- Enable WiFi Protected Access Pre-shared Key (WPA-PSK), EAP-FAST, PEAP, or EAP-TLS
- When enabling WPA-PSK, configure a complex shared secret key (at least 20 characters) on the wireless client and the wireless access point
- Disable broadcast of SSID
- Change the default SSID name
- Change the default login and password

35. Policy Compliance

22.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

22.2 Exceptions

Any exception to the policy must be approved by the Infosec Team in advance.

22.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

23 Related Standards, Policies and Processes

- Lab Security Policy

24 Definitions and Terms

The following definition and terms can be found in the SANS Glossary located at:

<https://www.sans.org/security-resources/glossary-of-terms/>

- AES
- EAP-FAST
- EAP-TLS
- PEAP

- SSID
- TKIP
- WPA-PSK

25 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Database Credentials Coding Policy

1. Overview

Database authentication credentials are a necessary part of authorizing application to connect to internal databases. However, incorrect use, storage and transmission of such credentials could lead to compromise of very sensitive assets and be a springboard to wider compromise within the organization.

2. Purpose

This policy states the requirements for securely storing and retrieving database usernames and passwords (i.e., database credentials) for use by a program that will access a database running on one of CTRMA's networks.

Software applications running on CTRMA's networks may require access to one of the many internal database servers. In order to access these databases, a program must authenticate to the database by presenting acceptable credentials. If the credentials are improperly stored, the credentials may be compromised leading to a compromise of the database.

3. Scope

This policy is directed at all system implementer and/or software engineers who may be coding applications that will access a production database server on the CTRMA Network. This policy applies to all software (programs, modules, libraries or APIS that will access a CTRMA, multi-user production database. It is recommended that similar requirements be in place for non-production servers and lap environments since they don't always use sanitized information.

4. Policy

General

In order to maintain the security of CTRMA's internal databases, access by software programs must be granted only after authentication with credentials. The credentials used for this authentication must not reside in the main, executing body of the program's source code in clear text. Database credentials must not be stored in a location that can be accessed through a web server.

Specific Requirements

Storage of Data Base User Names and Passwords

- Database user names and passwords may be stored in a file separate from the executing body of the program's code. This file must not be world readable or writeable.
- Database credentials may reside on the database server. In this case, a hash function number identifying the credentials may be stored in the executing body of the program's code.
- Database credentials may be stored as part of an authentication server (i.e., an entitlement directory), such as an LDAP server used for user authentication. Database authentication

may occur on behalf of a program as part of the user authentication process at the authentication server. In this case, there is no need for programmatic use of database credentials.

- Database credentials may not reside in the documents tree of a web server.
- Pass through authentication (i.e., Oracle OPSS\$ authentication) must not allow access to the database based solely upon a remote user's authentication on the remote host.
- Passwords or pass phrases used to access a database must adhere to the *Password Policy*.

Retrieval of Database User Names and Passwords

- If stored in a file that is not source code, then database user names and passwords must be read from the file immediately prior to use. Immediately following database authentication, the memory containing the user name and password must be released or cleared.
- The scope into which you may store database credentials must be physically separated from the other areas of your code, e.g., the credentials must be in a separate source file. The file that contains the credentials must contain no other code but the credentials (i.e., the user name and password) and any functions, routines, or methods that will be used to access the credentials.
- For languages that execute from source code, the credentials' source file must not reside in the same browseable or executable file directory tree in which the executing body of code resides.

Access to Database User Names and Passwords

- Every program or every collection of programs implementing a single business function must have unique database credentials. Sharing of credentials between programs is not allowed.
- Database passwords used by programs are system-level passwords as defined by the *Password Policy*.
- Developer groups must have a process in place to ensure that database passwords are controlled and changed in accordance with the *Password Policy*. This process must include a method for restricting knowledge of database passwords to a need-to-know basis.

Coding Techniques for implementing this policy

[Add references to your site-specific guidelines for the different coding languages such as Perl, JAVA, C and/or Cpro.]

5. Policy Compliance

5.1. Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, business tool reports, internal and external audits, and feedback to the policy owner.

5.1. Exceptions

Any exception to the policy must be approved by the Infosec team in advance.

5.2. Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

A violation of this policy by a temporary worker, contractor or vendor may result in the termination of their contract or assignment with CTRMA.

Any program code or application that is found to violate this policy must be remediated within a 90 day period.

6. Related Standards, Policies and Processes

- Password Policy

7. Definitions and Terms

- Credentials
- Executing Body
- Hash Function
- LDAP
- Module

8. Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Formatted into new template and made minor wording changes.

Information Logging Standard

9. Overview

Logging from critical systems, applications and services can provide key information and potential indicators of compromise. Although logging information may not be viewed on a daily basis, it is critical to have from a forensics standpoint.

10. Purpose

The purpose of this document attempts to address this issue by identifying specific requirements that information systems must meet in order to generate appropriate audit logs and integrate with an enterprise's log management function.

The intention is that this language can easily be adapted for use in enterprise IT security policies and standards, and also in enterprise procurement standards and RFP templates. In this way, organizations can ensure that new IT systems, whether developed in-house or procured, support necessary audit logging and log management functions.

11. Scope

This policy applies to all production systems on CTRMA Network.

12. Standard

4.1 General Requirements

All systems that handle confidential information, accept network connections, or make access control (authentication and authorization) decisions shall record and retain audit-logging information sufficient to answer the following questions:

1. What activity was performed?
2. Who or what performed the activity, including where or on what system the activity was performed from (subject)?
3. What the activity was performed on (object)?
4. When was the activity performed?
5. What tool(s) was the activity was performed with?
6. What was the status (such as success vs. failure), outcome, or result of the activity?
- 7.

4.2 Activities to be Logged

Therefore, logs shall be created whenever any of the following activities are requested to be performed by the system:

1. Create, read, update, or delete confidential information, including confidential authentication information such as passwords;
2. Create, update, or delete information not covered in #1;
3. Initiate a network connection;
4. Accept a network connection;
5. User authentication and authorization for activities covered in #1 or #2 such as user login and logout;

6. Grant, modify, or revoke access rights, including adding a new user or group, changing user privilege levels, changing file permissions, changing database object permissions, changing firewall rules, and user password changes;
7. System, network, or services configuration changes, including installation of software patches and updates, or other installed software changes;
8. Application process startup, shutdown, or restart;
9. Application process abort, failure, or abnormal end, especially due to resource exhaustion or reaching a resource limit or threshold (such as for CPU, memory, network connections, network bandwidth, disk space, or other resources), the failure of network services such as DHCP or DNS, or hardware fault; and
10. Detection of suspicious/malicious activity such as from an Intrusion Detection or Prevention System (IDS/IPS), anti-virus system, or anti-spyware system.

4.3 Elements of the Log

Such logs shall identify or contain at least the following elements, directly or indirectly. In this context, the term “indirectly” means unambiguously inferred.

1. Type of action – examples include authorize, create, read, update, delete, and accept network connection.
2. Subsystem performing the action – examples include process or transaction name, process or transaction identifier.
3. Identifiers (as many as available) for the subject requesting the action – examples include user name, computer name, IP address, and MAC address. Note that such identifiers should be standardized in order to facilitate log correlation.
4. Identifiers (as many as available) for the object the action was performed on – examples include file names accessed, unique identifiers of records accessed in a database, query parameters used to determine records accessed in a database, computer name, IP address, and MAC address. Note that such identifiers should be standardized in order to facilitate log correlation.
5. Before and after values when action involves updating a data element, if feasible.
6. Date and time the action was performed, including relevant time-zone information if not in Coordinated Universal Time.
7. Whether the action was allowed or denied by access-control mechanisms.
8. Description and/or reason-codes of why the action was denied by the access-control mechanism, if applicable.

4.4 Formatting and Storage

The system shall support the formatting and storage of audit logs in such a way as to ensure the integrity of the logs and to support enterprise-level analysis and reporting. Note that the construction of an actual enterprise-level log management mechanism is outside the scope of this document. Mechanisms known to support these goals include but are not limited to the following:

1. Microsoft Windows Event Logs collected by a centralized log management system;

2. Logs in a well-documented format sent via *syslog*, *syslog-ng*, or *syslog-reliable* network protocols to a centralized log management system;
3. Logs stored in an ANSI-SQL database that itself generates audit logs in compliance with the requirements of this document; and
4. Other open logging mechanisms supporting the above requirements including those based on CheckPoint OpSec, ArcSight CEF, and IDMEF.

13. Policy Compliance

5.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

5.2 Exceptions

Any exception to the policy must be approved by the Infosec team in advance.

5.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

6 Related Standards, Policies and Processes

None.

7 Definitions and Terms

None.

8 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Lab Security Policy

14. Overview

See Purpose.

15.Purpose

This policy establishes the information security requirements to help manage and safeguard lab resources and CTRMA networks by minimizing the exposure of critical infrastructure and information assets to threats that may result from unprotected hosts and unauthorized access.

16.Scope

This policy applies to all employees, contractors, consultants, temporary and other workers at CTRMA and its subsidiaries must adhere to this policy. This policy applies to CTRMA owned and managed labs, including labs outside the corporate firewall (DMZ).

17.Policy

4.1 General Requirements

- 4.1.1 Lab owning organizations are responsible for assigning lab managers, a point of contact (POC), and a back-up POC for each lab. Lab owners must maintain up-to-date POC information with InfoSec and the Corporate Enterprise Management Team. Lab managers or their backup must be available around-the-clock for emergencies, otherwise actions will be taken without their involvement.
- 4.1.2 Lab managers are responsible for the security of their labs and the lab's impact on the corporate production network and any other networks. Lab managers are responsible for adherence to this policy and associated processes. Where policies and procedures are undefined lab managers must do their best to safeguard CTRMA from security vulnerabilities.
- 4.1.3 Lab managers are responsible for the lab's compliance with all CTRMA security policies.
- 4.1.4 The Lab Manager is responsible for controlling lab access. Access to any given lab will only be granted by the lab manager or designee, to those individuals with an immediate business need within the lab, either short-term or as defined by their ongoing job function. This includes continually monitoring the access list to ensure that those who no longer require access to the lab have their access terminated.
- 4.1.5 All user passwords must comply with CTRMA's *Password Policy*.
- 4.1.6 Individual user accounts on any lab device must be deleted when no longer authorized within three (3) days. Group account passwords on lab computers (Unix, windows, etc) must be changed quarterly (once every 3 months).
- 4.1.7 PC-based lab computers must have CTRMA's standard, supported anti-virus software installed and scheduled to run at regular intervals. In addition, the anti-virus software and the virus pattern files must be kept up-to-date. Virus-infected computers must be removed from the network until they are verified as virus-free. Lab Admins/Lab Managers are responsible for creating procedures that ensure anti-virus software is run at regular intervals, and computers are verified as virus-free.
- 4.1.8 Any activities with the intention to create and/or distribute malicious programs into CTRMA's networks (e.g., viruses, worms, Trojan horses, e-mail bombs, etc.) are prohibited, in accordance with the *Acceptable Use Policy*.

- 4.1.9 No lab shall provide production services. Production services are defined as ongoing and shared business critical services that generate revenue streams or provide customer capabilities. These should be managed by a <proper support> organization.
- 4.1.10 In accordance with *the Data Classification Policy*, information that is marked as CTRMA Highly Confidential or CTRMA Restricted is prohibited on lab equipment.
- 4.1.11 Immediate access to equipment and system logs must be granted to members of InfoSec and the Network Support Organization upon request, in accordance with the *Audit Policy*.
- 4.1.12 InfoSec will address non-compliance waiver requests on a case-by-case basis and approve waivers if justified.

4.2 Internal Lab Security Requirements

- 4.2.1 The Network Support Organization must maintain a firewall device between the corporate production network and all lab equipment.
- 4.2.2 The Network Support Organization and/or InfoSec reserve the right to interrupt lab connections that impact the corporate production network negatively or pose a security risk.
- 4.2.3 The Network Support Organization must record all lab IP addresses, which are routed within CTRMA networks, in Enterprise Address Management database along with current contact information for that lab.
- 4.2.4 Any lab that wants to add an external connection must provide a diagram and documentation to InfoSec with business justification, the equipment, and the IP address space information. InfoSec will review for security concerns and must approve before such connections are implemented.
- 4.2.5 All traffic between the corporate production and the lab network must go through a Network Support Organization maintained firewall. Lab network devices (including wireless) must not cross-connect the lab and production networks.
- 4.2.6 Original firewall configurations and any changes thereto must be reviewed and approved by InfoSec. InfoSec may require security improvements as needed.
- 4.2.7 Labs are prohibited from engaging in port scanning, network auto-discovery, traffic spamming/flooding, and other similar activities that negatively impact the corporate network and/or non-CTRMA networks. These activities must be restricted within the lab.
- 4.2.8 Traffic between production networks and lab networks, as well as traffic between separate lab networks, is permitted based on business needs and as long as the traffic does not negatively impact on other networks. Labs must not advertise network services that may compromise production network services or put lab confidential information at risk.
- 4.2.9 InfoSec reserves the right to audit all lab-related data and administration processes at any time, including but not limited to, inbound and outbound packets, firewalls and network peripherals.
- 4.2.10 Lab owned gateway devices are required to comply with all CTRMA product security advisories and must authenticate against the Corporate Authentication servers.
- 4.2.11 The enable password for all lab owned gateway devices must be different from all other equipment passwords in the lab. The password must be in accordance with CTRMA's *Password Policy*. The password will only be provided to those who are authorized to administer the lab network.

- 4.2.12 In labs where non-CTRMA personnel have physical access (e.g., training labs), direct connectivity to the corporate production network is not allowed. Additionally, no CTRMA confidential information can reside on any computer equipment in these labs. Connectivity for authorized personnel from these labs can be allowed to the corporate production network only if authenticated against the Corporate Authentication servers, temporary access lists (lock and key), SSH, client VPNs, or similar technology approved by InfoSec.
- 4.2.13 Lab networks with external connections are prohibited from connecting to the corporate production network or other internal networks through a direct connection, wireless connection, or other computing equipment.

4.3 DMZ Lab Security Requirements

- 4.3.1 New DMZ labs require a business justification and VP-level approval from the business unit. Changes to the connectivity or purpose of an existing DMZ lab must be reviewed and approved by the InfoSec Team.
- 4.3.2 DMZ labs must be in a physically separate room, cage, or secured lockable rack with limited access. In addition, the Lab Manager must maintain a list of who has access to the equipment.
- 4.3.3 DMZ lab POCs must maintain network devices deployed in the DMZ lab up to the network support organization point of demarcation.
- 4.3.4 DMZ labs must not connect to corporate internal networks, either directly, logically (for example, IPSEC tunnel), through a wireless connection, or multi-homed machine.
- 4.3.5 An approved network support organization must maintain a firewall device between the DMZ lab and the Internet. Firewall devices must be configured based on least privilege access principles and the DMZ lab business requirements. Original firewall configurations and subsequent changes must be reviewed and approved by the InfoSec Team. All traffic between the DMZ lab and the Internet must go through the approved firewall. Cross-connections that bypass the firewall device are strictly prohibited.
- 4.3.6 All routers and switches not used for testing and/or training must conform to the DMZ Router and Switch standardization documents.
- 4.3.7 Operating systems of all hosts internal to the DMZ lab running Internet Services must be configured to the secure host installation and configuration standards published the InfoSec Team.
- 4.3.8 Remote administration must be performed over secure channels (for example, encrypted network connections using SSH or IPSEC) or console access independent from the DMZ networks.
- 4.3.9 DMZ lab devices must not be an open proxy to the Internet.
- 4.3.10 The Network Support Organization and InfoSec reserve the right to interrupt lab connections if a security concern exists.

18. Policy Compliance

8.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

8.2 Exceptions

Any exception to the policy must be approved by the Infosec Team in advance.

8.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

9 Related Standards, Policies and Processes

- Audit Policy
- Acceptable Use Policy
- Data Classification Policy
- Password Policy

10 Definitions and Terms

The following definition and terms can be found in the SANS Glossary located at:
<https://www.sans.org/security-resources/glossary-of-terms/>

- DMZ
- Firewall

11 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated, made general lab and included DMZ lab requirements, and converted to new format.

Server Security Policy

19. Overview

Unsecured and vulnerable servers continue to be a major entry point for malicious threat actors. Consistent Server installation policies, ownership and configuration management are all about doing the basics well.

20. Purpose

The purpose of this policy is to establish standards for the base configuration of internal server equipment that is owned and/or operated by CTRMA. Effective implementation of this policy will minimize unauthorized access to CTRMA proprietary information and technology.

21. Scope

All employees, contractors, consultants, temporary and other workers at Cisco and its subsidiaries must adhere to this policy. This policy applies to server equipment that is owned, operated, or leased by Cisco or registered under a Cisco-owned internal network domain.

This policy specifies requirements for equipment on the internal Cisco network. For secure configuration of equipment external to Cisco on the DMZ, see the Internet *DMZ Equipment Policy*.

22. Policy

4.1 General Requirements

4.1.1 All internal servers deployed at CTRMA must be owned by an operational group that is responsible for system administration. Approved server configuration guides must be established and maintained by each operational group, based on business needs and approved by InfoSec. Operational groups should monitor configuration compliance and implement an exception policy tailored to their environment. Each operational group must establish a process for changing the configuration guides, which includes review and approval by InfoSec. The following items must be met:

- Servers must be registered within the corporate enterprise management system. At a minimum, the following information is required to positively identify the point of contact:
 - Server contact(s) and location, and a backup contact
 - Hardware and Operating System/Version
 - Main functions and applications, if applicable
- Information in the corporate enterprise management system must be kept up-to-date.
- Configuration changes for production servers must follow the appropriate change management procedures

4.1.2 For security, compliance, and maintenance purposes, authorized personnel may monitor and audit equipment, systems, processes, and network traffic per the *Audit Policy*.

4.2 Configuration Requirements

4.2.1 Operating System configuration should be in accordance with approved InfoSec guidelines.

4.2.2 Services and applications that will not be used must be disabled where practical.

- 4.2.3 Access to services should be logged and/or protected through access-control methods such as a web application firewall, if possible.
- 4.2.4 The most recent security patches must be installed on the system as soon as practical, the only exception being when immediate application would interfere with business requirements.
- 4.2.5 Trust relationships between systems are a security risk, and their use should be avoided. Do not use a trust relationship when some other method of communication is sufficient.
- 4.2.6 Always use standard security principles of least required access to perform a function. Do not use root when a non-privileged account will do.
- 4.2.7 If a methodology for secure channel connection is available (i.e., technically feasible), privileged access must be performed over secure channels, (e.g., encrypted network connections using SSH or IPSec).
- 4.2.8 Servers should be physically located in an access-controlled environment.
- 4.2.9 Servers are specifically prohibited from operating from uncontrolled cubicle areas.

4.3 Monitoring

- 4.3.1 All security-related events on critical or sensitive systems must be logged and audit trails saved as follows:
 - All security related logs will be kept online for a minimum of 1 week.
 - Daily incremental tape backups will be retained for at least 1 month.
 - Weekly full tape backups of logs will be retained for at least 1 month.
 - Monthly full backups will be retained for a minimum of 2 years.
- 4.3.2 Security-related events will be reported to InfoSec, who will review logs and report incidents to IT management. Corrective measures will be prescribed as needed. Security-related events include, but are not limited to:
 - Port-scan attacks
 - Evidence of unauthorized access to privileged accounts
 - Anomalous occurrences that are not related to specific applications on the host.

23. Policy Compliance

11.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

11.2 Exceptions

Any exception to the policy must be approved by the Infosec team in advance.

11.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

12 Related Standards, Policies and Processes

- Audit Policy

- DMZ Equipment Policy

13 Definitions and Terms

The following definition and terms can be found in the SANS Glossary located at:
<https://www.sans.org/security-resources/glossary-of-terms/>

- De-militarized zone (DMZ)

14 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Software Installation Policy

24. Overview

Allowing employees to install software on company computing devices opens the organization up to unnecessary exposure. Conflicting file versions or DLLs which can prevent programs from running, the introduction of malware from infected installation software, unlicensed software which could be discovered during audit, and programs which can be used to hack the organization’s network are examples of the problems that can be introduced when employees install software on company equipment.

25. Purpose

The purpose of this policy is to outline the requirements around installation software on <Company Owned> computing devices. To minimize the risk of loss of program functionality, the exposure of sensitive information contained within <Company Name’s> computing network, the risk of introducing malware, and the legal exposure of running unlicensed software.

26. Scope

This policy applies to all CTRMA employees, contractors, vendors and agents with a CTRMA-owned mobile devices. This policy covers all computers, servers, smartphones, tablets and other computing devices operating within CTRMA.

27. Policy

- Employees may not install software on <Company Name's> computing devices operated within the CTRMA network.
- Software requests must first be approved by the requester's manager and then be made to the Information Technology department or Help Desk in writing or via email.
- Software must be selected from an approved software list, maintained by the Information Technology department, unless no selection on the list meets the requester's need.
- The Information Technology Department will obtain and track the licenses, test new software for conflict and compatibility, and perform the installation.

28. Policy Compliance

14.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

14.2 Exceptions

Any exception to the policy must be approved by the Infosec team in advance.

14.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

15 Related Standards, Policies and Processes

None.

16 Definitions and Terms

None.

17 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Technology Equipment Disposal Policy

29. Overview

Technology equipment often contains parts which cannot simply be thrown away. Proper disposal of equipment is both environmentally responsible and often required by law. In addition, hard drives, USB drives, CD-ROMs and other storage media contain various kinds of CTRMA data, some of which is considered sensitive. In order to protect our constituent's data, all storage mediums must be properly erased before being disposed of. However, simply deleting or even formatting data is not considered sufficient. When deleting files or formatting a device, data is marked for deletion, but is still accessible until being overwritten by a new file. Therefore, special tools must be used to securely erase data prior to equipment disposal.

30. Purpose

The purpose of this policy is to define the guidelines for the disposal of technology equipment and components owned by CTRMA.

31. Scope

This policy applies to any computer/technology equipment or peripheral devices that are no longer needed within CTRMA including, but not limited to the following: personal computers, servers, hard drives, laptops, mainframes, smart phones, or handheld computers (i.e., Windows Mobile, iOS or Android-based devices), peripherals (i.e., keyboards, mice, speakers), printers, scanners, typewriters, compact and floppy discs, portable storage devices (i.e., USB drives), backup tapes, printed materials.

All CTRMA employees and affiliates must comply with this policy.

32. Policy

4.1 Technology Equipment Disposal

- 4.1.1 When Technology assets have reached the end of their useful life they should be sent to the <Equipment Disposal Team> office for proper disposal.
- 4.1.2 The <Equipment Disposal Team> will securely erase all storage mediums in accordance with current industry best practices.
- 4.1.3 All data including, all files and licensed software shall be removed from equipment using disk sanitizing software that cleans the media overwriting each and every disk sector of the machine with zero-filled blocks, meeting Department of Defense standards.
- 4.1.4 No computer or technology equipment may be sold to any individual other than through the processes identified in this policy (Section 4.2 below).
- 4.1.5 No computer equipment should be disposed of via skips, dumps, landfill etc. Electronic recycling bins may be periodically placed in locations around CTRMA. These can be used to dispose of equipment. The <Equipment Disposal Team> will properly remove all data prior to final disposal.
- 4.1.6 All electronic drives must be degaussed or overwritten with a commercially available disk cleaning program. Hard drives may also be removed and rendered unreadable (drilling, crushing or other demolition methods).

- 4.1.7 Computer Equipment refers to desktop, laptop, tablet or netbook computers, printers, copiers, monitors, servers, handheld devices, telephones, cell phones, disc drives or any storage device, network switches, routers, wireless access points, batteries, backup tapes, etc.
 - 4.1.8 The <Equipment Disposal Team> will place a sticker on the equipment case indicating the disk wipe has been performed. The sticker will include the date and the initials of the technician who performed the disk wipe.
 - 4.1.9 Technology equipment with non-functioning memory or storage technology will have the memory or storage device removed and it will be physically destroyed.
- 4.2 Employee Purchase of Disposed Equipment
- 4.2.1 Equipment which is working, but reached the end of its useful life to CTRMA, will be made available for purchase by employees.
 - 4.2.2 A lottery system will be used to determine who has the opportunity to purchase available equipment.
 - 4.2.3 All equipment purchases must go through the lottery process. Employees cannot purchase their office computer directly or “reserve” a system. This ensures that all employees have an equal chance of obtaining equipment.
 - 4.2.4 Finance and Information Technology will determine an appropriate cost for each item.
 - 4.2.5 All purchases are final. No warranty or support will be provided with any equipment sold.
 - 4.2.6 Any equipment not in working order or remaining from the lottery process will be donated or disposed of according to current environmental guidelines. Information
 - 4.2.7 Technology has contracted with several organizations to donate or properly dispose of outdated technology assets.
 - 4.2.8 Prior to leaving CTRMA premises, all equipment must be removed from the Information Technology inventory system.

33. Policy Compliance

17.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, business tool reports, internal and external audits, and feedback to the policy owner.

17.2 Exceptions

Any exception to the policy must be approved by the Infosec Team in advance.

17.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

18 Related Standards, Policies and Processes

None.

19 Definitions and Terms

None.

20 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Workstation Security (For HIPAA) Policy

34. Overview

See Purpose.

35. Purpose

The purpose of this policy is to provide guidance for workstation security for CTRMA workstations in order to ensure the security of information on the workstation and information the workstation may have access to. Additionally, the policy provides guidance to ensure the requirements of the HIPAA Security Rule “Workstation Security” Standard 164.310(c) are met.

36. Scope

This policy applies to all CTRMA employees, contractors, workforce members, vendors and agents with a CTRMA-owned or personal-workstation connected to the CTRMA network.

37. Policy

Appropriate measures must be taken when using workstations to ensure the confidentiality, integrity and availability of sensitive information, including protected health information (PHI) and that access to sensitive information is restricted to authorized users.

3.1 Workforce members using workstations shall consider the sensitivity of the information, including protected health information (PHI) that may be accessed and minimize the possibility of unauthorized access.

3.2 CTRMA will implement physical and technical safeguards for all workstations that access electronic protected health information to restrict access to authorized users.

3.3 Appropriate measures include:

- Restricting physical access to workstations to only authorized personnel.
- Securing workstations (screen lock or logout) prior to leaving area to prevent unauthorized access.
- Enabling a password-protected screen saver with a short timeout period to ensure that workstations that were left unsecured will be protected. The password must comply with *CTRMA Password Policy*.
- Complying with all applicable password policies and procedures. See *CTRMA Password Policy*.
- Ensuring workstations are used for authorized business purposes only.
- Never installing unauthorized software on workstations.
- Storing all sensitive information, including protected health information (PHI) on network servers
- Keeping food and drink away from workstations in order to avoid accidental spills.
- Securing laptops that contain sensitive information by using cable locks or locking laptops up in drawers or cabinets.
- Complying with the *Portable Workstation Encryption Policy*
- Complying with the *Baseline Workstation Configuration Standard*
- Installing privacy screen filters or using other physical barriers to alleviate exposing data.
- Ensuring workstations are left on but logged off in order to facilitate after-hours updates.
- Exit running applications and close open documents
- Ensuring that all workstations use a surge protector (not just a power strip) or a UPS (battery backup).
- If wireless network access is used, ensure access is secure by following the *Wireless Communication policy*

38. Policy Compliance

20.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

20.2 Exceptions

Any exception to the policy must be approved by the Infosec team in advance.

20.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

21 Related Standards, Policies and Processes

- Password Policy
- Portable Workstation Encryption Policy
- Wireless Communication policy
- Workstation Configuration Standard

HIPPA 164.210

<http://www.hipaasurvivalguide.com/hipaa-regulations/164-310.php>

About HIPPA

<http://abouthipaa.com/about-hipaa/hipaa-hitech-resources/hipaa-security-final-rule/164-308a1i-administrative-safeguards-standard-security-management-process-5-3-2-2/>

22 Definitions and Terms

None.

23 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Web Application Security Policy

1. Overview

Web application vulnerabilities account for the largest portion of attack vectors outside of malware. It is crucial that any web application be assessed for vulnerabilities and any vulnerabilities be remediated prior to production deployment.

2. Purpose

The purpose of this policy is to define web application security assessments within **CTRMA**. Web application assessments are performed to identify potential or realized weaknesses as a result of inadvertent mis-configuration, weak authentication, insufficient error handling, sensitive information leakage, etc. Discovery and subsequent mitigation of these issues will limit the attack surface of **CTRMA** services available both internally and externally as well as satisfy compliance with any relevant policies in place.

3. Scope

This policy covers all web application security assessments requested by any individual, group or department for the purposes of maintaining the security posture, compliance, risk management, and change control of technologies in use at **CTRMA**.

All web application security assessments will be performed by delegated security personnel either employed or contracted by **CTRMA**. All findings are considered confidential and are to be distributed to persons on a “need to know” basis. Distribution of any findings outside of **CTRMA** is strictly prohibited unless approved by the Chief Information Officer.

Any relationships within multi-tiered applications found during the scoping phase will be included in the assessment unless explicitly limited. Limitations and subsequent justification will be documented prior to the start of the assessment.

4. Policy

4.1 Web applications are subject to security assessments based on the following criteria:

- a) New or Major Application Release – will be subject to a full assessment prior to approval of the change control documentation and/or release into the live environment.
- b) Third Party or Acquired Web Application – will be subject to full assessment after which it will be bound to policy requirements.
- c) Point Releases – will be subject to an appropriate assessment level based on the risk of the changes in the application functionality and/or architecture.

- d) Patch Releases – will be subject to an appropriate assessment level based on the risk of the changes to the application functionality and/or architecture.
- e) Emergency Releases – An emergency release will be allowed to forgo security assessments and carry the assumed risk until such time that a proper assessment can be carried out. Emergency releases will be designated as such by the Chief Information Officer or an appropriate manager who has been delegated this authority.

4.2 All security issues that are discovered during assessments must be mitigated based upon the following risk levels. The Risk Levels are based on the OWASP Risk Rating Methodology. Remediation validation testing will be required to validate fix and/or mitigation strategies for any discovered issues of Medium risk level or greater.

- a) High – Any high risk issue must be fixed immediately or other mitigation strategies must be put in place to limit exposure before deployment. Applications with high risk issues are subject to being taken off-line or denied release into the live environment.
- b) Medium – Medium risk issues should be reviewed to determine what is required to mitigate and scheduled accordingly. Applications with medium risk issues may be taken off-line or denied release into the live environment based on the number of issues and if multiple issues increase the risk to an unacceptable level. Issues should be fixed in a patch/point release unless other mitigation strategies will limit exposure.
- c) Low – Issue should be reviewed to determine what is required to correct the issue and scheduled accordingly.

4.3 The following security assessment levels shall be established by the InfoSec organization or other designated organization that will be performing the assessments.

- a) Full – A full assessment is comprised of tests for all known web application vulnerabilities using both automated and manual tools based on the OWASP Testing Guide. A full assessment will use manual penetration testing techniques to validate discovered vulnerabilities to determine the overall risk of any and all discovered.
- b) Quick – A quick assessment will consist of a (typically) automated scan of an application for the OWASP Top Ten web application security risks at a minimum.
- c) Targeted – A targeted assessment is performed to verify vulnerability remediation changes or new application functionality.

4.4 The current approved web application security assessment tools in use which will be used for testing are:

- <Tool/Application 1>
- <Tool/Application 2>

- ...

Other tools and/or techniques may be used depending upon what is found in the default assessment and the need to determine validity and risk are subject to the discretion of the Security Engineering team.

5. Policy Compliance

5.1 Compliance Measurement

The Infosec team will verify compliance to this policy through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

5.2 Exceptions

Any exception to the policy must be approved by the Infosec team in advance.

5.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

Web application assessments are a requirement of the change control process and are required to adhere to this policy unless found to be exempt. All application releases must pass through the change control process. Any web applications that do not adhere to this policy may be taken offline until such time that a formal assessment can be performed at the discretion of the Chief Information Officer.

6 Related Standards, Policies and Processes

[OWASP Top Ten Project](#)

[OWASP Testing Guide](#)

[OWASP Risk Rating Methodology](#)

7 Definitions and Terms

None.

8 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

DIR Vendor Agreement

This is to signify that the Central Texas Regional Mobility Authority and Deloitte Consulting LLP Corporation have entered into a five-year Agreement **in an amount not to exceed \$5,000,000** pursuant to Texas Government Code Section 2054.0565 utilizing Texas Department of Information Resources Contract No. #DIR-CPO-6119 for deliverable-based information technology services described in this proposal. All terms and conditions of Texas Department of Information Resources Contract No. #DIR-CPO-6119 are applicable to and made part of this agreement.

DELOITTE CONSULTING LLP

**CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY**

uk

Uday Katira, Principal
Deloitte Consulting LLP

James M. Bass
Executive Director

06/13/2026

Date

Date

Public Records Act Agreement

Contractor acknowledges and agrees that all records, documents, drawings, plans, specifications and other materials in the Authority's possession, including materials submitted by Contractor, are subject to the provisions of the Texas Public Information Act (see Texas Government Code § 552.001). Contractor shall be solely responsible for all determinations made by it under such law, and for clearly and prominently marking each and every page or sheet of materials with "Trade Secret" or "Confidential", as it determines to be appropriate. Contractor is advised to contact legal counsel concerning such law and its application to Contractor.

If any of the materials submitted by the Contractor to the Authority are clearly and prominently labeled "Trade Secret" or "Confidential" by Contractor, the Authority will endeavor to advise Contractor of any request for the disclosure of such materials prior to making any such disclosure. Under no circumstances, however, will the Authority be responsible or liable to Contractor or any other person for the disclosure of any such labeled materials, whether the disclosure is required by law, or court order, or occurs through inadvertence, mistake or negligence on the part of the Authority or its officers, employees, contractors or consultants.

In the event of litigation concerning the disclosure of any material marked by Contractor as "Trade Secret" or "Confidential," the Authority's sole obligation will be as a stakeholder retaining the material until otherwise ordered by a court, and Contractor shall be fully responsible for otherwise prosecuting or defending any action concerning the materials at its sole cost and risk; provided, however, that the Authority reserves the right, in its sole discretion, to intervene or participate in the litigation in such manner as it deems necessary or desirable. All costs and fees, including reasonable attorneys' fees and costs, incurred by the Authority in connection with any litigation, proceeding or request for disclosure shall be reimbursed and paid by Contractor.

DELOITTE CONSULTING LLP

**CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY**

uk

Uday Katira, Principal
Deloitte Consulting, LLP

James M. Bass
Executive Director

06/13/2026

Date

Date



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #10

Discuss and consider approving an agreement with Deloitte Consulting LLP for monthly toll operations and maintenance services for the Mobility Authority's Data Platform System

Strategic Plan Relevance:	Innovation
Department:	Operations
Contact:	Greg Mack, Director of IT and Toll Systems
Associated Costs:	\$11,124,000
Funding Source:	Operating Budget
Action Requested:	Consider and act on draft resolution

Project Background / Description: In March 2021, the Mobility Authority awarded a contract to Deloitte Consulting LLP (Deloitte) to develop a system wherein all toll transaction processing and data management capabilities after the point of transaction creation are advanced to a Mobility Authority-managed solution. The Data Platform System (DPS) is the next step in the agency's evolution to a mature toll entity that controls transaction pricing and revenue recognition timing. The DPS provides the Authority with more insight into its transactional data, providing the ability to make better informed decisions regarding collection initiatives, transportation improvements, and other planning efforts.

The Tolling Operations Management Solution (TOMS) is a function of the DPS that aggregates multiple integrated solutions to support the Mobility Authority's transaction-to-cash lifecycle. TOMS automates business processes across several functional areas to accomplish this task. The TOMS functional areas are Application Support & Maintenance, Database Maintenance, Data Exchange Maintenance, Reporting & Analytics Maintenance and Support & Triage Management.

The DPS /TOMS went live on August 1, 2023, and has been processing all toll transactions since that time. The objective of the DPS is to transition all toll transaction

data processing and data management capabilities after the point of transaction creation to the Mobility Authority's managed solution. Kapsch and Quarterhill, the Mobility Authority's lane vendors, collect the toll transaction at the roadside and forward the transaction and vehicle images to the DPS. DPS business logic consumes the transaction and routes the data to either the Central United States Interoperability (CUSIOP) Hub or the Pay by Mail (PBM) vendor for payment. The payment status is passed back to the DPS allowing complete reconciliation of all the Mobility Authority's toll transactions.

Previous Actions & Brief History of the Program/Project: One-year DPS O&M agreements were awarded to Deloitte in June 2022 and September 2023, and a 21-month agreement was awarded in October 2024.

Summary of Action Requested: The Mobility Authority needs continued support to monitor the system and reconciliation processes. Today's action is directly related to the engagement of resources for operations and maintenance of the DPS.

The Statement of Work (SOW) outlines the suite of services necessary to support and maintain the successful daily availability, capacity, and functionality of the integrated TOMS architecture. The SOW also defines the services, performance level, required capabilities and estimated hours for each area.

Per the Authority's Policy Code, staff utilized the Texas Department of Information Resource's (DIR) deliverable-based information technology services contract with Deloitte to obtain a response to the 2026 SOW. The response met the required operations and maintenance performance levels. In considering Deloitte's response, staff noted that Deloitte would be in the best position to correct any defects or improve performance since they developed the code base and have supported the transition to go-live and post go-live support. During this period staff will continue to monitor Deloitte's work while also assessing the processes and resources required to manage TOMS.

Deloitte's fee for supporting the Mobility Authority's TOMS is \$11,124,000 over 60 months, paid in monthly amounts of \$185,400. The agreement is covered by Deloitte's overarching agreement with DIR which provides protections for performance failures and termination provisions if needed.

Financing: Operating Budget

Action requested/Staff Recommendation: Staff recommends approving a 60-month

agreement with Deloitte Consulting LLP for toll operations and maintenance services related to the Mobility Authority's Data Platform System.

Backup provided:

Draft Resolution

CTRMA TOMS Operations and Maintenance Statement of Work (dated 6/12/2026)

DIR Public Records Act Agreement - Deloitte Consulting O&M Statement of Work

DIR Vendor Agreement - Deloitte Consulting O&M Statement of Work

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

RESOLUTION NO. 26-0XX

**APPROVING AN AGREEMENT WITH DELOITTE CONSULTING LLP FOR TOLL
OPERATIONS AND MAINTENANCE SERVICES RELATED TO THE DATA
PLATFORM SYSTEM**

WHEREAS, the Mobility Authority hosts its own system for processing toll transaction data and performing data management after the point of transaction creation (the “Data Platform System”); and

WHEREAS, by Resolution No. 24-069, dated October 30, 2024, the Board approved a contract with Deloitte Consulting LLP for support of a Tolling Operations Management Solution (“TOMS”) as a function of the Data Platform System which expires on September 29, 2026; and

WHEREAS, the Mobility Authority requires ongoing operations and maintenance services for the TOMS and Data Platform System; and

WHEREAS, the Executive Director has negotiated a scope of work with Deloitte Consulting LLP in an amount not to exceed \$11,124,000 for operations and maintenance services to support the TOMS and Data Platform System which is attached hereto as Exhibit A; and

WHEREAS, pursuant to Texas Government Code Section 2054.0565 and Mobility Authority Policy Code Section 401.008, the Mobility Authority may utilize procedures established by the Texas Department of Information Resources (DIR) to procure goods and services through DIR cooperative contracts; and

WHEREAS, the Executive Director recommends entering into an agreement with Deloitte Consulting LLP for operations and maintenance services related to the Data Platform System in an amount not to exceed \$11,124,000 through their DIR cooperative contract.

NOW THEREFORE BE IT RESOLVED that the Board of Directors hereby approves the scope of work for operations and maintenance services to support the TOMS and Data Platform System which is attached hereto as Exhibit A; and

BE IT FURTHER RESOLVED, that the Executive Director is hereby authorized to enter into an agreement with Deloitte Consulting LLP for operation and maintenance services related to the Data Platform System in an amount not to exceed \$11,124,000 through their cooperative contract with the Texas Department of Information Resources.

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



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

Statement of Work

Tolling Operations Management Solution (TOMS) Operations and Maintenance

June 12, 2026

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1. Definitions and Abbreviations

Term	Definition
CTRMA	Central Texas Regional Mobility Authority
CUSIOP Hub	Central United States Interoperability Hub
TOMS	Tolling Operations Management Solution includes ecosystem components of front end application, toll transaction processing, database, data exchanges, reporting & analytics
DPS	Data Platform System for toll transaction processing. It is part of TOMS ecosystem
ETCS / TCS	Electronic Transaction Collection System / Toll Collection System
PBM	Pay by Mail Back Office System / PBM Provider
SME	Subject Matter Expert
TSI	Toll System Integrator / ETCS Provider
POT	Parallel Operations Testing

1.1. DEFINITIONS.

“Acceptance” or “Accepted” means written confirmation by CTRMA or their Authorized Representative that Vendor has completed a Deliverable according to the Acceptance Criteria and the Deliverable is accepted for purposes of payment.

“CTRMA Data” means information created and information stored by DPS / TOMS through the System and the Services, including Personal Information, and information created and collected by Vendor regarding CTRMA and its clients during the course of providing the Services.

“Authorized Representative” means a person representing a party to this Contract who is authorized to make commitments and decisions on behalf of the party regarding the performance of this Contract. Vendor’s Authorized Representative is the person so identified in Exhibit A. CTRMA’s Authorized Representative is the person so identified in Exhibit B.

“Baseline System” means the TOMS Ecosystem currently in production and beyond any contracted Warranty Period(s).

“Change Request” means a formal document that defines a proposed change to the Baseline System that will be delivered by Vendor as per the Services with the SOW.

“Contract” means all terms and conditions in this document and all its attachments and exhibits, including as amended.

“Data Error” – means errors in data or failures attributable to a Solution, the System, or Services. Data entry errors are not Data Errors.

“Defect” means a reproducible failure of the System or a Solution to operate in accordance with its current Requirements including as elaborated in the current Accepted System Documentation Deliverable(s) or a Service Level Agreement, despite the proper use of the System.

Data Errors are Defects.

Defects fall into the following categories:

Level 1 – Catastrophic means the System or a main subsystem is unavailable, preventing the System or a core function from operating or causing core functions or major functionality to operate with grossly incorrect results, such as material Data Errors. There is no workaround.

Level 2 – Major. Use of the System or a subsystem is interrupted, or a failure otherwise causes major functions to not operate or to operate with significantly incorrect results that cause severe operational impacts to CTRMA e.g. CTRMA staff unable to complete work or significant Data Errors. There is no CTRMA-acceptable workaround. This also includes security / privacy issue where the identifiable information about one or more individuals that is created, processed, or stored by the System is not protected by security and privacy measures that comply with applicable state and federal laws and regulations governing CTRMA Data.

Level 3 – Minor. Does not qualify as a Level 1 Defect, or Level 2 Defect but which nonetheless prevents minor functionality from operating or causes minor functions to operate with incorrect results. There is a clear business need to have the System repaired, but CTRMA-acceptable workarounds exist for business operations.

Level 4 – Cosmetic. Does not affect functionality of the System. Low priority with no direct impact on clients or CTRMA staff. Cosmetic or nonessential in nature.

“Deliverable(s)” means all items that Vendor is required to provide to CTRMA under this Contract and identified in the applicable Statement of Work as a Deliverable.

“Documentation” means all documents, including documents that are Deliverables described in an applicable Statement of Work and which may include operator’s and user’s manuals, JIRA listings and commentary, user stories and other materials for use in conjunction with and for the operation of the System and its components. Documentation includes documents in electronic form.

“Effective Date” means the date specified in Section 2.1 or the date on which this Contract is fully executed and approved according to applicable laws, rules and regulations, whichever is later.

“Enhancements” means changes made to the Baseline System for the purpose of modifying existing TOMS Ecosystem functionality or adding additional features, and, are not covered by the Services provided within the SOW.

“Go-Live” means the date identified in a Statement of Work or Change Order on which a Solution will be available for CTRMA and its users in a Production Environment for the processing of transactions in accordance with Requirements and Service Level Agreements. A Go-Live date may be associated with

the initial Implementation of the Services, a specific phase or Enhancement under a Statement of Work, a Change Order, or an Enhancement order.

“Implementation” or **“Implement”** means the process of Vendor preparing and deploying a Solution to the stated environment (i.e., testing or Production). Implementation includes all Services required to provide a complete and functioning System inclusive of the Solution, and to prepare CTRMA to use it effectively.

“Incident” means an unplanned interruption to a System or Solution service or a reduction in the quality of a service. Incidents can be caused by a variety of factors, such as hardware failures, software Defects, or human errors.

“Production Environment” means the setting where the System is operational for its intended use by CTRMA and its end users.

“Requirements” are the functions and elements required for the System or Services, as applicable for the Service Bundle.

“Roll-out” means the phased Implementation of a Solution in the Production Environment with CTRMA Data that is accessible to a subset of end users selected by CTRMA.

“Services” means all effort to be expended by Vendor under the Contract, including as applicable for the Service Bundle, maintenance and support of the System, compliance with Service Level Agreements, development and Implementation of Solutions, completion of Tasks, and development and delivery of Deliverables.

“Service Level Agreement” or **“SLA”** means an agreement that defines specific elements of the Services, periods of time for completing the defined Services, measurable conditions for determining successful completion or performance of the System, Services, or both, and consequences for not meeting the SLA. The SLA may contain conditions for starting, stopping, and pausing the measurement of the relevant time period. SLAs are in Section 4.

“Service Order” means a type of Change Order under which CTRMA authorizes Services and Deliverables described in a Statement of Work that are specified as being subject to a Service Order.

“Software” means any computer programs, routines, or subroutines, including operating software, programming aids, application programs, and software products.

“Solution” means the sum total of Services, developments, Work Product, Deliverables, Vendor Intellectual Property, Third Party Intellectual Property, Software, and Documentation that Vendor may configure, develop, implement to effect a change in the System. A Solution may be a System change described in a Change Order or other form of Contract amendment.

“Support Services” means Vendor activities that assist System users to effectively and efficiently use the System, as applicable for the Services.

“Statement of Work” or **“SOW”** means the document(s) that describe the Services to be provided by Vendor, including the Tasks, Deliverables, the attributes (including requirements and specifications) of each Deliverable, identification of the Deliverables and Services that are associated with each Task, and a completion date for each Deliverable, and any other items as agreed by the parties and attached hereto as a Statement of Work, including as amended.

“Task” means a segment of the Services to be provided by Vendor under this Contract.

“TOMS Ecosystem” includes components and its features as available in the Baseline System and identified by the architectural diagram in Appendix A.

“Warranty Period” means a contracted period of time after the Go-Live date for services or deliverables provided by a SOW or Change Request in which the contracted service provider shall use reasonable efforts to correct Defects or non-conformities identified after the Go-Live date and prior to an end date defined within the Warranty Period.

2. Statement of Work Purpose and Overview

The Tolling Operations Management Solution (“TOMS”) is an aggregate of multiple integrated solutions that support the CTRMA transaction to cash lifecycle. TOMS fully or partially automates business processes across several operational domains including Transaction Management, Product Management, Payment Path Management, Discount Management, Billing Management, Data Exchange Management, and Reporting & Analytics Management.

The purpose of this Statement of Work (“SOW”) is to define a suite of services necessary to support and maintain the successful daily availability, capacity, and functionality of the integrated TOMS architecture. This SOW is intended to serve as a basis of understanding between CTRMA and a 3rd party service provider (“Vendor”) of the services and their respective performance levels (“SLAs”).

The Operations & Maintenance Scope of Services is defined Section 3.

2.1. TERM

The Effective Date of this Contract is July 1, 2026, or the date on which this Contract is fully executed and approved according to applicable laws, rules, and regulations, whichever is later. This Contract terminates on June 30, 2031, unless otherwise terminated or extended in accordance with its terms.

2.2. General Assumptions

- 2.2.1. Support, as referenced in this SOW, does not include Call Center Services.
- 2.2.2. Vendor is only responsible for operating systems that are managed by Vendor for TOMS Ecosystem (see Appendix A).
- 2.2.3. Vendor technical support for regulatory or compliance audits is limited to providing access to TOMS Ecosystem which may include standing up staging environments and loading instances of current or archived TOMS application, TOMS data schemas, TOMS reporting architecture, and/or historical transaction data. Any additional environment creation requests shall be handled as an Enhancement SOW or Change Request to the TOMS Ecosystem.
- 2.2.4. Virus protection is limited to the specific TOMS Ecosystem referenced in this SOW. Vendor is not responsible for end-user system virus protection.

3. TOMS Support & Maintenance Scope of Services

3.1. TOMS Ecosystem

Vendor will maintain and operate the TOMS Ecosystem for the period of performance as specified in Section 2.1 - Term.

- 3.1.1. Application with its user interfaces, codebase, and above operating systems application components
- 3.1.2. Database with its data architecture, data storage, and above operating systems database components
- 3.1.3. Data Exchanges (DEXs) with its exchange code, and 3rd party integration points
- 3.1.4. Reporting & Analytics architecture with its reporting cache databases, master record integrations, data use governance compliance, reporting data, and related components

3.2. Maintenance and Operations Services

The maintenance and operations will consist of the following services across all TOMS Ecosystem, unless otherwise specified.

- 3.2.1. Manage component administration, availability, performance and if applicable, capacity
- 3.2.2. Assist in incident triage as a representative of the TOMS ecosystem per details provided below
- 3.2.3. Manage and track component inventory
- 3.2.4. Install, maintain, monitor, and provide for the ongoing operation of production, development, and test environment instances
- 3.2.5. Manage break/fix services for TOMS ecosystem components Defects
- 3.2.6. Maintain, create, and delete user roles that depend on CTRMA IT security processes and tools in accordance with Security Policies and Procedures
- 3.2.7. Refresh TOMS components, as required
- 3.2.8. Support the development, maintenance, and audit of disaster recovery procedures
- 3.2.9. Provide technical support for regulatory and compliance audits
- 3.2.10. Manage and maintain virus protection

3.3. Incident Support & Triage Management

Vendor will provide support for the TOMS Ecosystem. This service covers all break-fix defects for TOMS where SLAs are affected. Typical delivery of these services involves the problem diagnosis, resolution determination and implementation of the solution covering TOMS Ecosystem These include following services –

- 3.3.1. Perform 24 * 7 * 365 semi-automated monitoring of all critical TOMS architecture elements that drive availability, capacity, and throughput.
- 3.3.2. Serve as a first point of contact and primary stakeholder for incidents identified within the TOMS application, TOMS database, TOMS data exchange, and TOMS reporting & analytics architectures.
- 3.3.3. Participate in service request logging, categorization, escalation, and closure of incidents in the CTRMA IT incident management system.

- 3.3.4. Conduct triage and analysis for incidents dependent upon, or directly impacting the TOMS application, TOMS database, TOMS data exchange, and TOMS reporting & analytics architectures.
- 3.3.5. Identify, communicate, and resolve defects within the TOMS application, TOMS database, TOMS data exchange, and TOMS reporting & analytics architectures, per SLAs.
- 3.3.6. Provide notification of problems and service outages to appropriate CTRMA stakeholders, per SLAs.
- 3.3.7. Provide and maintain defects analysis and resolution documentation for defects identified within the TOMS application, TOMS database, TOMS data exchange, and TOMS reporting & analytics architectures.
- 3.3.8. Administrate TOMS application, TOMS database, TOMS data exchange, TOMS reporting & analytics, and TOMS data backups using CTRMA-defined backup schedule, tools, and approaches.
- 3.3.9. Assist CTRMA with TOMS application, TOMS database, TOMS data exchange, TOMS reporting & analytics, and TOMS data recovery from available backups.
- 3.3.10. Coordinate with the Cloud Service Provider (CSP) for any TOMS Ecosystem components failures that are attributed to CSP service outages or network issues

3.4. Out of Scope Services

As such, any services not included in the above list will be considered out of scope. Any system changes or Enhancements to the Accepted Deliverables will need to go through Change Request process based on the cost and schedule impact analysis.

4. Service Level Agreement (SLA)

4.1. General Provisions

The vendor shall meet defined levels of performance in the execution of the Scope of Work. The vendor is responsible for demonstrating that the service measurement is met consistently.

4.2. Service Measurement

Service Measurements are specified in the below Service Measurement tables and includes measurement mechanism. The monthly deliverable fee shall be subject to the monthly assessment of service measurement, as well as other criteria as outlined in the Performance Level tables, and applicable damages for failure to meet such criteria.

- i. Vendor will not be liable for any non-conformance or failure to meet SLAs or for associated liquidated damages resulting in whole or in part from events, causes, or responsibilities that are outside of Contractor's direct control, including, but not limited to Client's (or its personnel, other Agencies, or other third party contractors) actions or inactions, failure by Client to meet its responsibilities, or as a result of events of force majeure as described in the Contract.
- ii. In furtherance and not in limitation of paragraph (i) above, planned downtime during maintenance window or unscheduled downtime or delayed responses time resulting from infrastructure beyond Vendor's control including cloud component service breakdown from Cloud Service Provider will not be considered as a measured SLA event. Vendor is not accountable for the availability of hardware and software licensed and managed by CTRMA employees or CTRMA Authorized Representatives.
- iii. For each incident of non-conformance or failure to meet SLA requirements, only one of the applicable SLAs shall be utilized to calculate penalties. The SLA that results in the largest total performance credit shall apply.
- iv. The maximum aggregate annual amount of any liquidated damages and penalties or performance credits that may be assessed under this Contract is the equivalent of the Monthly Price of Core O&M Services outlined in Section 7.

4.3. Service Failures

Service failures include any erroneous behavior of TOMS Ecosystem within the Baseline System. These failures will be logged as Incidents and triaged to determine whether it is a Defect or a new System Requirement or an Enhancement. If it is not a Defect, a Change Request or SOW process will be followed. The Services Failures will be quantified using Service Measurement Requirements defined in Section 4.4.

4.4. Service Measurement Requirements

Service measurement requirements are specified in the tables for the following:

- Availability
- Maximum Outage
- Average Outage

- Time to Recover

Service Component / Scope	Service Measurement	Performance Credits
<u>TOMS Application Availability</u> TOMS Application Code TOMS Application User Interfaces (Uis) TOMS Application Integration with TOMS Data	Available 24x7x365, >=99% of available time Source: Host monitoring systems, Service Center reports and Outage Calculator Output	Every 1% below the SLA, the vendor shall be subject to liquidated damages in the amount of \$100 of the monthly maintenance fee
<u>TOMS Application Backup</u> TOMS Application Code TOMS Application User Interfaces (Uis) TOMS Application Integration with TOMS Data	Daily, weekly, monthly, quarterly, and annual backups Recovery available 24x7x365, >=99% of available time Time to recover < 24 hours Scheduled recovery audits	Every 1% below the SLA, the vendor shall be subject to liquidated damages in the amount of \$100 of the monthly maintenance fee
<u>TOMS Database Availability</u> TOMS Database Tables, Relationships, and Schema TOMS Database Code TOMS Data	Available 24x7x365, >=99% of available time Source: Host monitoring systems, Service Center reports and Outage Calculator Output	Every 1% below the SLA, the vendor shall be subject to liquidated damages in the amount of \$100 of the monthly maintenance fee
<u>TOMS Database Backup</u> TOMS Database Tables, Relationships, and Schema TOMS Database Code TOMS Data	Daily, weekly, monthly, quarterly, and annual backups Recovery available 24x7x365, >=99% of available time Time to recover < 24 hours Scheduled recovery audits	Every 1% below the SLA, the vendor shall be subject to liquidated damages in the amount of \$100 of the monthly maintenance fee
<u>TOMS Application Transaction Processing</u> TOMS Database Tables, Relationships, and Schema TOMS Database Code TOMS Data	<p>100% of all transactions must be processed within 4 days of their transaction timestamp subject to a daily maximum of 1,000,000 inbound transactions through RTRAN files or APIs.</p> <p>A transaction qualifies as “processed” if the transaction has reached its final destination within the DPS Transaction processing workflow.</p> <p>The transaction processing workflow will be measured independently (not cumulative) based on stages of the workflow within DPS control.</p> <p>This will not apply in the following cases:</p> <ol style="list-style-type: none"> 1. Transactions placed on Hold due to an ACTIVE HOLD 2. Transactions whose workflow is manually moved to a different workflow state, particularly to one of the prior statuses 3. Automatic retry of image download which could potentially move transactions from Do not pursue queue back to pricing 4. Transaction stuck in processing state because of cloud service provider incidents 5. Transactions stuck in transient state because of any non-DPS incident 	<ol style="list-style-type: none"> 1. Damages for Lost or uncollectable Transactions: Actual toll revenue 2. Damages for Transactions processed > 4 days and <= 30 days, AND result in revenue generation for CTRMA: 10% of actual toll revenue 3. Damages for transactions older than 30 calendar days: Actual toll revenue <p>Actual toll revenue will be calculated by considering 100% of AVI and i-Toll transactions, and PBM transactions will be considered using the liquidation rate (to be validated every new fiscal year).</p> <p>The sum of these damages shall not exceed the monthly maintenance fee amount.</p>

Service Component / Scope	Service Measurement	Performance Credits
<u>TOMS Data Exchange Availability</u> TOMS Data Exchange Architecture TOMS Data Exchange Code TOMS Data Exchange Integrations	Available 24x7x365, >=99% of available time Source: Host monitoring system, Service Center reports and Outage Calculator Output	Every 1% below the SLA, the vendor shall be subject to liquidated damages in the amount of 1% of the monthly maintenance fee
<u>TOMS Data Exchange Backup</u> TOMS Data Exchange Architecture TOMS Data Exchange Code TOMS Data Exchange Integrations	Daily, weekly, monthly, quarterly, and annual backups Recovery available 24x7x365, >=99% of available time Time to recover < 24 hours Scheduled recovery audits	Every 1% below the SLA, the vendor shall be subject to liquidated damages in the amount of 1% of the monthly maintenance fee
<u>TOMS Reporting & Analytics Availability</u> TOMS Reporting Cache Tables, Relationships, and Schema TOMS Reporting Cache Code TOMS Reporting Cache Reports	Available 24x7x365, >=99% of available time Source: Host monitoring systems, Service Center reports and Outage Calculator Output	Every 1% below the SLA, the vendor shall be subject to liquidated damages in the amount of \$100 of the monthly maintenance fee
<u>TOMS Reporting & Analytics Backup</u> TOMS Reporting Cache Tables, Relationships, and Schema TOMS Reporting Cache Code TOMS Reporting Cache Reports TOMS Reporting Cache Data (TBD)	Daily, weekly, monthly, quarterly, and annual backups Recovery available 24x7x365, >=99% of available time Time to recover < 24 hours Scheduled recovery audits	Every 1% below the SLA, the vendor shall be subject to liquidated damages in the amount of \$100 of the monthly maintenance fee
Weekly Standup Meeting	Weekly meeting at a mutually agreeable time with documentation and topics to be determined. Suggested topics include: <ul style="list-style-type: none"> • recap accomplishments and incidences from previous week • Plans for the coming week 	Weekly Standup Meeting
Monthly Report	Monthly report and meeting at a mutually agreeable time with documentation and topics to be determined. Suggested topics include: <ul style="list-style-type: none"> • SLA Reporting by Area • Availability, Capacity, Throughput Measures • Count of incidents reported • Count and duration of outages • Estimated hours consumed • Past and Planned Maintenance Outages 	Monthly Report
Quarterly Performance Retrospective	Quarterly retrospective meeting at a mutually agreeable time with documentation and topics to be determined. Suggested topics include: <ul style="list-style-type: none"> • Performance to Date • Enhancements suggested or planned 	Quarterly Performance Retrospective

4.5. Calculation of Damages

To calculate liquidated damages, details in the Performance Credits column of the following charts shall be calculated and assessed. For example, and without limitation, if availability for TOMS Data Exchange Availability results in a score of 96%, failing to meet the 99% required availability, then the liquidated damages assessed for failure to meet this SLA will be 1% + 1% + 1% (3%) of the monthly maintenance fee. The example below assumes a monthly maintenance fee of \$100,000 for illustration purposes.

SLA	Result	Difference	Penalty	Example
99.00%	96%	3% below required SLA	Every 1% below the SLA, damages of 1% of the monthly maintenance fee.	Monthly Maintenance Fee X 3% or \$100,000 X 3% = \$3,000

4.5.1. Single Event Causing Cumulative Liquidated Damages

If the vendor can provide to the reasonable satisfaction of CTRMA that a single event causes the vendor to fail to meet more than one SLA, cumulative liquidated damages shall not be imposed. Instead, the highest applicable liquidated damages relative to such occurrence shall apply.

4.5.2. Calculation of Damages for Consecutive Failures

Recurring and consecutive failure to comply with the SLAs provided in this agreement will result in substantial harm to CTRMA, but damages from such harm are difficult to quantify. Damages will increase for prolonged periods, and therefore for any SLA that is missed for three consecutive months, the liquidated damages for that SLA will be doubled based on the current monthly penalty for each subsequent month where the SLA is missed. The liquidated damages will revert to the original value upon the SLA being met for one month.

For example, for an SLA of 99% with a penalty calculation of “every 1% below the SLA, damages of 1% of the monthly maintenance fee”, the following would be the monthly progression. The example below assumes a monthly maintenance fee of \$100,000 for illustration purposes.

Month	Result	Difference	Example Calculation	Penalty
Month 1	96%	3% below required SLA	\$100,000 X 3% = \$3,000	\$3,000
Month 2	96%	3% below required SLA	\$100,000 X 3% = \$3,000	\$3,000
Month 3	95%	4% below required SLA	\$100,000 X 4% = \$4,000	\$4,000
Month 4	96%	3% below required SLA	\$100,000 X 3% = \$3,000 x 2 = \$6,000	\$6,000
Month 5	95%	4% below required SLA	\$100,000 X 4% = \$4,000 x 2 = \$8,000	\$8,000
Month 6	99%	Meets SLA	No Penalty incurred	\$0
Month 7	96%	3% below required SLA	\$100,000 X 3% = \$3,000	\$3,000

5. Enhancements & Change Requests

Enhancements to the Baseline System shall be defined and incorporated into a separate SOW by CTRMA. Vendor shall be responsible for identifying, defining, and conducting any regression testing necessary to transition staged Enhancements into the production environment. This regression testing is in addition to any unit, system, UAT, and/or other testing performed by the contracted enhancement provider. Vendor shall also be responsible for providing the estimate for completing the additional regression testing /certification process for each Enhancement as part of enhancement/release prioritization process. The necessary effort and costs for the testing and certification activities will either be included in the Enhancement SOW or a separate Change Request to O&M SOW.

Once the contracted enhancement Warranty Period has passed, the enhancement features shall become part of the Baseline System and will be supported by Vendor as per the scope of services defined within this agreement. Any changes to the TOMS ecosystem functionality/ scope or any additional performance considerations due to these Enhancements will be documented and SLA agreement will be amended, as required.

For Defects or non-conformities attributed to an Enhancement or Change Order that are identified in the Baseline System after the Warranty Period has expired, Vendor shall work with CTRMA to determine whether an additional Enhancement SOW or Change Request is needed to resolve the concern.

6. Roles and Responsibilities

The Scope of Work assumes that one vendor will be supporting and maintaining the TOMS / DPS environment. In the event that additional vendors are engaged to support, the Scope of Work may be amended to clarify the roles and responsibilities of the Operations and Management vendor, including but not limited to potential changes to SLAs and penalties.

7. Deliverables and Pricing

The Monthly Report will be the formal deliverable delivered tentatively at the end of 1st week after completion of a calendar month within the contract Term. The format and content of the Monthly Report will be mutually agreed and will be governed by the Service Measurement Requirements as described in Section 4.4. This deliverable will be tied to the Monthly Payment Milestones.

The below table provides monthly pricing for the O&M services within the contract Term.

Sr. No.	Service Area	Monthly Price
1	Core O&M Services per Scope in Section 3 and SLAs in Section 4 (July 1, 2026 through June 30, 2031)	\$185,400

The payment amount will be invoiced every month based on the defined schedule. This amount will be adjusted for any Performance Credits or Liquidated Damages.

This pricing is subject to and governed by the DBITS terms and conditions as set forth in DBITS # DIR-CPO-6119. CTRMA will purchase any additional required software, hardware, and hosting in support of the agreed upon

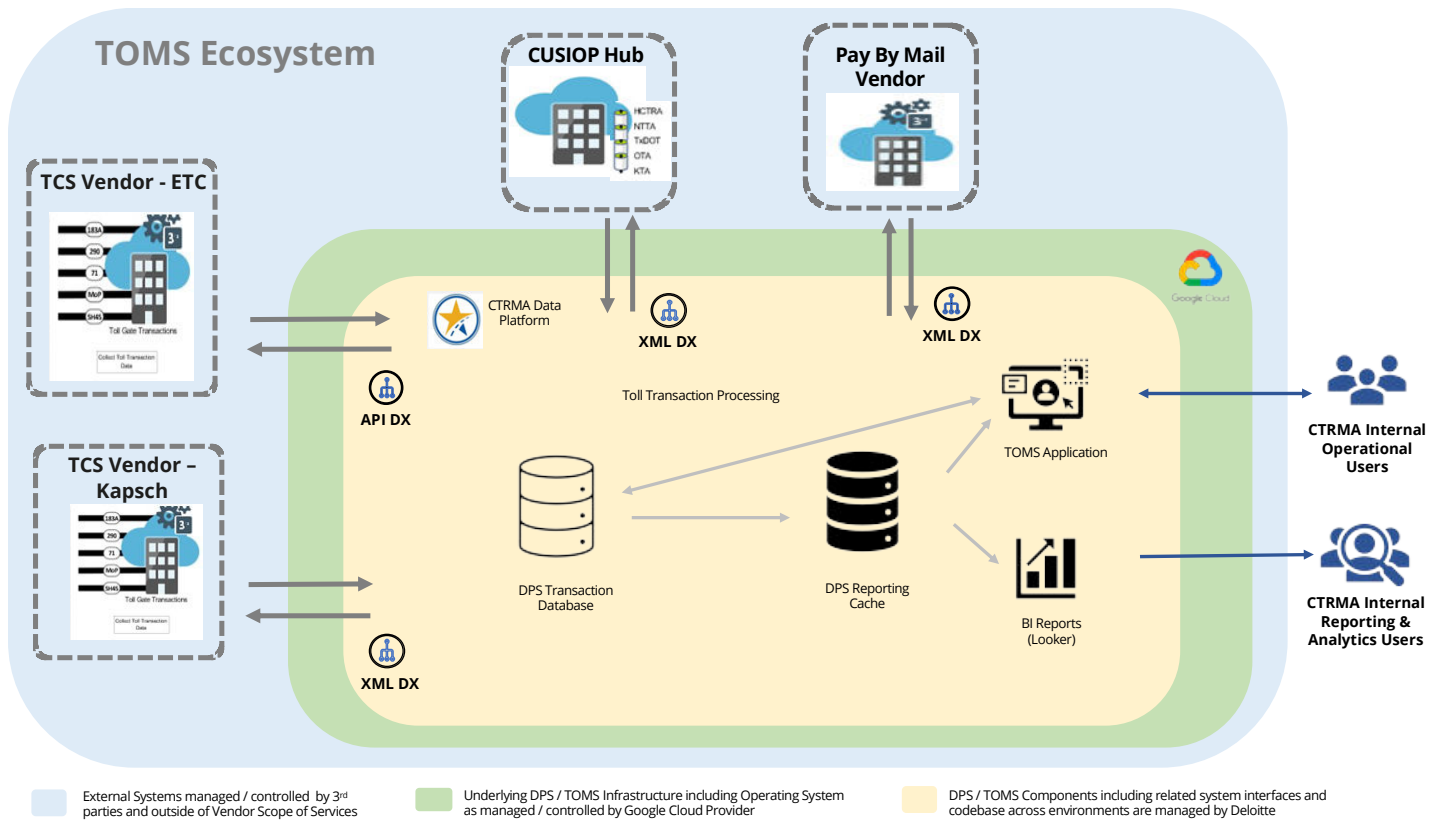
Scope of Work. All Google Cloud Platform services are available on Texas DIR contract # DIR-TSO-4162, via Google Cloud's exclusive government distributor, Carahsoft Technology Corporation.

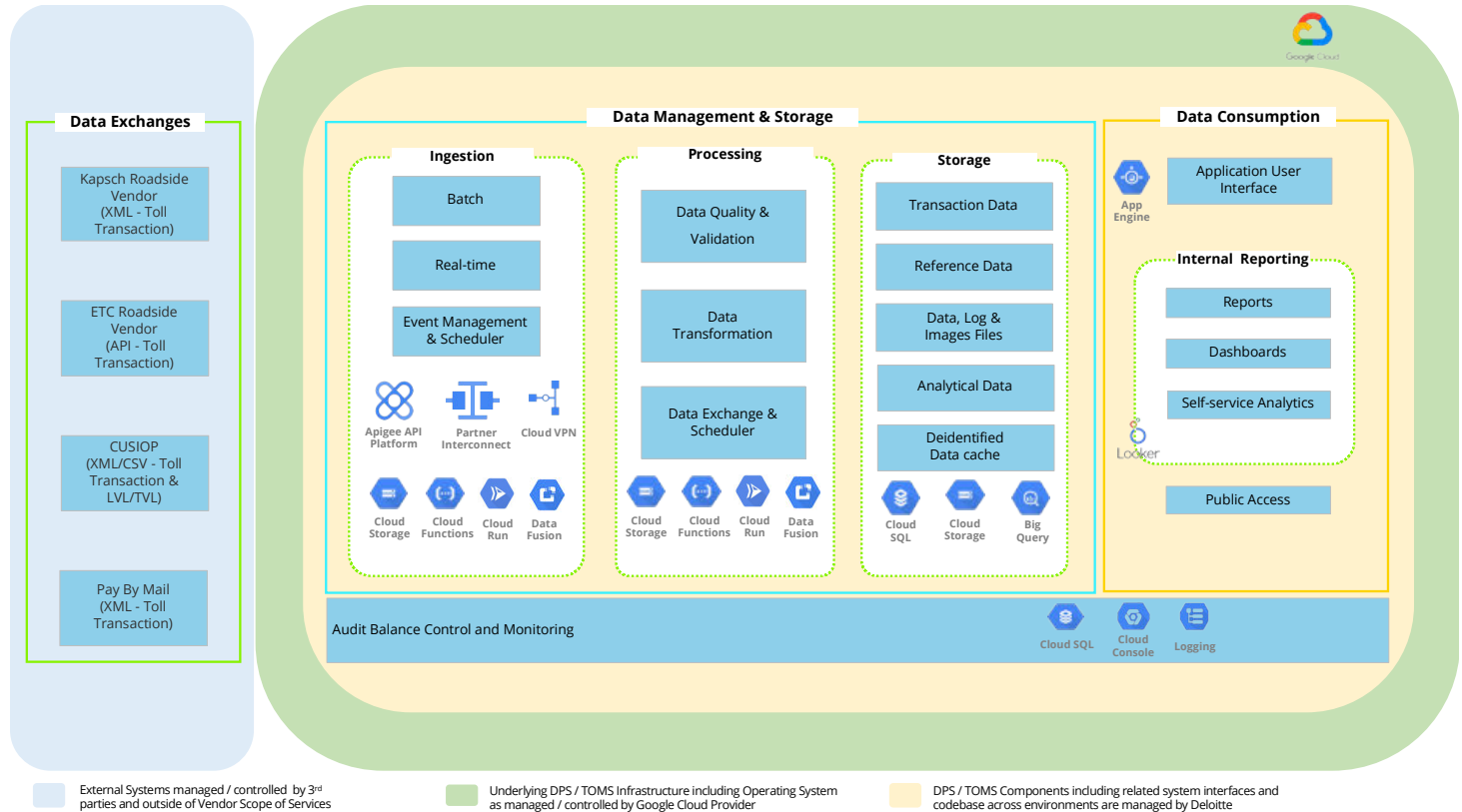
The total amount payable under the Contract is not to exceed \$11,124,000.00.

APPENDIX A

Supporting References

The following architectural diagrams outline TOMS Ecosystem components that are involved in end-to-end toll transaction processing. It further categorizes components that are covered by the Scope of Services in this SOW and the ones that are outside the control of the Vendor.





IN WITNESS WHEREOF, the parties have caused this SOW to be executed as of the date signed by the Central Texas Regional Mobility Authority and written below.

DELOITTE CONSULTING LLP

CENTRAL TEXAS REGIONAL MOBILITY
AUTHORITY

uk

(Signature)

(Signature)

Uday Katira

(Printed Name)

James M. Bass

(Printed Name)

Principal

(Title)

Executive Director

(Title)

06/13/2026

(Date)

(Date)

DIR Vendor Agreement

This is to signify that the Central Texas Regional Mobility Authority and Deloitte Consulting LLP Corporation have entered into a five-year Agreement **in an amount not to exceed \$11,124,000** pursuant to Texas Government Code Section 2054.0565 utilizing Texas Department of Information Resources Contract No. #DIR-CPO-6119 for deliverable-based information technology services described in this proposal. All terms and conditions of Texas Department of Information Resources Contract No. #DIR-CPO-6119 are applicable to and made part of this agreement.

DELOITTE CONSULTING LLP

**CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY**

uk

Uday Katira, Principal
Deloitte Consulting LLP

James M. Bass
Executive Director

06/13/2026

Date

Date

Public Records Act Agreement

Contractor acknowledges and agrees that all records, documents, drawings, plans, specifications and other materials in the Authority's possession, including materials submitted by Contractor, are subject to the provisions of the Texas Public Information Act (see Texas Government Code § 552.001). Contractor shall be solely responsible for all determinations made by it under such law, and for clearly and prominently marking each and every page or sheet of materials with "Trade Secret" or "Confidential", as it determines to be appropriate. Contractor is advised to contact legal counsel concerning such law and its application to Contractor.

If any of the materials submitted by the Contractor to the Authority are clearly and prominently labeled "Trade Secret" or "Confidential" by Contractor, the Authority will endeavor to advise Contractor of any request for the disclosure of such materials prior to making any such disclosure. Under no circumstances, however, will the Authority be responsible or liable to Contractor or any other person for the disclosure of any such labeled materials, whether the disclosure is required by law, or court order, or occurs through inadvertence, mistake or negligence on the part of the Authority or its officers, employees, contractors or consultants.

In the event of litigation concerning the disclosure of any material marked by Contractor as "Trade Secret" or "Confidential," the Authority's sole obligation will be as a stakeholder retaining the material until otherwise ordered by a court, and Contractor shall be fully responsible for otherwise prosecuting or defending any action concerning the materials at its sole cost and risk; provided, however, that the Authority reserves the right, in its sole discretion, to intervene or participate in the litigation in such manner as it deems necessary or desirable. All costs and fees, including reasonable attorneys' fees and costs, incurred by the Authority in connection with any litigation, proceeding or request for disclosure shall be reimbursed and paid by Contractor.

DELOITTE CONSULTING LLP

**CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY**

uk

Uday Katira, Principal
Deloitte Consulting LLP

James M. Bass
Executive Director

06/13/2026

Date

Date



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #11

Discuss and consider approving the ranking of firms for negotiation of a contract for engineering and design services for the Ranch to Market Road 1431/183A intersection improvements projec.

Strategic Plan Relevance: Stewardship, Collaboration and Safety
Department: Engineering
Contact: Assistant Director of Engineering - Project Development
Associated Costs: Not to exceed budget approved by City of Cedar Park
Funding Source: City of Cedar Park and Williamson County
Action Requested: Consider and act on draft resolution

Summary: Following the Boards approval on March 25th, 2026, the City of Cedar Park (“City”) and Mobility Authority entered into an Interlocal Agreement to design and construct the RM 1431 (Whitestone Blvd.) at 183A Intersection Improvement Project.

The Project is located at the intersection of RM 1431, owned by the Texas Department of Transportation (TxDOT), and the Mobility Authority’s 183A Frontage Roads, directly adjacent to TxDOT’s 183A General Purpose Lane Project limits. The Project entails development and construction of improvements within both Mobility Authority and TxDOT right-of-way, evaluating innovative intersection concepts that enhance traffic operations and safety at this high volume location. The desired outcome is an innovative, high-capacity intersection with minimal right-of-way impacts.

Staff initiated procurement efforts for preliminary engineering, final design, and construction-phase services for the RM 1431 / 183A Intersection Improvements Project on May 4, 2026. A chronology is provided below:

May 4, 2026	Issued Request for Qualifications (RFQ)
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May 19, 2026	RFQ Response Deadline
June 1, 2026	RFQ Response Evaluation & Scoring
June 15, 2026	Shortlisted Proposer Interviews and Final Scoring

The following nine firms¹, listed in alphabetical order, submitted statements of qualifications (SOQs):

- American Structurepoint, Inc.
- Burns & McDonnell Engineering Company, Inc.
- Garver, LLC
- HDR Engineering, Inc.
- H.W. Lochner, Inc.
- LJA Engineering, Inc.
- Lina T. Ramey and Associates, Inc.
- Michael Baker International, Inc.
- Pape-Dawson Consulting Engineers, LLC

Final scoring was based upon the interviews. An overview of the process, scoring and recommendation will be presented at the Board meeting.

A contract will be negotiated in accordance with Policy Code 401.035.

Action requested/Staff Recommendation: Approve the Executive Director to negotiate with the most highly qualified provider, based on the shortlist of ranked firms, for the preliminary engineering, final design, and construction phase services for the RM 1431 / 183A Intersection Improvement Project. If the Executive Director cannot agree on the terms of a contract with the most highly qualified provider, authorize the Executive Director to negotiate a contractor with the next most highly qualified provider. Once a satisfactory contract has been negotiated, the Executive Director will present the proposed contract to the Board for its approval.

Backup provided: Draft Resolution

¹ The firms are listed in alphabetical order for the purposes of this AIS. The ranked list to be approved by the Board of Directors will be presented during the June 24, 2026 meeting.

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

RESOLUTION NO. 26-0XX

**APPROVING THE RANKING OF FIRMS FOR NEGOTIATIONS OF A CONTRACT
FOR ENGINEERING AND DESIGN SERVICES FOR THE RANCH TO MARKET ROAD
1431/183A INTERSECTION IMPROVEMENTS PROJECT**

WHEREAS, by Resolution No. 26-016, dated March 25, 2026, the Board of Directors (Board) approved an interlocal agreement with the City of Cedar Park to develop and construct the Ranch to Market Road 1431/183A intersection improvements project (“Project”); and

WHEREAS, on May 4, 2026, the Mobility Authority issued a request for qualifications (RFQ) to firms interested in providing engineering and design services for the Project; and

WHEREAS, the responding firms were evaluated in accordance with the procedures set forth in the RFQ and Mobility Authority Policy Code, and the most highly qualified respondents were ranked as shown in Exhibit A; and

WHEREAS, the Executive Director recommends that the Board approve the proposed ranking of the respondents and authorize the negotiation of a contract for engineering and design services for the Project in accordance with Section 401.035 of the Mobility Authority Policy Code.

NOW THEREFORE, BE IT RESOLVED that the Board hereby approves the ranking of the respondents as shown in Exhibit A and authorizes the Executive Director to negotiate a contract for engineering and design services for the Project in accordance with Section 401.035 of the Mobility Authority Policy Code; and

BE IT FURTHER RESOLVED that once a satisfactory contract has been negotiated, the Executive Director shall present the proposed contract to the Board for its approval.

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

Ranked List to be Presented to the Board of Directors during the June 24, 2026 meeting



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #12

Executive Director Board Report

Strategic Plan Relevance: Stewardship, Collaboration, Innovation, Service & Safety

Department: Executive

Contact: James M. Bass, Executive Director

Associated Costs: N/A

Funding Source: N/A

Action Requested: Briefing and Board Discussion Only

Project Description/Background:

Executive Director Report.

- A. Recent agency staff activities.
- B. Agency roadway performance metrics.

Backup provided: None



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #13

Executive Session

Executive Session:

Discuss the acquisition of one or more parcels or interests in real property needed for a maintenance yard and related issues, pursuant to §551.072 (Deliberation Regarding Real Property) and §551.071 (Consultation with Attorney).



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #14

Executive Session

Executive Session:

Discuss legal issues related to the development of the Mopac South Project, as authorized by §551.071 (Consultation with Attorney).



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #15

Executive Session

Executive Session:

Discuss legal issues related to claims by or against the Mobility Authority; including claims submitted on the 183A Phase III Project; pending or contemplated litigation and any related settlement offers; or other matters as authorized by §551.071 (Consultation with Attorney).



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #16

Executive Session

Executive Session:

Discuss legal issues relating to procurement and financing of Mobility Authority transportation projects and toll system improvements, as authorized by §551.071 (Consultation with Attorney).



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #17

Executive Session

Executive Session:

Discuss personnel matters as authorized by §551.074 (Personnel Matters).



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

June 24, 2026
AGENDA ITEM #18

Adjourn Meeting

Adjourn Board Meeting.