

**Capital Area Regional Tolling Authority**  
**Board of Directors**



Monday, March 10, 2025, at 1:00 PM  
Sacramento Area Council of Governments Board Room  
1415 L Street, Suite 300, Sacramento, CA 95814

Consistent with California Government Code Section 54953 a meeting of the board will be held in person.

**Attend or watch**

- Attend the meeting at the location noted above
- Watch on CARTA's [YouTube channel](#) where the meeting will be streamed. If you do not see the live broadcast, indicated by the red "live" icon, refresh your browser.

**Provide public comment** – Note: No public comment will be taken by telephone or through YouTube. Comments will be taken on the item at the time it is taken up by the board. Members of the public can participate in the meeting via written or verbal comments as described below:

• ***In-person:***

Public comment may be made in person at the meeting location. You will have 3:00 minutes to speak, unless a different time is set by the Chair. Please complete a speaker form and provide it to the clerk. If attending at an alternative meeting location, please inform an agency official in attendance that you request to speak.

• ***Written comments***

May be submitted via email to the clerk at [rtadevich@sacog.org](mailto:rtadevich@sacog.org). Comments requested to be read at the meeting will be limited to 250 words. Comments requested to be distributed to the board members will be shared with members if they are received at least 24 hours prior to the meeting. Otherwise, they will be shared after the meeting. Any writings or documents provided to a majority of this board regarding any item on this agenda (other than writings legally exempt from public disclosure) are available on CARTA's website.

**Agenda Timing:** Time durations are estimates only. Action may be taken on any item on this agenda. The board may take up any agenda item at any time, regardless of the order listed.

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La CARTA puede proveer asistencia/facilitar la comunicación a las personas y los individuos con conocimiento limitado del inglés quienes quieran dirigirse a la agencia. Para asistencia, por favor llame al

número 916.321.9000 o para TDD/TTY llame al número 711, o email a [contact@captollauthority.org](mailto:contact@captollauthority.org).  
Requerimos que solicite asistencia con tres días hábiles de anticipación para poderle proveer asistencia.

### **Pledge of Allegiance**

**Roll Call:** Directors Aceves, Chapman, Desmond, Early, Villegas and Ex-Officio Members Click, Deloria and Talamantes

**Public Communications:** Any person wishing to address the committee on any item not on the agenda may do so at this time. After ten minutes of testimony, any additional testimony will be heard following the action items.

### **Disclosures:**

Directors will disclose any item in which they have a conflict of interest under state law, and acknowledge whether they will recuse from that item. Among other state laws, the Levine Act may require recusal on items involving a contract or entitlement where a campaign donor is a participant.

### **Consent:**

1. Approve Minutes of the February 20, 2025, Board Meeting

### **Information:**

2. Draft Agency Mission, Vision, and Values
3. Toll Policy Adoption Process
4. Toll Hours, Eligibility, and Technology Interoperability

### **Receive and File:**

5. Fiscal Year 2024-2025 Quarterly Financial Report

### **Other Matters**

### **Adjournment**

The next meeting of CARTA will be held on Wednesday, April 9, 2025, at 9:30 AM in the Caltrans Transportation Management Center, 3165 Gold Valley Drive, Rancho Cordova, CA.

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## Capital Area Regional Tolling Authority

Meeting Date: March 10, 2025

Agenda Item: 1

Approve Minutes of the February 20, 2025, Board Meeting

**Prepared By:** Robert Tadevich, Sacramento Area Council of Governments

**Attachments:** Yes

**Recommendation:**

Staff recommend approval of the minutes as submitted.

**Background:**

The board met on February 20, 2025.

**Discussion:**

Each meeting the board is asked to approve the minutes (Attachment 1A) from the previous meeting.



## CARTA Board of Directors

### Draft Action Minutes – Attachment 1A

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The CARTA Board of Directors met in person on February 20, 2025, at 12:00 p.m. at the CARTA office, 1415 L Street, Suite 300, Sacramento, CA.

**Call to Order:** Chair Villegas called the meeting to order at 12:01 p.m.

Present: Directors Aceves\*, Chapman, Desmond, Vice Chair Early, Chair Villegas and Ex-Officio Members Click, Deloria, and Talamantes

Absent: None

**Public Communications:** None

**Consent:** It was moved, seconded (Early/Desmond) and passed by unanimous vote that the following Consent item be approved:

1. Minutes of the December 19, 2024, Board Meeting

**Action:**

2. Election of CARTA Chair and Vice Chair

Kathleen Hanley, SACOG Staff, presented the report. It was moved, seconded (Early/Chapman) and passed by unanimous vote that the CARTA Board of Directors:

**Elect Oscar Villegas as the Chair and Dawnte Early as the Vice Chair of the CARTA Board of Directors through December 2026.**

3. 2025 CARTA Meeting Schedule

Kathleen Hanley, SACOG Staff, presented the report. It was moved, seconded (Early/Chapman) and passed by unanimous vote that the CARTA Board of Directors:

**Approve the 2025 CARTA meeting schedule and adopt the accompanying resolution.**

\*Director Aceves arrived during this item.

4. Staffing Approach and Fiscal Year 2025-2026 Operations Funding

Kathleen Hanley, SACOG Staff, presented the report. It was moved, seconded (Chapman/Early) and passed by unanimous vote that the CARTA Board of Directors:

**(1) Approve the staff approach, including: (1) new tolling consultant contract starting in January 2026; (2) executive recruitment consultant onboard by January 2026; (3) executive director starting in the second half of 2026; (4) Authorize staff to pursue an additional loan from SACOG for \$1-\$1.3 million to cover Fiscal Year 2025-2026 operating costs; and (5) Authorize staff to develop a report on options to fund CARTA's operations through Fiscal Year 2027-2028.**

5. Back-Office Structure

Sam Soules, HNTB Staff, presented the report. It was moved, seconded (Desmond/Early) and passed by unanimous vote that the CARTA Board of Directors:

**Direct staff to pursue a Back-Office System with an existing service provider for CARTA's future regional managed lane network.**

**Information:**

6. Tolling 101 Workshop

The board received and reviewed this report, presented by Sam Soules, HNTB Staff, and Kathleen Hanley, SACOG staff.

Verbal public comment was provided by Mike Barnbaum, a Sacramento citizen, in support of prioritizing the frequency of Capitol Corridor trains.

7. Yolo 80 Open Access Tradeoffs

The board received and reviewed this report, presented by Chadi Chazbek, Kimley-Horn; Sam Soules, HNTB Staff; and Kathleen Hanley, SACOG Staff.

8. Draft Mission, Vision, and Values

This item was tabled until the March board meeting.

**Adjournment:** The meeting was adjourned at 2:00 p.m.

Approved by:

Approved by:

James Corless  
Secretary

Oscar Villegas  
Board Chair



## Capital Area Regional Tolling Authority

Meeting Date: March 10, 2025

Agenda Item: 2

Draft Mission, Vision, and Values

**Prepared By:** Kathleen Hanley, Sacramento Area Council of Governments

**Attachments:** Yes

**Recommendation:**

None; this item is for information only.

**Background:**

CARTA's Joint Exercise of Powers agreement establishes what CARTA can do, including:

- Plan, design, finance, construct, own, manage, operate, and maintain toll facilities
- Collect toll revenue
- Make policy decisions related to toll lane operations
- Prepare and adopt the plan for expenditure of toll revenue; and
- Create and implement an equity program.

However, the agreement does not indicate what CARTA should do, including its purpose and role within the region. As CARTA heads into a series of toll policy decisions this year, a clear articulation of the agency's purpose is needed to provide a framework for weighing policy tradeoffs.

**Discussion:**

Staff have drafted a Mission, Vision, and Values for CARTA (Attachment 2A). This initial draft brings together elements from:

- The mission, vision, goals, values, and strategic plans from CARTA's member agencies
- The goals and strategies of the region's long-range managed lanes plans
- The mission, vision, goals, and values of tolling authorities across the country

The draft mission statement articulates CARTA's focus on operations and maintenance. While CARTA can do project development and construction work, the bulk of planning, design, and construction will be led by CARTA's member agencies as "project sponsors". The draft vision statement focuses on the role CARTA's infrastructure can play in the future. As the regional roadway pricing network is built out, it should serve multimodal connections and provide local funding. While Yolo 80, initially will have limited excess revenue, this vision is focused on the long-term network vision.

There are five values statements, four of which are very common (in some form) across tolling authorities. The Safety, Reliability, Customer Service, and Responsibility values cover essential functions of a toll operator and center decision making on the issues that make tolling

physically, politically, and financially viable. The fifth value, Partnership, is specific to CARTA's unique structure and carries through the intention for regional collaboration CARTA's members had during its creation. Together, these values set a framework for policy decision-making and focus CARTA's future work.

This item is informational, to provide a first look at this document and solicit initial Board feedback. Through March, staff will continue refining these statements with member agencies and will return in April with a final version for the Board to act on. This item was originally agendaized as part of the February 20, 2024, board meeting but was deferred.

*TAG Discussion*

The CARTA TAG met on February 12, 2025, to discuss this agenda, including this information item. The TAG had no substantive comments on the draft Mission, Vision, and Values and supports it moving forward for board discussion.



# Capital Area Regional Tolling Authority Mission, Vision, and Values



*Draft: February 2025*

## **Mission**

CARTA operates and maintains a safe and reliable roadway pricing system to advance mobility for all communities in the California Capital region.

## **Vision**

An efficient and connected roadway pricing system that is an integral component of the Capital region's multimodal network and a reliable source of local funding.

## **Values**

*Safety:* We operate and maintain our facilities in a way that promotes the health and safety of our employees, our contractors, our customers, and our communities.

*Reliability:* We deliver reliable roadways, prioritize maintenance and operations, and communicate regularly and transparently with the public.

*Customer Service:* We focus our services to meet the needs of our customers and provide consistent and clear information so they can easily navigate our system.

*Partnership:* We support the success of our project sponsors, are good teammates to our transportation partners, and strive for regional consensus in our work.

*Responsibility:* We commit to continuously earning the trust of the Capital region's communities by improving their quality of life, responsibly managing public funds, and working with our partners to minimize transportation's impact on the environment.



## Capital Area Regional Tolling Authority

Meeting Date: March 10, 2025

Agenda Item: 3

### Toll Policy Adoption Process

**Prepared By:** Sam Soules, HNTB

**Attachments:** Yes

**Recommendation:**

None; this item is for information only.

**Background:**

At the February board meeting, directors expressed a desire to better understand how CARTA toll policies would be adopted over time. This staff report further defines a toll policy resolution and compares it to the related, but separate, toll ordinance. The process and timeline for each document's adoption are described in the following sections.

**Discussion:**

Toll Policy Document

Toll policies define the key controlling aspects of toll operations. They are generally high level, and subject to board approval. A toll policy resolution compiles individual toll policies into a comprehensive overview of how the toll agency and its facilities are structured. Over time, individual toll policies can be amended to adapt to the needs of the agency, without triggering a major overhaul of the entire resolution. As many elements of the toll facility planning process depend on direction from toll policies, a resolution is often adopted years prior to toll operations.

Toll Ordinance

A toll ordinance has three primary functions. First, it establishes tolls and a toll collection process for facilities. Second, the ordinance sets civil penalties for toll evasion or noncompliance with other aspects of the ordinance and other local ordinances that are pursuant to Chapter 4, Article 1, Division 17 of the California Vehicle Code. Finally, it initiates a program for motorists to enroll and participate in the facility's toll program (FasTrak® participation). A toll ordinance is developed and adopted alongside a privacy policy to protect customer data.

Toll ordinances are subject to local ordinance adoption processes, which include a public hearing. As such, should a toll ordinance require amendment, another public process must ensue. While the timing varies, many agencies elect to adopt their toll ordinance close to their facility go-live date.

CARTA Context: Toll Policy and Ordinance Adoption Process

In comparison to a toll ordinance, a toll policy resolution is higher priority for the CARTA board. Accordingly, CARTA staff intend to have a toll policy resolution for the board's approval by the end of 2025. To do this, CARTA staff will advance toll policy topics in the following sequence:

1. Staff will present information items about specific toll policies as part of "workshops" at board meetings
2. Using direction from the board "workshop" discussion and from the TAG, staff will bring a staff recommendation on the previously discussed policies as action items for the board. These items will include draft resolution language regarding each toll policy
3. Once each toll policy has been addressed using steps 1-2, staff will draft a complete toll policy resolution, that combines the language previously approved for each individual toll policy, for the board's consideration and approval

This series of workshops, individual toll policy approvals, and final toll policy resolution will occur over the course of 2025. The final toll policy resolution, adopted by the end of 2025, will inform the eventual adoption of a toll ordinance in late 2026 or 2027, closer to when the Yolo 80 toll lanes go live.

# Policy Adoption Process

Board of Directors

10 March 2025

Attachment 3A

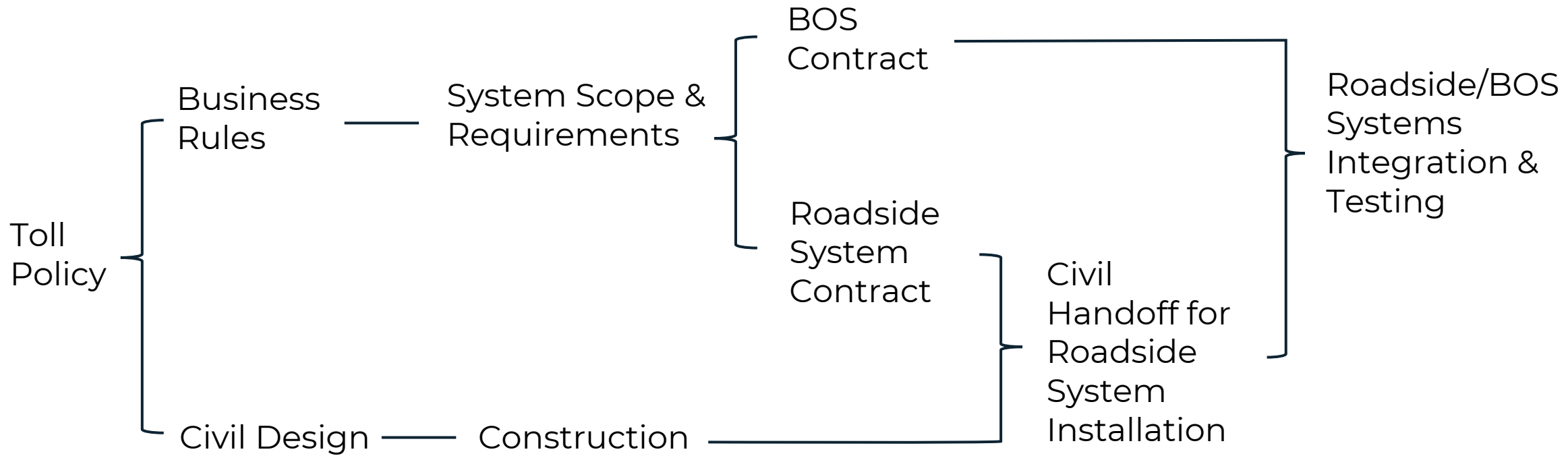


**POLICY**

**PLANNING**

**PROCUREMENT**

**DELIVERY**



BOS – Back Office System

# What are toll policies?



Define the key controlling aspects of the toll operations



Serve as a foundation upon which CARTA establishes business rules



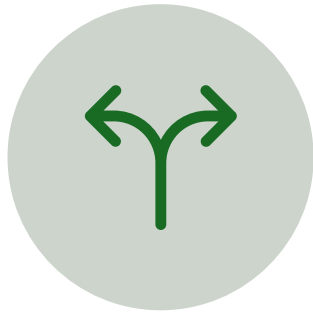
Typically subject to board approval and public facing

# What are toll policies? Cont.

Tend to be  
high level  
and define:

- Goals and objectives of the tolled facility
- Eligible users of the tolled facility (SOV, HOV, axles, transit, etc.)
- Methods of toll collection (transponder types, license plate, cash, credit card, violations, etc.)
- Hours of operations
- Pricing structure (static, variable, dynamic)
- Discounts
- Financing/project debt

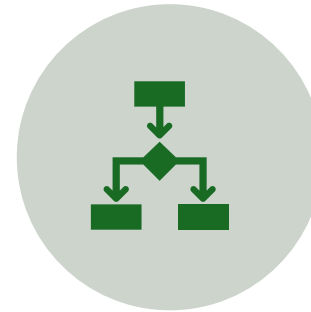
# What are business rules?



Create structure and control key business decisions



Inform tolling systems design and operations



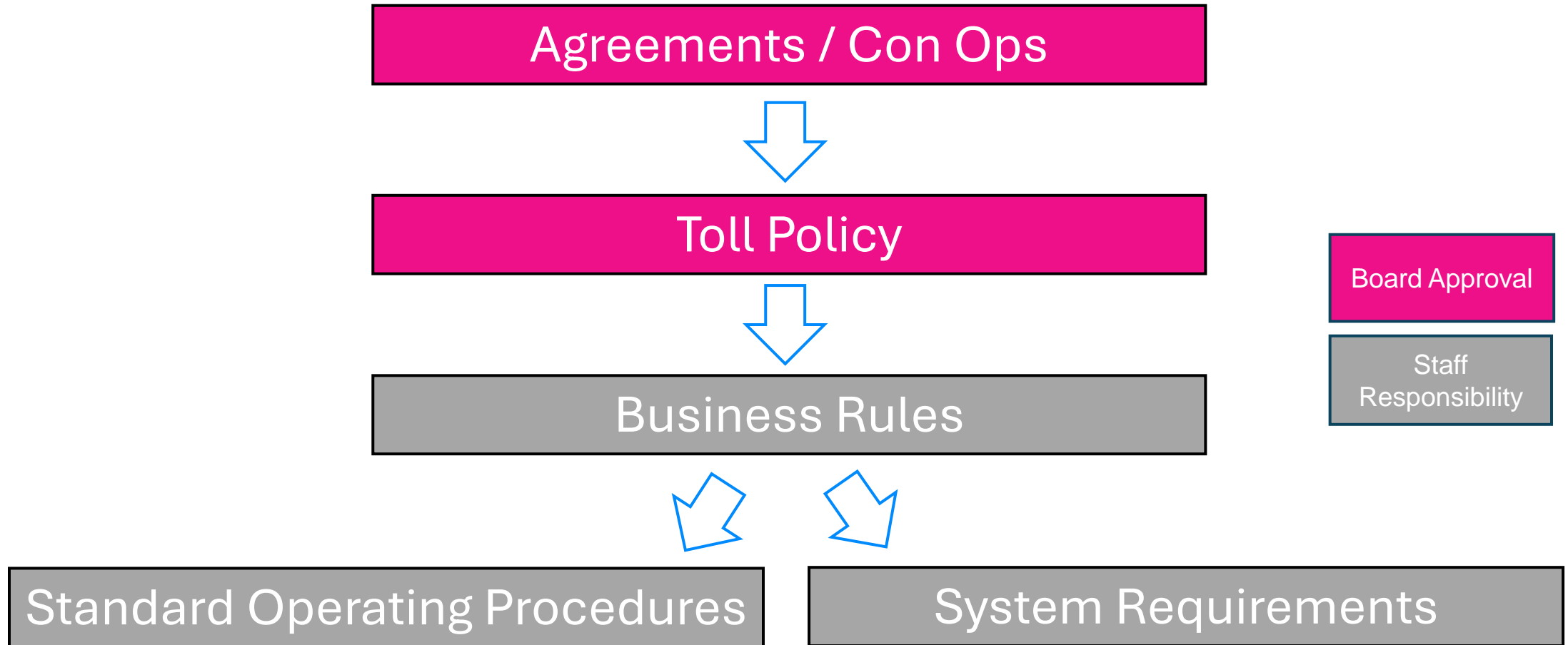
Define decision points and processes necessary to operate in accordance with toll policy



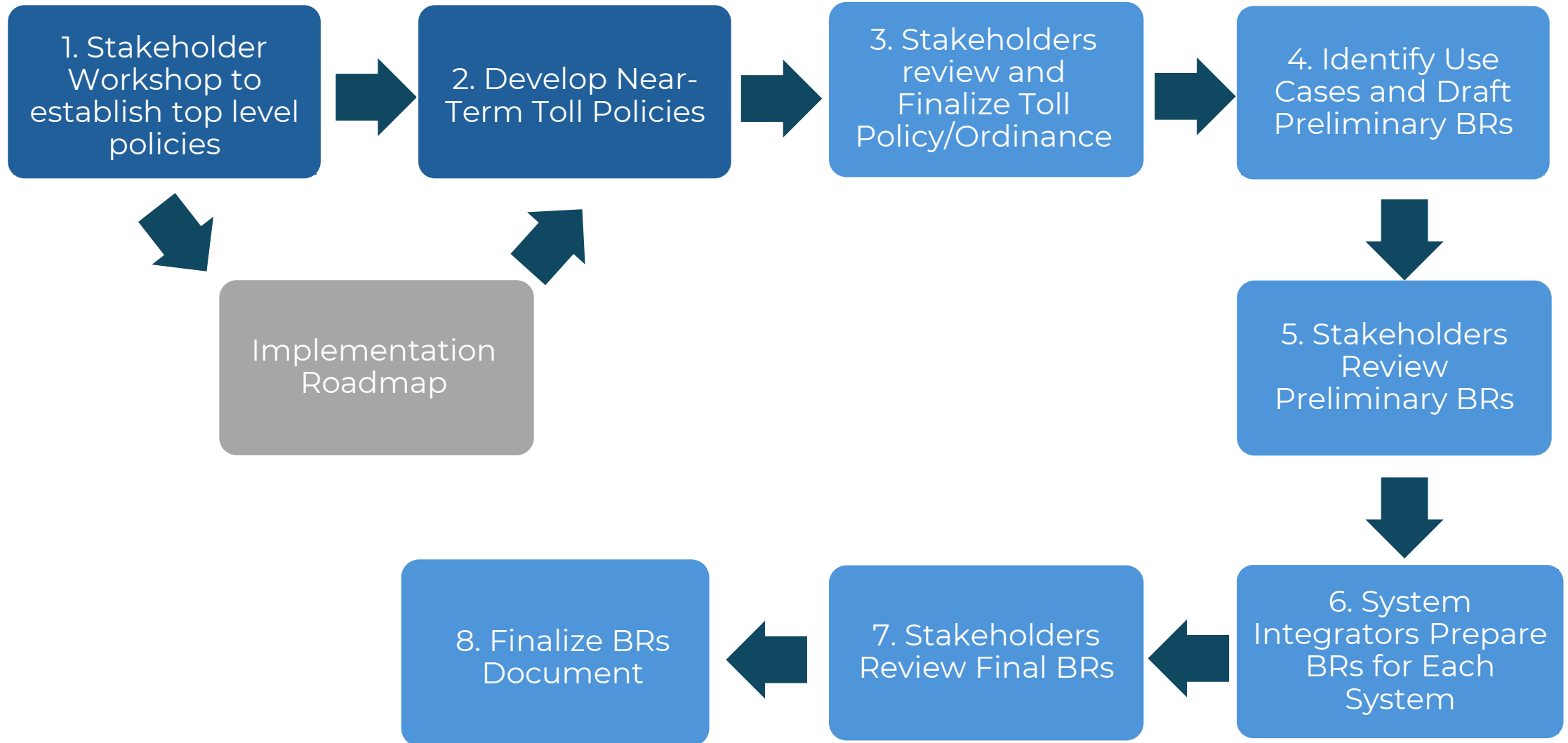
Management is typically delegated by Board to staff



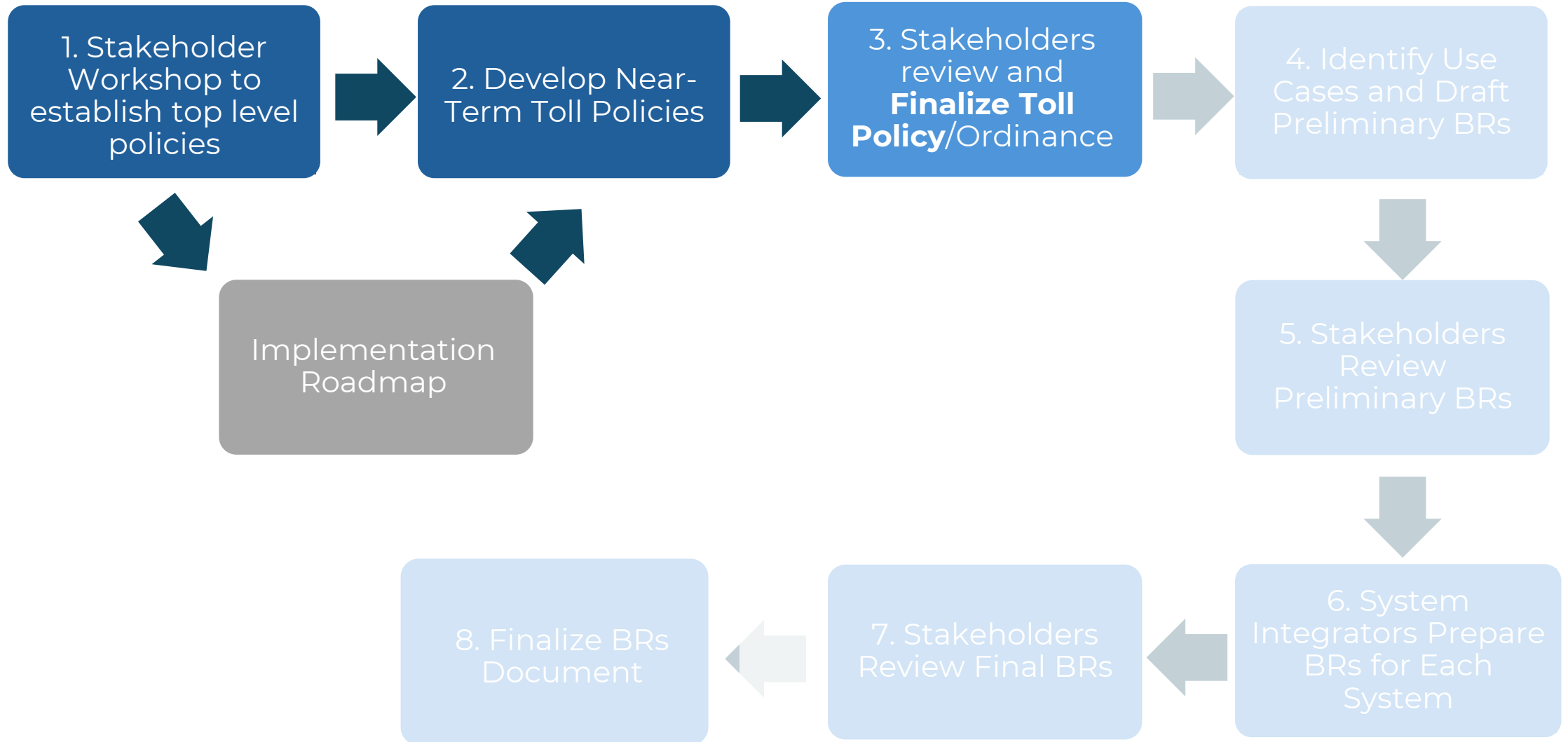
# Toll Policy Framework



# Toll Policy Development Process



# Focus for 2025



# Three-Step Policy Process

Feb - Sept

1. **Discuss:** workshop information item on individual policy issues
2. **Decide:** action item with draft language for individual policy issues

Oct-Dec

3. **Adopt:** Finalize toll policy resolution

# Policy Decisions and Opportunities

Area	Discuss (Information)	Decide (Action)
Goals		
Eligibility	March	April
Hours of Operation		
Toll collection/interoperability		
Pricing Structure	April	May
Toll discounts		
FasTrak account management		
Enforcement & Violations	May	June
Financing and Revenue	August	September
Data retention and security	2026	2027
Equity Program		



**Capital Area Regional Tolling Authority**

[captollauthority.org](http://captollauthority.org) | [khanley@sacog.org](mailto:khanley@sacog.org)



## Capital Area Regional Tolling Authority

Meeting Date: March 10, 2025

Agenda Item: 4

### Toll Hours, Eligibility, Technology Interoperability

**Prepared By:** Sam Soules, HNTB

**Attachments:** Yes

#### **Recommendation:**

None; this item is for information only.

#### **Background:**

As outlined in Item 3 on this agenda, CARTA is working towards a complete toll policy resolution to define the key controlling aspects of toll operations. The full toll policy resolution is developed in the following sequence:

1. Staff will present information items about specific toll policies as part of “workshops” at board meetings
2. Using direction from the board “workshop” discussion and from the TAG, staff will bring a staff recommendation on the previously discussed policies as action items for the board. These items will include draft resolution language regarding each toll policy
3. Once each toll policy has been addressed using steps 1-2, staff will draft a complete toll policy resolution, that combines the language previously approved for each individual toll policy, for the board’s consideration and approval

This item initiates the first step for toll policy related to hours of operation, eligibility, and toll collection/interoperability.

#### **Discussion:**

##### Vehicle Eligibility

Although included as part of adopted toll policy, vehicle eligibility is tightly regulated by California Vehicle Code (CVC). As a result, CARTA does not have flexibility to alter what kinds of vehicles are allowed to use the toll lane. Per CVC, all two-axle vehicles, including buses, motorcycles, and medium-duty trucks, are permitted to use the express lane. CARTA may vary its toll rates for these vehicles, but that will be covered under future policy discussions regarding toll policy and discounts.

##### Hours of Operation

Statewide, there are two options for toll lane hours of operations: a timed window (typically 5am to 8pm) or 24/7. Toll facilities across California are generally split between the two models. While the timed window focuses toll operations during the busiest travel times, it does not allow for the flexibility to toll outside that window. If a sporting event, recreation peak

weekend, or incident pulled traffic before 5am or after 8pm, the toll lane cannot be leveraged to manage that irregular congestion. Conversely, 24/7 operations provides the flexibility to toll anytime (or to not toll at all if volumes don't warrant the cost) but likely requires slightly higher operations costs. 24/7 operations are also simpler to message to customers (via website, signs violation notices, etc.), likely reducing in less calls to the customer service center. Though most toll operations costs are per transaction (and therefore not impacted by lower volume periods) some overhead costs would likely be higher. These costs would very likely be significantly outweighed by additional toll revenue captured during late night or early morning congested events.

#### Toll Collection and Interoperability

There are two high-level toll collection options: FasTrak<sup>®</sup> required and FasTrak<sup>®</sup> or Pay By Plate. In California, the vast majority of toll lanes are FasTrak<sup>®</sup> required with most toll roads and toll bridges allowing FasTrak<sup>®</sup> or Pay By Plate. The FasTrak<sup>®</sup> required model, if a vehicle uses the lane without a FasTrak<sup>®</sup> transponder, a camera captures the license plate and the customer is billed by mail for the toll and a violation fee for not having a FasTrak<sup>®</sup>. In the FasTrak<sup>®</sup> or Pay By Plate model, if a vehicle uses the lane without a transponder, a camera captures the license plate and the customer is billed by mail for a Pay By Plate toll, which is typically higher than the FasTrak<sup>®</sup> toll. In both cases, license plate cameras and mail billing is required, both of which are much more expensive to process than FasTrak<sup>®</sup> transactions and are much less likely to be paid. However, over time, the FasTrak<sup>®</sup> required model can be used to convert customers to FasTrak<sup>®</sup>, reducing the volume of expensive mail transactions and reducing leakage. Conversely, the FasTrak<sup>®</sup> or Pay By Plate model doesn't "penalize" customers for not having a FasTrak<sup>®</sup> and recoups the mail transaction cost through a higher toll, but often does not incentivize Pay By Plate customers to convert to FasTrak<sup>®</sup> and still results in higher leakage.

While this item is for information, staff request the board discuss the options for each toll policy issue and provide feedback on which options are preferred. This discussion will inform the development of a staff recommendation on each toll policy issue, which will be brought forward for action at the April meeting.



# **Toll Hours, Eligibility, and Technology Workshop**

Board of Directors

10 March 2025

Attachment 4A



# Three-Step Policy Process

Feb - Sept

1. **Discuss:** workshop information item on individual policy issues
2. **Decide:** action item with draft language for individual policy issues

Oct-Dec

3. **Adopt:** Finalize toll policy resolution

# Policy Decisions and Opportunities

Area	Discuss (Information)	Decide (Action)
Goals		
Eligibility	March	April
Hours of Operation		
Toll collection/interoperability		
Pricing Structure	April	May
Toll discounts		
FasTrak account management		
Enforcement & Violations	May	June
Financing and Revenue	August	September
Data retention and security	2026	2027
Equity Program		

# Eligibility

## Vehicle eligibility options

**Follow CA Vehicle  
Code**

N/A

# Eligibility

Eligible vehicles include two-axle vehicles, buses, and motorcycles

Ineligible vehicles established by CVC

# Hours of Operation

Operations management options

5 AM – 8 PM 7 days a  
week

24/7

# Hours of Operation



# Hours of Operation

**5am-8pm,  
7 days a week**

**24/7**

## Pros

- More like carpool policy / Bay Area policy
- Saves operations costs (though minor) when not operating
- Captures irregular congestion off peak
- Can still have lane “open to all” or non-operational overnight
- Simpler customer messaging and likely less calls to customer service center

## Cons

- No flexibility to operate earlier or later even if its congested
- Drivers have to pay attention when its free/tolled
- Requires more operations costs (though minor)
- Varies from carpool and Bay Area policy



# Toll Collection and Interoperability

Toll collection options

FasTrak<sup>®</sup> required

FasTrak<sup>®</sup> or Pay By  
Plate

# Toll Collection and Interoperability

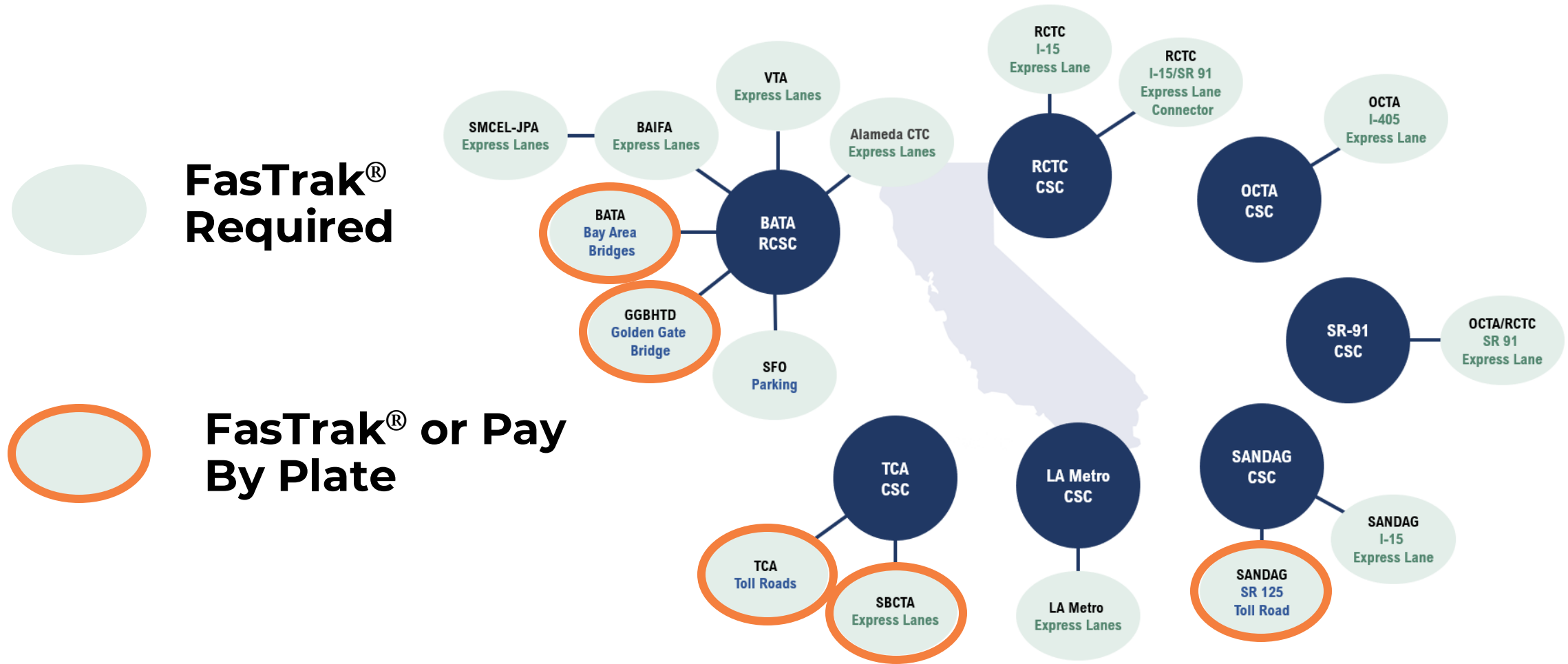
## FasTrak<sup>®</sup> Required

- If vehicle has transponder, FasTrak<sup>®</sup> account is charged the toll
- If no transponder
  - Photograph license plate
  - Send **violation** to registered vehicle owner (**toll + penalty**)
  - Violation penalties can be waived for opening FasTrak<sup>®</sup> account

## FasTrak<sup>®</sup> or Pay By Plate

- If vehicle has transponder, FasTrak<sup>®</sup> account is charged the toll
- If no transponder
  - Photograph license plate
  - **Billed** via license plate for toll (**toll + fee or higher toll**)
  - Violation process follows if payment not completed by a specified deadline

# Toll Collection and Interoperability



# Toll Collection and Interoperability

## Pros

## Cons

### **FasTrak<sup>®</sup> Required**

- Less leakage
- Consistent with most toll policy in CA
- Converts customers to FasTrak<sup>®</sup> over time

- Violation can “penalize” well-meaning customers who didn’t know they needed a FasTrak<sup>®</sup>

### **FasTrak<sup>®</sup> or Pay By Plate**

- Doesn’t “penalize” customers who use the facility rarely
- Can convert customers to FasTrak<sup>®</sup> over time (when FasTrak<sup>®</sup> gets a discount compared to Pay By Plate)

- Potentially more leakage
- Doesn’t incentivize increased FasTrak<sup>®</sup> penetration over time



**Capital Area Regional Tolling Authority**

[captollauthority.org](http://captollauthority.org) | [khanley@sacog.org](mailto:khanley@sacog.org)



## Capital Area Regional Tolling Authority

Meeting Date: March 10, 2025

Agenda Item: 5

Fiscal Year 2024-2025 Quarterly Financial Report

**Prepared By:** Kathleen Hanley, Sacramento Area Council of Governments

**Attachments:** Yes

**Recommendation:**

None; this item is for information only.

**Background:**

The CARTA Board of Directors adopts an annual operating budget. The board adopted the original Fiscal Year (FY) 2024-2025 Budget at its May 23, 2024, meeting. As the board has designated SACOG as CARTA's administering agency for FY 2024-2025, CARTA's budget is developed and maintained by SACOG staff.

**Discussion:**

The Quarter 2 Financial Report (Attachment A) compares the FY 2024-2025 adopted Budget, which was approved by the Board in May, to actual expenditures from July 1<sup>st</sup> to December 31<sup>st</sup>. As of December 31<sup>st</sup>, CARTA has spent \$205,520, or 16% of its \$1,300,000 budget. These expenses include \$40,433 paid to CARTA's consultant, HNTB, which makes up 6% of that contract's scope.

CARTA has received all its projected revenue: a \$1,300,000 loan from the SACOG Managed Fund. If CARTA expenses in FY 2024-2025 are less than \$1,300,000, the remaining loan balance will be available for CARTA to budget as revenue in its FY 2025-2026 Budget.

Per CARTA's agreement with SACOG, this loan accrues interest in the amount earned by the Sacramento County Pooled Investment Fund during the same period. The following table details the quarterly earned interest yield and sums to total owed as of December 31<sup>st</sup>.

Period	Starting Balance	Earned Interest Yield	Ending Balance
7/1/24 – 9/30/24	\$1,300,000.00	4.624%	\$1,360,112.00
9/30/24 – 12/31/24	\$1,361,646.00	4.302%	\$1,418,624

**CAPITAL AREA REGIONAL TOLLING AUTHORITY**  
**Q2 FINANCIAL REPORT**  
*Budget-to-Actual (Unaudited)*

<b>REVENUES:</b>	<b>BUDGET</b> <i>Adopted May 2024</i>	<b>ACTUAL</b> <i>July-Dec 2024</i>	<b>ACTUAL %</b> <i>July-Dec 2024</i>	<b>REMAINING</b> <i>Budget vs. Actual</i>
<b>Local</b>				
Loan from SACOG Managed Fund	\$ 1,300,000	\$ 1,300,000	100%	\$ -
<b>Subtotal - Local Revenues</b>	\$ 1,300,000	\$ 1,300,000	100%	\$ -
<b>TOTAL REVENUES</b>	\$ 1,300,000	\$ 1,300,000	100%	\$ -
<b>EXPENDITURES:</b>				
<b>Administration:</b>				
Administrative Staff Costs	\$ 87,529	\$ 31,711	36%	\$ 55,818
General Counsel	\$ 71,666	\$ 7,686	11%	\$ 63,980
Contracts Counsel	\$ 50,000	\$ 642	1%	\$ 49,358
Public Outreach / Education	\$ 60,000	\$ -	0%	\$ 60,000
Insurance	\$ 50,000	\$ 43,218	86%	\$ 6,782
Audits	\$ 50,000	\$ -	0%	\$ 50,000
Website and Software	\$ 5,000	\$ 1,775	36%	\$ 3,225
Meetings	\$ 10,000	\$ 1,871	19%	\$ 8,129
<b>Subtotal - Administration Expenditures</b>	\$ 384,195	\$ 86,903	23%	\$ 297,292
<b>Toll Program</b>				
Transportation Staff Costs	\$ 215,805	\$ 78,184	36%	\$ 137,621
Consulting Services: Toll Lanes Program Development	\$ 700,000	\$ 40,433	6%	\$ 659,567
<b>Subtotal - Toll Program Expenditures</b>	\$ 915,805	\$ 118,616	13%	\$ 797,189
<b>TOTAL EXPENDITURES</b>	\$ 1,300,000	\$ 205,520	16%	\$ 1,094,480