New Hampshire DOT
Department of Transportation

William Cass, P.E.
Commissioner

THE STATE OF NEW HAMPSHIRE
DEPARTMENT OF TRANSPORTATION

33

David Rodrigue, P.E.
Assistant Commissioner
Andre Briere, Colonel, USAF (RET)
Deputy Commissioner

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

Bureau of Turnpikes
May 16, 2024

REQUESTED ACTION

Authorize the Department of Transportation to amend an Agreement with the E-ZPass Interagency Group (IAG), New York, NY (Vendor No. 175221), by increasing the amount by $137,000 from $1,050,000, for a new amount not to exceed $1,187,000 for the development of the E-ZPass IAG Hub, including future operations and maintenance, for transaction processing and future nationwide interoperability effective upon Governor and Council approval. The original agreement was approved by Governor and Council on June 29, 2022, Item #63 through June 30, 2031. 100% Turnpike Funds.

Funds to support this request are available in the following accounts in State FY 2024 and State FY 2025 and is contingent upon the availability and continued appropriation of funds in FY 2026, FY 2027, FY 2028, FY 2029, FY 2030, and FY 2031, with the ability to adjust encumbrances through the Budget Office between State Fiscal Years if needed and justified:

04-96-96-961017-7050	FY 2024	FY 2025	FY 2026	FY 2027
Toll Collection				
102-500731 Contracts for Program Svc	$8,000	$15,000	$17,000	$17,000
	FY 2028	FY 2029	FY 2030	FY 2031
	$19,000	$19,000	$21,000	$21,000

EXPLANATION

The number of transactions for the NH Turnpike Toll System have increased, due to higher traffic volume with the Interagency Group agencies. The transactions are processed through Phase 2 of the HUB and have a set cost per transaction of $0.00175 per the Approved Cost Sharing Model, Resolution No 2021-09-01. The revised estimate is based off Stantec Traffic and Revenue Forecast Update date March 10, 2023, updated Away E-ZPass Transaction.

The Interagency Group (IAG) is an association of 34 members in 19 states that manage an interoperable electronic toll collection system. The members operate independent Customer Service Centers (CSC) that enroll customers, issue them transponders, manage customer accounts, process transactions posting them to the appropriate customer accounts and settling with Away CSC for Home customer travel on away member facilities.

By design, the HUB is expected to replace the existing IAG membership infrastructure. It is further anticipated to enable more efficient and timely processing of transactions, file transfers, and reconciliations. The EZIOP will support the continued growth of the IAG membership through the facilitation and streamlining of implementation for new IAG members; partner seamlessly with new third-party customer bases and payment solutions if the IAG

members elect to do so, and access nationwide customers and guaranteed toll payments through national interoperability with other regional hubs. Currently the EZIOP Hub Project is in Phase 2, as described below:

Phase 2: Inter-Hub Functionality

- Implementation Start - November 2023
- Processing IAG transactions from agencies on IAG File Specification version 1.5 and 1.6. All agencies are expected to be on 1.6 version by end of year. NHDOT tentative date is July. Some advantages but not limited to of the 1.6 file spec are processing 6C aka sticker transponders, plate types in the file to help eliminate mischarges and transfers of transactions to other hubs.
- After implementation of IAG 1.6 file Spec translate data to and from the National Interoperability (NIOP) to the IAG Specifications
    - Achieves reciprocity with other Regional Hubs
    - This phase will allow one tag to drive across the country and have all their toll transactions automatically charged to their one account; and each toll facility will get reimbursed from the driver's home account.

Phase 3: Enhanced EZIOP HUB Interface

- Implementation Start - 4th quarter of 2025.
- Brings EZIOP Hub Participants into compliance with the NIOP ICD with IAG enhancements.
- Go-live September 2025.

1. How long has this organization been in existence and how long has this agency been a member of this organization?

The IAG was created in 1990. The Department has been a member of IAG for 22 years, since 2001.

2. Is there any other organization, which provides the same or similar benefits that your agency belongs to?

There are no other organizations that provide these benefits to the Department for the electronic toll industry in New Hampshire.

3. How many other states belong to this organization and is your agency the sole New Hampshire state agency that is a member?

IAG currently has 35 full member agencies and 6 Sponsored Affiliate Members in 19 states. The Department is the only NH state agency that is a member.

4. How is the dues' structure established? (Standard fee for all states, based on population, based on other criteria, etc.)

Membership dues are based on an agency's calendar year toll revenue and the invoice is attached for reference. On October 13,2022, IAG Executive Management Committee issued Resolution No. 2022-10-01 which resolved that the annual assessments will be based on the five-tiered model structure with T-2 reported gross toll receipts as the determining factor as to what tier each member will be invoiced, consistent with Resolution 2023-10-01. The Department's Traffic and Revenue Summary Report showed NH Turnpikes revenue was $122 million from January 1, 2022, thru December 31, 2022.

5. What benefit does the state receive from participating in this membership?

The IAG enables the Department to provide the public with a seamless, accurate, interoperable electronic method of paying tolls while preserving and enhancing the E-ZPass program.

6. Are training or educational/research materials included in the membership? If so, is the cost included? Explain in detail.

No training or educational/research materials are included in the membership.

7. Is the membership required to receive any federal grants or required in order to receive or participate in licensing or certification exams? Explain.

This membership is not required to receive federal grants, participate in licensing or certification of exams.

8. Is there any travel included with this membership fee? Explain in detail any travel including the number of employees involved, the number of trips, destination of known and purposes of membership-supported trips.

Travel costs are not included in this membership fee; however, the Bureau of Turnpikes has sent employees to IAG meetings in previous years. The trips are budgeted in the Bureau's out of state travel account. Meetings are also attended by participating in teleconference calls.

9. Which state agency employees are directly involved with this organization? (Indicate if they are members, voting members, committee members, and /or officers of the organization.

The Turnpike Administrator represents the NHDOT Commissioner on the IAG executive committee. As a member of the IAG, the Commissioner represents the State and participates in the determination of practices, policies, procedures, and in the selection of equipment and contractors used to provide consistent toll collection throughout the region in accordance with the terms of the Interagency Agreement for Operations.

10. Explain in detail any negative impact to the state if the Agency did not belong to this organization.

Should the Department no longer be a member with IAG, the Department will no longer be able to participate in the E-ZPass program. Financial reciprocity with the 35 full members and 6 sponsored affiliated members, to seamlessly collect out-of-state revenue on electronic transactions would not be possible without participation in the IAG.

Your approval of this request is respectfully requested.

Sincerely,

William J. Cass, PE
Commissioner

Attachments
cc: J. Corcoran

EZIOP HUB 2024 Annual Invoice

New Hampshire Dept. of Transportation
ATTN: John Corcoran
PO Box 2950
Concord, NH 03302-2950

NET 45

Invoice Date:	**5/1/2024 14:11**
Amount Due:	**$ 157,954.04**

This annual EZIOP hub assessment has been created and calculated per Resolution No. 2021-09-01 "Approving the Finance Committee's Recommendation for the Cost Sharing Model to pay for the E-ZIOP Hub."

prior year AWAY TRANSACTIONS: 50,259,454

DELIVERY (2022-2026)			OPERATIONS (2024 onward)		
$	0.00300	cost per txn	cost per txn	$	0.00175
$	10,000.00	base assessment	base assessment	$	20,000.00
$	150,778.36	+ cost per txn	+ cost per txn	$	87,954.04
$	50,000.00	$50k cap	no cap	$	107,954.04

Please make check or ACH payable to the
Pennsylvania Turnpike Commission (PTC) E-ZPass InterAgency Fund: Hub Project

Check Instructions
Jeffrey Naugle
Pennsylvania Turnpike Commission
P.O. Box 67676
Harrisburg, PA 17106

ACH Instructions
Wells Fargo Bank, N.A.
Philadelphia, PA
ABA Number: 121000248
Account Number: 4122886898

JUN13'22 PM 1:15 RCVD

Sam

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New Hampshire DOT
Department of Transportation

THE STATE OF NEW HAMPSHIRE
DEPARTMENT OF TRANSPORTATION

G&C #63
DATE 6-29-22

Victoria F. Sheehan
Commissioner

William Cass, P.E.
Assistant Commissioner

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

Bureau of Turnpikes
May 31, 2022

REQUESTED ACTION

Authorize the Department of Transportation to **retroactively** enter into an Agreement with the E-ZPass Interagency Group (IAG), New York, NY (Vendor No. 175221), in the amount of $1,050,000.00, for the development of the E-ZPass IAG Hub, including future operations and maintenance, for transaction processing and future nationwide interoperability, effective upon the date of Governor and Council approval through June 30, 2031. 100% Turnpike Funds.

Funds to support this request are available in the following accounts in State FY 2022 and FY 2023 and is contingent upon the availability and continued appropriation of funds in FY 2024, FY 2025, FY 2026, FY 2027, FY 2028, FY 2029, FY 2030, and FY 2031, with the ability to adjust encumbrances through the Budget Office between State Fiscal Years if needed and justified:

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
04-096-096-961017-70500000										
Toll Collection										
046-500463 Eng Consultants Non-Benefits	$50,000	$50,000	$ 50,000	$ 50,000	$ 50,000					
102-500731 Contracts for Program Svc			$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000

EXPLANATION

These requested actions are **retroactive** because the costs to the Turnpike System were not known until after award of the RFP by the IAG. It was also initially believed these incremental yearly costs could be considered as part of annual dues.

The Interagency Group (IAG) is an association of 34 members in 19 states that manage an interoperable electronic toll collection system. The members operate independent Customer Service Centers (CSC) that enroll customers, issue them transponders, manage customer accounts, process transactions posting them to the appropriate customer accounts and settling with Away CSC for Home customer travel on away member facilities.

The IAG currently provides for tolling reciprocity amongst its members via a peer-to-peer file exchange methodology that facilitates peer-to-peer settlement reporting and associated financial settlements. Currently, each member is associated with a Customer Service Center (CSC) that is interconnected with all other Members via a private Multiprotocol Label Switching (MPLS) network. The Members are responsible for the creation and exchange of files via File Transfer Protocol (FTP) servers provided by each Member. The current reciprocity system is not designed to handle the future goals of scalability, national interoperability and near real time tag/account status updates. Due to the limitation inherent in the current aged data exchanged system, it is cumbersome and a costly interface control mechanism. The current system does not provide a viable

communication mechanism for electronic toll collection data exchange with other regions as mandated in the national 'Moving Ahead for Progress in the 21st Century Act' (MAP-21).

This project involves the development, deployment, operation, and maintenance of an IAG Interoperability (EZIOP) Hub that will be inserted, logically, between the IAG Members and serve as a central point of communication to and from all IAG Members and other future entities including Regional Hubs for toll agencies outside of the E-ZPass system. The RFP for an E-ZPass IAG Hub was developed in 2019 through 2020 and approved to release the RFP by the IAG Executive Management Committee (EMC) in May 2020. The IAG received eight (8) proposals for the Evaluation Committee to review, sent out vendor questions for response, and grading based on Technical and Business Scoring. In December 2020, the EMC approved proposal preliminary grading and selection of vendors to move forward into oral presentations reducing the viable proposals to five (5) for orals in Jan 2021. After orals and final grading, the costs were opened, and vendors were ranked in order and the IAG moved ahead with Best and Final Offers (BAFO) from the vendors in May 2021. The total cost of the E-ZPass IAG Hub contract is $21,543,451.51

After the BAFO on September 9, 2021, EMC approved the recommendation of the Selection committee's vendor Electronic Transaction Consultants (ETC) IAG Resolution No 2021-09-02 and for Metropolitan Transportation Authority Bridges and Tunnels (MTAB&T) to move forward as the lead for IAG for contract development. Also, the annual EZIOP Hub Cost Assessment was approved per IAG Resolution NO. 2021-09-01 for each agency cost for design, development, and testing, which determined New Hampshire's share totaling $1,050,000. The operations and maintenance cost were approved by the EMC December 9, 2021, under IAG Resolution NO. 2021-12-01. Notice to Proceed for the contract with ETC was provided in April 2022, and work commences thereafter.

By design, the HUB is expected to replace the existing IAG membership infrastructure. It is further anticipated to enable more efficient and timely processing of transactions, file transfers, and reconciliations. The EZIOP will support the continued growth of the IAG membership through the facilitation and streamlining of implementation for new IAG members; partner seamlessly with new third-party customer bases and payment solutions if the IAG members elect to do so, and access nationwide customers and guaranteed toll payments through national interoperability with other regional hubs. The three phases of the EZIOP Hub Project are described below:

Phase 1: Basic Data Transfer

- Notice to Proceed - April 2022
- Facilitates current IAG data transfer
- EZIOP Hub to act as intermediary -accepting and forwarding all IAG data among the EZIOP Hub Participants

Phase 2: Inter-Hub Functionality

- Implementation Start - November 2023
- Translates data to and from the National Interoperability (NIOP) to the IAG Specifications
- Achieves reciprocity with other Regional Hubs
- This phase will allow one tag to drive across the country and have all their toll transactions automatically charged to their one account; and each toll facility will get reimbursed from the driver's home account.

Phase 3: Enhanced EZIOP HUB Interface

- Implementation Start - January 2025
- Brings EZIOP Hub Participants into compliance with the NIOP ICD with IAG enhancements
- Go-live September 2025.

Other benefits to the EZIOP Hub fewer required changes to our current system, less testing and coordination with other regional members especially new members, improve the file transfer efficiency and timeliness, reduce telecom costs, reduce local monitoring and maintenances costs related to the reciprocity system. The Hub will have minimal impact on the current local CSC back office and is a seamless path to national interoperability. This will give access to national customers base of electronic tolling users. It will provide account consolidation and reduce operation costs for customer service.

Listed below are answers to standard questions required for Governor and Council organization dues and membership approval submissions to assist with the understanding of the E-ZPass IAG:

1. How long has this organization been in existence and how long has this agency been a member of this organization?

The IAG was created in 1990. The Department has been a member of IAG for 19 years, since 2001.

2. Is there any other organization, which provides the same or similar benefits that your agency belongs to?

There are no other organizations that provide these benefits to the Department for the electronic toll industry in New Hampshire.

3. How many other states belong to this organization and is your agency the sole New Hampshire state agency that is a member?

IAG currently has 34 full member agencies or toll authorities in 19 states. The Department is the only NH state agency that is a member.

4. How is the dues structure established? (Standard fee for all states, based on population, based on other criteria, etc)

On September 9, 2021, IAG Executive Management Committee issued Resolution No. 2021-09-01 which resolved that the Annual Hub assessments are based on the Delivery Factor Model and the Cost per Transaction Model that calculates the annual hub assessment for delivery and operational costs based on each agency's reported interoperable (away agency) transactions from the prior year. While the amounts shown for future year assessments are intended to reflect the assessment amounts, they will be revisited on an annual basis and are subject to change.

5. What benefit does the state receive from participating in this membership?

The IAG enables the Department to provide the public with a seamless, accurate, interoperable electronic method of paying tolls while preserving and enhancing the E-ZPass program.

6. Are training or educational/research materials included in the membership? If so, is the cost included? Explain in detail.

No training or educational/research materials are included in the membership.

7. Is the membership required to receive any federal grants or required in order to receive or participate in licensing or certification exams? Explain.

This membership is not required to receive federal grants, participate in licensing or certification of exams.

8. Is there any travel included with this membership fee? Explain in detail any travel including the number of employees involved, the number of trips, destination of known and purposes of membership-supported trips.

Travel costs are not included in this membership fee; however, the Bureau of Turnpikes has sent employees to IAG meetings in previous years. The trips are budgeted in the Bureau's out of state travel account. Meetings are also attended by participating in teleconference calls.

9. Which state agency employees are directly involved with this organization? (Indicate if they are members, voting members, committee members, and /or officers of the organization.

The Turnpike Administrator represents the NHDOT Commissioner on the IAG executive committee. As a member of the IAG, the Commissioner represents the State and participates in the determination of practices, policies, procedures, and in the selection of equipment and contractors used to provide consistent toll collection throughout the region in accordance with the terms of the Interagency Agreement for Operations.

10. Explain in detail any negative impact to the state if the Agency did not belong to this organization.

Should the Department no longer be a member with IAG, the Department will no longer be able to participate in the E-ZPass program. Financial reciprocity with the 34 other agencies to seamlessly collect out-of-state revenue on electronic transactions would not be possible without participation in the IAG.

Your approval of this request is respectfully requested.

Sincerely,

Victoria F. Sheehan
Commissioner

Attachments

200 Continental Dr., Ste. 401 Newark, DE 19713
Phone: 302-577-1333

EZIOP HUB 2022 Annual Invoice

New Hampshire Dept. of Transportation
ATTN: John Corcoran
NHDOT
PO Box 2950
Concord, NH 03302-2950

NET 45
Invoice Date:
4/18/2022 14:20
Amount Due:
$ 50,000.00

This annual EZIOP hub assessment has been created and calculated per **Resolution No. 2021-09-01** "Approving the Finance Committee's Recommendation for the Cost Sharing Model to pay for the E-ZIOP Hub."

DELIVERY (2022-2026)			prior year AWAY TRANSACTIONS 44,018,889	OPERATIONS (not yet commenced)		
$	0.00300	cost per txn		cost per txn	$	0.00175
$	10,000.00	base assessment		base assessment	$	20,000.00
$	132,056.67	+ cost per txn		+ cost per txn	$	77,033.06
$	50,000.00	$50k cap		no cap	$	97,033.06
				does not apply to this invoice		

Please make check or ACH payable to the
Pennsylvania Turnpike Commission (PTC) E-ZPass InterAgency Fund: Hub Project

Check Instructions
Jeffrey Naugle
Pennsylvania Turnpike Commission
P.O. Box 67676
Harrisburg, PA 17106

ACH Instructions
Wells Fargo Bank, N.A.
Philadelphia, PA
ABA Number: 121000248
Account Number: 4122886898

E-ZPass® INTERAGENCY GROUP
EXECUTIVE MANAGEMENT COMMITTEE

Resolution No. 2021-09-01
Approving the Finance Committee's Recommendation for the Cost Sharing Model to pay for the E-ZIOP Hub

September 9, 2021

WHEREAS, the Full Member Agencies of the E-ZPass® Interagency Group ("IAG") entered into an Amended and Restated E-ZPass Operations Interagency Agreement dated as of August 13, 2015 ("Operating Agreement"), to jointly and cooperatively implement an electronic toll collection system known as E-ZPass; and

WHEREAS, the Full Member Agencies of the E-ZPass Interagency Group ("IAG") approved Amendment 1 to the Amended and Restated E-ZPass® Operations Interagency Agreement dated March 8, 2018 ("Amendment 1"); and

WHEREAS, the Full Member Agencies of the E-ZPass Interagency Group ("IAG") approved Amendment 2 to the Amended and Restated E-ZPass® Operations Interagency Agreement dated May 14, 2020; and

WHEREAS, the Operating Agreement establishes an Executive Management Committee ("EMC") to provide overall management of the IAG, including the development of an annual estimate of expenses to be incurred for the collective benefit of the Member Agencies and the establishment of a formula and procedure for sharing such expenses; and

WHEREAS, the Operating Agreement further provides that the EMC may administer, and review contracts entered into collectively or in parallel by the Members for common purposes related to E-ZPass, including the joint selection of contractors providing supplies and services related to the implementation, administration, and operation of E-ZPass; and

WHEREAS, the EMC approved the release of a Request for Proposals ("RFP") on behalf of the IAG to provide an interoperability Hub ("EZIOP Hub") per Resolution No. 2019-12-03; and

WHEREAS, the Metropolitan Transportation Authority Bridges & Tunnels (MTAB&T), on behalf of the IAG, released the EZIOP Hub RFP May 21, 2020; and

WHEREAS, the IAG Evaluation Committee reviewed and scored all the proposals received resulting in two vendors being presented to the IAG Selection Committee with the recommendation of one proposer; and

WHEREAS, upon the recommendation of the IAG Selection Committee, the IAG EMC anticipates approval of Resolution 2021-09-02 Approving the Selection Committee's Recommendation for the E-ZIOP; and

WHEREAS, in December 2020, the IAG EMC tasked the IAG Finance Committee with developing a recommended Hub cost sharing model for EMC consideration; and

WHEREAS, on August 23, 2021, the IAG Finance Committee voted unanimously to recommend the cost sharing model for the EZIOP Hub, a copy of which is attached hereto as Exhibit 1.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The IAG EMC approves the cost sharing model for the EZIOP Hub attached hereto as "Exhibit 1".

The IAG Executive Management Committee adopted this Resolution this 9th day of September 2021.

Deborah Sharpless (Sep 10, 2021 08:16 EDT)

Deborah Sharpless
Chair, Executive Management Committee

PJ Wilkins (Sep 9, 2021 11:13 EDT)

PJ Wilkins
IAG Executive Director

EXHIBIT 1

E-ZPass Interoperability Hub Cost Sharing Recommendation

Background

In December 2020 the IAG Executive Management Committee tasked the Finance Committee with developing a recommended cost sharing structure for the proposed interoperability hub. The cost sharing structure, once approved, will levy annual assessments from each agency that, in aggregate, are sufficient to support both the delivery and operations phases for the proposed hub. It is expected that any assessments levied for the proposed hub would be separate and apart from the annual operating assessments (annual dues) currently paid by member agencies.

To support the efforts of the Committee, a model was developed to help facilitate the review of various structures. Historical data for the previous two calendar years (2019 and 2020) was incorporated into the models and used as key variables, with assumptions being made for future year forecasts to consider impacts from the COVID-19 pandemic, particularly in the short term, along with organic growth.

On Monday, August 23rd the Finance Committee met to review and discuss the various cost sharing structures under consideration. After this discussion, the Committee voted unanimously to recommend the structure as outlined below to the EMC for consideration at the September 2021 meeting.

> **Note:** It is important to note that the recommended structure, and initial assessment amounts, were based on the expectation that $2,250,000 is made available from existing IAG operating reserves to be used for early development and implementation costs.

Recommended Model

The bifurcated approach considers the delivery and operations phases individually, with models being developed to levy assessments for each phase separately.

While the amounts shown for future year assessments are intended to reflect the assessment amounts necessary to ensure sufficient funding is in place to support both the delivery and operations of the hub, it is understood that these amounts will need to be revisited on an annual basis and are subject to change.

Delivery: Factor Model

The factor model calculates the annual hub assessment for delivery costs by establishing a base assessment that every agency would be responsible for regardless of reported transaction volumes. The factor model then adds a variable amount based on a factor (cost per transaction) applied to each agency's reported interoperable (away agency) transactions from the prior year. The tables below show the proposed base and maximum assessments that each agency would be responsible for along with the recommended cost per transaction applied to each agency's reported interoperable transactions. For 2022, there will be five agencies (CAB, MnDOT, KCDOT, STRA and FDOT) without a full year of interoperable data. The proposal would set 2022 assessments for these five agencies based on two percent (2%) of the total ETC transactions reported by those agencies for the previous year. It is expected that annual assessments for delivery and implementation would be assessed for a five year period, ending in 2026.

	Annual Assessment				
	2022	2023	2024	2025	2026
Base Assessment	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Maximum Assessment	50,000	50,000	50,000	50,000	50,000

	Annual Factor				
	2022	2023	2024	2025	2026
Cost per Transaction	0.003000	0.003000	0.003000	0.003000	0.003000

Operations: Cost per Transaction Model

The cost per transaction model calculates the annual hub assessment for operations by establishing a base assessment that every agency would be responsible for regardless of the number of transactions that traverse the hub. The model then adds a variable amount based on a factor (cost per transaction) applied to each agency's interoperable (away agency) transactions that traverse the hub. The tables below show the proposed base assessment that each agency would be responsible for along with the recommended cost per transaction applied to each agency's reported interoperable transactions. Based on the proposed implementation schedule, operations assessments would commence in 2024 based on 2023 reported transaction volumes.

	Annual Assessment							
	2024	2025	2026	2027	2028	2029	2030	2031
Base Assessment	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000

	Annual Factor							
	2024	2025	2026	2027	2028	2029	2030	2031
Cost per Transaction	0.001750	0.001750	0.001750	0.001750	0.001750	0.001750	0.001750	0.001750

Interoperability Hub Assessment Summary – Projected Agency Costs.

Agency	2021		2022		2023		2024		2025		2026 Agency Cost		2027		2028		2029		2030		2031	
	Delivery	Total	Delivery	Total	Delivery	Total	Delivery	Total	Delivery	Total	Delivery	Total	Delivery	Total	Delivery	Total	Delivery	Total	Delivery	Total	Delivery	Total
BCBC	$ 10,459	$ 10,459	$ 10,447	$ 10,447	$ 10,478	$ 10,478	$ 10,491	$ 10,491	$ 10,491	$ 10,491	$ 10,491	$ 10,491	$ 10,797	$ 10,797	$ 10,797	$ 10,797	$ 10,797	$ 10,797	$ 10,797	$ 10,797	$ 10,797	$ 10,797
CFA	23,343	23,343	27,394	27,394	28,939	28,939	28,939	28,939	23,273	23,273	28,939	23,271	23,438	23,438	23,438	23,438	23,438	23,438	23,438	23,438	23,438	23,438
DHSOP	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CAE	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
MDOT	10,139	10,139	10,139	10,139	10,139	10,139	10,139	10,139	10,139	10,139	10,139	10,139	10,139	10,139	10,139	10,139	10,139	10,139	10,139	10,139	10,139	10,139
ODOT	23,300	23,300	23,300	23,300	23,300	23,300	23,300	23,300	23,300	23,300	23,300	23,300	23,300	23,300	23,300	23,300	23,300	23,300	23,300	23,300	23,300	23,300
DFA	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700
DOJ/BC	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300
DRM	11,294	11,294	12,890	12,890	13,179	13,179	13,457	13,457	11,300	11,300	13,457	11,151	11,355	11,355	11,355	11,355	11,355	11,355	11,355	11,355	11,355	11,355
FITNA	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TIPSC	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
IPTA	24,113	24,113	25,775	25,775	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
MDOT	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
MPA	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
MSA	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
MTA/BBT	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
NCTA	27,351	27,351	40,346	40,346	41,949	41,949	41,949	41,949	41,949	41,949	41,949	41,949	41,949	41,949	41,949	41,949	41,949	41,949	41,949	41,949	41,949	41,949
NPBC	11,340	11,340	11,342	11,342	11,778	11,778	11,853	11,853	11,853	11,853	11,853	11,853	11,853	11,853	11,853	11,853	11,853	11,853	11,853	11,853	11,853	11,853
NPDOT	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
NTA	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
NYSBA	24,397	24,397	26,001	26,001	26,139	26,139	26,139	26,139	26,139	26,139	26,139	26,139	26,139	26,139	26,139	26,139	26,139	26,139	26,139	26,139	26,139	26,139
NYSTA	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
OTC	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
PANYNJ	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
PBA	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
PTC	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
RITBA	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
SFA	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
SKYWAY	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
SRTA	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TBA	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
VDOT	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
WMATA	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
FDOT	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CVCBC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

3- Resolution 2021-09-01 Approving Recommendation of the Finance Cmte Hub

Final Audit Report 2021-09-10

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