

# NTTA SYSTEM FINAL BUDGET

FY2020



Chisholm Trail Parkway near  
Arborlawn Drive, Fort Worth

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Digital Message Sign on the  
President George Bush Turnpike

## NTTA Mission

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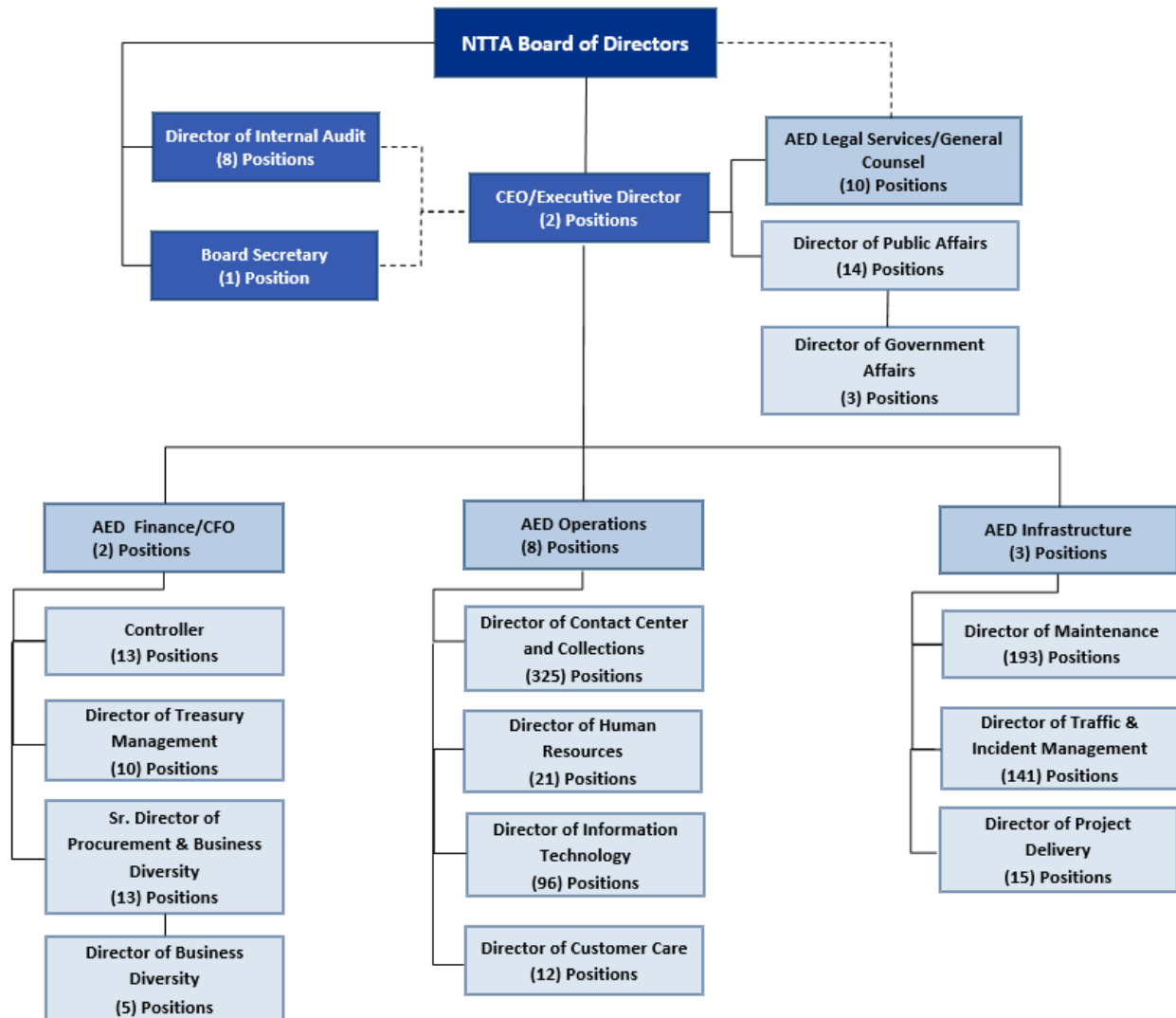
To provide a safe and reliable toll road system, increase value and mobility options for our customers, operate the Authority in a businesslike manner; protect our bondholders, and partners to meet our region's growing need for transportation infrastructure.

## NTTA Board of Directors

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<b>John Mahalik</b> Chairman	<b>Jane Willard</b> Vice Chairwoman	<b>Tim Carter</b> Director
		
Denton County Appointee	Collin County Appointee	Tarrant County Appointee
<b>Lynn Gravley</b> Director	<b>Mojo Haddad</b> Director	<b>Pete Kamp</b> Director
		
Gubernatorial Appointee	Tarrant County Appointee	Denton County Appointee
<b>Marcus Knight</b> Director	<b>Scott Levine</b> Director	<b>George "Tex" Quesada</b> Director
		
Dallas County Appointee	Collin County Appointee	Dallas County Appointee

# Organizational Chart



## NTTA Officials for FY2020

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James Hofmann	CEO/Executive Director
Lorelei Griffith	Board Secretary
Elizabeth Mow, P.E.	Assistant Executive Director, Infrastructure
Horatio Porter, CPA	Assistant Executive Director, Finance/CFO
Dena DeNooyer Stroh	Assistant Executive Director, Legal Services/GC
Sabu Stephen	Assistant Executive Director, Operations
David Evans	Senior Director, Procurement and Business Diversity
Moses Aito	Director, Business Diversity
Arturo Ballesteros	Director, Government Affairs
John Bannerman	Director, Customer Care
Magdalena Brady	Director, Internal Audit
Juhi Chawla	Director, Information Technology
Cindy Demers, CPA	Director, Treasury Management
Eric Hemphill, P.E.	Director, Traffic and Incident Management
Angela Hough	Director, Assistant General Counsel
Craig Lockett	Director, Human Resources
Mark Pavageau, P.E.	Director, Maintenance
Nancy St. Pierre	Director, Public Affairs
Brian Reich, CPA	Director, Controller
Yosvany Rodriguez	Director, Contact Center & Collections
Vacant	Director, Project Delivery



# Letter of Transmittal

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We are pleased to submit for your review the FY2020 Budget of the North Texas Tollway Authority ("NTTA" or "Authority").

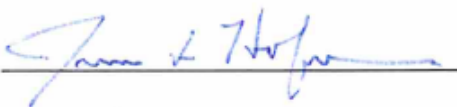
Section 505 of the Amended and Restated Trust Agreement (Trust Agreement) for the NTTA System requires that the Board adopt a Preliminary Budget of current expenses (operating budget) and the deposit to the Reserve Maintenance Fund for the following year in October of the current year and the Final Budget adopted in December. If NTTA has not adopted an Annual Budget before the first day of the fiscal year, the preliminary budget for such fiscal year or the budget for the preceding year (if no preliminary budget is prepared) shall be deemed to be in force and shall be treated as the Annual Budget under the provisions of the Trust Agreement until the adoption of the Annual Budget.

This chart provides an overview of the FY2020 Budget with a comparison to the FY2019 Budget.

North Texas Tollway Authority		
	FY2020 Budget	FY2019 Budget
<b>Estimated Revenues</b>	<b>\$996,777,600</b>	<b>\$950,238,800</b>
<b>Operating Budget</b>	<b>\$195,480,000</b>	<b>\$192,780,000</b>
<b>Total Net Debt Service</b>	<b>\$576,210,125</b>	<b>\$547,370,412</b>
<b>Estimated Coverage First Tier</b>	<b>1.91</b>	<b>1.93</b>
<b>Estimated Coverage All Debt</b>	<b>1.41</b>	<b>1.40</b>
<b>Reserve Maintenance Deposit</b>	<b>\$24,563,777</b>	<b>\$38,053,253</b>
<b>Estimated Capital Improvement Fund Deposit</b>	<b>\$233,195,593</b>	<b>\$218,564,873</b>

If you have any questions, or need additional information, please let us know. We look forward to presenting and discussing the FY2020 Budget.

Very truly yours,



James Hofmann, *Executive Director*



Horatio Porter, *Chief Financial Officer*



Dallas North Tollway at  
Sam Rayburn Tollway interchange





DNT at LBJ looking south

## NTTA Overview

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Founded in FY1997, NTTA is authorized by the State of Texas to acquire, construct, maintain, repair and operate turnpike projects in the North Texas region. By law, a nine-member board of directors oversees the work of NTTA. Eight of the nine board members are selected by the commissioners' courts of Collin, Dallas, Denton and Tarrant counties. The governor of the State of Texas appoints the ninth member from a county adjacent to the NTTA's four-county service area.

NTTA is a non-appropriated (state) organization that operates with revenues generated from projects within the North Texas region. NTTA advances projects in alignment with the North Central Texas Council of Governments' 2045 Metropolitan Transportation Plan. The NTTA operates as an enterprise system of tollways. The NTTA System (System) facilities are the Dallas North Tollway (DNT), President George Bush Turnpike (PGBT), Sam Rayburn Tollway (SRT), Addison Airport Toll Tunnel (AATT), Lewisville Lake Toll Bridge (LLTB), Mountain Creek Lake Bridge (MCLB) and Chisholm Trail Parkway (CTP).

Early in FY2018, NTTA took ownership of State Highway 360 from Camp Wisdom Road to U.S. 287, also referenced as 360 Tollway (360T), per an agreement with the Texas Department of Transportation (TxDOT). The project was funded, designed and built by TxDOT. It is a stand-alone project and not part of the NTTA System. Beginning in FY2023, NTTA will begin making debt service payments to TxDOT as reimbursement for cost incurred to build the project.

Additionally, NTTA is the tolling services provider on all toll projects in the region that are owned and operated by other entities. NTTA is paid a fee for the services under tolling services agreements (TSAs) with these other entities.

The NTTA System Trust Agreement requires the Board of Directors to approve an annual operating budget in December of the preceding year and adopt a toll rate schedule that will produce net revenues to satisfy debt service requirements.

NTTA collects toll revenues through all-electronic toll collection or cashless tolling. Tollway drivers have two options to pay their tolls:

- With a TollTag: Electronic receptors at each tollway gantry scan vehicle TollTags and a toll payment is deducted from a customer's account. TollTag customers pay the lowest rates.
- Through ZipCash: High-speed cameras photograph the license plates of vehicles passing under each tollway gantry. NTTA then sends a ZipCash pay-by-mail invoice to the registered vehicle owner. ZipCash customers pay a higher rate to offset the additional cost of collecting through this option.

NTTA continues working to meet the demands for transportation in the North Texas region, which, as of FY2018, boasted 5.4 million registered vehicles and an estimated population of 6.5 million ranking the region as the fourth largest metropolitan area in the United States.

# Strategic Plan

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## FIVE-YEAR STRATEGIC GOALS

### GOALS

### OBJECTIVES



## FY2020 STRATEGIC PRIORITIES

Priorities to support the Authority's five-year strategic goals and objectives are established annually.

The chart below illustrates those priorities and their alignment with the strategic goals.

Strategic Priority	Related Strategic Goal(s)
<b>Enhance safety</b>	Customer-driven organization Delivering transportation solutions
<b>Execute Capital Plan</b>	Respected leader & partner in the region's transportation network Delivering transportation solutions
<b>Deliver debt coverage ratios at or above targets</b>	Financially sound and vibrant organization
<b>Continue to relieve congestion</b>	Delivering transportation solutions
<b>Successfully implement new Back Office System</b>	Customer-driven organization Financially sound and vibrant organization
<b>Process transactions for partners</b>	Respected leader and partner in the region's transportation network
<b>Prepare for 2021 Legislative session; continue relationship building with elected officials</b>	Customer-driven organization Respected leader and partner in the region's transportation network
<b>Continue to advance diversity</b>	Respected leader and partner in the region's transportation network
<b>Continue to bolster staff development</b>	Highly qualified, energized and engaged team



## Dallas North Tollway Frisco







Dallas North Tollway at  
Sam Rayburn Tollway Interchange

# FY2020 Budget Executive Summary

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## INTRODUCTION

North Texas continues to experience strong economic growth driven by expanding and relocating businesses and a healthy housing market. The majority of this growth can be seen occurring along the NTTA corridors, particularly SRT, the northern portion of the DNT and CTP. NTTA helps ease traffic flow by providing safe and reliable toll road options for millions of customers.

## REGIONAL HIGHLIGHTS:

- In 2019, Dallas/Fort Worth (DFW) region ranked first among the nation's 12 largest statistical areas in job growth at 3.4% adding 102,000 jobs during March 2018-March 2019. North Texas is experiencing an employment growth of 2.8% for 2019.
- The region is home to 24 fortune 500 company headquarters with NTTA roads located near 21 of these companies.
- The City of Frisco approved the 77-acre Lesso America Development on U.S. 380 just west of the DNT, which includes a 500,000 ft. shopping mall, 1,200 apartments and high-rise office spaces. The Professional Golfers Association of America is moving its headquarters from Florida to the north end of the corridor and will anchor a 600 acre, mixed-use development.
- The SRT corridor includes over 900 acres available for development for corporate campuses and mixed-use projects. Two large construction projects have already started. The first is a \$1.5 billion mixed-used development along SRT in Lewisville and the second is an 80-acre Stacy Green mixed-used development in Allen located at the intersection of U.S. 75 and Stacy Road near SRT. Announced developments include Monarch City, a 270-acre mixed-use development at the corner of US-75 and SRT; The Strand, a 135-acre corporate campus and mixed-use development located at SRT and Alma, and Collin College Technical Campus, opening in the fall of 2020.
- Opening in 2020, the Shops at Chisholm Trail Ranch will be the newest shopping destination in Southwest Fort Worth along the booming Chisholm Trail Parkway. The Chisholm Trail Ranch is a beautiful new 600-acre master planned community. Located in one of the fastest growing cities in the United States with a less than 12-minute drive to downtown and other key hubs in Fort Worth, Texas. Upon completion in spring 2020, Chisholm Trail Ranch will feature over 1 million square feet of retail and commercial space, as well as approximately 1,000 homes.

The FY2020 budget enables the Authority to increase customer service while maintaining the high standards of the NTTA System in alignment with the Authority's five strategic goals:

- Customer-driven organization
- Financially sound and vibrant organization
- Delivering transportation solutions
- Highly qualified, energized and engaged team
- Respected leader and partner in the region's transportation network

More specifically, NTTA is investing in priorities aimed at improving overall operating results, adding capacity to the system and enhancing safety. Targeted initiatives include:

- Responding even faster to incidents
- Expanding TollTag distribution and increasing TollTag promotions
- Continuing to invest in "out-of-state" look up services
- Improving key drivers of customer satisfaction, which include reducing call center wait times, increasing the number of customer service locations and contact channel opportunities

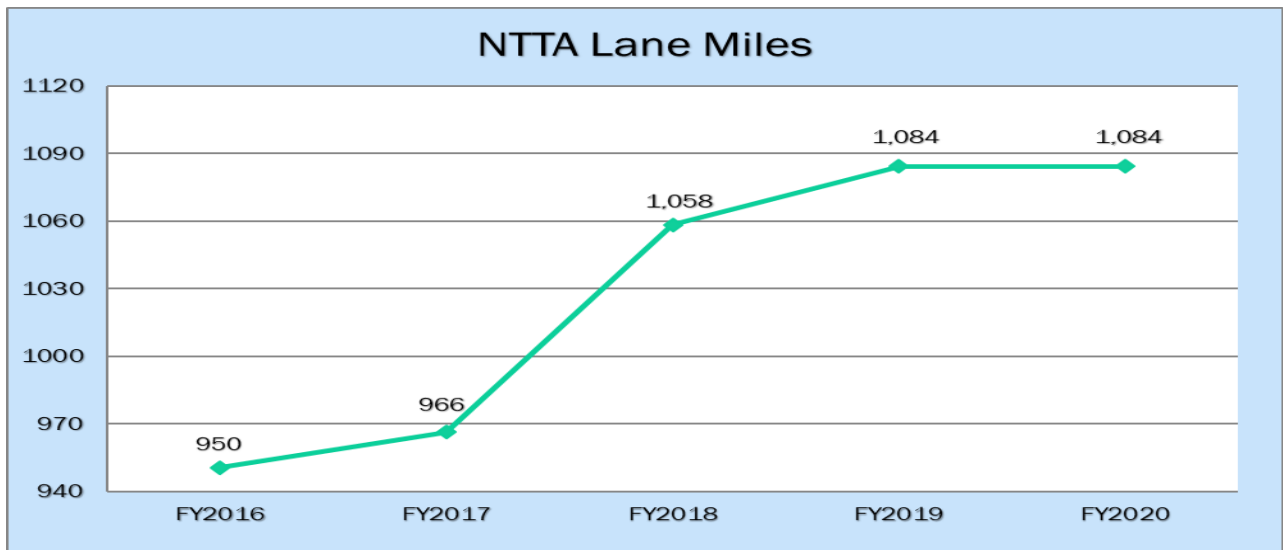
- Strengthening early stage cash collections
- Implementing of new back office system

As NTTA continues to advance these efforts, there are critical assumptions about the drivers and components that shape the FY2020 Budget.

1. Revenues are growing due to anticipated traffic growth and a rate increase as of July 2019.
2. Debt service payments are escalating, and the anticipated increase coincides with traffic growth on new and existing toll roads. Despite the higher debt obligations, NTTA expects to exceed the 1.50 first tier debt service coverage requirement established by the Board.
3. The Operation and Maintenance Fund (OMF) continues to fund the strategic priorities listed above.
4. Spending from the Reserve Maintenance Fund (RMF) will increase for scheduled maintenance of roads, facilities and equipment.
5. Spending from the Construction (CF) and Capital Improvement (CIF) Funds are increasing primarily because of the ongoing construction to add a 4<sup>th</sup> lane to PGBT and SRT. These additional lanes will help improve capacity along the corridors.

The significant changes in the FY2020 budget include enhancing the total routine maintenance contracts; increasing the service level of the Department of Public Safety (DPS) by adding an additional 13 DPS troopers to patrol the System; and updating the allocation methodology to the Enterprise Fund to better reflect the cost of providing services to those entities.

The NTTA System consists of revenue-producing toll road main lanes and service roads. The combined roads represent the total lane miles NTTA must maintain. Over the last five years, total lane miles have increased by 134 or 14.1% from 950 lane miles to 1,084 lane miles.

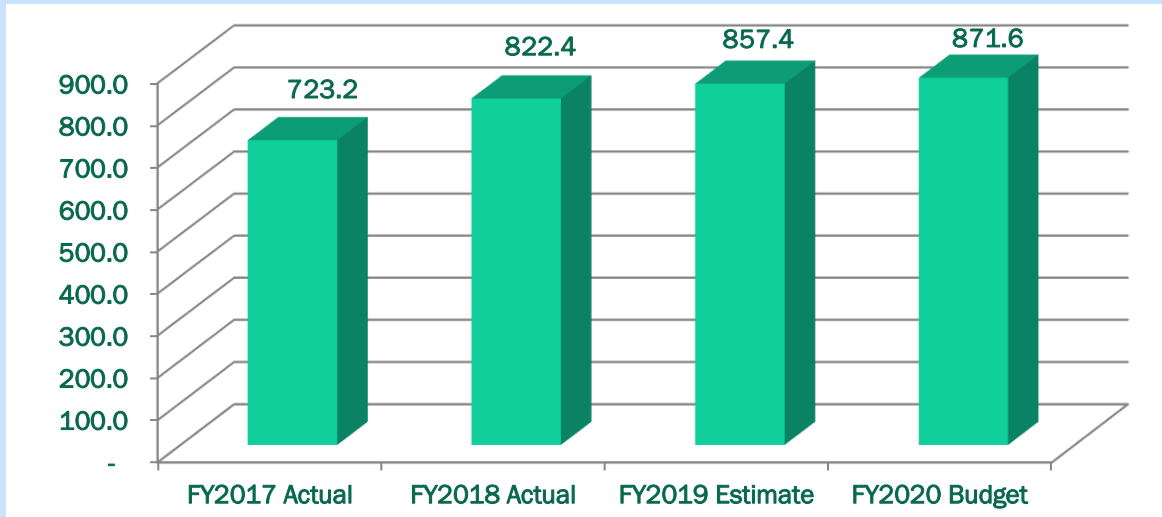


### FY2020 TRANSACTIONS

The FY2020 Budget maintains a strong focus on increasing the number of TollTag customers while also efficiently processing, invoicing and collecting non-TollTag (ZipCash) transactions.

Overall, the toll transactions for the NTTA System are estimated to increase to 871.6 million in FY2020. Separately, the toll services agreements (TSAs) will add an estimate 198.2 million, the airports, interoperable agencies will add 47.2 million, and the 360T will add an incremental 20.6 million transactions to FY2020.

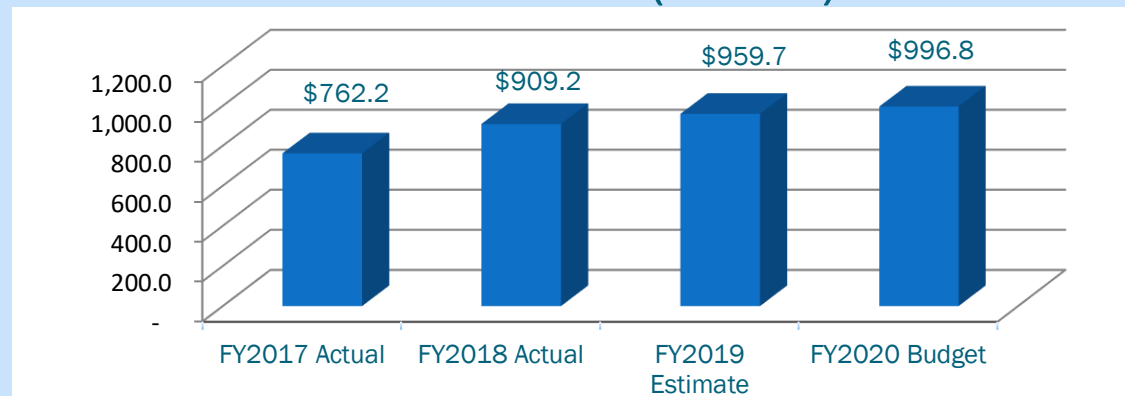
## Transactions Trends (millions)



## FY2020 REVENUES

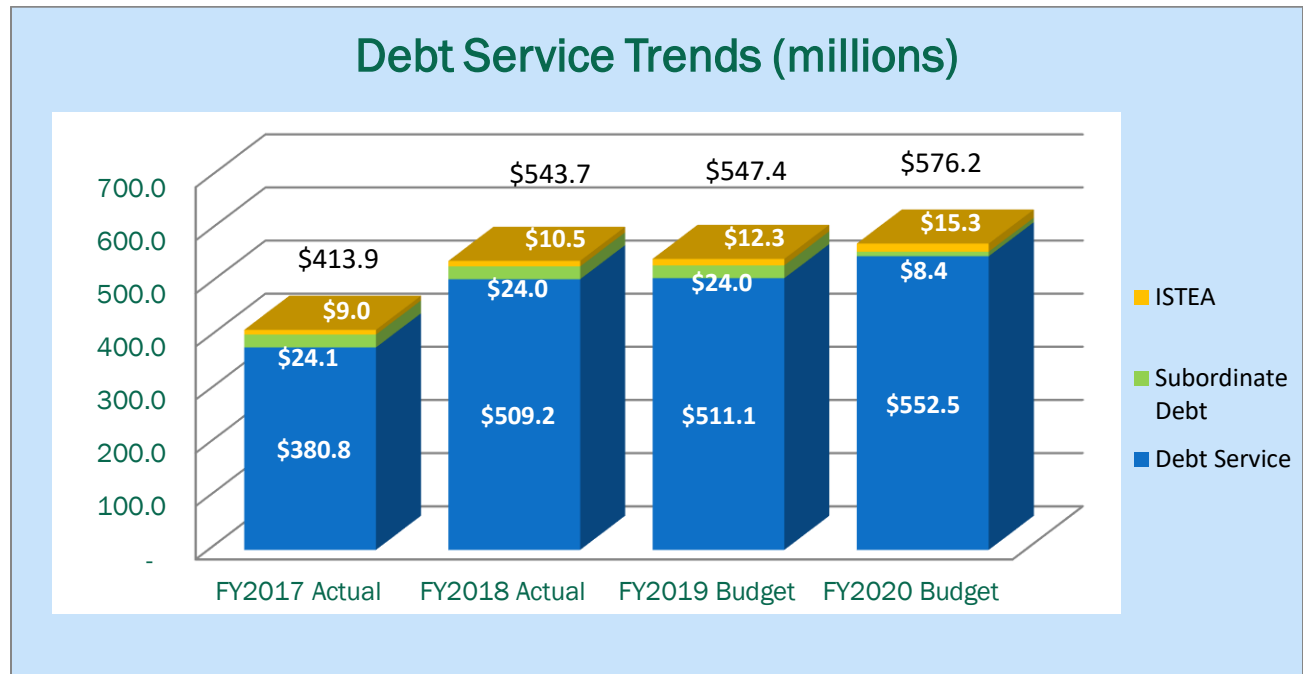
Uniquely positioned, NTTA brings a businesslike approach to a traditional government sector, providing transportation alternatives to customers for a reasonable fee. The business model approach of fee for service requires a keen focus on the customer to ensure they continue to enjoy a safe and reliable travel experience. As a business entity, NTTA does not collect taxes. Instead, NTTA's revenues are derived from tolls, service fees and interest income to support its operations. Total FY2020 estimated revenues for the NTTA System are \$996.8 million. The primary source of revenue is from tolls totaling \$928.3 million. The tolls are broken out into TollTag revenue of \$814.2 million and ZipCash revenue of \$114.1 million (see T&R projection on pages 170-176). Budgeted toll revenues increased by \$39.4 million from FY2019 estimates. Another component of revenue is other income, which consists of late fees, miscellaneous fees and claims recovery for a combined budget of \$45.9 million. This amount is approximately 4.6% of total revenue. The late fees are based on business rules that assess a \$10 fee for the first notice of nonpayment and a \$25 fee for the second notice of nonpayment. The final revenue component is projected interest income budgeted at \$22.5 million or approximately 2.3% of total revenue.

## Revenue Trends (millions)



## FY2020 DEBT SERVICE AND LOAN REPAYMENT

Total net debt service will increase \$28.8 million to \$576.2 million in FY2020. This anticipated increase funds the obligation to NTTA bondholders. The debt service was structured to mirror the traffic and revenue growth of new and existing facilities. Additionally, the NTTA System helped finance the construction of the CTP through subordinated debt. The subordinated debt payment is \$8.4 million. There is also an ISTEAL loan payment of \$15.3 million for financing of the PGBT. While the subordinated debt payment and ISTEAL loan payments represent a portion of the NTTA System's indebtedness, they are not funded from the Debt Service Fund but instead from the Capital Improvement Fund. Estimated FY2020 total bond debt service coverage is 1.91 times first tier debt service, which is significantly above the 1.35 times as required by the Trust Agreement. Estimated coverage for all debt service including the CIF-funded subordinated debt payment and ISTEAL loan is 1.41 times versus the required 1.00 times.



## FY2020 EXPENDITURES (OPERATING AND CAPITAL RELATED FUNDS)

The overall anticipated expenditures total \$602.7 million for all funds. Those funds include Operation and Maintenance (OMF), Reserve Maintenance (RMF), Construction (CF), Capital Improvement (CIF), Feasibility Study (FSF), 360 Tollway (360T) and Enterprise Fund (EF). The requirement of the Trust Agreement is the adoption of an annual OMF budget and deposits to RMF. The OMF and RMF annual budgets total \$256.9 million, the capital-related funds are \$314.2 million, 360T is \$7.8 million and the TSA budget is \$23.8 million.

### OPERATION AND MAINTENANCE FUND (OMF)

The FY2020 OMF budget is \$195.5 million. Material variance explanations as compared to FY2019 budget are located on each of the department's budget and information documents (see pages 53-109). All of the NTTA System labor costs are budgeted in the Operation and Maintenance Fund. Transfers are made to OMF from other funds (RMF, CF and CIF) for their portion of salaries. This allows the Authority to present a complete view of salaries and benefits and to better track staffing-related costs.

Costs directly associated with the administrative services of the NTTA System (Accounting, Administration, Board, Human Resources, Internal Audit, Legal, Procurement and Business Diversity, Public Affairs, Shared Services and Treasury Management departments), are \$33.8 million or 17.3% of the total budget.

Operations and maintenance costs directly associated with operational services of the NTTA System (Contact Center and Collections, Information Technology, Maintenance, Operations, Project Delivery and Traffic & Incident Management departments) are \$161.7 million or 82.7% of the total budget. The FY2020 OMF budget was developed based on historical spending, allowing NTTA to maintain its excellent level of service and increase safety with virtually the same System budget as FY2019.

The Contact Center and Collections department is responsible for delivering high-quality customer services to more than 12.2 million customers. The FY2020 budget is decreasing by approximately **(\$7.1)** million, which includes **(\$1.9)** million additional allocation to Enterprise Fund, and **(\$5.2)** million based on historical spending.

The Information Technology department is responsible for all toll collection and business systems and software. The FY2020 budget is decreasing by approximately **(\$2.9)** million, which includes **(\$1.1)** million additional allocation to Enterprise Fund, and **(\$1.8)** million based on historical spending.

The Maintenance department budget is increasing by \$7.5 million with \$9.2 million for the enhanced total routine maintenance program. The increase is offset by a decrease of **(\$1.7)** million in other areas based on historical spending.

The Traffic & Incident Management department provides roadside assistance to motorists and ensures our facilities have timely clearance of incidents thereby reducing risk and congestion for our customers. The department is also responsible for agency-wide insurance policies. The budget is increasing by \$3.3 million, which includes \$3.1 million for 13 additional DPS troopers and \$0.6 million for additional Cyber insurance. The increase is offset by a decrease of **(\$0.4)** million in other areas based on historical spending.

Overall, the FY2020 OMF budget adequately addresses known business demands and needs.

## **RESERVE MAINTENANCE FUND (RMF)**

Ongoing and preventive maintenance of the existing infrastructure, facilities and equipment ensures all assets operate at or above industry standards. Annual inspections and the asset management program guide NTTA's budgeted investment in RMF. Estimated project expenditures for FY2020 are \$61.4 million (see pages 120-123). The estimated expenditures include the Project Delivery and Maintenance department's \$43.4 million for infrastructure maintenance requirements; IT department's \$17.9 million primarily to replace outdated cameras, servers, computers and equipment; and \$0.1 million for consulting and professional fees. The estimated balance of the RMF is \$45.0 million. Therefore, a deposit of \$24.6 million is required to cover the \$61.4 million in project expenditures; the \$3.2 million transfers to OMF for overhead costs and to maintain the \$5.0 million required reserve (see calculation on page 121).

## **CAPITAL FUNDS**

The following funds correspond directly to the FY2020 - FY2024 Five-Year Capital Plan. Summary explanations are provided below.

### **Construction Funds (CF)**

Estimated expenditures for FY2020 are \$74.5 million (see pages 114-119). This includes projected construction costs for DNT, PGBT and SRT. NTTA will be reimbursed \$15.9 million from Denton County for the construction of DNT Phase 4B service roads.

### **Capital Improvement Fund (CIF)**

FY2020 estimated expenditures are \$239.1 million (see pages 124-131). It contains the Project Delivery department's \$148.5 million for project expansions and improvements, which includes \$44.2

million for PGBT, \$25.5 million wall stabilization/maintenance program and \$75.7 million for DNT. It also includes the Information Technology department's \$79.0 million for system upgrades, enhancements and replacements, the Maintenance department's \$5.1 million for infrastructure reconstruction and repairs and the Traffic & Incident Management's \$4.7 million for safety improvement projects. The remaining expenditures of \$1.8 million are from various departments, which include a \$1.0 million Letter of Credit (LOC) fees for commercial paper and \$0.8 million for professional and consulting fees. Additionally \$4.4 million will be transferred to OMF to cover overhead costs. The estimated revenue deposit to CIF for FY2020 is \$233.2 million. The CIF will also receive an estimated reimbursement of \$27.0 million from a legal settlement for the walls.

The CIF maintains a Rainy Day Fund with a balance to \$75.0 million. This fund is for unanticipated needs and to ensure payment of subordinated debt (see page 151).

#### **CIF-Revolving Account/Feasibility Study Fund (FSF)**

Estimated expenditures for FY2020 are \$0.7 million (see page 132). This includes professional, legal fees and traffic and revenue studies for possible future projects.

#### **360 TOLLWAY (360T)**

The FY2020 estimated expenditures are \$7.8 million (see pages 133-137). This includes \$3.7 million for operations and maintenance costs and \$4.1 million for toll collection services. All of the costs confirm with the TxDOT agreement.

#### **ENTERPRISE FUND/TOLL SERVICE AGREEMENTS (TSA)**

As the regional toll provider, the Authority is responsible for the collection of tolls on all tolled projects in the North Texas Region through various TSAs. In addition, the System's tolltags are operable for parking at DFW and Love Field airports and other Texas and various other state's toll roads. The Enterprise Fund was created to account for the revenue and expenses associated with these partners. Currently, the Authority has TSAs with LBJ Express (on LBJ Freeway, or Interstate 635), North Tarrant Express (NTE) 1 & 2W and NTE 3A/3B as well as a Regional TSA that includes the DFW-Connector, IH-30, IH-35, SH 114, SH 183, Loop 12 and LBJ East.

For the FY2020 budget, the cost allocation method has been modified to better reflect the cost of providing services to these entities. The two main departments responsible for collecting and processing transactions will continue allocating costs to the fund based on the volume of transactions. The Internal Audit, Legal Services, Public Affairs, Shared Services and Operations departments will budget only direct costs associated with the Enterprise Fund.

The Enterprise Fund FY2020 budget is \$23.8 million (see pages 138-140). The budget is composed of \$22.6 million for allocated salaries, benefits and costs related to transaction processing and \$1.2 million for professional, legal fees and promotional costs.

#### **PERSONNEL**

The FY2020 Budget includes \$48.5 million for direct salaries and wages which includes \$1.6 million for the merit program. This is 3.5% of employee's base pay only. Total budgeted full-time employees' (FTE's) positions for FY2020 are 860 (see Staffing Summary page 46) which is an incremental six positions over the prior year's budget. The Traffic & Incident Management department added 3 positions and the Information Technology department added the other 3. The Contact Center and Collections department converted two part-time positions budget in FY2019 to two full-time positions and transferred one position to Information Technology; IT in turn transferred one to Operations. During FY2019, the Project Delivery department added 1 position that was transferred from the



eliminated Financial Planning and Analysis department. Internal Audit and Public Affairs each eliminated one position.

## **HEALTHCARE AND RETIREMENT BENEFITS**

NTTA offers a comprehensive healthcare plan for its employees managed by the Public Employees Benefit Cooperative (PEBC). NTTA and its employees jointly share in the cost of the healthcare plan with NTTA paying approximately 80% of the cost and the employees the remaining 20% through payroll deduction. In addition, NTTA provides retiree health care benefits through the Authority's Benefits plan also administered by PEBC. Employees retiring from NTTA with a minimum 10 years of service are eligible to participate in the company's retiree healthcare plan. There are currently 27 individuals participating in this program. NTTA also participates in the Employees Retirement System of Texas Group Benefit Program for employees hired prior to FY1997 who remain eligible to retire under the State's plan. Currently 45 individuals participate in this plan. Insurance accrual rates are essentially flat compare to FY2019 due to fewer claims. The FY2020 Budget includes \$9.6 million to cover all of the group insurance costs mentioned above. Based on historical experience, this amount is projected to cover claims as well as the provisions required within the Affordable Care Act.

Through Texas County and District Retirement System (TCDRS), NTTA provides pension retirement benefits to its eligible retirees. To become eligible, employees must have a minimum 10 years of service. Eligible retirees receive 250% of the amount they contribute to their retirement account. Currently the retirement plan is funded at 99.2%. In FY1997, NTTA decided to opt out of paying into social security and created a mandatory 401(K) program for all employees. However, this decision did not include the Hospital Insurance portion of the Federal Insurance Contribution Act so NTTA and its employees still contribute to Medicare. As a condition of employment, each employee is required to contribute the following percentages of their base salary to fund these plans: 6.00% to TCERS, 4.00% to 401(K) and 1.45% to Medicare. NTTA also contributes a percent of total base salary of each employee equal to 8.02% to TCERS, 3.50% to 401(K) and 1.45% to Medicare to fund these plans. The FY2020 Budget includes \$6.3 million for overall retirement benefits.

The budget reflects the accounting for healthcare costs of all future retirees. Accounting standards require the Authority to recognize this long-term potential obligation known as Other Post-Employment Benefits (OPEB). It contains \$3.1 million for the FY2020 annual required contribution. While the annual obligation is an estimate of future claims, NTTA currently pays the cost of actual retiree health-care claims.

## **SUMMARY**

The FY2020 Budget empowers the Authority to deliver a safe and reliable toll road system to more than 12.2 million customers annually while operating as a financially sound and vibrant organization. It enables the Authority to continue its commitment to bond holders by maintaining a 1.91 debt service coverage ratio. The budget also allows for strategic investments in operating departments as NTTA enhances the customer experience and accelerates invoicing and collections. Spending is prioritized and managed appropriately while striving for a seamless customer experience. Overall it is a balanced budget with estimated revenues exceeding the expenses for operations, debt service and asset maintenance. The FY2020 Budget ensures that NTTA can perform responsibly and responsively for the benefit of all its stakeholders.

## **Fund Account Descriptions**

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The NTTA System operates as an enterprise fund in accordance with United States generally accepted accounting principles (GAAP). The Trust Agreement also requires that certain funds and accounts be established and maintained. The Authority considers these funds to be major funds and creates a schedule of net assets reporting the funds and accounts as separate columns. This schedule is presented as supplementary information in the basic financial statements and is audited by external independent auditors. The Authority is a non-appropriated, political subdivision of the state of Texas with no Authority funds subject to appropriations.

The funds and accounts established by the Trust Agreement are as follows:

### **REVENUE FUND (RF) - 1101**

The Revenue Fund accounts for all revenues (all tolls, other revenues and interest income) arising or derived by the Authority from the operation and ownership of the System. All revenues of this fund are distributed to other funds in accordance with the Trust Agreement. (See Revenue Distribution pages 168-169)

### **OPERATION AND MAINTENANCE FUND (OMF) - 1001**

The Operation and Maintenance Fund accounts for and pays current operating expenses of the System.

### **RESERVE MAINTENANCE FUND (RMF) - 1201**

The Reserve Maintenance Fund accounts for those maintenance expenses that do not recur on an annual or more frequent basis.

### **CAPITAL IMPROVEMENT FUND (CIF) - 1501**

The Capital Improvement Fund accounts for the costs of repairs, enlargements, extensions, additions, improvements, reconstruction and replacement and capital expenses.

### **CIF-REVOLVING ACCOUNT/FEASIBILITY STUDY FUND (FSF) - 1601**

The Feasibility Study Fund accounts for the initial cost of determining if a project is viable. While the Feasibility Study Fund is separately identified, it is defined as a revolving fund in Chapter 366 of the Texas Transportation Code and is funded from surplus of the Capital Improvement Fund. The estimates for this fund vary from year-to-year based on the number of projects that are under consideration. The majority of the costs are recorded, as deferred charges until the feasibility of the projects are determined; at that time, the costs will either be reimbursed or recorded as an expense.

### **CONSTRUCTION FUND (CF) - 3700**

The Construction Fund accounts for that portion of the proceeds from the sale of revenue bonds or other financing sources and funds received from other entities to pay all costs of construction of new projects of the System. A separate Construction Fund is created and maintained for each project. The estimates for this fund vary from year-to-year based on the amount of construction estimated for that year.

## **INTEREST AND SINKING FUNDS (I&SF) - 4211, 4221, & 4231**

The Interest and Sinking Funds are the debt service funds of the Authority and account for all the payments of debt obligations. The Trust Agreement, dated April 1, 2008, re-designated the funds as First-, Second- or Third-Tier Interest and Sinking Funds. The First-Tier debt obligations have a security interest in the Net Revenues senior to that securing the Second-Tier and the Third-Tier debt obligations. The Second-Tier debt obligations have a security interest in the Net Revenues senior to that securing the Third-Tier debt obligations. Three accounts were created within each of these I&SF Tiers as follows:

- First, Second or Third Tier Bond Interest Account – This account was created to account for the interest payments for the debt obligation within each tier.
- First, Second or Third Tier Reserve Account – This account was created to account for any required reserves provided for in the Supplemental Agreement associated with the issuance of debt within each tier.
- First, Second or Third Tier Redemption Account – This account was created to account for the principal payments for the debt obligation within each tier.

The following funds are not required by the Trust Agreement but were established by the Authority:

### **360 TOLLWAY (360T) - 6000**

The 360 Tollway Fund was established by the Authority to account for the revenue and expenses associated with the project in accordance to the Project Agreement.

### **ENTERPRISE FUND (EF) - 7800**

The Enterprise Fund was established by the Authority to account for the revenue and expenses associated with tolling services agreements. The Authority is responsible for the collection of tolls on all tolled projects in the North Texas region.

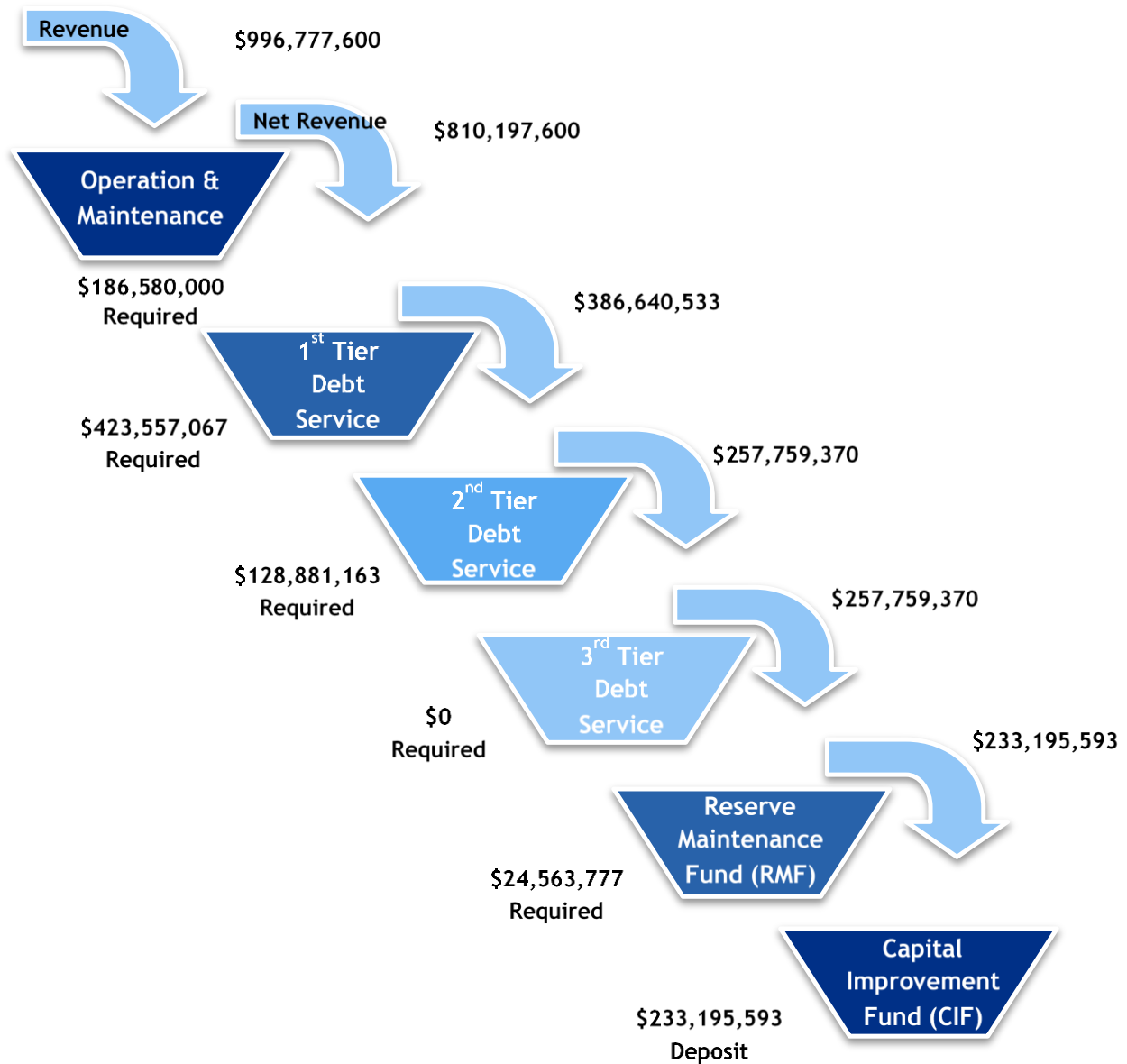
## Departments and Funds Matrix

The relationship between the Authority's departments and the major funds is illustrated below in a matrix format. The use of a fund by the department is highlighted in blue, and the percent of the budget associated with the department is shown in the square. The dollar amounts are shown in detail on the Departmental Budget and Information documents in the Departmental Budget Section, starting with the Accounting department on page 53. The amounts for 360 Tollway and Enterprise Fund are on page 133 and 139, respectively.

Department	Operation & Maintenance Fund	Construction Fund	Reserve Maintenance Fund	Capital Improvement Fund	Feasibility Study Fund	Interest and Sinking Funds	360 Tollway Fund	Enterprise Fund
<b>Administrative Services:</b>								
Accounting	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%
Administration	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%
Board	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Human Resources	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%
Internal Audit	0.7%	0.1%	0.0%	0.0%	0.0%	0.0%	0.8%	0.1%
Legal Services	1.7%	0.1%	0.0%	0.2%	23.1%	0.0%	0.2%	0.2%
Procurement and Business Diversity	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%
Public Affairs	3.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	3.3%
Shared Services	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%	0.8%
Treasury Management	1.2%	0.0%	0.0%	0.6%	0.0%	100.0%	0.3%	0.0%
<b>Total Administrative Services</b>	<b>17.5%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.8%</b>	<b>23.1%</b>	<b>100.0%</b>	<b>4.5%</b>	<b>4.4%</b>
<b>Operational Services:</b>								
Contact Center and Collections	35.6%	0.0%	0.0%	0.0%	0.0%	0.0%	16.9%	78.5%
Information Technology	13.1%	0.0%	29.0%	33.0%	0.0%	0.0%	5.8%	16.9%
Maintenance	21.1%	0.0%	12.0%	2.1%	0.0%	0.0%	44.0%	0.0%
Operations	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.2%
Project Delivery	1.5%	99.8%	59.0%	62.1%	76.9%	0.0%	0.6%	0.0%
Traffic and Incident Mgmt.	10.6%	0.0%	0.0%	2.0%	0.0%	0.0%	28.0%	0.0%
<b>Total Operational Services</b>	<b>82.5%</b>	<b>99.8%</b>	<b>100.0%</b>	<b>99.2%</b>	<b>76.9%</b>	<b>0.0%</b>	<b>95.5%</b>	<b>95.6%</b>
<b>FY2020 Totals</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

# Flow of NTTA System FY2020 Revenue

The following graph shows the distribution of the FY2020 projected revenues from the Revenue Fund to the various funds in accordance with the Trust Agreement.



## FY2017 to FY2020 Revenue Detail

	FY2017	FY2018	FY2019
	Actual	Actual	Budget
<b>TOLL REVENUE</b>			
President George Bush Turnpike (PGBT)	\$ 265,807,042	\$ 324,277,318	\$ 338,906,300
Dallas North Tollway (DNT)	247,566,696	263,220,648	274,928,600
Sam Rayburn Tollway (SRT)	180,485,338	189,697,456	202,695,700
Chisholm Trail Parkway (CTP)	8,161,871	52,758,334	58,098,800
Lewisville Lake Toll Bridge (LLTB)	7,769,636	8,765,331	9,081,900
Mountain Creek Lake Bridge (MCLB)	1,521,121	1,571,572	1,649,600
Addison Airport Tunnel Tollway (AATT)	1,239,751	1,200,357	1,295,200
<b>Total Toll Revenues</b>	<b>712,551,455</b>	<b>841,491,016</b>	<b>886,656,100</b>
<b>INVESTMENT INCOME</b>	<b>12,609,497</b>	<b>23,042,758</b>	<b>19,600,000</b>
<b>OTHER INCOME</b>			
Statement Fees	3,107,002	3,404,040	3,500,000
Rents & Miscellaneous Revenues	1,148,565	940,474	1,000,000
Administrative and Late Fees	32,747,904	40,305,382	39,482,700
<b>Total Other Income</b>	<b>37,003,471</b>	<b>44,649,896</b>	<b>43,982,700</b>
<b>TOTAL REVENUES</b>	<b>\$ 762,164,423</b>	<b>\$ 909,183,670</b>	<b>\$ 950,238,800</b>

(1) Projected FY2019 toll revenue per CDM Smith revised estimate as of June 5, 2019; investment and other revenue estimated by staff based on June 2019 actual.

(2) Estimated FY2020 toll revenue per CDM Smith Traffic and Toll Revenue Study; investment and other revenue estimated by staff.

FY2019	FY2019	FY2020	Variance	
Projection (1)	Variance Projection to Budget	Budget (2)	Increase/(Decrease) to FY2019 Projections	% Change
\$ 341,040,800	\$ 2,134,500	\$ 355,544,000	\$ 14,503,200	4.3%
277,936,200	3,007,600	290,647,700	12,711,500	4.6%
200,365,000	(2,330,700)	208,252,900	7,887,900	3.9%
57,374,400	(724,400)	61,114,900	3,740,500	6.5%
9,478,700	396,800	9,938,800	460,100	4.9%
1,521,100	(128,500)	1,567,600	46,500	3.1%
1,228,800	(66,400)	1,276,700	47,900	3.9%
<b>888,945,000</b>	<b>2,288,900</b>	<b>928,342,600</b>	<b>39,397,600</b>	<b>4.4%</b>
<b>24,900,000</b>	<b>5,300,000</b>	<b>22,500,000</b>	<b>(2,400,000)</b>	<b>(9.6%)</b>
3,663,900	163,900	3,535,000	(128,900)	(3.5%)
860,900	(139,100)	1,000,000	139,100	16.2%
41,378,000	1,895,300	41,400,000	22,000	0.1%
<b>45,902,800</b>	<b>1,920,100</b>	<b>45,935,000</b>	<b>32,200</b>	<b>0.1%</b>
<b>\$ 959,747,800</b>	<b>\$ 9,509,000</b>	<b>\$ 996,777,600</b>	<b>\$ 37,029,800</b>	<b>3.9%</b>

# Revenue and Coverage Calculation FY2018 to FY2020

	FY2018	FY2019	FY2020	FY2020 to FY2019 Variance	
	Actual	Budget	Budget	Amount	% Change
Gross Toll Revenue	\$ 920,208,770	\$ 978,043,100	\$ 1,021,844,400	\$43,801,300	4.5%
Bad Debt Expense	(78,717,754)	(91,387,000)	(93,501,800)	(2,114,800)	2.3%
Net Toll Revenue (1)	841,491,016	886,656,100	928,342,600	41,686,500	4.7%
Investment Income	23,042,758	19,600,000	22,500,000	2,900,000	14.8%
Other Income (2)	44,649,896	43,982,700	45,935,000	1,952,300	4.4%
<b>Total Revenues</b>	<b>909,183,670</b>	<b>950,238,800</b>	<b>996,777,600</b>	<b>46,538,800</b>	<b>4.9%</b>
<b>REVENUE TRANSFERS TO OPERATION AND MAINTENANCE FUND</b>					
Operating Expenses (3)	165,549,909	192,780,000	195,480,000	2,700,000	1.4%
Inter-Fund Transfers (3)	(8,356,898)	(10,250,478)	(8,900,000)	1,350,478	(13.2%)
<b>Net Operating Expenses (3)</b>	<b>157,193,011</b>	<b>182,529,522</b>	<b>186,580,000</b>	<b>4,050,478</b>	<b>2.2%</b>
<b>Net Revenues for Debt Service</b>	<b>751,990,659</b>	<b>767,709,278</b>	<b>810,197,600</b>	<b>42,488,322</b>	<b>5.5%</b>
<b>DEBT SERVICE</b>					
First Tier Debt Service	447,217,947	415,882,237	441,752,603	25,870,366	6.2%
First Tier Capitalized Interest and Credit	(18,117,942)	(18,059,748)	(18,195,536)	(135,788)	0.8%
Second Tier Debt Service	80,107,550	113,268,663	128,881,163	15,612,500	13.8%
<b>Net Debt Service Fund</b>	<b>509,207,555</b>	<b>511,091,152</b>	<b>552,438,230</b>	<b>41,347,078</b>	<b>8.1%</b>
CIF Subordinated Bonds Debt	24,041,642	24,029,260	8,449,499	(15,579,761)	(64.8%)
ISTEA Loan	10,500,000	12,250,000	15,322,396	3,072,396	25.1%
<b>Total Net Debt Service</b>	<b>543,749,197</b>	<b>547,370,412</b>	<b>576,210,125</b>	<b>28,839,713</b>	<b>5.3%</b>
Inter-Fund Transfer (4)	34,541,642	36,279,260	23,771,895	(12,507,365)	(34.5%)
<b>Revenues Available after Debt Service</b>	<b>242,783,104</b>	<b>256,618,126</b>	<b>257,759,370</b>	<b>1,141,244</b>	<b>0.4%</b>
Reserve Maintenance Fund Required Deposit	22,184,046	38,053,253	24,563,777	(13,489,476)	(35.4%)
<b>Revenues Available for Capital Improvement Fund</b>	<b>220,599,058</b>	<b>218,564,873</b>	<b>233,195,593</b>	<b>14,630,720</b>	<b>6.7%</b>
CIF Subordinated Debt Payment	(24,041,642)	(24,029,260)	(8,449,499)	15,579,761	(64.8%)
ISTEA Payment	(10,500,000)	(12,250,000)	(15,322,396)	(3,072,396)	25.1%
<b>Revenues Available for Capital Projects</b>	<b>\$ 186,057,416</b>	<b>\$ 182,285,613</b>	<b>\$ 209,423,698</b>	<b>\$27,138,085</b>	<b>14.9%</b>
<b>DEBT SERVICE COVERAGE</b>				<b>TRUST AGREEMENT REQUIREMENT</b>	
First Tier Coverage	1.75	1.93	1.91	1.35	
First & Second Tier Coverage	1.48	1.50	1.47	1.20	
All Debt Coverage	1.38	1.40	1.41	1.00	

(1) FY2020 Toll Revenue Estimates are based on T&R consultant estimates. (See pages 170-176)

(2) Other Income includes late and statement fees.

(3) Budgeted Operating Expenses include 100% of the total salaries, retirement and healthcare costs. For FY2020, transfers from Construction Fund, Reserve Maintenance Fund and Capital Improvement Fund will be made to cover approximately \$8.9 million of these costs.

(4) For FY2020 CIF will transfer \$8.4 million and \$15.3 million to the Bond Service Fund for Subordinated Debt and ISTEA Loan payments, respectively.



# FY2020 Estimated Revenue and Debt Service Fund Requirements

Revenue Distribution	
<b>Estimated Available Balance as of 1/1/2020</b>	<b>\$ -</b>
Estimated FY2020 Revenues	
Toll Revenue	928,342,600
Other Revenue	45,935,000
Interest Income	22,500,000
Total Estimated FY2020 Revenues	996,777,600
Required Transfers per Trust Agreement	
Operation and Maintenance Fund	(186,580,000)
Debt Service Fund	(552,438,230)
Reserve Maintenance Fund	(24,563,777)
Capital Improvement Fund	(233,195,593)
Total Estimated FY2020 Transfers	(996,777,600)
<b>Estimated Available Balance as of 12/31/2020</b>	<b>\$ -</b>

Debt Service Fund Balance	
<b>Debt Service Fund Available Balance as of 1/1/2020</b>	<b>\$ -</b>
Debt Service Payments	
First Tier Debt Service	(423,557,067)
Second Tier Debt Service	(128,881,163)
Capital Improvement Fund Subordinated Debt	(8,449,499)
Capital Improvement Fund ISTEAL Loan	(15,322,396)
Total Debt Service FY2020 Payments	(576,210,125)
Required Transfers per Trust Agreement	
Revenue Distribution	\$ 552,438,230
Excess Bond Reserve Account	-
Transfer from Capital Improvement Fund	23,771,895
Total Estimated FY2020 Transfers	576,210,125
<b>Estimated Available Balance as of 12/31/2020</b>	<b>\$ -</b>

Bond Reserve Account Balance*	
<b>Estimated Available Balance as of 1/1/2020</b>	<b>\$ 451,978,798</b>
Required Transfers per Trust Agreement	
Construction Fund	-
First Tier Debt Service	-
<b>Estimated Available Balance as of 12/31/2020</b>	<b>\$ 451,978,798</b>

\* The Bond Reserve Account balance shall be used to retire the last of the Outstanding Bonds and/or for paying interest and principal of the Bonds if Debt Service Fund balance is insufficient for that purpose. Per the Trust Agreement, at the option of the Authority, the excess Required Reserve can be transferred to the Construction Fund through completion of construction of any project; otherwise to the First Tier Debt Service account.

## Summary of Fund Budgets FY2017 to FY2020

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<b>FUND</b>	<b>FY2017</b>	<b>FY2018</b>
<b>Operation and Maintenance Fund (1)(2)</b>	\$ 155,100,000	\$ 185,750,000
<b>NTTA System Construction Fund (2)</b>	20,605,205	42,746,110
<b>Reserve Maintenance Fund (2)</b>	51,912,636	48,128,568
<b>Capital Improvement Fund (2)</b>	200,888,879	172,361,457
<b>CIF/Feasibility Study Fund (2)</b>	1,700,000	650,000
<b>360 Tollway (2)</b>	-	6,158,077
<b>Enterprise Fund (TSA's) (2)</b>	12,328,630	16,483,332
<b>Total Budgets</b>	<b>\$ 442,535,350</b>	<b>\$ 472,277,544</b>

(1) FY2020 detail by account on pages 39-41.

(2) FY2020 detail by account for all funds combined on pages 42-45.

(3) Net change due mainly to the increase in DPS troopers and Cyber Insurance (see page 107).

(4) Change due mainly to the construction of DNT Phase 4B (southbound frontage road) and SRT widening (see page 114-119).

(5) Change mainly due to normal cycle of projects and maintenance (see pages 120-131).

(6) Increase in maintenance contract per agreement (see pages 133-137).

(7) Change due to increase in transactions (see pages 138-140).

**Increase (Decrease)**

<b>FY2019</b>		<b>FY2020</b>		<b>Variance</b>	
\$	192,780,000	\$	195,480,000	2,700,000	(3)
	67,686,860		74,458,802	6,771,942	(4)
	58,126,144		61,391,775	3,265,631	(5)
	189,385,987		239,114,867	49,728,880	(5)
	650,000		650,000	0	
	7,129,086		7,771,667	642,581	(6)
	22,896,851		23,785,417	888,566	(7)
<hr/>					
\$	538,654,928	\$	602,652,528	63,997,600	

## Actual, Projections & Budget for FY2017 to FY2020

	FY2017	FY2018	FY2019
	ACTUAL	ACTUAL	BUDGET
Toll Revenue (1)	\$ 712,551,455	\$ 841,491,016	\$ 886,656,100
Investment Income	12,609,497	23,042,758	19,600,000
Other Income	37,003,471	44,649,896	43,982,700
<b>Total Revenues</b>	<b>762,164,423</b>	<b>909,183,670</b>	<b>950,238,800</b>
<b>ADMINISTRATIVE SERVICES (2)</b>			
Accounting	1,427,902	1,560,396	1,400,969
Administration	492,602	715,899	756,085
Board	150,566	163,169	184,275
Financial Planning and Analysis (3)	1,119,299	892,550	-
Human Resources	1,167,333	1,262,902	1,630,670
Internal Audit	900,458	777,918	1,197,807
Legal Services	2,491,806	3,067,577	3,139,770
Procurement and Business Diversity	1,381,240	1,564,465	1,892,203
Public Affairs	3,675,762	5,186,964	6,973,028
Shared Services	10,616,257	12,184,397	12,468,195
Treasury Management (3)	918,575	1,127,438	2,655,487
<b>Sub-total</b>	<b>24,341,800</b>	<b>28,503,675</b>	<b>32,298,489</b>
<b>OPERATIONAL SERVICES (2)</b>			
Contact Center and Collections	65,601,082	69,848,872	76,220,075
Information Technology	17,539,808	21,032,121	28,625,877
Maintenance	23,798,568	27,496,673	33,755,172
Operations	822,962	749,587	957,071
Project Delivery	1,925,226	2,471,974	2,686,502
Traffic & Incident Management	11,487,364	15,447,007	18,236,814
<b>Sub-total</b>	<b>121,175,010</b>	<b>137,046,234</b>	<b>160,481,511</b>
<b>Total Expenses</b>	<b>\$145,516,810</b>	<b>\$165,549,909</b>	<b>\$192,780,000</b>

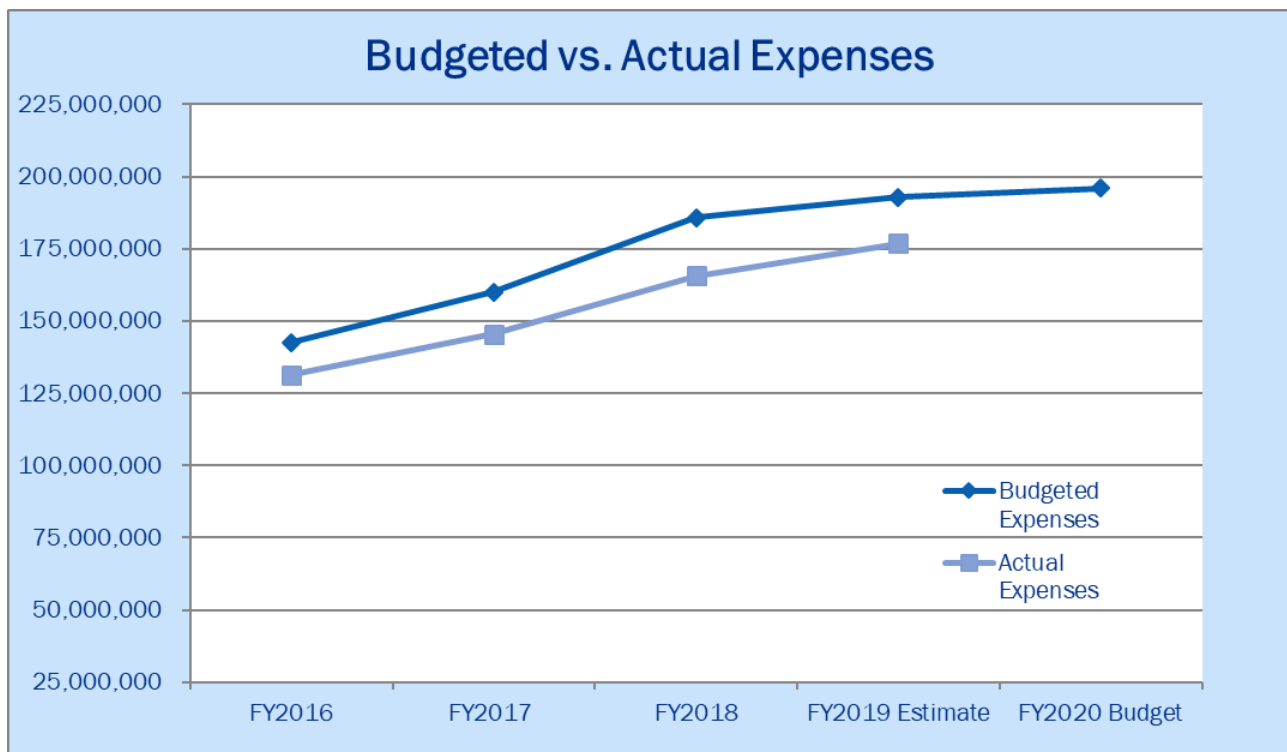
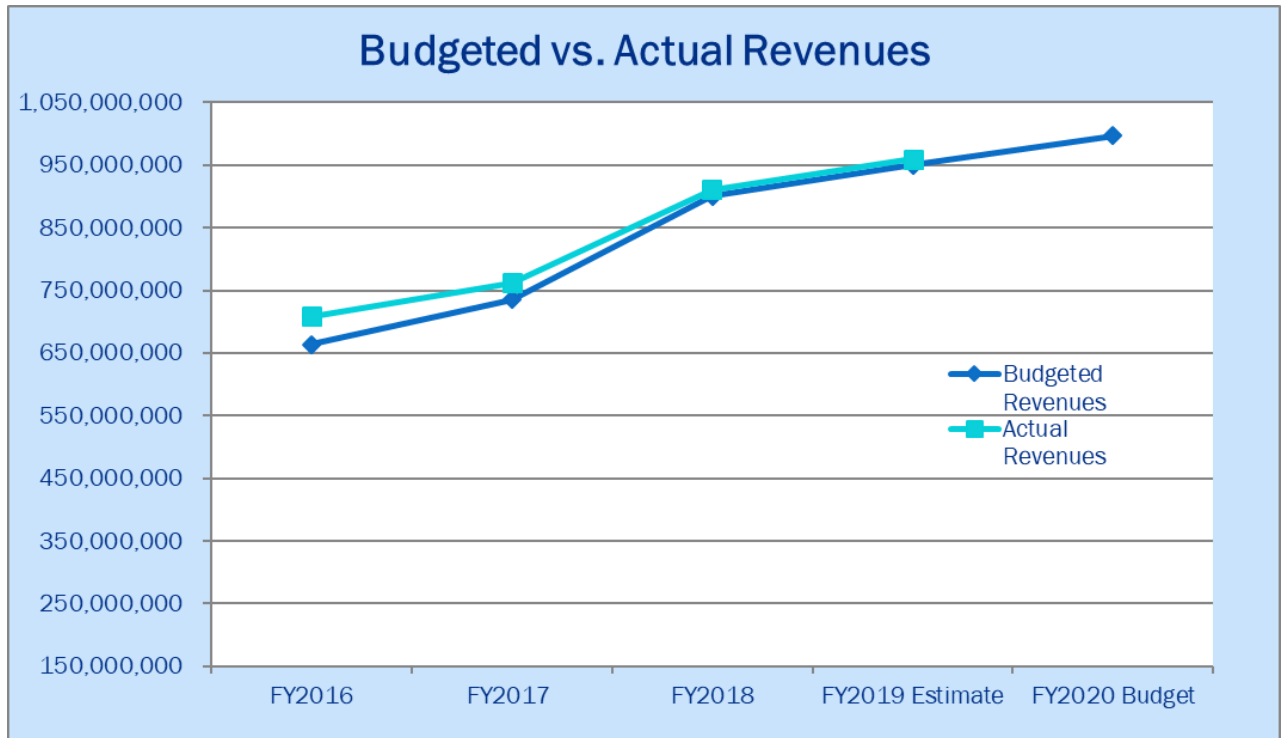
(1) FY2019 and FY2020 Budget toll revenue numbers per T&R consultant estimate. (See page 170-176 for FY2020 Budget toll revenue)

(2) FY2019 projected cost presented by account on Appendix E, pages 177-180.

(3) Financial Planning and Analysis was combined with Treasury Management during FY2018.

<b>FY2019</b>	<b>FY2019</b>	<b>FY2020</b>	<b>Variance</b>
<b>PROJECTION</b>	<b>VARIANCE PROJECTION to BUDGET</b>	<b>BUDGET</b>	<b>Increase (Decrease) to FY2019 Projections</b>
\$ 888,945,000	\$ 2,288,900	\$ 928,342,600	\$ 39,397,600
24,900,000	5,300,000	22,500,000	(2,400,000)
45,902,800	1,920,100	45,935,000	32,200
<u>959,747,800</u>	<u>9,509,000</u>	<u>996,777,600</u>	<u>37,029,800</u>
1,380,716	(20,253)	1,718,752	338,036
648,914	(107,171)	698,064	49,150
176,262	(8,013)	184,618	8,356
-	-	-	-
1,374,038	(256,632)	1,843,245	469,207
985,145	(212,662)	1,300,482	315,337
3,122,085	(17,685)	3,296,978	174,893
1,601,577	(290,626)	1,950,199	348,622
6,537,787	(435,241)	7,164,559	626,772
11,777,156	(691,039)	13,147,194	1,370,038
2,133,428	(522,059)	2,484,443	351,015
<u>29,737,108</u>	<u>(2,561,381)</u>	<u>33,788,534</u>	<u>4,051,426</u>
70,990,585	(5,229,490)	69,135,099	(1,855,486)
26,497,583	(2,128,294)	25,743,125	(754,458)
28,749,190	(5,005,982)	41,283,106	12,533,916
930,345	(26,726)	1,158,183	227,838
2,235,165	(451,337)	2,847,644	612,479
17,666,584	(570,230)	21,524,309	3,857,725
<u>147,069,452</u>	<u>(13,412,059)</u>	<u>161,691,466</u>	<u>14,622,014</u>
<u>\$ 176,806,560</u>	<u>\$ (15,973,440)</u>	<u>\$ 195,480,000</u>	<u>\$ 18,673,440</u>

## Budget vs. Actual Revenues and Expenses Graphs



# Operation and Maintenance Fund Budget by Account FY2020

Account	Accounting	Administration	Board	Human Resources	Internal Audit	Legal Services
511101-Salaries and Wages-Direct	\$1,485,561	\$387,450	\$85,913	\$1,096,115	\$770,543	\$813,340
511202-Salaries and Wages-Internship	0	0	0	59,165	0	146,034
511301-Salaries and Wage-Overtime	559	0	0	2,396	0	0
512101-Group Insurance	0	0	0	0	0	0
512401-Retirement Contributions	191,806	44,155	11,137	141,583	99,496	104,674
512402-Retirement Contr.-Internship	0	0	0	7,674	0	18,940
512501-Tuition Reimbursement	0	0	0	31,575	0	0
512601-Unemployment Insurance	0	0	0	0	0	0
512602-OPEB Annual Req'd Contribution	0	0	0	0	0	0
512701-Worker's Comp Ins	0	0	0	0	0	0
<b>Salaries &amp; Benefits</b>	<b>1,677,926</b>	<b>431,605</b>	<b>97,050</b>	<b>1,338,508</b>	<b>870,039</b>	<b>1,082,988</b>
521201-Consulting/ Professional	1,023	173,641	0	162,551	197,763	0
521202-Legal Fees	0	0	0	0	0	2,086,669
521203-Auditing Fees	0	0	0	0	206,029	0
521204-Trustee Fees	0	0	0	0	0	0
521207-Traffic Engineering Fees	0	0	0	0	0	0
521208-Police Services (DPS)	0	0	0	0	0	0
521209-Armored Car Services	0	0	0	0	0	0
523301-Recruitment	0	0	0	157,820	0	0
523851-Temporary Contract Labor	0	0	0	6,594	0	0
<b>Consulting &amp; Professional Services</b>	<b>1,023</b>	<b>173,641</b>	<b>0</b>	<b>326,965</b>	<b>403,792</b>	<b>2,086,669</b>
521212-Outside Maintenance Services	0	0	0	0	0	0
522202-Landscaping	0	0	0	0	0	0
522301-Rentals - Land	0	0	0	0	0	0
522302-Rentals - Equipment	0	0	0	0	0	0
523801-Licenses	644	0	0	0	801	0
531102-Other Materials and Supplies	0	0	0	0	0	0
531107-Motor Fuel Expense	0	0	0	0	0	0
531211-Water	0	0	0	0	0	0
531221-Gas	0	0	0	0	0	0
531231-Electricity	0	0	0	0	0	0
531601-Small Tools and Shop Supplies	0	0	0	0	0	0
531701-Uniforms	0	0	0	0	0	0
<b>Maintenance</b>	<b>644</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>801</b>	<b>0</b>
523201-Postage	0	0	0	0	100	0
523202-Telecommunications	0	0	0	0	0	0
523701-Education and Training	3,923	4,187	0	67,669	10,597	3,423
531103-Mobile Equipment Expense	0	0	0	0	0	0
531501-Inven for resale(toll tags)	0	0	0	0	0	0
531651-Software	0	0	0	0	0	0
573002-Credit Card Fees	0	0	0	0	0	0
<b>Operations</b>	<b>3,923</b>	<b>4,187</b>	<b>0</b>	<b>67,669</b>	<b>10,697</b>	<b>3,423</b>
523203-Public Information Fees	0	0	0	0	0	0
523302-Magazine and Newspaper	0	0	0	0	0	0
523303-Television & Radio	0	0	0	0	0	0
523304-Promotional Expenses	280	10,246	0	81,057	0	0
523401-Printing and Photographic	4,000	0	0	0	0	0
523402-Maps & Pamphlets	0	0	0	0	0	0
<b>Business &amp; Marketing</b>	<b>4,280</b>	<b>10,246</b>	<b>0</b>	<b>81,057</b>	<b>0</b>	<b>0</b>
521101-Meeting Expense	2,308	2,382	59,697	8,418	646	2,500
523101-Insurance Expense - Other	0	0	0	0	0	0
523305-Employee Appreciation	0	0	0	0	0	0
523501-Travel	14,776	14,760	14,029	6,371	5,000	12,869
523601-Dues & Subscriptions	5,000	60,093	9,500	8,440	5,060	77,763
523902-Liability Claims	0	0	0	0	0	0
531101-Office Supplies	8,335	876	2,842	5,065	2,828	30,229
531105-Freight and Express	537	274	1,500	752	19	537
531401-Books & Periodicals	0	0	0	0	1,600	0
573001-Bank Charges	0	0	0	0	0	0
<b>Administrative</b>	<b>30,956</b>	<b>78,385</b>	<b>87,568</b>	<b>29,046</b>	<b>15,153</b>	<b>123,898</b>
<b>Totals</b>	<b>\$1,718,752</b>	<b>\$698,064</b>	<b>\$184,618</b>	<b>\$1,843,245</b>	<b>\$1,300,482</b>	<b>\$3,296,978</b>

Account	Procurement and Business Diversity	Public Affairs	Shared Services	Treasury Management	Contact Center and Collections	Information Technology	Maintenance
511101-Salaries and Wages-Direct	\$1,500,924	\$1,515,903	\$0	\$990,605	\$9,908,671	\$8,022,436	\$8,653,520
511202-Salaries and Wages-Internship	0	0	0	0	0	0	0
511301-Salaries and Wage-Overtime	1,958	1,562	0	0	352,153	104,574	360,010
512101-Group Insurance	0	0	9,296,084	0	0	0	0
512401-Retirement Contributions	194,583	195,764	0	128,179	1,279,621	1,037,955	1,122,321
512402-Retirement Contr.-Internship	0	0	0	0	0	0	0
512501-Tuition Reimbursement	0	0	0	0	0	0	0
512601-Unemployment Insurance	0	0	127,386	0	0	0	0
512602-OPEB Annual Req'd Contribution	0	0	3,100,000	0	0	0	0
512701-Worker's Comp Ins	0	0	277,761	0	0	0	0
<b>Salaries &amp; Benefits</b>	<b>1,697,465</b>	<b>1,713,229</b>	<b>12,801,231</b>	<b>1,118,784</b>	<b>11,540,444</b>	<b>9,164,965</b>	<b>10,135,851</b>
521201-Consulting/Professional	2,030	1,807,752	0	359,474	8,188,485	0	200,000
521202-Legal Fees	0	0	0	0	0	0	0
521203-Auditing Fees	0	0	0	0	0	0	0
521204-Trustee Fees	0	0	0	295,899	0	0	0
521207-Traffic Engineering Fees	0	0	0	588,199	0	0	0
521208-Police Services (DPS)	0	0	0	0	0	0	0
521209-Armored Car Services	0	0	0	0	54,627	0	0
523301-Recruitment	0	0	0	0	0	0	0
523851-Temporary Contract Labor	0	0	0	0	11,648,519	84,662	100,000
<b>Consulting &amp; Professional Services</b>	<b>2,030</b>	<b>1,807,752</b>	<b>0</b>	<b>1,243,572</b>	<b>19,891,631</b>	<b>84,662</b>	<b>300,000</b>
521212-Outside Maintenance Services	0	0	0	0	0	6,623,040	23,008,342
522202-Landscaping	0	0	0	0	0	0	61,500
522301-Rentals - Land	0	0	0	0	163,595	0	259,556
522302-Rentals - Equipment	0	0	0	0	55,822	0	90,350
523801-Licenses	3,892	0	0	0	0	0	23,565
531102-Other Materials and Supplies	0	2,798	0	0	0	218,000	1,942,062
531107-Motor Fuel Expense	0	0	0	0	0	0	1,023,309
531211-Water	0	0	0	0	0	0	850,000
531221-Gas	0	0	0	0	0	0	50,600
531231-Electricity	0	0	0	0	0	0	1,906,846
531601-Small Tools and Shop Supplies	0	0	0	0	0	0	288,685
531701-Uniforms	0	1,979	0	0	50,594	0	189,600
<b>Maintenance</b>	<b>3,892</b>	<b>4,777</b>	<b>0</b>	<b>0</b>	<b>270,011</b>	<b>6,841,040</b>	<b>29,694,415</b>
523201-Postage	0	0	0	0	8,580,160	0	0
523202-Telecommunications	0	0	0	0	0	1,181,521	121,200
523701-Education and Training	14,584	2,960	0	3,044	67,793	106,500	45,900
531103-Mobile Equipment Expense	0	0	0	0	0	0	909,425
531501-Inven for resale(toll tags)	0	0	0	0	8,891,582	0	0
531651-Software	0	0	0	0	0	8,218,337	0
573002-Credit Card Fees	0	0	0	0	18,995,336	0	0
<b>Operations</b>	<b>14,584</b>	<b>2,960</b>	<b>0</b>	<b>3,044</b>	<b>36,534,871</b>	<b>9,506,358</b>	<b>1,076,525</b>
523203-Public Information Fees	26,000	0	0	0	0	0	0
523302-Magazine and Newspaper	0	1,426,601	0	0	0	0	0
523303-Television & Radio	0	1,019,697	0	0	0	0	0
523304-Promotional Expenses	97,800	1,049,249	0	0	234,531	0	0
523401-Printing and Photographic	1,122	8,177	0	0	116,979	0	0
523402-Maps & Pamphlets	0	46,960	0	0	0	0	0
<b>Business &amp; Marketing</b>	<b>124,922</b>	<b>3,550,684</b>	<b>0</b>	<b>0</b>	<b>351,510</b>	<b>0</b>	<b>0</b>
521101-Meeting Expense	3,120	12,941	0	0	30,525	0	6,100
523101-Insurance Expense - Other	0	0	0	0	0	0	0
523305-Employee Appreciation	0	1,752	0	0	0	0	0
523501-Travel	21,000	35,010	0	11,578	20,005	27,900	23,100
523601-Dues & Subscriptions	75,003	28,155	1,300	3,661	29,429	6,000	25,615
523902-Liability Claims	0	0	0	0	0	0	0
531101-Office Supplies	8,043	6,967	344,663	3,169	92,880	112,200	21,100
531105-Freight and Express	140	332	0	635	1,144	0	400
531401-Books & Periodicals	0	0	0	0	0	0	0
573001-Bank Charges	0	0	0	100,000	372,649	0	0
<b>Administrative</b>	<b>107,306</b>	<b>85,157</b>	<b>345,963</b>	<b>119,043</b>	<b>546,632</b>	<b>146,100</b>	<b>76,315</b>
<b>Totals</b>	<b>\$1,950,199</b>	<b>\$7,164,559</b>	<b>\$13,147,194</b>	<b>\$2,484,443</b>	<b>\$69,135,099</b>	<b>\$25,743,125</b>	<b>\$41,283,106</b>



Account	Operations	Project Delivery	Traffic & Incident Mgmt	FY2020 Budget	FY2019 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
511101-Salaries and Wages-Direct	\$996,108	\$2,480,897	\$5,776,626	\$44,484,612	\$43,024,410	\$1,460,202	3.4%
511202-Salaries and Wages-Internship	0	0	0	205,199	175,315	29,884	17.0%
511301-Salaries and Wage-Overtime	0	0	23,064	846,276	821,176	25,100	3.1%
512101-Group Insurance	0	0	0	9,296,084	8,754,657	541,427	6.2%
512401-Retirement Contributions	128,162	321,552	748,510	5,749,498	5,435,206	314,292	5.8%
512402-Retirement Contr.-Internship	0	0	0	26,614	22,230	4,384	19.7%
512501-Tuition Reimbursement	0	0	0	31,575	31,575	-	0.0%
512601-Unemployment Insurance	0	0	0	127,386	227,386	(100,000)	(44.0%)
512602-OPEB Annual Req'd Contribution	0	0	0	3,100,000	3,100,000	-	0.0%
512701-Worker's Comp Ins	0	0	0	277,761	327,941	(50,180)	(15.3%)
<b>Salaries &amp; Benefits</b>	<b>1,124,270</b>	<b>2,802,449</b>	<b>6,548,200</b>	<b>64,145,004</b>	<b>61,919,896</b>	<b>2,225,108</b>	<b>3.6%</b>
521201-Consulting/Professional	0	20,000	52,273	11,164,992	13,195,504	(2,030,512)	(15.4%)
521202-Legal Fees	0	0	0	2,086,669	2,086,669	-	0.0%
521203-Auditing Fees	0	0	0	206,029	206,029	-	0.0%
521204-Trustee Fees	0	0	0	295,899	345,899	(50,000)	(14.5%)
521207-Traffic Engineering Fees	0	0	0	588,199	688,199	(100,000)	(14.5%)
521208-Police Services (DPS)	0	0	11,505,625	11,505,625	8,985,742	2,519,883	28.0%
521209-Armored Car Services	0	0	0	54,627	59,627	(5,000)	(8.4%)
523301-Recruitment	0	0	0	157,820	157,820	-	0.0%
523851-Temporary Contract Labor	0	0	0	11,839,775	12,267,764	(427,989)	(3.5%)
<b>Consulting &amp; Professional Services</b>	<b>0</b>	<b>20,000</b>	<b>11,557,898</b>	<b>37,899,635</b>	<b>37,993,253</b>	<b>(93,618)</b>	<b>(0.2%)</b>
521212-Outside Maintenance Services	0	0	54,136	29,685,518	21,758,982	7,926,536	36.4%
522202-Landscaping	0	0	0	61,500	61,500	-	0.0%
522301-Rentals - Land	0	0	0	423,151	423,151	-	0.0%
522302-Rentals - Equipment	0	0	0	146,172	146,172	-	0.0%
523801-Licenses	0	600	0	29,502	29,502	-	0.0%
531102-Other Materials and Supplies	0	0	129,417	2,292,277	3,173,777	(881,500)	(27.8%)
531107-Motor Fuel Expense	0	0	0	1,023,309	1,023,309	-	0.0%
531211-Water	0	0	0	850,000	722,590	127,410	17.6%
531221-Gas	0	0	0	50,600	70,600	(20,000)	(28.3%)
531231-Electricity	0	0	0	1,906,846	2,164,256	(257,410)	(11.9%)
531601-Small Tools and Shop Supplies	0	0	0	288,685	290,685	(2,000)	(0.7%)
531701-Uniforms	0	0	82,687	324,860	316,523	8,337	2.6%
<b>Maintenance</b>	<b>0</b>	<b>600</b>	<b>266,240</b>	<b>37,082,420</b>	<b>30,181,047</b>	<b>6,901,373</b>	<b>22.9%</b>
523201-Postage	0	0	0	8,580,260	10,668,292	(2,088,032)	(19.6%)
523202-Telecommunications	0	0	0	1,302,721	1,364,758	(62,037)	(4.5%)
523701-Education and Training	3,053	6,283	33,614	373,530	452,183	(78,653)	(17.4%)
531103-Mobile Equipment Expense	0	0	0	909,425	1,059,425	(150,000)	(14.2%)
531501-Inven for resale(toll tags)	0	0	0	8,891,582	10,567,552	(1,675,970)	(15.9%)
531651-Software	0	0	0	8,218,337	10,994,874	(2,776,537)	(25.3%)
573002-Credit Card Fees	0	0	0	18,995,336	19,982,558	(987,222)	(4.9%)
<b>Operations</b>	<b>3,053</b>	<b>6,283</b>	<b>33,614</b>	<b>47,271,191</b>	<b>55,089,642</b>	<b>(7,818,451)</b>	<b>(14.2%)</b>
523203-Public Information Fees	0	0	0	26,000	29,958	(3,958)	(13.2%)
523302-Magazine and Newspaper	0	0	0	1,426,601	1,426,601	-	0.0%
523303-Television & Radio	0	0	0	1,019,697	1,019,697	-	0.0%
523304-Promotional Expenses	0	0	7,636	1,480,799	1,177,440	303,359	25.8%
523401-Printing and Photographic	0	0	0	130,278	13,299	116,979	879.6%
523402-Maps & Pamphlets	0	0	0	46,960	91,960	(45,000)	(48.9%)
<b>Business &amp; Marketing</b>	<b>0</b>	<b>0</b>	<b>7,636</b>	<b>4,130,335</b>	<b>3,758,955</b>	<b>371,380</b>	<b>9.9%</b>
521101-Meeting Expense	2,013	500	1,000	132,150	127,201	4,949	3.9%
523101-Insurance Expense - Other	0	0	3,071,370	3,071,370	2,349,211	722,159	30.7%
523305-Employee Appreciation	0	0	0	1,752	1,752	-	0.0%
523501-Travel	16,579	11,711	12,049	246,737	328,708	(81,971)	(24.9%)
523601-Dues & Subscriptions	11,278	3,855	5,424	355,576	346,102	9,474	2.7%
523902-Liability Claims	0	0	6,182	6,182	6,182	-	0.0%
531101-Office Supplies	775	1,790	14,525	656,287	468,385	187,902	40.1%
531105-Freight and Express	215	456	171	7,112	6,711	401	6.0%
531401-Books & Periodicals	0	0	0	1,600	1,600	-	0.0%
573001-Bank Charges	0	0	0	472,649	201,355	271,294	134.7%
<b>Administrative</b>	<b>30,860</b>	<b>18,312</b>	<b>3,110,721</b>	<b>4,951,415</b>	<b>3,837,207</b>	<b>1,114,208</b>	<b>29.0%</b>
<b>Totals</b>	<b>\$1,158,183</b>	<b>\$2,847,644</b>	<b>\$21,524,309</b>	<b>\$195,480,000</b>	<b>\$192,780,000</b>	<b>\$2,700,000</b>	<b>1.4%</b>

# All Funds Budget by Account FY2020

Account	Accounting	Administration	Board	Human Resources	Internal Audit
511101-Salaries and Wages-Direct	\$1,509,036	\$393,573	\$87,271	\$1,113,435	\$782,719
511202-Salaries and Wages-Internship	0	0	0	59,165	0
511301-Salaries and Wage-Overtime	568	0	0	2,396	0
512101-Group Insurance	0	0	0	0	0
512401-Retirement Contributions	194,837	44,852	11,313	143,821	101,069
512402-Retirement Contr.-Internship	0	0	0	7,674	0
512501-Tuition Reimbursement	0	0	0	31,575	0
512601-Unemployment Insurance	0	0	0	0	0
512602-OPFB Annual Req'd Contribution	0	0	0	0	0
512701-Worker's Comp Ins	0	0	0	0	0
521101-Meeting Expense	2,308	2,382	59,697	8,418	646
521201-Consulting/Professional	1,023	173,641	0	162,551	197,763
521202-Legal Fees	0	0	0	0	0
521203-Auditing Fees	0	0	0	0	392,699
521204-Trustee Fees	0	0	0	0	0
521205-Rating Agency Fees	0	0	0	0	0
521206-Remarketing/Loc Provider Fees	0	0	0	0	0
521207-Traffic Engineering Fees	0	0	0	0	0
521208-Police Services (DPS)	0	0	0	0	0
521209-Armored Car Services	0	0	0	0	0
521212-Outside Maintenance Services	0	0	0	0	0
521213-General Engineering	0	0	0	0	0
521301-Consulting/Profess Serv Tech	0	0	0	0	0
522202-Landscaping	0	0	0	0	0
522203-Signing Expense	0	0	0	0	0
522204-Pavement Markings	0	0	0	0	0
522205-Pavement & Shoulders	0	0	0	0	0
522206-Bridge Repairs	0	0	0	0	0
522301-Rentals - Land	0	0	0	0	0
522302-Rentals - Equipment	0	0	0	0	0
523101-Insurance Expense - Other	0	0	0	0	0
523201-Postage	0	0	0	0	100
523202-Telecommunications	0	0	0	0	0
523203-Public Information Fees	0	0	0	0	0
523301-Recruitment	0	0	0	157,820	0
523302-Magazine and Newspaper	0	0	0	0	0
523303-Television & Radio	0	0	0	0	0
523304-Promotional Expenses	280	10,246	0	81,057	0
523305-Employee Appreciation	0	0	0	0	0
523401-Printing and Photographic	4,000	0	0	0	0
523402-Maps & Pamphlets	0	0	0	0	0
523501-Travel	14,776	14,760	14,029	6,371	5,000
523601-Dues & Subscriptions	5,000	60,093	9,500	8,440	5,060
523701-Education and Training	3,923	4,187	0	67,669	10,597
523801-Licenses	644	0	0	0	801
523851-Temporary Contract Labor	0	0	0	6,594	0
523902-Liability Claims	0	0	0	0	0
531101-Office Supplies	8,335	876	2,842	5,065	2,828
531102-Other Materials and Supplies	0	0	0	0	0
531103-Mobile Equipment Expense	0	0	0	0	0
531105-Freight and Express	537	274	1,500	752	19
531106-Electronic Supplies	0	0	0	0	0
531107-Motor Fuel Expense	0	0	0	0	0
531211-Water	0	0	0	0	0
531221-Gas	0	0	0	0	0
531231-Electricity	0	0	0	0	0
531401-Books & Periodicals	0	0	0	0	1,600
531501-Inven for resale(toll tags)	0	0	0	0	0
531601-Small Tools and Shop Supplies	0	0	0	0	0
531611-Machinery	0	0	0	0	0
531621-Vehicles	0	0	0	0	0
531641-Computers	0	0	0	0	0
531651-Software	0	0	0	0	0
531701-Uniforms	0	0	0	0	0
541302-Building Improvements	0	0	0	0	0
541401-Infrastructure Rdway/Hwy/Bridg	0	0	0	0	0
541403-Infrastructure-Other	0	0	0	0	0
573001-Bank Charges	0	0	0	0	0
573002-Credit Card Fees	0	0	0	0	0
173003-Right of Way (06)	0	0	0	0	0
173005-Administration (01)	0	0	0	0	0
173005-Planning (02)	0	0	0	0	0
173005-Design (03)	0	0	0	0	0
176001-Construction	0	0	0	0	0
176001-Equipment/Hardware (05)	0	0	0	0	0
176001-Utility Relo (07)	0	0	0	0	0
<b>Totals</b>	<b>\$1,745,267</b>	<b>\$704,884</b>	<b>\$186,152</b>	<b>\$1,862,803</b>	<b>\$1,500,901</b>

Account	Procurement and Business		Public	Treasury	
	Legal Services	Diversity	Affairs	Shared Services	Management
511101-Salaries and Wages-Direct	\$826,193	\$1,524,641	\$1,539,858	\$0	\$1,006,259
511202-Salaries and Wages-Internship	146,034	0	0	0	0
511301-Salaries and Wage-Overtime	0	1,986	1,562	0	0
512101-Group Insurance	0	0	0	9,631,862	0
512401-Retirement Contributions	106,329	197,656	198,857	0	130,204
512402-Retirement Contr.-Internship	18,940	0	0	0	0
512501-Tuition Reimbursement	0	0	0	0	0
512601-Unemployment Insurance	0	0	0	127,386	0
512602-OPEB Annual Req'd Contribution	0	0	0	3,100,000	0
512701-Worker's Comp Ins	0	0	0	277,761	0
521101-Meeting Expense	2,500	3,120	12,941	0	0
521201-Consulting/Professional	0	2,030	1,807,752	0	427,374
521202-Legal Fees	2,876,669	0	0	0	0
521203-Auditing Fees	0	0	0	0	0
521204-Trustee Fees	0	0	0	0	485,399
521205-Rating Agency Fees	0	0	0	0	91,000
521206-Remarketing/Loc Provider Fees	0	0	0	0	1,000,000
521207-Traffic Engineering Fees	0	0	0	0	588,199
521208-Police Services (DPS)	0	0	0	0	0
521209-Armored Car Services	0	0	0	0	0
521212-Outside Maintenance Services	0	0	0	0	0
521213-General Engineering	0	0	0	0	0
521301-Consulting/Profess Serv Tech	0	0	0	0	0
522202-Landscaping	0	0	0	0	0
522203-Signing Expense	0	0	0	0	0
522204-Pavement Markings	0	0	0	0	0
522205-Pavement & Shoulders	0	0	0	0	0
522206-Bridge Repairs	0	0	0	0	0
522301-Rentals - Land	0	0	0	0	0
522302-Rentals - Equipment	0	0	0	0	0
523101-Insurance Expense - Other	0	0	0	0	0
523201-Postage	0	0	0	0	0
523202-Telecommunications	0	0	0	0	0
523203-Public Information Fees	0	59,000	0	0	0
523301-Recruitment	0	0	0	0	0
523302-Magazine and Newspaper	0	0	1,676,601	0	0
523303-Television & Radio	0	0	1,269,697	0	0
523304-Promotional Expenses	0	97,800	1,311,786	0	0
523305-Employee Appreciation	0	0	1,752	0	0
523401-Printing and Photographic	0	1,122	8,177	0	0
523402-Maps & Pamphlets	0	0	46,960	0	0
523501-Travel	12,869	21,000	35,010	0	11,578
523601-Dues & Subscriptions	77,763	75,003	28,155	1,300	3,661
523701-Education and Training	3,423	14,584	2,960	0	3,044
523801-Licenses	0	3,892	0	0	0
523851-Temporary Contract Labor	0	0	0	0	0
523902-Liability Claims	0	0	0	0	0
531101-Office Supplies	30,229	8,043	6,967	350,110	3,169
531102-Other Materials and Supplies	0	0	2,798	0	0
531103-Mobile Equipment Expense	0	0	0	0	0
531105-Freight and Express	537	140	332	0	635
531106-Electronic Supplies	0	0	0	0	0
531107-Motor Fuel Expense	0	0	0	0	0
531211-Water	0	0	0	0	0
531221-Gas	0	0	0	0	0
531231-Electricity	0	0	0	0	0
531401-Books & Periodicals	0	0	0	0	0
531501-Inven for resale(toll tags)	0	0	0	0	0
531601-Small Tools and Shop Supplies	0	0	0	0	0
531611-Machinery	0	0	0	0	0
531621-Vehicles	0	0	0	0	0
531641-Computers	0	0	0	0	0
531651-Software	0	0	0	0	0
531701-Uniforms	0	0	1,979	0	0
541302-Building Improvements	0	0	0	0	0
541401-Infrastructure Rdway/Hwy/Bridg	0	0	0	0	0
541403-Infrastructure-Other	0	0	0	0	0
573001-Bank Charges	0	0	0	0	100,000
573002-Credit Card Fees	0	0	0	0	0
173003-Right of Way (06)	0	0	0	0	0
173005-Administration (01)	0	0	0	0	0
173005-Planning (02)	0	0	0	0	0
173005-Design (03)	0	0	0	0	0
176001-Construction	0	0	0	0	0
176001-Equipment/Hardware (05)	0	0	0	0	0
176001-Utility Relo (07)	0	0	0	0	0
<b>Totals</b>	<b>\$4,101,486</b>	<b>\$2,010,018</b>	<b>\$7,954,144</b>	<b>\$13,488,419</b>	<b>\$3,850,522</b>

<b>Account</b>	<b>Contact Center and Collections</b>	<b>Information Technology</b>	<b>Maintenance</b>	<b>Operations</b>
511101-Salaries and Wages-Direct	\$12,783,457	8,149,067	\$8,668,005	\$1,010,873
511202-Salaries and Wages-Internship	0	0	0	0
511301-Salaries and Wage-Overtime	453,602	106,227	360,042	0
512101-Group Insurance	0	0	0	0
512401-Retirement Contributions	1,650,889	1,054,339	1,124,200	130,060
512402-Retirement Contr.-Internship	0	0	0	0
512501-Tuition Reimbursement	0	0	0	0
512601-Unemployment Insurance	0	0	0	0
512602-OPEB Annual Req'd Contribution	0	0	0	0
512701-Worker's Comp Ins	0	0	0	0
521101-Meeting Expense	30,525	0	6,100	2,013
521201-Consulting/Professional	10,562,579	3,850,000	387,000	56,000
521202-Legal Fees	0	0	0	0
521203-Auditing Fees	0	0	0	0
521204-Trustee Fees	0	0	0	0
521205-Rating Agency Fees	0	0	0	0
521206-Remarketing/Loc Provider Fees	0	0	0	0
521207-Traffic Engineering Fees	0	0	0	0
521208-Police Services (DPS)	0	0	0	0
521209-Armored Car Services	54,627	0	0	0
521212-Outside Maintenance Services	0	8,526,299	26,240,749	0
521213-General Engineering	0	0	0	0
521301-Consulting/Profess Serv Tech	0	12,196,334	0	0
522202-Landscaping	0	0	631,500	0
522203-Signing Expense	0	0	0	0
522204-Pavement Markings	0	0	0	0
522205-Pavement & Shoulders	0	0	0	0
522206-Bridge Repairs	0	0	0	0
522301-Rentals - Land	163,595	0	259,556	0
522302-Rentals - Equipment	55,822	0	90,350	0
523101-Insurance Expense - Other	0	0	0	0
523201-Postage	11,067,460	0	0	0
523202-Telecommunications	0	1,200,700	121,200	0
523203-Public Information Fees	0	0	0	0
523301-Recruitment	0	0	0	0
523302-Magazine and Newspaper	0	0	0	0
523303-Television & Radio	0	0	0	0
523304-Promotional Expenses	273,575	0	0	0
523305-Employee Appreciation	0	0	0	0
523401-Printing and Photographic	145,270	0	0	0
523402-Maps & Pamphlets	0	0	0	0
523501-Travel	20,005	27,900	23,100	16,579
523601-Dues & Subscriptions	29,429	6,000	25,615	11,278
523701-Education and Training	67,793	106,500	45,900	3,053
523801-Licenses	0	0	23,565	0
523851-Temporary Contract Labor	15,025,304	86,000	100,000	0
523902-Liability Claims	0	0	0	0
531101-Office Supplies	92,880	112,200	21,100	775
531102-Other Materials and Supplies	0	218,000	1,942,062	0
531103-Mobile Equipment Expense	0	0	909,425	0
531105-Freight and Express	1,144	0	400	215
531106-Electronic Supplies	0	2,088,500	220,000	0
531107-Motor Fuel Expense	0	0	1,023,309	0
531211-Water	0	0	850,000	0
531221-Gas	0	0	50,600	0
531231-Electricity	0	0	1,906,846	0
531401-Books & Periodicals	0	0	0	0
531501-Inven for resale(toll tags)	11,634,854	0	0	0
531601-Small Tools and Shop Supplies	0	0	288,685	0
531611-Machinery	0	0	794,000	0
531621-Vehicles	0	0	2,782,440	0
531641-Computers	0	31,017,500	0	0
531651-Software	0	50,641,529	0	0
531701-Uniforms	50,594	0	189,600	0
541302-Building Improvements	0	0	7,867,000	0
541401-Infrastructure Rdway/Hwy/Bridg	0	5,365,000	0	0
541403-Infrastructure-Other	0	2,300,000	0	0
573001-Bank Charges	479,999	0	0	0
573002-Credit Card Fees	24,501,885	0	0	0
173003-Right of Way (06)	0	0	0	0
173005-Administration (01)	0	0	0	0
173005-Planning (02)	0	0	0	0
173005-Design (03)	0	0	0	0
176001-Construction	0	0	0	0
176001-Equipment/Hardware (05)	0	0	0	0
176001-Utility Relo (07)	0	0	0	0
<b>Totals</b>	<b>\$89,145,288</b>	<b>\$127,052,095</b>	<b>\$56,952,349</b>	<b>\$1,230,846</b>

Account	Project Delivery	Traffic & Incident Mgmt	FY2020 Budget	FY2019 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
511101-Salaries and Wages-Direct	\$2,520,101	\$6,591,828	\$48,506,316	\$47,897,835	\$608,481	1.3%
511202-Salaries and Wages-Internship	0	0	205,199	175,315	29,884	17.0%
511301-Salaries and Wage-Overtime	0	23,184	949,567	896,410	53,157	5.9%
512101-Group Insurance	0	0	9,631,862	10,142,352	(510,490)	(5.0%)
512401-Retirement Contributions	326,633	856,406	6,271,465	6,077,901	193,564	3.2%
512402-Retirement Contr.-Internship	0	0	26,614	22,230	4,384	19.7%
512501-Tuition Reimbursement	0	0	31,575	31,575	0	0.0%
512601-Unemployment Insurance	0	0	127,386	227,386	(100,000)	(44.0%)
512602-OPEB Annual Req'd Contribution	0	0	3,100,000	3,100,000	0	0.0%
512701-Worker's Comp Ins	0	0	277,761	327,941	(50,180)	(15.3%)
521101-Meeting Expense	500	1,000	132,150	127,201	4,949	3.9%
521201-Consulting/Professional	20,000	52,851	17,700,564	19,413,703	(1,713,139)	(8.8%)
521202-Legal Fees	0	0	2,876,669	4,386,669	(1,510,000)	(34.4%)
521203-Auditing Fees	0	0	392,699	392,699	0	0.0%
521204-Trustee Fees	0	0	485,399	535,399	(50,000)	(9.3%)
521205-Rating Agency Fees	0	0	91,000	91,000	0	0.0%
521206-Remarketing/Loc Provider Fees	0	0	1,000,000	2,180,167	(1,180,167)	(54.1%)
521207-Traffic Engineering Fees	0	850,000	1,438,199	1,838,199	(400,000)	(21.8%)
521208-Police Services (DPS)	0	12,506,855	12,506,855	9,592,404	2,914,451	30.4%
521209-Armored Car Services	0	0	54,627	59,627	(5,000)	(8.4%)
521212-Outside Maintenance Services	0	54,136	34,821,184	24,351,791	10,469,393	43.0%
521213-General Engineering	33,417,325	0	33,417,325	2,575,051	30,842,274	1197.7%
521301-Consulting/Profess Serv Tech	1,755,705	0	13,952,039	16,736,034	(2,783,995)	(16.6%)
522202-Landscaping	0	0	631,500	631,500	0	0.0%
522203-Signing Expense	5,661,100	0	5,661,100	1,316,000	4,345,100	330.2%
522204-Pavement Markings	5,690,800	0	5,690,800	1,270,500	4,420,300	347.9%
522205-Pavement & Shoulders	8,494,100	0	8,494,100	7,544,999	949,101	12.6%
522206-Bridge Repairs	2,735,000	0	2,735,000	4,170,000	(1,435,000)	(34.4%)
522301-Rentals - Land	0	0	423,151	423,151	0	0.0%
522302-Rentals - Equipment	0	0	146,172	146,172	0	0.0%
523101-Insurance Expense - Other	0	3,284,370	3,284,370	2,562,211	722,159	28.2%
523201-Postage	0	0	11,067,560	13,278,852	(2,211,292)	(16.7%)
523202-Telecommunications	0	0	1,321,900	1,385,586	(63,686)	(4.6%)
523203-Public Information Fees	0	0	59,000	47,958	11,042	23.0%
523301-Recruitment	0	0	157,820	157,820	0	0.0%
523302-Magazine and Newspaper	0	0	1,676,601	1,676,601	0	0.0%
523303-Television & Radio	0	0	1,269,697	1,269,697	0	0.0%
523304-Promotional Expenses	0	7,636	1,782,380	2,195,673	(413,293)	(18.8%)
523305-Employee Appreciation	0	0	1,752	1,752	0	0.0%
523401-Printing and Photographic	0	0	158,569	13,299	145,270	1092.3%
523402-Maps & Pamphlets	0	0	46,960	91,960	(45,000)	(48.9%)
523501-Travel	11,711	12,049	246,737	328,708	(81,971)	(24.9%)
523601-Dues & Subscriptions	3,855	5,424	355,576	346,102	9,474	2.7%
523701-Education and Training	6,283	33,614	373,530	452,183	(78,653)	(17.4%)
523801-Licenses	600	0	29,502	29,502	0	0.0%
523851-Temporary Contract Labor	0	0	15,217,898	17,076,191	(1,858,293)	(10.9%)
523902-Liability Claims	0	6,182	6,182	6,182	0	0.0%
531101-Office Supplies	1,790	14,525	661,734	477,647	184,087	38.5%
531102-Other Materials and Supplies	0	129,417	2,292,277	3,173,777	(881,500)	(27.8%)
531103-Mobile Equipment Expense	0	0	909,425	1,059,425	(150,000)	(14.2%)
531105-Freight and Express	456	171	7,112	6,711	401	6.0%
531106-Electronic Supplies	0	0	2,308,500	2,169,500	139,000	6.4%
531107-Motor Fuel Expense	0	0	1,023,309	1,023,309	0	0.0%
531211-Water	0	0	850,000	767,590	82,410	10.7%
531221-Gas	0	0	50,600	70,600	(20,000)	(28.3%)
531231-Electricity	0	0	1,906,846	2,246,756	(339,910)	(15.1%)
531401-Books & Periodicals	0	0	1,600	1,600	0	0.0%
531501-Inven for resale(toll tags)	0	0	11,634,854	13,147,271	(1,512,417)	(11.5%)
531601-Small Tools and Shop Supplies	0	75,000	363,685	365,685	(2,000)	(0.5%)
531611-Machinery	0	0	794,000	836,492	(42,492)	(5.1%)
531621-Vehicles	0	0	2,782,440	2,420,000	362,440	15.0%
531641-Computers	0	0	31,017,500	31,283,000	(265,500)	(0.8%)
531651-Software	0	0	50,641,529	47,475,950	3,165,579	6.7%
531701-Uniforms	0	112,879	355,052	346,223	8,829	2.6%
541302-Building Improvements	0	0	7,867,000	6,540,000	1,327,000	20.3%
541401-Infrastructure Rdway/Hwy/Bridg	127,291,848	3,925,000	136,581,848	55,674,140	80,907,708	145.3%
541403-Infrastructure-Other	50,000	0	2,350,000	2,325,000	25,000	1.1%
573001-Bank Charges	0	0	579,999	232,253	347,746	149.7%
573002-Credit Card Fees	0	0	24,501,885	24,880,274	(378,389)	(1.5%)
173003-Right of Way (06)	2,288,000	0	2,288,000	2,348,000	(60,000)	(2.6%)
173005-Administration (01)	3,161,613	0	3,161,613	7,535,300	(4,373,687)	(58.0%)
173005-Planning (02)	0	0	0	3,840,449	(3,840,449)	(100.0%)
173005-Design (03)	0	0	0	9,669,589	(9,669,589)	(100.0%)
176001-Construction	68,887,409	0	68,887,409	108,529,469	(39,642,060)	(36.5%)
176001-Equipment/Hardware (05)	0	0	0	604,029	(604,029)	(100.0%)
176001-Utility Relo (07)	0	0	0	2,003,401	(2,003,401)	(100.0%)
<b>Totals</b>	<b>\$262,324,829</b>	<b>\$28,542,527</b>	<b>\$602,652,528</b>	<b>\$538,654,928</b>	<b>\$63,997,600</b>	<b>11.9%</b>

# FY2020 Staffing Summary

	FY2019 Budget			FY2020 Budget			
	Approved	Changes	Ending	Additions	Full Time	Part Time	Interns
<b>ADMINISTRATIVE SERVICES</b>							
Accounting	15	-	15	-	15	-	-
Administration	2	-	2	-	2	-	-
Board	1	-	1	-	1	-	-
Human Resources	13	-	13	-	13	-	8
Internal Audit	9	(1)	8	-	8	-	-
Legal Services	7	-	7	-	7	-	3
Procurement and Business Diversity	18	-	18	-	18	-	-
Public Affairs	18	(1)	17	-	17	-	-
Treasury Management	10	-	10	-	10	-	-
<b>Total Administrative Services</b>	<b>93</b>	<b>(2)</b>	<b>91</b>	<b>-</b>	<b>91</b>	<b>-</b>	<b>11</b>
<b>OPERATIONAL SERVICES</b>							
Contact Center and Collections	311	1	312	-	312	25	-
Information Technology	93	-	93	3	96	-	-
Maintenance	193	-	193	-	193	-	-
Operations	7	1	8	-	8	-	-
Project Delivery	18	1	19	-	19	-	-
Traffic & Incident Management	138	-	138	3	141	-	-
<b>Total Operational Services</b>	<b>760</b>	<b>3</b>	<b>763</b>	<b>6</b>	<b>769</b>	<b>25</b>	<b>-</b>
<b>Total</b>	<b>853</b>	<b>1</b>	<b>854</b>	<b>6</b>	<b>860</b>	<b>25</b>	<b>11</b>

## No Changes

Accounting, Administration, Board, Human Resources, Legal Services, Procurement and Business Diversity, Treasury Management and Maintenance staffing remains the same.

## Detail of changes are on the Executive Summaries of the following departments:

Internal Audit: See Position Summary page 67

Public Affairs: See Position Summary page 78

Contact Center and Collections: See Position Summary pages 87-88

Information Technology: See Position Summary pages 93-94

Operations: See Position Summary page 102

Project Delivery: See Position Summary page 105

Traffic & Incident Management: See Position Summary pages 108-109

## FY2016 to FY2020 FTE Staffing Summary History

	FY2016 Budget	FY2017 Budget	FY2018 Budget	FY2019 Budget	FY2020 Budget	Change in Budgeted FTEs Variance
<b>ADMINISTRATIVE SERVICES</b>						
Accounting	18	18	18	15	15	-
Administration	2	2	2	2	2	-
Board	1	1	1	1	1	-
Financial Planning and Analysis	6	6	6	-	-	-
Human Resources	13	13	13	13	13	-
Internal Audit	9	9	9	9	8	(1)
Legal Services	5	7	7	7	7	-
Procurement and Business Diversity	16	16	18	18	18	-
Public Affairs	18	18	18	18	17	(1)
Strategy and Innovation	3	-	-	-	-	-
Treasury Management	4	4	4	10	10	-
<b>Total Administrative Services</b>	<b>95</b>	<b>94</b>	<b>96</b>	<b>93</b>	<b>91</b>	<b>(2)</b>
<b>OPERATIONAL SERVICES</b>						
Collections and Toll Enforcement	103	-	-	-	-	-
Contact Center and Collections	-	298	308	311	312	1
Customer Care	-	11	-	-	-	-
Customer Service Contact Center	202	-	-	-	-	-
Information Technology	90	93	93	93	96	3
Maintenance	187	187	187	193	193	-
Operations	5	5	6	7	8	1
Project Delivery	17	18	18	18	19	1
Traffic & Incident Management	108	113	125	138	141	3
<b>Total Operational Services</b>	<b>712</b>	<b>725</b>	<b>737</b>	<b>760</b>	<b>769</b>	<b>9</b>
<b>Grand Total</b>	<b>807</b>	<b>819</b>	<b>833</b>	<b>853</b>	<b>860</b>	<b>7</b>



Roadside Safety Services patrolling  
Dallas North Tollway South



# DEPARTMENTAL BUDGETS AND INFORMATION



President George Bush Turnpike

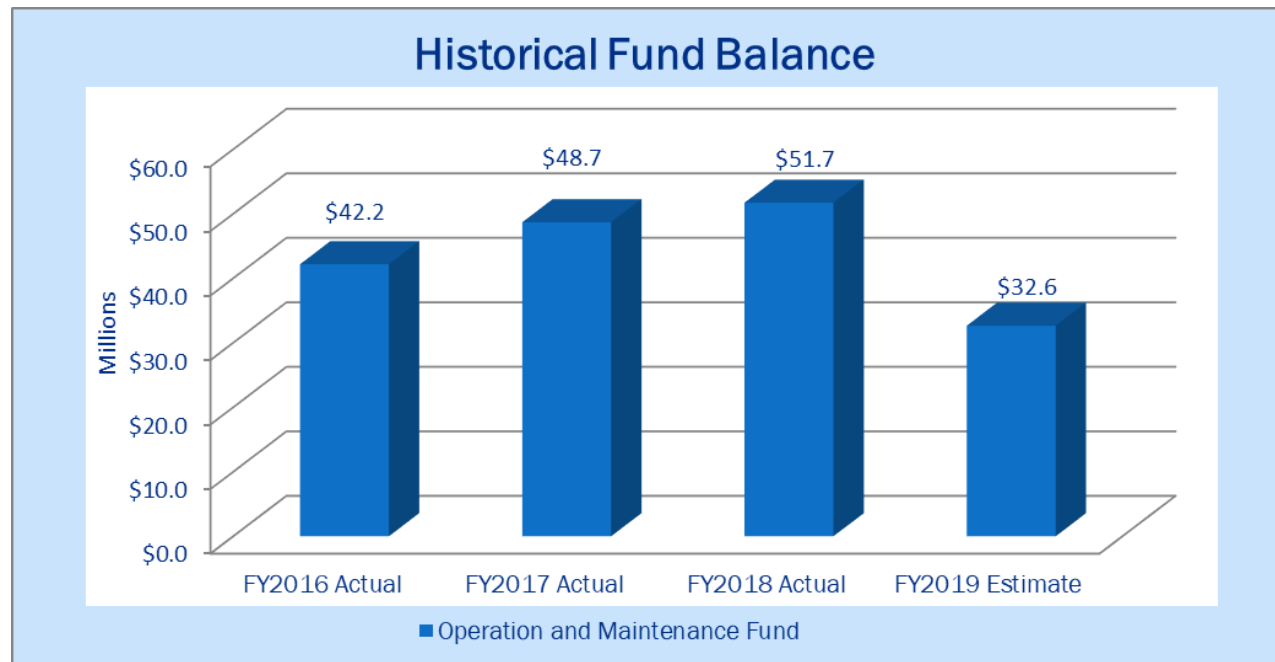
## Operation and Maintenance Fund FY2020 Budget Comparisons to FY2019 Budget

Department	FY2019 Budget	FY2020 Budget	Variance Amount	Percent
<b>Administrative Services:</b>				
Accounting	1,400,969	1,718,752	317,783	22.7%
Administration	756,085	698,064	(58,021)	(7.7%)
Board	184,275	184,618	343	0.2%
Human Resources	1,630,670	1,843,245	212,575	13.0%
Internal Audit	1,197,807	1,300,482	102,675	8.6%
Legal Services	3,139,770	3,296,978	157,208	5.0%
Procurement and Business Diversity	1,892,203	1,950,199	57,996	3.1%
Public Affairs	6,973,028	7,164,559	191,531	2.7%
Shared Services	12,468,195	13,147,194	678,999	5.4%
Treasury Management	2,655,487	2,484,443	(171,044)	(6.4%)
<b>Total Administrative Services</b>	<b>32,298,489</b>	<b>33,788,534</b>	<b>1,490,045</b>	<b>4.6%</b>
<b>Operational Services:</b>				
Contact Center and Collections	76,220,075	69,135,099	(7,084,976)	(9.3%)
Information Technology	28,625,877	25,743,125	(2,882,752)	(10.1%)
Maintenance	33,755,172	41,283,106	7,527,934	22.3%
Operations	957,071	1,158,183	201,112	21.0%
Project Delivery	2,686,502	2,847,644	161,142	6.0%
Traffic & Incident Mgmt.	18,236,814	21,524,309	3,287,495	18.0%
<b>Total Operational Services</b>	<b>160,481,511</b>	<b>161,691,466</b>	<b>1,209,955</b>	<b>0.8%</b>
<b>Grand Totals</b>	<b>\$192,780,000</b>	<b>\$195,480,000</b>	<b>\$2,700,000</b>	<b>1.4%</b>

All variances that exceed \$50,000 are explained on the following individual department budget and information documents. Additionally, variances that are greater than both 15% and \$5,000 are also explained.

# Estimated Operation and Maintenance Fund Requirements FY2020

<b>Operation Maintenance Fund Estimated Balance as of 1/1/2020</b>		<b>\$32,580,000</b>
Estimated Transfers:		
Revenue Distribution	186,580,000	
Other Funds - Salary Allocations	<u>8,900,000</u>	
Total Transfers		195,480,000
Estimated Expenditures FY2020 Operating Budget		<u>(195,480,000)</u>
<b>Estimated Balance at 12/31/2020</b>		<b><u>\$32,580,000</u></b>
<b>Required Balance per Trust Agreement (1/6 of Operating Budget)</b>		<b>\$32,580,000</b>



The FY2016, FY2017 and FY2018 balances include adjustment for year-end accruals.

## Accounting Department

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### OVERVIEW

The Accounting department provides comprehensive financial strategies and solutions, oversight of debt service covenants and compliance with Trust Agreements. The department is responsible for measuring the Authority's profitability and financial performance with integrity, accuracy, timeliness and transparency. In partnership with its internal and external stakeholders, Accounting will continue its focus in FY2020 on delivering tangible results that advance the strategic goal of being a financially sound and vibrant organization.

### FY2020 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

#### Financially Sound & Vibrant Organization

- Continue the complete and accurate reporting of the Authority's finances, including producing monthly financial statements, and focus on development of policies and procedures.
- Produce Comprehensive Annual Financial Report (CAFR) and expand on reporting of Tolling Services Agreements (TSAs).
- Evaluate and implement electronic banking technology in the area of accounts payable and payment processing.
- Submit required reporting related to Affordable Care Act.

#### Delivering Transportation Solutions

- Continue back office processing of payments for TSA partner facilities.

#### Respected Leader & Partner in Region's Transportation Network

- Elevate outreach efforts through regional organizational participation.
- Promote best-in-class business relationships that reflect the diversity of the region.

#### Highly Qualified, Energized & Engaged Team

- Provide thorough analysis to ensure compliance, illustrate transparency, highlight opportunities and forewarn of potential hazards.

## DEPARTMENTAL FY2020 OPERATIONS AND MAINTENANCE FUND (OMF) BUDGET – ACCOUNTING

Account	FY2019	FY2020	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$1,203,602	\$1,485,561	\$281,959	23.4%
Salaries and Wage-Overtime - (511301)	456	559	103	22.6%
Retirement Contributions - (512401)	151,085	191,806	40,721	27.0%
Meeting Expense - (521101)	2,308	2,308	0	0.0%
Consulting/Professional - (521201)	1,023	1,023	0	0.0%
Promotional Expenses - (523304)	280	280	0	0.0%
Printing and Photographic - (523401)	4,000	4,000	0	0.0%
Travel - (523501)	14,776	14,776	0	0.0%
Dues & Subscriptions - (523601)	3,418	5,000	1,582	46.3%
Education and Training - (523701)	10,505	3,923	(6,582)	(62.7)%
Licenses - (523801)	644	644	0	0.0%
Office Supplies - (531101)	8,335	8,335	0	0.0%
Freight and Express - (531105)	537	537	0	0.0%
<b>Total Expenses</b>	<b>\$1,400,969</b>	<b>\$1,718,752</b>	<b>\$317,783</b>	<b>22.7%</b>

### MAJOR FY2020 OMF BUDGET ITEMS

#### Accounting

The department's FY2020 OMF budget increased by \$317,783 from FY2019 budget. All variances that exceed \$50,000 along with variances that are greater than both 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct increased \$281,959 mainly due to the change in the allocation to Enterprise Fund of \$200,000.
- Retirement Contributions increased \$40,721 commensurate with salaries.
- Education and Training decreased **(\$6,582)** based on historical spending.

### FY2020 OPERATION AND MAINTENANCE FUND (OMF) BUDGET – SHARED SERVICES

Account	FY2019	FY2020	Variance	Variance %
	Budget	Budget		
Group Insurance - (512101)	\$8,754,657	\$9,296,084	\$541,427	6.2%
Unemployment Insurance - (512601)	227,386	127,386	(100,000)	(44.0)%
OPEB Annual Req'd Contribution - (512602)	3,100,000	3,100,000	0	0.0%
Worker's Comp Ins - (512701)	327,941	277,761	(50,180)	(15.3)%
Rentals - Equipment - (522302)	0	0	0	100.0%
Dues & Subscriptions - (523601)	1,120	1,300	180	16.1%
Office Supplies - (531101)	57,091	344,663	287,572	503.7%
<b>Total Expenses</b>	<b>\$12,468,195</b>	<b>\$13,147,194</b>	<b>\$678,999</b>	<b>5.4%</b>

### MAJOR FY2020 OMF BUDGET ITEMS

#### Shared Services

Shared Services is a division within Finance where agency-wide expenditures are budgeted. The division's FY2020 OMF budget increased by \$678,999 from FY2019 budget. All variances that exceed \$50,000 along with variances that are greater than both 15.0% and \$5,000 are explained below.

- Group Insurance increased \$541,427 mainly due to change in allocation to Enterprise Fund.
- Unemployment Insurance decreased **(\$100,000)** based on historical spending.
- Worker's Comp Insurance decreased **(\$50,180)** based on historical spending.

- Office Supplies increased \$287,572 due to transferring copier and printer services previously budgeted in Information Technology CIF.

### ALL FUNDS – ACCOUNTING

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2020 Budget. (See Other Funds section pages 114-132).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$1,485,561	\$0	\$0	\$0	\$0	\$1,485,561
Salaries and Wage-Overtime - (511301)	559	0	0	0	0	559
Retirement Contributions - (512401)	191,806	0	0	0	0	191,806
Meeting Expense - (521101)	2,308	0	0	0	0	2,308
Consulting/Professional - (521201)	1,023	0	0	0	0	1,023
Promotional Expenses - (523304)	280	0	0	0	0	280
Printing and Photographic - (523401)	4,000	0	0	0	0	4,000
Travel - (523501)	14,776	0	0	0	0	14,776
Dues & Subscriptions - (523601)	5,000	0	0	0	0	5,000
Education and Training - (523701)	3,923	0	0	0	0	3,923
Licenses - (523801)	644	0	0	0	0	644
Office Supplies - (531101)	8,335	0	0	0	0	8,335
Freight and Express - (531105)	537	0	0	0	0	537
<b>FY2020 Totals</b>	<b>\$1,718,752</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,718,752</b>
<b>FY2019 Totals</b>	<b>\$1,400,969</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,400,969</b>
<b>Increase/(Decrease)</b>	<b>\$317,783</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$317,783</b>

### OTHER FUNDS VARIANCE – ACCOUNTING

- CF – \$0
- RMF – \$0
- CIF – \$0
- CIF/FSF – \$0

### ALL FUNDS – SHARED SERVICES

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Group Insurance - (512101)	\$9,296,084	\$0	\$0	\$0	\$0	\$9,296,084
Unemployment Insurance - (512601)	127,386	0	0	0	0	127,386
OPEB Annual Req'd Contribution - (512602)	3,100,000	0	0	0	0	3,100,000
Worker's Comp Ins - (512701)	277,761	0	0	0	0	277,761
Rentals - Equipment - (522302)	0	0	0	0	0	0
Dues & Subscriptions - (523601)	1,300	0	0	0	0	1,300
Office Supplies - (531101)	344,663	0	0	0	0	344,663
<b>FY2020 Totals</b>	<b>\$13,147,194</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,147,194</b>
<b>FY2019 Totals</b>	<b>\$12,468,195</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,468,195</b>
<b>Increase/(Decrease)</b>	<b>\$678,999</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$678,999</b>

### OTHER FUNDS VARIANCE – SHARED SERVICES

- CF-\$0
- RMF-\$0
- CIF-\$0
- CIF/FSF-\$0

### 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 133-137).

- **\$172,890** consisting of \$26,515 allocated costs for the accounting and financial functions associated with the project and \$146,375 from Shared Services for allocated employee group insurance.

### ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages 138-140).

- **\$0**

### POSITION SUMMARY

Accounting Department			
Full-Time Positions	FY2019	FY2020	Difference
Accountant	3	3	0
Accounting Manager	1	1	0
Accounts Payable Manager	1	1	0
Accounts Payable Specialist	2	2	0
Administrative Assistant	1	1	0
Chief Financial Officer	1	1	0
Controller	1	1	0
Executive Assistant to CFO	1	1	0
Financial Systems Analyst	1	1	0
Finance Technician	1	1	0
Payroll Coordinator	1	1	0
Payroll Manager	1	1	0
<b>Total Full-Time Positions</b>	<b>15</b>	<b>15</b>	<b>0</b>

- No changes in FTEs.

### MAJOR BUSINESS FUNCTIONS

The Accounting department directs, manages, oversees and measures the overall financial health of NTTA through:

- **Accounting** – The division is responsible for maintaining the general ledger; producing monthly financial statements and ensuring ethical and accurate accounting of the Authority's finances. Accounting is responsible for the completion of the annual external audit and the preparation of the Comprehensive Annual Financial Report (CAFR).
- **Payroll** – The division is responsible for preparing, processing the Authority's bi-weekly payroll, maintaining compliance with all applicable federal and state wage and hour laws, and reporting requirements.
- **Accounts Payable** – The division is responsible for timely and accurate payments to NTTA's vendors and customer refunds via twice-weekly check runs.



# Administration Department

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## OVERVIEW

Serving as the executive office of the Authority, the Administration department directs and oversees the strategic planning process and communicates and implements the policies of the NTTA Board of Directors. Through its allocation of resources, the department will continue to administer and oversee the delivery and quality of operational programs, products and services that support the mission.

## FY2020 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

- Orchestrate the delivery of NTTA's strategic directives to increase value and mobility options for NTTA customers.

### Financially Sound & Vibrant Organization

- Execute performance reporting and trend analysis of organizational-wide metrics to drive the business and meet financial targets.

### Delivering Transportation Solutions

- Oversee the delivery of regional transportation and system improvement projects including the execution of NTTA's Five-Year Capital Plan.

### Respected Leader & Partner in Region's Transportation Network

- Ensure the organization and its mission, programs, products and services are consistently presented with a strong, positive image to relevant local, state and national transportation stakeholders.
- Develop and foster relationships with local, regional, state and national transportation partners through projects and programs that advance NTTA's mission to meet the region's growing need for transportation infrastructure.

### Highly Qualified, Energized & Engaged Team

- Expand employee engagement opportunities to develop and recruit talent and maintain a preferred work environment.
- Set the tone, values and culture of the organization and manage internal communications.

## DEPARTMENTAL FY2020 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2019	FY2020	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$353,872	\$387,450	\$33,578	9.5%
Retirement Contributions - (512401)	35,754	44,155	8,401	23.5%
Meeting Expense - (521101)	2,382	2,382	0	0.0%
Consulting/Professional - (521201)	273,641	173,641	(100,000)	(36.5)%
Promotional Expenses - (523304)	15,246	10,246	(5,000)	(32.8)%
Travel - (523501)	14,760	14,760	0	0.0%
Dues & Subscriptions - (523601)	50,093	60,093	10,000	20.0%
Education and Training - (523701)	9,187	4,187	(5,000)	(54.4)%
Office Supplies - (531101)	876	876	0	0.0%
Freight and Express - (531105)	274	274	0	0.0%
<b>Total Expenses</b>	<b>\$756,085</b>	<b>\$698,064</b>	<b>(\$58,021)</b>	<b>(7.7)%</b>

### MAJOR FY2020 OMF BUDGET ITEMS

The department's FY2020 OMF budget decreased by **(\$58,021)** from FY2019 budget. All variances that exceed \$50,000 along with variances that are greater than both 15.0% and \$5,000 are explained below.

- Retirement Contributions increased \$8,401 commensurate with salaries.
- Consulting/Professional decreased **(\$100,000)** based on historical spending.
- Promotional Expenses decreased **(\$5,000)** based on historical spending.
- Dues & Subscriptions increased \$10,000 mainly for IBTTA dues.
- Education and Training decreased **(\$5,000)** based on historical spending.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2020 Budget (see Other Funds section pages 114-132).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$387,450	\$0	\$0	\$0	\$0	\$387,450
Retirement Contributions - (512401)	44,155	0	0	0	0	44,155
Meeting Expense - (521101)	2,382	0	0	0	0	2,382
Consulting/Professional - (521201)	173,641	0	0	0	0	173,641
Promotional Expenses - (523304)	10,246	0	0	0	0	10,246
Travel - (523501)	14,760	0	0	0	0	14,760
Dues & Subscriptions - (523601)	60,093	0	0	0	0	60,093
Education and Training - (523701)	4,187	0	0	0	0	4,187
Office Supplies - (531101)	876	0	0	0	0	876
Freight and Express - (531105)	274	0	0	0	0	274
<b>FY2020 Totals</b>	<b>\$698,064</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$698,064</b>
<b>FY2019 Totals</b>	<b>\$756,085</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$756,085</b>
<b>Increase/(Decrease)</b>	<b>(\$58,021)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$58,021)</b>

### OTHER FUNDS VARIANCE

- CF - \$0
- RMF - \$0
- CIF - \$0
- CIF/FSF - \$0

### 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 133-137).

- **\$6,820** for allocated costs associated with the administrative functions of the project.

### ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 138-140).

- **\$0**

### POSITION SUMMARY

Administration Department			
Full-Time Positions	FY2019	FY2020	Difference
Executive Assistant	1	1	0
Executive Director	1	1	0
<b>Total Full-Time Positions</b>	<b>2</b>	<b>2</b>	<b>0</b>

- No changes in FTEs.

### MAJOR BUSINESS FUNCTIONS

The Administration department provides important direction and oversight as NTTA works to fulfill its mission. Interfacing with internal and external stakeholders, the department manages:

- Board relations and strategic planning
- Communications and planning with stakeholders
- Organizational performance reporting
- Employee engagement

# Board of Directors Department

## OVERVIEW

The Board of Directors ensures the fiscal integrity of the Authority, preserves and protects NTTA's assets, and directs governance policies and practices. Through its allocation of resources, the Board will continue to advocate and monitor progress to achieve strategic goals and objectives and to position NTTA as a partner in meeting the region's growing transportation infrastructure needs.

## FY2020 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

### Financially Sound & Vibrant Organization

- Work with executive leadership to update the strategic plan and to promote a cohesive long-term strategy that ensures sustainability, drives performance, and fuels NTTA's growth.

### Delivering Transportation Solutions

- Promote regional transportation and system improvement projects aligned with NTTA's mission.

### Respected Leader & Partner in Region's Transportation Network

- Engage and regularly advocate with elected officials and stakeholders in support of NTTA's goals.
- Continue to enhance relationships with local, regional, state, and national transportation partners through projects and programs supporting NTTA's mission.
- Continue to support and guide NTTA's policy development and review process.
- Conduct Board, Special-Called Board, Committee, and Workshop meetings, as necessary and appropriate.

## DEPARTMENTAL FY2020 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2019 Budget	FY2020 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$85,832	\$85,913	\$81	0.1%
Retirement Contributions - (512401)	10,875	11,137	262	2.4%
Meeting Expense - (521101)	59,697	59,697	0	0.0%
Travel - (523501)	15,430	14,029	(1,401)	(9.1)%
Dues & Subscriptions - (523601)	8,500	9,500	1,000	11.8%
Office Supplies - (531101)	2,842	2,842	0	0.0%
Freight and Express - (531105)	1,099	1,500	401	36.5%
<b>Total Expenses</b>	<b>\$184,275</b>	<b>\$184,618</b>	<b>\$343</b>	<b>0.2%</b>

## MAJOR FY2020 OMF BUDGET ITEMS

The department's FY2020 OMF budget increased by \$343 from FY2019 budget. All variances that exceed \$50,000 along with variances that are greater than both 15.0% and \$5,000 are explained below.

- No variances meet the explanation requirements.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2020 Budget (see Other Funds section pages 114-132).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$85,913	\$0	\$0	\$0	\$0	\$85,913
Retirement Contributions - (512401)	11,137	0	0	0	0	11,137
Meeting Expense - (521101)	59,697	0	0	0	0	59,697
Travel - (523501)	14,029	0	0	0	0	14,029
Dues & Subscriptions - (523601)	9,500	0	0	0	0	9,500
Office Supplies - (531101)	2,842	0	0	0	0	2,842
Freight and Express - (531105)	1,500	0	0	0	0	1,500
<b>FY2020 Totals</b>	<b>\$184,618</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$184,618</b>
<b>FY2019 Totals</b>	<b>\$184,275</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$184,275</b>
<b>Increase/(Decrease)</b>	<b>\$343</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$343</b>

### OTHER FUNDS VARIANCE

- CF-\$0
- RMF-\$0
- CIF-\$0
- CIF/FSF-\$0

### 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 133-137).

- **\$1,534** for allocated costs associated with the administrative functions of the project.

### ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 138-140).

- **\$0**

### POSITION SUMMARY

Board Department			
Full-Time Positions	FY2019	FY2020	Difference
Secretary to the Board	1	1	0
<b>Total Full-Time Positions</b>	<b>1</b>	<b>1</b>	<b>0</b>

- No change in FTEs.

### MAJOR BUSINESS FUNCTIONS

As the governing body and policy-making function of the North Texas Tollway Authority, the Board of Directors monitors and provides:

- Strategic insight and direction to achieve short- and long-term business goals and objectives.
- Oversight of NTTA's annual budget process and Five-Year Capital Plan.
- Oversight for the planning, design, construction, and operation of NTTA projects, including final approval of contracts over \$300,000.
- Advocacy for NTTA's legislative agenda.
- Review and oversight of all activities related to project financing and internal audit functions.

# Human Resources Department

## OVERVIEW

The Human Resources department supports the mission of NTTA by administering comprehensive and high-quality employee programs and services to prospective, current and former employees. The FY2020 budget will enable the department to provide a high level of service in employee and labor relations, compensation and benefits, recruiting and retaining top talent, training and development, organizational design and process improvement and maintaining a high level of employee engagement and satisfaction.

## FY2020 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

### Highly Qualified, Energized & Engaged Team

- Work with the Executive Director and Assistant Executive Directors to create a “three-deep bench” succession plan for directors and above.
- Implement the talent management module of PeopleSoft to support the succession planning and career development process.
- Continue to conduct desk audits to ensure consistency between duties performed and the job description content for all NTTA positions.
- Continue to conduct leadership-training courses to develop our management team and provide consistency in the interpretation and administration of policies and procedures.
- Continue to enhance employee engagement and retention strategies.
- Work with all NTTA departments to identify and remedy skills gaps and improve bench strength through training, succession planning and other developmental strategies.

## DEPARTMENTAL FY2020 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2019	FY2020		Variance	Variance %
	Budget	Budget			
Salaries and Wages-Direct - (511101)	\$904,010	\$1,096,115	\$192,105	21.3%	
Salaries and Wages-Internship - (511202)	47,270	59,165	11,895	25.2%	
Salaries and Wage-Overtime - (511301)	2,396	2,396	0	0.0%	
Retirement Contributions - (512401)	114,688	141,583	26,895	23.5%	
Retirement Contr.-Internship - (512402)	5,994	7,674	1,680	28.0%	
Tuition Reimbursement - (512501)	31,575	31,575	0	0.0%	
Meeting Expense - (521101)	8,418	8,418	0	0.0%	
Consulting/Professional - (521201)	162,551	162,551	0	0.0%	
Recruitment - (523301)	157,820	157,820	0	0.0%	
Promotional Expenses - (523304)	81,057	81,057	0	0.0%	
Travel - (523501)	6,371	6,371	0	0.0%	
Dues & Subscriptions - (523601)	8,440	8,440	0	0.0%	
Education and Training - (523701)	87,669	67,669	(20,000)	(22.8)%	
Temporary Contract Labor - (523851)	6,594	6,594	0	0.0%	
Office Supplies - (531101)	5,065	5,065	0	0.0%	
Freight and Express - (531105)	752	752	0	0.0%	
<b>Total Expenses</b>	<b>\$1,630,670</b>	<b>\$1,843,245</b>	<b>\$212,575</b>	<b>13.0%</b>	

## MAJOR FY2020 BUDGET ITEMS

The department’s FY2020 OMF budget increased by \$212,575 from FY2019 budget. All variances that exceed \$50,000 along with variances that are greater than both 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct increased \$192,105 mainly due to the change in allocation to Enterprise Fund of \$144,000.

- Salaries and Wages-Internship increased \$11,895 due to change in the pay scale range.
- Retirement Contributions increased \$26,895 commensurate to salaries
- Education and Training decreased **(\$20,000)** based on historical spending.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2020 Budget (see Other Funds section pages 114-132).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$1,096,115	\$0	\$0	\$0	\$0	\$1,096,115
Salaries and Wages-Internship - (511202)	59,165	0	0	0	0	59,165
Salaries and Wage-Overtime - (511301)	2,396	0	0	0	0	2,396
Retirement Contributions - (512401)	141,583	0	0	0	0	141,583
Retirement Contr.-Internship - (512402)	7,674	0	0	0	0	7,674
Tuition Reimbursement - (512501)	31,575	0	0	0	0	31,575
Meeting Expense - (521101)	8,418	0	0	0	0	8,418
Consulting/Professional - (521201)	162,551	0	0	0	0	162,551
Recruitment - (523301)	157,820	0	0	0	0	157,820
Promotional Expenses - (523304)	81,057	0	0	0	0	81,057
Travel - (523501)	6,371	0	0	0	0	6,371
Dues & Subscriptions - (523601)	8,440	0	0	0	0	8,440
Education and Training - (523701)	67,669	0	0	0	0	67,669
Temporary Contract Labor - (523851)	6,594	0	0	0	0	6,594
Office Supplies - (531101)	5,065	0	0	0	0	5,065
Freight and Express - (531105)	752	0	0	0	0	752
<b>FY2020 Totals</b>	<b>\$1,843,245</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,843,245</b>
<b>FY2019 Totals</b>	<b>\$1,630,670</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,630,670</b>
<b>Increase/(Decrease)</b>	<b>\$212,575</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$212,575</b>

## OTHER FUNDS VARIANCE

- CF \$0
- RMF \$0
- CIF \$0
- CIF/FSF \$0

## 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 133-137).

- **\$19,558** for allocated costs associated with the staffing resources of the project.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 138-140).

- **\$0**

## POSITION SUMMARY

Human Resources Department			
Full-Time Positions	FY2019	FY2020	Difference
Assistant Director of Human Resources	1	1	0
Benefits Analyst	1	1	0
Sr Compensation/Benefits Analyst	1	1	0
Compensation/Benefits Manager	1	1	0
Director of Human Resources	1	1	0
HR Training Manager	1	1	0
HRIS Systems Analyst I	1	0	(1)
HRIS Manager	0	1	1
Human Resources Coordinator	2	2	0
Receptionist	1	1	0
Senior Human Resources Generalist	3	3	0
<b>Total Full-Time Positions</b>	<b>13</b>	<b>13</b>	<b>0</b>
Temporary Positions	FY2019	FY2020	Difference
Interns	8	8	0
<b>Total Part-Time Positions</b>	<b>8</b>	<b>8</b>	<b>0</b>

- No changes to FTEs, only reclassification of 1 position to align with duties.

## MAJOR BUSINESS FUNCTIONS

The Human Resources department trains and develops NTTA employees to augment skills necessary to drive the business and comply with local, state and federal laws and regulations. To achieve a highly qualified and engaged team and align human capital with organizational performance, the department manages the following programs:

- **Total Rewards - Compensation and Benefits Services** – Total Rewards is considered the total remuneration provided to employees and summarizes the value of both financial and non-financial elements in the employment package (i.e., salary, incentives, benefits and perquisites).
- **Employee Development and Training Services** – The framework for helping employees develop their personal and organizational skills, knowledge and abilities. Training focuses on developing a workforce where the organization and individual employee can accomplish their work goals in service to both internal and external customers.
- **Employment Sourcing and Recruitment Services** – Commitment to attract and retain top talent to increase productivity and help drive the business forward; to the continuous refinement of recruitment strategies that enable the organization to build bench strength.
- **Employee Relations** – The outreach, plan and process of developing, implementing, administering and analyzing the employer-employee relationship, and providing management and employees with professional, discreet and timely counsel regarding the interpretation and consistent application of policy.
- **Performance Management** – A continuous process of communicating and clarifying job responsibilities, priorities and performance expectations in order to ensure mutual understanding between supervisor and employee. A philosophy, which values and encourages employee development provides frequent feedback and fosters teamwork.
- **HR Administration – Policies and Procedure** - The daily administration of all employee-related work activities for NTTA with policies and procedures that are intended to serve as guidelines to assist in the uniform and consistent administration of employee policies.



# Internal Audit Department

## OVERVIEW

The Internal Audit department provides independent and objective assurance and consulting services guided by a philosophy of adding value to improve NTTA operations. Internal Audit helps the Authority accomplish its objectives through a systematic, disciplined approach to evaluate risks, internal controls and governance. Audits encompass all areas including, but not limited to, operations, financial compliance and information systems/technology.

## FY2019 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

- Continue to participate on NTTA initiatives that have direct impact externally.

### Financially Sound & Vibrant Organization

- Complete assurance and consulting projects identified by a risk-based assessment and through management requests.
- Continue to monitor the Chase Paymentech instant alerts.
- Provide a review of TCDRS SOC1

### Highly Qualified, Energized & Engaged Team

- Continue to monitor NTTA's ethics hotline.

## DEPARTMENTAL FY2020 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2019 Budget	FY2020 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$681,496	\$770,543	\$89,047	13.1%
Retirement Contributions - (512401)	85,868	99,496	13,628	15.9%
Meeting Expense - (521101)	646	646	0	0.0%
Consulting/Professional - (521201)	197,763	197,763	0	0.0%
Auditing Fees - (521203)	206,029	206,029	0	0.0%
Postage - (523201)	100	100	0	0.0%
Travel - (523501)	5,000	5,000	0	0.0%
Dues & Subscriptions - (523601)	5,060	5,060	0	0.0%
Education and Training - (523701)	10,597	10,597	0	0.0%
Licenses - (523801)	801	801	0	0.0%
Office Supplies - (531101)	2,828	2,828	0	0.0%
Freight and Express - (531105)	19	19	0	0.0%
Books & Periodicals - (531401)	1,600	1,600	0	0.0%
<b>Total Expenses</b>	<b>\$1,197,807</b>	<b>\$1,300,482</b>	<b>\$102,675</b>	<b>8.6%</b>

## MAJOR FY2020 OMF BUDGET ITEMS

The department's FY2020 OMF budget increased by \$102,675 from FY2019 budget. All variances that exceed \$50,000 along with variances that are greater than both 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct increased \$89,047 mainly due to the change in allocation to Enterprise Fund of \$106,000 and offset by one position eliminated.
- Retirement Contributions increased \$13,628 commensurate with salaries.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2020 Budget. (See Other Funds section pages 114-132).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$770,543	\$0	\$0	\$0	\$0	\$770,543
Retirement Contributions - (512401)	99,496	0	0	0	0	99,496
Meeting Expense - (521101)	646	0	0	0	0	646
Consulting/Professional - (521201)	197,763	0	0	0	0	197,763
Auditing Fees - (521203)	206,029	69,780	11,630	23,260	0	310,699
Postage - (523201)	100	0	0	0	0	100
Travel - (523501)	5,000	0	0	0	0	5,000
Dues & Subscriptions - (523601)	5,060	0	0	0	0	5,060
Education and Training - (523701)	10,597	0	0	0	0	10,597
Licenses - (523801)	801	0	0	0	0	801
Office Supplies - (531101)	2,828	0	0	0	0	2,828
Freight and Express - (531105)	19	0	0	0	0	19
Books & Periodicals - (531401)	1,600	0	0	0	0	1,600
<b>FY2020 Totals</b>	<b>\$1,300,482</b>	<b>\$69,780</b>	<b>\$11,630</b>	<b>\$23,260</b>	<b>\$0</b>	<b>\$1,405,152</b>
<b>FY2019 Totals</b>	<b>\$1,197,807</b>	<b>\$69,780</b>	<b>\$11,630</b>	<b>\$23,260</b>	<b>\$0</b>	<b>\$1,302,477</b>
<b>Increase/(Decrease)</b>	<b>\$102,675</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$102,675</b>

## OTHER FUNDS VARIANCE

- **CF - \$0**
- **RMF- \$0**
- **CIF - \$0**
- **CIF/FSF - \$0**

## 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses associated with the project agreement. (See Other Funds section pages 133-137).

- **\$65,749** allocated costs of \$13,749 and \$52,000 of direct costs associated with audit requirements of the project.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 138-140).

- **\$30,000** direct costs associated with audit requirements of the TSA projects.

## POSITION SUMMARY

Internal Audit Department			
Full-Time Positions	FY2019	FY2020	Difference
Administrative Assistant	1	1	0
Assistant Director of Internal Audit	1	1	0
Director of Internal Audit	1	1	0
Enterprise Risk Specialist	1	0	(1)
Information Technology Auditor	2	2	0
Internal Audit Analyst	1	1	0
Senior Internal Auditor	2	2	0
<b>Total Full-Time Positions</b>	<b>9</b>	<b>8</b>	<b>(1)</b>

- The Enterprise Risk Specialist position has been eliminated.

## MAJOR BUSINESS FUNCTIONS

The Internal Audit department leverages its budget to evaluate and provide objective analysis of NTTA business functions and operations through:

- **Annual risk assessment** – Performed to identify the higher risk areas.
- **Assurance audits** – Provide an objective examination of evidence to provide an independent assessment on governance, risk management and control processes.
- **Consulting services** – Intended to add value and improve NTTA’s governance, risk assessment, and control processes without internal audit assuming management responsibilities.
- **Ethics and Fraud Hotline** – Monitors to ensure items are resolved.

# Legal Services Department

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## OVERVIEW

The Legal Services department supports NTTA's mission by providing, through its own staff and the prudent and monitored use of highly skilled outside legal experts, an array of high-quality legal services at reasonable expense for NTTA.

## FY2020 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

- Deliver legal services in an efficient and cost-effective manner.
- Provide timely and responsive legal advice and counsel to the Board and staff.

### Financially Sound and Vibrant Organization

- Ensure that NTTA is receiving legal services commensurate with outside counsel expenditures.
- Collaborate with staff; provide legal support for cybersecurity compliance and optimization.
- Collaborate with internal finance managers and outside bond counsel on bond and refinancing documents, and support the Board's discharge of its resulting legal obligations.
- Protect NTTA's intellectual property from misuse, appropriation, or diminution.

### Delivering Transportation Solutions

- Support efforts to deliver needed infrastructure for the region via timely and prudent agreements with project stakeholders.
- Collaborate with staff, provide legal support for agreements necessary for the operation of system assets

### Respected Leader & Partner in Region's Transportation Network

- Develop relationships in the regional transportation community to further NTTA's long-range legal and transportation goals.
- Stay current with emerging legal theories or challenges that may pose harm to NTTA and develop responsive strategies.
- Seek diversity in the retention of outside counsel and other providers.

### Highly Qualified, Energized, and Engaged Team

- Evaluate and implement legal training as needed or requested.
- Develop a comprehensive and easily accessible repository of legal research and forms.
- Oversee, evaluate, coordinate, and manage existing and pending NTTA policies and procedures.
- Work with the Board and staff related to conflicts-of-interest and other ethics-related duties under NTTA's Ethics Policies, applicable statutes, and common law.
- Stay abreast of legislative changes affecting NTTA.

## DEPARTMENTAL FY2020 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2019	FY2020	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$686,610	\$813,340	\$126,730	18.5%
Salaries and Wages-Internship - (511202)	128,045	146,034	17,989	14.0%
Retirement Contributions - (512401)	84,889	104,674	19,785	23.3%
Retirement Contr.-Internship - (512402)	16,236	18,940	2,704	16.7%
Meeting Expense - (521101)	600	2,500	1,900	316.7%
Legal Fees - (521202)	2,086,669	2,086,669	0	0.0%
Travel - (523501)	12,869	12,869	0	0.0%
Dues & Subscriptions - (523601)	77,763	77,763	0	0.0%
Education and Training - (523701)	3,423	3,423	0	0.0%
Office Supplies - (531101)	42,129	30,229	(11,900)	(28.2)%
Freight and Express - (531105)	537	537	0	0.0%
<b>Total Expenses</b>	<b>\$3,139,770</b>	<b>\$3,296,978</b>	<b>\$157,208</b>	<b>5.0%</b>

### MAJOR FY2020 BUDGET ITEMS

The department's FY2020 OMF budget increased by \$157,208 from the FY2019 budget. All variances that exceed \$50,000 along with variances that are greater than both 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct increased \$126,730 mainly due to the change in allocation to Enterprise Fund of \$98,000.
- Retirement Contributions increased \$19,989 commensurate with salaries.
- Office Supplies decreased **(\$11,900)** based on historical spending.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2020 Budget (see Other Funds section, pages 114-132).

Account	OMF	CF	RMF	CIF	CIF/FSF	Total
	1001	3700	1201	1501	1601	Budget
Salaries and Wages-Direct - (511101)	\$813,340	\$0	\$0	\$0	\$0	\$813,340
Salaries and Wages-Internship - (511202)	146,034	0	0	0	0	146,034
Retirement Contributions - (512401)	104,674	0	0	0	0	104,674
Retirement Contr.-Internship - (512402)	18,940	0	0	0	0	18,940
Meeting Expense - (521101)	2,500	0	0	0	0	2,500
Legal Fees - (521202)	2,086,669	50,000	40,000	500,000	150,000	2,826,669
Travel - (523501)	12,869	0	0	0	0	12,869
Dues & Subscriptions - (523601)	77,763	0	0	0	0	77,763
Education and Training - (523701)	3,423	0	0	0	0	3,423
Office Supplies - (531101)	30,229	0	0	0	0	30,229
Freight and Express - (531105)	537	0	0	0	0	537
<b>FY2020 Totals</b>	<b>\$3,296,978</b>	<b>\$50,000</b>	<b>\$40,000</b>	<b>\$500,000</b>	<b>\$150,000</b>	<b>\$4,036,978</b>
<b>FY2019 Totals</b>	<b>\$3,139,770</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$2,000,000</b>	<b>\$150,000</b>	<b>\$5,389,770</b>
<b>Increase/(Decrease)</b>	<b>\$157,208</b>	<b>\$0</b>	<b>(\$10,000)</b>	<b>(\$1,500,000)</b>	<b>\$0</b>	<b>(\$1,352,792)</b>

### OTHER FUNDS VARIANCE

All amounts for the funds below are to restore the budget for public notice fees transferred to Procurement department in FY2018.

- **CF - \$0**
- **RMF - (\$10,000) Decrease based on historical spending.**
- **CIF - (\$1,500,000) Decrease due to no pending litigation.**
- **CIF/FSF - \$0**

### 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses associated with the project agreement. (See Other Funds section pages 133-137).

- **\$14,507** for allocated costs associated with legal services for the project.

### ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section, pages 138-140).

- **\$50,000** for direct costs associated with legal services for TSAs.

### POSITION SUMMARY

Legal Services Department			
Full-Time Positions	FY2019	FY2020	Difference
Assist Executive Director, General Counsel	1	1	0
Director, Assistant General Counsel	1	1	0
Bankruptcy Specialist	1	1	0
Executive Assistant	1	1	0
Executive Assistant to AED	1	1	0
Legal Department Administrator	1	1	0
Officer of Public Information	1	1	0
<b>Total Full-Time Positions</b>	<b>7</b>	<b>7</b>	<b>0</b>
Part-Time & Temporary Positions	FY2019	FY2020	Difference
P/T Intern-Legal (Law Students)	3	3	0
<b>Total Part-Time Positions</b>	<b>3</b>	<b>3</b>	<b>0</b>

- No changes in FTEs.

### MAJOR BUSINESS FUNCTIONS

To provide high quality, cost-effective support for NTTA's mission and to protect and advance NTTA's interests, the Legal Services department provides the following professional services:

- Provide legal advice and counsel on a wide variety of issues for all departments
- Assist in negotiating and drafting agreements
- Conduct ethics training for new employees
- Respond to Public Information Act requests, subpoenas, search warrants, and court orders
- Support collections and toll-enforcement efforts
- Direct, coordinate, and oversee outside legal counsel's services
- Oversee policies and procedures
- Supervise litigation matters (including dispute resolution)
- Provide prompt and effective counsel upon identification of a significant legal issue
- Protect intellectual property
- Counsel Board and staff on open meetings, bylaws, and ethics policies
- Review Board documents and supervise Board Secretary
- Serve as Parliamentarian at Board meetings
- Administer document retention
- Manage legal risk

# Procurement and Business Diversity Department

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## OVERVIEW

The department is responsible for: the procurement of all Authority supplies, services and construction purchases; ensuring fairness is maintained throughout the purchasing process ; inclusion and reporting of Disadvantaged, Minority, and Woman-Owned, (D/M/W/BEs); and managing and maintaining requisitions, purchase orders and contracts. The department also coordinates and manages the formal bid process including RFBs, RFPs and RFQs.

## FY2020 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

- Collaborate with other departments to develop the necessary contracts and procurement strategies that best support operations while delivering a high quality level of customer service.
- Ensure the inclusion of disadvantaged, minority, and woman-owned, (D/M/W/BEs) as part of NTTA's strategic sourcing and procurement process.

### Financially Sound & Vibrant Organization

- Seek savings opportunities and improvements by negotiating better pricing as well as procuring goods and general services from alternative sources.
- Evaluate each procurement for cost savings and fiscal reasonability. This is accomplished by evaluating total spend of the authority and, analyzing the market analysis to determine the best procurement methods.
- Monitor and report progress toward achieving business diversity goals and objectives with an emphasis on continuous improvement.
- Communicate business diversity metrics on a regular basis. The defined metrics are: diversity spend compliance, prime performance, outreach, certification and organizational performance.

### Delivering Transportation Solutions

- Collaborate with other departments to develop necessary contracts for supporting operations and planned roadway improvements.

### Respected Leader & Partner in Region's Transportation Network

- Elevate outreach efforts through regional organizational participation.
- Promote best-in-class business relationships that reflect the diversity of the region.

### Highly Qualified, Energized & Engaged Team

- Develop, train and increase certified purchasing professionals to achieve and maintain a high level of performance.
- Provide thorough analysis to ensure compliance, illustrate transparency, highlight opportunities and forewarn of potential hazards.

## DEPARTMENTAL FY2020 OPERATIONS AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2019	FY2020	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$1,461,106	\$1,500,924	\$39,818	2.7%
Salaries and Wage-Overtime - (511301)	1,947	1,958	11	0.6%
Retirement Contributions - (512401)	185,140	194,583	9,443	5.1%
Meeting Expense - (521101)	1,571	3,120	1,549	98.6%
Consulting/Professional - (521201)	2,030	2,030	0	0.0%
Public Information Fees - (523203)	29,958	26,000	(3,958)	(13.2)%
Promotional Expenses - (523304)	69,488	97,800	28,312	40.7%
Printing and Photographic - (523401)	1,122	1,122	0	0.0%
Travel - (523501)	20,670	21,000	330	1.6%
Dues & Subscriptions - (523601)	76,391	75,003	(1,388)	(1.8)%
Education and Training - (523701)	30,705	14,584	(16,121)	(52.5)%
Licenses - (523801)	3,892	3,892	0	0.0%
Office Supplies - (531101)	8,043	8,043	0	0.0%
Freight and Express - (531105)	140	140	0	0.0%
<b>Total Expenses</b>	<b>\$1,892,203</b>	<b>\$1,950,199</b>	<b>\$57,996</b>	<b>3.1%</b>

### MAJOR FY2020 OMF BUDGET ITEMS

The department's FY2020 OMF budget increased by \$57,996 from FY2019 budget. All variances that exceed \$50,000 along with variances that are greater than both 15.0% and \$5,000 are explained below.

- Promotional Expenses increased \$28,312 to expand the business diversity outreach program.
- Education and Training decreased (\$16,121) based on historical spending.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2020 Budget. (See Other Funds section pages 114-132).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$1,500,924	\$0	\$0	\$0	\$0	\$1,500,924
Salaries and Wage-Overtime - (511301)	1,958	0	0	0	0	1,958
Retirement Contributions - (512401)	194,583	0	0	0	0	194,583
Meeting Expense - (521101)	3,120	0	0	0	0	3,120
Consulting/Professional - (521201)	2,030	0	0	0	0	2,030
Public Information Fees - (523302)	26,000	2,000	19,000	12,000	0	59,000
Promotional Expenses - (523304)	97,800	0	0	0	0	97,800
Printing and Photographic - (523401)	1,122	0	0	0	0	1,122
Travel - (523501)	21,000	0	0	0	0	21,000
Dues & Subscriptions - (523601)	75,003	0	0	0	0	75,003
Education and Training - (523701)	14,584	0	0	0	0	14,584
Licenses - (523801)	3,892	0	0	0	0	3,892
Office Supplies - (531101)	8,043	0	0	0	0	8,043
Freight and Express - (531105)	140	0	0	0	0	140
<b>FY2020 Totals</b>	<b>\$1,950,199</b>	<b>\$2,000</b>	<b>\$19,000</b>	<b>\$12,000</b>	<b>\$0</b>	<b>\$1,983,199</b>
<b>FY2019 Totals</b>	<b>\$1,892,203</b>	<b>\$2,000</b>	<b>\$9,000</b>	<b>\$7,000</b>	<b>\$0</b>	<b>\$1,910,203</b>
<b>Increase/(Decrease)</b>	<b>\$57,996</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$72,996</b>

### OTHER FUNDS VARIANCE

- CF - \$0



- **RMF - \$10,000** increase based on historical spending on advertising for procurement of goods and services.
- **CIF - \$5,000** increase based on historical spending on advertising for procurement of goods and services.
- **CIF/FSF - \$0**

### 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance to the project agreement. (See Other Funds section pages 133-137).

- **\$26,820** for allocated costs associated with procurement process for the project.

### ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages 138-140).

- **\$0**

### POSITION SUMMARY

Procurement and Business Diversity Department			
Full-Time Positions	FY2019	FY2020	Difference
Procurement Services	13	13	0
Assistant Director of Procurement	1	1	0
Contract Manager	1	1	0
Procurement Analyst	1	1	0
Senior Contract Administrator	1	1	0
Senior Director Procurement and Business Diversity	1	1	0
Senior Procurement Specialist	7	7	0
Senior Purchase Order Specialist	1	1	0
Business Diversity Department	5	5	0
Bus. Diversity Liaison	1	1	0
Business Diversity Compliance Analyst	1	1	0
Director of Business Diversity	1	1	0
Manager of Business Diversity	1	1	0
Outreach Coordinator	1	1	0
<b>Total Full-Time Positions</b>	<b>18</b>	<b>18</b>	<b>0</b>

- No changes in FTE's.

### MAJOR BUSINESS FUNCTIONS

- Procurement of all supplies, services and construction needs of the Authority.
- Ensuring fairness is maintained throughout the purchasing process.
- Inclusion and reporting of Disadvantaged, Minority, Woman-Owned, (D/M/W/BEs).
- Managing and maintaining requisitions, purchase orders and contracts.
- Coordinating and managing the formal bid process, including RFBs, RFPs and RFQs.
- Creating and maintaining procurement policies and procedures.

# Public Affairs Department

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## OVERVIEW

The Public Affairs department, NTTA's voice with internal and external audiences, executes the Authority's strategic goals and objectives through active engagement in government affairs, communications and marketing to customers, stakeholders, elected officials, bondholders, business leaders, news media and employees.

The department's FY2020 budget is tailored to meet a brand promise of "Connecting North Texas through safer, quicker and smoother roads" through the execution of three strategic communications goals (previously presented to the Board of Directors):

1. Get a TollTag on every windshield and a payment for every toll.
2. Establish NTTA's brand as connecting North Texas through safer, quicker, smoother roads that take you where you need to go.
3. Foster employee engagement while helping employees understand NTTA's business and community objectives and how they help achieve our objectives.

## FY2020 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

- Promote TollTag value through our Roadside Safety Services (#999), TollPerks, airport parking, Tollmate app and other value-added products and services. Expand TollPerks and Tollmate to meet targets using new initiatives for both programs.
- Use TollPerks program to help spur growth in new TollTag accounts, particularly in the conversion of ZipCash customers.
- Streamline and improve the customer experience by promoting the newly redesigned, user- and mobile-friendly website and its self-service options.
- Produce visually engaging communications regarding the value of the TollTag, including videos and infographics, to reach the increasing number of customers who rely on mobile technology. Share this content in social media channels, via NTTA.org, with news media, customers and stakeholders via public relations.
- Position NTTA as the leader in safety, through ongoing promotion of Roadside Safety Services, its #999 service, traffic accident preventative methods, the Red Thumb program and other safety initiatives.
- Conduct biennial customer survey and use results to inform our strategies, communications and operations.
- Continue geo-targeting of ZipCash customers to increase conversions to the TollTag. Promote new and upgraded customer features of the new Back Office System that make it quick and easy to pay a bill and manage every aspect of their TollTag account. Also, promote, for the first time, the ability to purchase Specialty TollTags via NTTA's website.

### Financially Sound & Vibrant Organization

- As NTTA maintains an 82 percent TollTag penetration rate, the emphasis in 2020 will further shift to targeting the right product to the right group and tailor messaging and product offerings to specific, under-represented demographics. Mass-market advertising will also help continue to maintain TollTag penetration rates.
- Focus will continue on promoting the second full year of the 360 Tollway, growing its use among NTTA customers and increasing the TollTag penetration rate.
- Work with Operations to promote new services, including new payment methods, new Customer Service centers and customer self-help options to further payments for every toll.
- Emphasis on TollTag marketing for TSA lanes, particularly those where we are at risk (LBJ East, NTE 1&2)

### **Respected Leader & Partner in Region's Transportation Network**

- Continue positioning the TollTag the best value for traveling on toll roads – including those throughout Texas and participating IOP states. The primary message: the TollTag helps you save money – money you can spend on the things you want.
- Focus on under-represented demographic groups in cooperation with transportation partners to increase TollTag use on managed lanes (TSA lanes – particularly those where we are at risk) and others (airports, IOP).
- Continue working with region stakeholders to advance NTTA's Five-Year Capital Plan and the important role of tolling in the region as an option to help fill the funding gap for infrastructure.
- Continue building relationships and maintaining elected official support for NTTA programs, issues and public policy favorable to NTTA operations during the interim period.
- Work with state elected officials on any toll-related interim committee charges.
- Focused Government Affairs outreach and relationship building with corridor cities, member counties and ring counties.
- Increase public relations efforts, including speaking engagements, around the communities we serve and business outreach to share NTTA's story and humanize the brand.
- Deliver increased public relations and promotions around NTTA's economic impact to North Texas, the value of the TollTag and dispelling myths about NTTA and tolling including, speaking engagements and meetings with elected officials and stakeholders.

### **Highly Qualified & Engaged Team**

- Execute communications plan guided by results of 2019 employee engagement survey.
- Renew employee "HERO" series by combining it with compelling communications to sustain employee engagement and each individual employee's personal connection and contribution to NTTA.
- Identify and develop visual communications to engage employees with NTTA and its value to the region.
- Foster understanding and alignment of strategic priorities through compelling executive communications and engage employees with creative programs and communications.
- Increase NTTA leadership team interaction and communications with employees.

## DEPARTMENTAL FY2020 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2019 Budget	FY2020 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,332,997	\$1,515,903	\$182,906	13.7%
Salaries and Wage-Overtime - (511301)	1,554	1,562	8	0.5%
Retirement Contributions - (512401)	167,663	195,764	28,101	16.8%
Meeting Expense - (521101)	12,941	12,941	0	0.0%
Consulting/Professional - (521201)	1,807,752	1,807,752	0	0.0%
Magazine and Newspaper - (523302)	1,426,601	1,426,601	0	0.0%
Television & Radio - (523303)	1,019,697	1,019,697	0	0.0%
Promotional Expenses - (523304)	1,003,733	1,049,249	45,516	4.5%
Employee Appreciation - (523305)	1,752	1,752	0	0.0%
Printing and Photographic - (523401)	8,177	8,177	0	0.0%
Maps & Pamphlets - (523402)	91,960	46,960	(45,000)	(48.9)%
Travel - (523501)	55,010	35,010	(20,000)	(36.4)%
Dues & Subscriptions - (523601)	28,155	28,155	0	0.0%
Education and Training - (523701)	2,960	2,960	0	0.0%
Office Supplies - (531101)	6,967	6,967	0	0.0%
Other Materials and Supplies - (531102)	2,798	2,798	0	0.0%
Freight and Express - (531105)	332	332	0	0.0%
Uniforms - (531701)	1,979	1,979	0	0.0%
<b>Total Expenses</b>	<b>\$6,973,028</b>	<b>\$7,164,559</b>	<b>\$191,531</b>	<b>2.7%</b>

### MAJOR FY2020 OMF BUDGET ITEMS

The department's FY2020 OMF budget increased by \$191,531 from the FY2019 budget. All variances that exceed \$50,000 along with variances that are greater than both 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct increased \$182,906 mainly due to the change in allocation to Enterprise Fund of \$174,000.
- Retirement Contributions increased \$28,101 commensurate with salaries.
- Maps & Pamphlets decreased by **(\$45,000)** due to transfer to Promotional Expenses.
- Travel decreased by **(\$20,000)** based on historical spending.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2020 Budget (see Other Funds section pages 114-132).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$1,515,903	\$0	\$0	\$0	\$0	\$1,515,903
Salaries and Wage-Overtime - (511301)	1,562	0	0	0	0	1,562
Retirement Contributions - (512401)	195,764	0	0	0	0	195,764
Meeting Expense - (521101)	12,941	0	0	0	0	12,941
Consulting/Professional - (521201)	1,807,752	0	0	0	0	1,807,752
Magazine and Newspaper - (523302)	1,426,601	0	0	0	0	1,426,601
Television & Radio - (523303)	1,019,697	0	0	0	0	1,019,697
Promotional Expenses - (523304)	1,049,249	0	0	0	0	1,049,249
Employee Appreciation - (523305)	1,752	0	0	0	0	1,752
Printing and Photographic - (523401)	8,177	0	0	0	0	8,177
Maps & Pamphlets - (523402)	46,960	0	0	0	0	46,960
Travel - (523501)	35,010	0	0	0	0	35,010
Dues & Subscriptions - (523601)	28,155	0	0	0	0	28,155
Education and Training - (523701)	2,960	0	0	0	0	2,960
Office Supplies - (531101)	6,967	0	0	0	0	6,967
Other Materials and Supplies - (531102)	2,798	0	0	0	0	2,798
Freight and Express - (531105)	332	0	0	0	0	332
Uniforms - (531701)	1,979	0	0	0	0	1,979
<b>FY2020 Totals</b>	<b>\$7,164,559</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,164,559</b>
<b>FY2019 Totals</b>	<b>\$6,973,028</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,973,028</b>
<b>Increase/(Decrease)</b>	<b>\$191,531</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$191,531</b>

### OTHER FUNDS VARIANCE

- CF-\$0
- RMF-\$0
- CIF-\$0
- CIF/FSF-\$0

### 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses accordance to the project agreement. (See Other Funds section pages 133-137).

- **\$27,048** for allocated costs associated with the promotion of the project.

### ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 138-140).

- **\$762,537** for direct costs for advertising, customer outreach and marketing campaigns focusing on the value of the TollTag and increasing TollTag penetration for managed lanes in cooperation with Cintra and TxDOT.

## POSITION SUMMARY

Public Affairs Department			
Full-Time Positions	FY2019	FY2020	Difference
Public Affairs	15	14	(1)
Administrative Assistant/Communications	1	1	0
Assistant Director Public Affairs	1	1	0
Copy Writer/ Mkt. Strategist	1	1	0
Corporate Communications Manager	1	1	0
Director of Public Affairs	1	1	0
Graphic Communications Specialist	1	1	0
Media/Public Relations Manager	1	1	0
Project Communications Manager	1	1	0
Project Communications Specialist	1	1	0
Public & Comm. Relations Manager	1	1	0
Senior Communications Specialist	1	1	0
Senior Digital Communications Specialist	1	1	0
Senior Marketing Manager	1	1	0
TollTag Marketing Strategist	1	1	0
Web Content Specialist	1	0	(1)
Government Affairs	3	3	0
Director of Government Affairs	1	1	0
Government Affairs Analyst	1	0	(1)
Local Government Liaison	1	2	1
<b>Total Full-Time Positions</b>	<b>18</b>	<b>17</b>	<b>(1)</b>

- Deleted the Web Content Specialist position and reclassified the Government Affairs Analyst to a Local Government Liaison to align with the duties.

### MAJOR BUSINESS FUNCTIONS – PUBLIC AFFAIRS

With the FY2020 budget, the Public Affairs department will successfully support the Authority's strategic goals and objectives through:

- Strategy and Planning** – Develop innovative strategies to take NTTA to the next level by identifying trends, using data analytics and market research to craft new products and programs to support operations.
- Media Relations** – Spread the NTTA story and value proposition throughout North Texas by developing strong relationships with reporters and influencers across all media outlets in the region. Create stories that lead to placement of positive news. Control and effectively communicate NTTA messaging. Leverage new tools to provide more depth and data around media placements and effectiveness of new media plan.
- Marketing and Advertising** – Customer data and related analytics will serve as our roadmap for developing dynamic and clever advertising campaigns with an aggressive “Get a TollTag” positioning the TollTag as the least expensive way to travel on toll roads. Target ZipCash customers with a message of savings by getting a TollTag with its added value of Tollmate and TollPerks. Imaginative promotions, events and use of paid media in new customer communications channels will draw in new customers and help convert ZipCash customers. Emphasis on growing TollTag customers around the new 360 Tollway and roads with high ZipCash penetration.
- Project Communications** – Create and widely disseminate communications using online and traditional communication channels to notify customers of ongoing construction and maintenance activity including the expansion of PGBT and SRT. Communications will include toll road value and safety program messaging. Work with IT and TIM departments to develop effective website and Tollmate tools to improve project customer communications.

**Speakers' Bureau** – Educate and expand external audiences through grassroots community outreach, including staff presentations and meetings with community leaders, realtors, Home Owners Associations, businesses and industry groups. Further, engage the business community to be advocates for transportation and NTTA's role to provide options for the region's transportation needs.

- **Public Relations** – Expansive public relations (branding) campaigns to share the NTTA story and value proposition across North Texas. Develop new partnerships in communities NTTA serves, including safe-driving organizations. Focus on grassroots programs and activities to successfully communicate the benefits and value of NTTA and the TollTag to create ambassadors for our brand. Establish new touchpoints with local communities, helping to spur engagement while also increasing awareness for NTTA's safety offerings (e.g., student design contests and partnering with local driving schools).
- **Internal Communications** – Reinforce NTTA culture and business goals with employees. Using the results of the 2019 Employee survey, develop creative campaigns to help each employee understand their direct contribution to the organization's success and how they can take their performance to the next level.
- **Government Affairs** – Cultivate and maintain productive relationships with local and state elected officials and other public policy stakeholders to advance initiatives that support NTTA's mission and role in the region. Focus on newly elected officials to educate them on the value and importance of NTTA in the region. Foster a sense of 'ownership' with the region's elected officials and stakeholders.

# Treasury Management Department

## OVERVIEW

The department plans and manages all short and long-term financing for the Authority and performs post-issuance administrative functions. It is responsible for the planning, development and maintenance of the annual budgets, Five-Year-Capital Plan and long-range financial planning. In addition, the department manages the daily certificate process including processing payments to toll partners and providing financial analysis of toll transactions and revenue collections. The department is responsible for all banking relationships, cash management, investment portfolio management and continuing disclosure compliance, as well as the establishment and monitoring of all investment, debt, and continuing disclosure policies and procedures.

## FY2020 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

### Financially Sound & Vibrant Organization

- Ensure that sufficient funds are available (liquid) to meet ongoing operation and capital improvement requirements.
- Work with consultants to capitalize on favorable market conditions to lower the cost of borrowing.
- Continuously improve the annual budget plan process for clarity and more transparency.
- Produce a Five-Year Capital Plan based on best estimates for future planning.

### Delivering Transportation Solutions

- Assist with renegotiation of the performance security provision in the LBJ TSA.
- Continue back office processing of payments for TSA partner facilities.

### Highly Qualified, Energized & Engaged Team

- Provide analysis to ensure compliance with policies and federal/state laws, illustrate transparency and highlight opportunities.

## DEPARTMENTAL FY2020 OPERATIONS AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2019 Budget	FY2020 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$828,598	\$990,605	\$162,007	19.6%
Retirement Contributions - (512401)	106,230	128,179	21,949	20.7%
Consulting/Professional - (521201)	659,474	359,474	(300,000)	(45.5)%
Trustee Fees - (521204)	345,899	295,899	(50,000)	(14.5)%
Traffic Engineering Fees - (521207)	688,199	588,199	(100,000)	(14.5)%
Travel - (523501)	11,578	11,578	0	0.0%
Dues & Subscriptions - (523601)	3,661	3,661	0	0.0%
Education and Training - (523701)	8,044	3,044	(5,000)	(62.2)%
Office Supplies - (531101)	3,169	3,169	0	0.0%
Freight and Express - (531105)	635	635	0	0.0%
Bank Charges - (573001)	0	100,000	100,000	100.0%
<b>Total Expenses</b>	<b>\$2,655,487</b>	<b>\$2,484,443</b>	<b>(\$171,044)</b>	<b>(6.4)%</b>

## MAJOR FY2020 OMF BUDGET ITEMS

The department's FY2020 OMF budget decreased by **(\$171,044)** from FY2019 budget. All variances that exceed \$50,000 along with variances that are greater than both 15.0% and \$5,000 are explained below.



- Salaries and Wages-Direct increased \$162,007 mainly due to the change in allocation to Enterprise Fund of \$146,000.
- Retirement Contributions increased \$21,949 commensurate with salaries.
- Consulting Professional decreased **(\$300,000)** based on historical spending.
- Trustee Fees decreased **(\$50,000)** based on historical spending.
- Traffic Engineering Fees decreased **(\$100,000)** based on historical spending.
- Education and Training decreased **(\$5,000)** based on historical spending.
- Bank Charges increased \$100,000 due to account balances no longer used to offset charges. The balances will now be invested.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2020 Budget. (See Other Funds section pages 114-132).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$990,605	\$0	\$0	\$0	\$0	\$990,605
Retirement Contributions - (512401)	128,179	0	0	0	0	128,179
Consulting/Professional - (521201)	359,474	0	0	67,900	0	427,374
Trustee Fees - (521204)	295,899	0	0	189,500	0	485,399
Rating Agency Fees - (521205)	0	0	0	91,000	0	91,000
Remarketing/Loc Provider Fees - (521206)	0	0	0	2,180,167	0	2,180,167
Traffic Engineering Fees - (521207)	588,199	0	0	0	0	588,199
Travel - (523501)	11,578	0	0	0	0	11,578
Dues & Subscriptions - (523601)	3,661	0	0	0	0	3,661
Education and Training - (523701)	3,044	0	0	0	0	3,044
Office Supplies - (531101)	3,169	0	0	0	0	3,169
Freight and Express - (531105)	635	0	0	0	0	635
Bank Charges - (573001)	100,000	0	0	0	0	100,000
<b>FY2020 Totals</b>	<b>\$2,484,443</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,528,567</b>	<b>\$0</b>	<b>\$5,013,010</b>
<b>FY2019 Totals</b>	<b>\$2,655,487</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,828,567</b>	<b>\$0</b>	<b>\$5,484,054</b>
<b>Increase/(Decrease)</b>	<b>(\$171,044)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$300,000)</b>	<b>\$0</b>	<b>(\$471,044)</b>

## OTHER FUNDS VARIANCE

- **CF - \$0**
- **RMF - \$0**
- **CIF - (\$300,000)** Comprehensive traffic and revenue studies planned on a bi-annual basis.
- **CIF/FSF - \$0**

## 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 133-137).

- **\$17,679** for allocated costs associated with the treasury and budget management of the project.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages 138-140).

- **\$0**

## POSITION SUMMARY

Treasury Management Department			
Full-Time Positions	FY2019	FY2020	Difference
Administrative Assistant	1	1	0
Budget & Compliance Manager	1	1	0
Debt Manager	1	1	0
Director of Treasury Management	1	1	0
Financial Services Manager	1	1	0
Senior Finance Analyst	4	4	0
Treasury Investment Manager	1	1	0
<b>Total Full-Time Positions</b>	<b>10</b>	<b>10</b>	<b>0</b>

- No change to FTEs.

## MAJOR BUSINESS FUNCTIONS

- Plans and manages all matters relating to short and long-term financing for NTTA.
- Performs all post-issuance administrative functions including continuing disclosure.
- Responsible for all banking relationships, cash management and investment portfolio management.
- Establish and monitor compliance with all investment, debt and continuing disclosure policies and procedures.
- Responsible for daily distribution of funds as per NTTA's Trust Agreement as well as processing of payments to TSA partners.
- Directs and oversees all aspects of preparing, integrating and presenting the annual budgeting process.
- Partner with external consultants to develop and maintain planning tools.
- Works with management to define performance metrics to measure organizational performance.
- Lead and develop the agency-wide planning process.
- Develop and maintain financial planning models.
- Develop and oversee a full range of financial analyses to support periodic reviews with Executive Director, CFO and Board of Directors.

## Contact Center and Collections Department

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### OVERVIEW

The Contact Center and Collections department supports NTTA's mission by delivering high-quality customer service. The department is responsible for providing outstanding customer service and developing innovative methods to improve the customer experience. It is responsible for implementing toll collection strategies for the organization. Additionally, the department oversees back-office operations and ensures payments are properly posted to customer accounts. For customers who are designated habitual violators, the department ensures notification, collection and execution of toll enforcement remedies. The department uses a mix of staff and vendors to accomplish departmental goals.

The department's 2020 objective continues the focus on the 6 Cs of exceptional customer service; Connect, Collect, Convert, Continuous Improvement, Coach, and Closing the Gaps.

- **Connect:** Customers should expect an exceptional customer service experience with NTTA based on their preferred communication method.
- **Collect:** Customers will be treated with the utmost respect while being held responsible for their decisions.
- **Convert:** Every windshield has a TollTag.
- **Continuous Improvement:** Improve infrastructure and processes by leveraging appropriate technology.
- **Coach:** Staff and leadership conduct appropriate training and coaching to improve customer experience.
- **Closing the Gaps:** Focus on closing process gaps to create a more efficient, robust and timely processes.

### FY2020 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

#### Customer-Driven Organization

- Focus on improving key drivers of customer satisfaction, which include reducing wait times and increasing the number of full-service locations where customers may register for new TollTag accounts or pay ZipCash invoices.
- Enhance customer preferred communication channels through website, interactive voice response (IVR), and online chat functionality.
- Expand proactive customer outreach via targeted outbound messaging to inform TollTag customers of account issues.
- Expand contact channel opportunities to provide additional customer access and to leverage existing technology, such as the Tollmate mobile application and electronic statements, for ease of access.
- Sell and promote TollTag benefits at targeted events, such as corporate events, new or expanding local businesses, sporting games, and university events.
- Expand relationships with car dealerships to distribute TollTags and increase ability to collect transactions for car sales, fleet and loaner vehicles.
- Further enhance speech analytics to improve customer service, and coaching to build efficiencies.

- Improve contact with customers through targeted customer outreach campaigns to include outbound dialing, text messaging, e-mails and other communication vehicles.
- Leverage emerging payment technologies to facilitate customers' ability to pay.
- Create an internal infrastructure that has the appropriate technology and analytical horsepower to fulfill core functions.
- Develop and deliver programs to assist cash and unbanked/underbanked customers with access to payment locations and other payment options.
- Create Customer Obsession by expanding the customer experience and journey mapping.
- Maximize every ZipCash customer interaction to provide benefits of TollTag membership.
- Leverage business intelligence tools for better volume forecasting to facilitate the conversion of unhappy customers to happy customers.
- Explore IVR enhancements, including smart-IVR technology with alphanumeric capabilities.
- Implement speech analytics to analyze contact volumes and build efficiencies.
- Implement screen pops to reduce average contact handle times.
- Implement virtual queueing and automated call backs to improve customer satisfaction.

### **Financially Sound & Vibrant Organization**

- Continue to increase TollTag penetration to the FY2020 goal of 82.5%.
- Continue focus on payments from out-of-state drivers.
- Improve pursuable transactions to achieve a FY2020 goal of 95.7%.
- Drive collectables to the FY2020 goal of 93% collected within 24 months.
- Reduce the percentage of customers identified as habitual violators, increase payments from scofflaws and enhance public perception of equity by deploying enforcement tools provided by the Legislature, including vehicle registration blocks and roadway bans.
- Constantly evaluate and improve the Toll Enforcement Remedies program to maximize performance.
- Execute an enhanced collection strategy through management of two collection agencies to provide: (1) general and specialized collection services for outstanding ZipCash invoices, past due accounts, unpaid fees and other charges, including court judgments; (2) provide skip tracing for returned mail, chargebacks and bounced checks; (3) assist in the early stage of collections through customer outreach programs; (4) improve toll collection earlier within their process; (5) continue focus on collection efforts for unpaid invoices placed for longer than six months.
- Work with additional counties for vehicle registration blocks.
- Leverage the Business Intelligence environment in decision making.

### **Highly Qualified, Energized & Engaged Team**

- Collaborate with the Human Resources department to develop staff, build core skills and provide career path development.
- Focus on training programs designed to cross train staff to handle multiple departmental functions.
- Enhance analytical skills and business process management methodology for supervisors and management staff to drive efficiencies.
- Enhance the department succession plan for management strength and career pathing.
- Staff and leadership conduct appropriate training and coaching to improve customer experience.

## DEPARTMENTAL FY2020 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2019	FY2020	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$10,738,259	\$9,908,671	(\$829,588)	(7.7)%
Salaries and Wage-Overtime - (511301)	366,132	352,153	(13,979)	(3.8)%
Retirement Contributions - (512401)	1,353,062	1,279,621	(73,441)	(5.4)%
Meeting Expense - (521101)	30,525	30,525	0	0.0%
Consulting/Professional - (521201)	9,575,740	8,188,485	(1,387,255)	(14.5)%
Armored Car Services - (521209)	59,627	54,627	(5,000)	(8.4)%
Rentals - Land - (522301)	163,595	163,595	0	0.0%
Rentals - Equipment - (522302)	55,822	55,822	0	0.0%
Postage - (523201)	10,668,192	8,580,160	(2,088,032)	(19.6)%
Promotional Expenses - (523304)	99,598	234,531	134,933	135.5%
Printing and Photographic - (523401)		116,979	116,979	100.0%
Travel - (523501)	20,005	20,005	0	0.0%
Dues & Subscriptions - (523601)	29,429	29,429	0	0.0%
Education and Training - (523701)	67,793	67,793	0	0.0%
Temporary Contract Labor - (523851)	12,030,780	11,648,519	(382,261)	(3.2)%
Office Supplies - (531101)	180,650	92,880	(87,770)	(48.6)%
Freight and Express - (531105)	1,144	1,144	0	0.0%
Inven for resale(toll tags) - (531501)	10,567,552	8,891,582	(1,675,970)	(15.9)%
Uniforms - (531701)	28,257	50,594	22,337	79.0%
Bank Charges - (573001)	201,355	372,649	171,294	85.1%
Credit Card Fees - (573002)	19,982,558	18,995,335	(987,223)	(4.9)%
<b>Total Expenses</b>	<b>\$76,220,075</b>	<b>\$69,135,099</b>	<b>(\$7,084,976)</b>	<b>(9.3)%</b>

### MAJOR FY2020 OMF BUDGET ITEMS

The department's FY2020 OMF budget decreased by **(\$7,084,976)** from FY2019 budget. All variances that exceed \$50,000 along with variances that are greater than both 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct net decrease **(\$829,588)** due mainly to updating the allocation methodology to the Enterprise Fund.
- Retirement Contributions decreased **(\$73,441)** commensurate with salaries.
- Consulting/Professional Fees decreased **(\$1,387,255)** based on historical spending.
- Postage decreased **(\$2,088,032)** based on historical spending.
- Promotional Expenses increased \$134,933 for additional Regional Tolling Partner events.
- Printing and Photographic increased \$116,979 for printing tolltag envelopes and starter welcome kits previously budgeted in Inventory for resale(tolltags)
- Temporary Contract Labor decreased **(\$382,261)** due to increased allocation to Enterprise Fund and 360 Tollway.
- Office Supplies decreased **(\$87,770)** based on historical spending.
- Inventory for resale (tolltags) decreased **(\$1,675,970)** mainly based on historical spending and allocation of **(\$116,979)** to printing.
- Uniforms increased \$22,337 for promotional events.
- Bank Charges increased \$171,294 for additional lock box fees associated with the new back office process.
- Credit Card Fees decreased **(\$987,223)** based on historical spending and increased allocation to Enterprise Fund of **(\$507,000)**.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2020 Budget (see Other Funds section pages 114-132).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$9,908,671	\$0	\$0	\$0	\$0	\$9,908,671
Salaries and Wage-Overtime - (511301)	352,153	0	0	0	0	352,153
Retirement Contributions - (512401)	1,279,621	0	0	0	0	1,279,621
Meeting Expense - (521101)	30,525	0	0	0	0	30,525
Consulting/Professional - (521201)	8,188,485	0	0	0	0	8,188,485
Armored Car Services - (521209)	54,627	0	0	0	0	54,627
Rentals - Land - (522301)	163,595	0	0	0	0	163,595
Rentals - Equipment - (522302)	55,822	0	0	0	0	55,822
Postage - (523201)	8,580,160	0	0	0	0	8,580,160
Promotional Expenses - (523304)	234,531	0	0	0	0	234,531
Printing and Photographic - (523401)	116,979	0	0	0	0	116,979
Travel - (523501)	20,005	0	0	0	0	20,005
Dues & Subscriptions - (523601)	29,429	0	0	0	0	29,429
Education and Training - (523701)	67,793	0	0	0	0	67,793
Temporary Contract Labor - (523851)	11,648,519	0	0	0	0	11,648,519
Office Supplies - (531101)	92,880	0	0	0	0	92,880
Freight and Express - (531105)	1,144	0	0	0	0	1,144
Inven for resale(toll tags) - (531501)	8,891,582	0	0	0	0	8,891,582
Uniforms - (531701)	50,594	0	0	0	0	50,594
Bank Charges - (573001)	372,649	0	0	0	0	372,649
Credit Card Fees - (573002)	18,995,335	0	0	0	0	18,995,335
<b>FY2020 Totals</b>	<b>\$69,135,099</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$69,135,099</b>
<b>FY2019 Totals</b>	<b>\$76,220,075</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$78,220,075</b>
<b>Increase/(Decrease)</b>	<b>(\$7,084,976)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$2,000,000)</b>	<b>\$0</b>	<b>(\$9,084,976)</b>

## OTHER FUNDS VARIANCE

- CF-\$0
- RMF-\$0
- CIF-(\$2,000,000) FY2019 budget for staffing of the call center during the implementation of new contracts no longer needed.
- CIF/FSF-\$0

## 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 133-137).

- **\$1,309,391** for allocated costs to handle the processing of revenue transactions.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 138-140).

- **\$18,700,799** for allocated costs to handle the processing of increasing revenue transactions for TSA projects.

## POSITION SUMMARY

Contact Center and Collections Department			
Full-Time Positions	FY2019	FY2020	Difference
Call Center	110	112	2
Admin. Assistant	1	0	(1)
CSC Project Coordinator I	1	2	1
CSC Sr. Specialist	8	10	2
CSC Supervisor	7	8	1
CSC Training Coordinator	0	1	1
CSS II	90	88	(2)
Director of Contact Center & Collections	1	1	0
Sr. Call Center Manager	1	1	0
Technical Business Writer	1	1	0
Customer Service Center	82	64	(18)
CSC Sr. Specialist	9	8	(1)
CSC Supervisor	8	7	(1)
CSS II	63	47	(16)
Receptionist	1	1	0
Sr. Customer Center Manager	1	1	0
Workforce & Training	7	7	0
CSC Training Coordinator	1	0	(1)
CSC Training Manager	1	1	0
Forecast and Reporting Analyst	1	1	0
Workforce Analyst	3	4	1
Workforce Manager	1	1	0
Regional Tolling Partners	4	4	0
CSS II	2	2	0
Manager - Key Accounts	1	1	0
RTP Supervisor	1	1	0
Collections	7	9	2
Assistant Director of Contact Center and Collections	1	1	0
Collections Manager	1	1	0
CSC Project Coordinator	1	1	0
CSC Sr. Specialist	2	2	0
CSC Supervisor	2	2	0
CSS I	0	2	2
Toll Enforcement Remedies	19	16	(3)
Court Coordinator	3	3	0
CSC Sr. Specialist	1	0	(1)
CSC Supervisor	1	0	(1)
CSS I	1	1	0
TER Manager	1	0	(1)
TER Specialist	12	12	0

## POSITION SUMMARY (CONTINUED)

Contact Center and Collections Department			
Full-Time Positions	FY2019	FY2020	Difference
Support Services	70	88	18
CSC Project Coordinator I	0	1	1
CSC QA/QC Coordinator I	7	9	2
CSC Sr. Specialist	4	5	1
CSC Supervisor	4	5	1
CSS I	49	47	(2)
CSS II	2	18	16
Inventory Control Specialist	1	1	0
Mail Specialist	1	1	0
QA/QC CSS	1	0	(1)
Support Services Process Manager	1	1	0
Customer Care	12	12	0
CSC QA/QC Coordinator II	5	5	0
CSC QA/QC Coordinator II Bilingual	2	2	0
Customer Care Coordinator	1	1	0
Customer Care Manager	1	1	0
Director of Customer Care	1	1	0
QA/QC Supervisor	1	1	0
Sr. Operations Analyst	1	1	0
<b>Total Full Time Positions</b>	<b>311</b>	<b>312</b>	<b>1</b>
Part-Time Positions	FY2019	FY2020	Difference
CSS I P/T	18	17	(1)
CSS II - P/T	3	4	1
TER Specialist P/T	1	0	(1)
TollTag Event Specialist	5	4	(1)
<b>Total Part-Time Positions</b>	<b>27</b>	<b>25</b>	<b>(2)</b>

- Contact Center and Collections converted 2 part-time positions to 2 full time; transferred the TER Manager position to Information Technology; all other changes are just re-allocation of positions.

## MAJOR BUSINESS FUNCTIONS

The Contact Center and Collections department contributes to NTTA's financial position by driving TollTag use and collection of unpaid tolls. The department is divided into eight divisions:

- **Call Center** – Serves more than 4 million customers each year through TollTag distribution, TollTag account maintenance, ZipCash monthly statement payments and resolving customer concerns via multiple contact channels.
- **Customer Service Center** – Serves as the “face of the NTTA” for more than 250,000 customers each year via six retail locations in Fort Worth, Irving, Plano, Grand Prairie, South Dallas, and Mesquite.
- **Workforce & Training** – Serves as the command center for the Call Center, Contact Center and Toll Enforcement Remedies divisions. Their primary functions include scheduling work shift analysis, projecting contact volumes, and reassigning personnel throughout the day to ensure prompt service is available in all contact channels.
- **Regional Tolling Partners** – Local retailers such as Albertson's, Kroger, Tom Thumb and Minyard's in addition to several municipalities in the DFW area who issue new TollTags on behalf of NTTA. These locations account for more than 15,000 TollTag activations per year.



Breadth of the division has been expanded to focus on increasing TollTag awareness for large employers in proximity to NTTA roadways, increasing NTTA's fleet TollTag program and enhancing NTTA's car dealership relationships.

- **Collections** – Provides strategic direction for collections efforts on outstanding ZipCash invoices, from first notice of nonpayment through assignment to external collection agencies. Manages internal staff as well as collection agencies.
- **Toll Enforcement Remedies** – Implements tools provided by the Legislature to encourage equitable payment from all drivers. Tracks and manages payments from habitual violators and ensures payment plan/TollTag account obligations are met. Works with the Department of Public Safety for the issuance of failure-to-pay toll citations, and coordinates with Justice of the Peace offices in legal proceedings.
- **Support Services** – The team is made up of several smaller teams that provide back-office support, including posting of payments received, fulfillment and mail delivery for NTTA and responding to written customer correspondence.
- **Customer Care** – Partners with Contact Center and Collections leadership to:
  - Provide audits of all CSC processes and procedures
  - Report on all TSA-related service levels
  - Develop and maintain all SOPs
  - Develop and maintain Speech Analytics and reporting
  - Provide insight training for new hires – focusing on Quality Assurance
  - Complete all Board, Ombudsman, Legal, Communications, and Government Affairs escalations
  - Respond to all subpoenas and PIAs, testify as Custodian of Records for all NTTA and law enforcement trials

# Information Technology Department

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## OVERVIEW

The Information Technology (IT) department supports the mission of NTTA by advancing innovative technology solutions aligned with NTTA's Strategic Plan. The department installs, integrates, manages, maintains and supports hardware, software, telecommunications and network functions.

## FY2020 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

- Implement the IT strategic plan, ensuring IT projects are aligned with the needs of our internal and external customers and the strategic objectives of NTTA.
- Continue the four-year Intelligent Transportation Systems (ITS) program to further customer safety and service by increasing dynamic message sign coverage across NTTA facilities and looking at innovative ways to capture and analyze traffic data on NTTA's roadways. This project includes the addition of around 60 new cameras and six new dynamic message signs.
- Identify and implement new methods for customer payment of TollTag accounts and ZipCash invoices (Direct Carrier Billing Program), with particular focus on increasing the geographic distribution of payment locations and options for cash-based customers.
- Remain focused on security and compliance in order to ensure customer data is protected. Maintain payment card industry (PCI) compliance as a level-1 merchant.
- Continue the implementation of the new back office toll system.

### Financially Sound & Vibrant Organization

- Maintain and enhance the IT business continuity plan to minimize impact to NTTA's revenue stream and service to customers in the event of a disaster. Periodically test the plan to ensure readiness.
- Enhance Toll Enforcement Remedy functions to ensure the equitable collection of tolls.
- Continue the expansion and adoption of the Business Intelligence program by moving toward near real-time analysis of data at the lane, augmenting transactional data with customer behavior attributes, and integration with the new back office toll system.
- Implement technology to enhance budgeting process.

### Delivering Transportation Solutions

- Expand central states interoperability with the addition of Colorado and continue implementation of national interoperability with the western, southeastern, and northeastern states.
- Continue to provide the required levels of service for the LBJ Express, North Tarrant Express and regional Toll Service Agreements.
- Enhance data and image sharing between TxDOT, NTTA, and other municipalities to better coordinate communication and traffic information to increase safety and congestion relief efforts.
- Install new camera locations to provide better coverage for Safety Operations.

### Respected Leader & Partner in Region's Transportation Network

- Continue to participate in the regional HOV Detection project with North Central Texas Council of Governments (NCTCOG) and TxDOT.
- Continue to partner with Dallas/Fort Worth International and Dallas Love Field airports for processing parking transactions.

- Support the data needs of NTTA’s internal departments such as Public Affairs and System and Incident Management to ensure they can continue to be responsive to requests to assist and partner with peer agencies and government officials within the region.

#### Highly Qualified, Energized & Engaged Team

- Optimize the department’s organizational structure to align with the revised IT strategic plan. Ensure that employees are working to their strengths and that their skills are kept fresh through continued training.

### DEPARTMENTAL FY2020 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2019 Budget	FY2020 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$6,851,702	\$8,022,436	\$1,170,734	17.1%
Salaries and Wage-Overtime - (511301)	85,663	104,574	18,911	22.1%
Retirement Contributions - (512401)	872,943	1,037,955	165,012	18.9%
Outside Maintenance Services - (521212)	8,015,547	6,623,040	(1,392,507)	(17.4)%
Telecommunications - (523202)	1,364,758	1,181,521	(183,237)	(13.4)%
Travel - (523501)	47,400	27,900	(19,500)	(41.1)%
Dues & Subscriptions - (523601)	7,900	6,000	(1,900)	(24.1)%
Education and Training - (523701)	106,000	106,500	500	0.5%
Temporary Contract Labor - (531101)	85,390	84,662	(728)	(0.9)%
Office Supplies - (531101)	112,200	112,200	0	0.0%
Other Materials and Supplies - (531102)	81,500	218,000	136,500	167.5%
Software - (531651)	10,994,874	8,218,337	(2,776,537)	(25.3)%
<b>Total Expenses</b>	<b>\$28,625,877</b>	<b>\$25,743,125</b>	<b>(\$2,882,752)</b>	<b>(10.1)%</b>

### MAJOR FY2020 OMF BUDGET ITEMS

The department’s FY2020 OMF budget decreased by **(\$2,882,752)** from FY2019 budget. All variances that exceed \$50,000 along with variances that are greater than both 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct increased \$1,170,734 mainly \$1,000,000 due to updating the allocation methodology to the Enterprise Fund and \$150,000 for three new positions.
- Salaries and Wages-Overtime increased \$18,911 due to the change in allocation to the Enterprise Fund.
- Retirement Contributions increased \$165,012 commensurate with salaries.
- Outside Maintenance Services decreased **(\$1,392,507)** due to updating the allocation methodology to the Enterprise Fund.
- Telecommunications decreased **(\$183,237)** based on historical spending.
- Travel decreased **(\$19,500)** based on historical spending.
- Other Materials and Supplies increased \$136,500 mainly for additional backup tapes.
- Software decreased **(\$2,776,537)** due mainly to **(\$2,200,000)** of Microsoft and Oracle Unlimited license being paid from CIF and increased allocation of **(\$500,000)** to Enterprise Fund.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2020 Budget (see Other Funds section pages 114-132).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$8,022,436	\$0	\$0	\$0	\$0	\$8,022,436
Salaries and Wage-Overtime - (511301)	104,574	0	0	0	0	104,574
Retirement Contributions - (512401)	1,037,955	0	0	0	0	1,037,955
Consulting/Professional - (521201)	0	0	0	3,850,000	0	3,850,000
Outside Maintenance Services - (521212)	6,623,040	0	0	0	0	6,623,040
Consulting/Profess Serv Tech - (521301)	0	0	0	12,196,334	0	12,196,334
Telecommunications - (523202)	1,181,521	0	0	0	0	1,181,521
Travel - (523501)	27,900	0	0	0	0	27,900
Dues & Subscriptions - (523601)	6,000	0	0	0	0	6,000
Education and Training - (523701)	106,500	0	0	0	0	106,500
Temporary Contract Labor - (523851)	84,662	0	0	0	0	84,662
Office Supplies - (531101)	112,200	0	0	0	0	112,200
Other Materials and Supplies - (531102)	218,000	0	0	0	0	218,000
Electronic Supplies - (531106)	0	0	2,088,500	0	0	2,088,500
Computers - (531641)	0	0	10,246,500	20,771,000	0	31,017,500
Software - (531651)	8,218,337	0	212,000	39,843,700	0	48,274,037
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	5,365,000	0	0	5,365,000
Infrastructure - Other - (541403)	0	0	0	2,300,000	0	2,300,000
<b>FY2020 Totals</b>	<b>\$25,743,125</b>	<b>\$0</b>	<b>\$17,912,000</b>	<b>\$78,961,034</b>	<b>\$0</b>	<b>\$122,616,159</b>
<b>FY2019 Totals</b>	<b>\$28,625,877</b>	<b>\$0</b>	<b>\$17,954,224</b>	<b>\$76,249,003</b>	<b>\$0</b>	<b>\$122,829,104</b>
<b>Increase/(Decrease)</b>	<b>(\$2,882,752)</b>	<b>\$0</b>	<b>(\$42,224)</b>	<b>\$2,712,031</b>	<b>\$0</b>	<b>(\$212,945)</b>

## OTHER FUNDS VARIANCE

- **CF - \$0**
- **RMF - (\$42,224)** The Reserve Maintenance Fund decreased mainly due to the normal end-of-life cycle of replacing network equipment.
- **CIF - \$2,712,031** The Capital Improvement Fund net increased mainly due to transferring \$3,200,000 of Microsoft and Oracle Unlimited licenses for back office services from Operation and Maintenance Fund.
- **CIF/FSF - \$0**

## 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 133-137).

- **\$444,704** allocated costs associated with processing revenue transactions for the project.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 138-140).

- **\$3,991,231** allocated costs associated with processing revenue transactions for the project.

## POSITION SUMMARY

Information Technology			
Full-Time Positions	FY2019	FY2020	Difference
Administrative Assistant IT	1	0	(1)
Applications Administrator	3	3	0
Applications Administrator I	1	1	0
Application Support Supervisor	0	1	1
Asset Administrator	0	1	1
Assistant Director Business Applications	1	1	0
Assistant Director of IT	1	1	0
Backup Engineer	1	1	0
Business Intelligence Architect	1	1	0
Business Intelligence Developer	1	1	0
Communications Administrator	1	1	0
Compliance Analyst	2	2	0
Desktop Support Engineer	1	1	0
Director of IT	1	1	0
Enterprise Applications Lead	1	1	0
Enterprise Applications Manager	1	1	0
Enterprise Communications Manager	1	1	0
GIS Analyst	3	3	0
GIS Manager	1	1	0
Information Security Manager	1	1	0
IT Manager - Business Intelligence	1	1	0
IT Operations and Service Manager	1	1	0
IT Program Manager	1	1	0
IT Project Manager	0	1	1
ITS Support Specialist	1	1	0
Lead Warehouse Technician	1	1	0
Network Engineer	1	1	0
RITE Applications Lead Support Analyst	1	1	0
RITE Systems Support Analyst II	2	2	0
Roadway Systems Lead	3	3	0
Roadway Systems Manager	2	2	0
Roadway Systems Supervisor	3	3	0
Security Engineer	3	3	0
Server Administrator	1	1	0
Service Desk Manager	1	1	0
ServiceNow Administrator	0	1	1
ServiceNow Developer	1	1	0
Solutions Architect	1	1	0
Sr. Application Manager	1	1	0
Sr. BI Developer	1	1	0
Sr. Business Analyst	3	3	0
Sr. Communications Engineer	1	1	0

<b>Information Technology (continued)</b>			
Sr. Database Administrator	2	2	0
Sr. Desktop Support Technician	3	2	(1)
Sr. ETL Developer	1	0	(1)
Sr. ETL & Data Modeling Developer	0	1	1
Sr. ITS Manager	1	1	0
Sr. Network Engineer	3	3	0
Sr. Project Manager	3	2	(1)
Sr. Server Administrator	2	2	0
Sr. Storage Engineer	1	0	(1)
Sr. Systems Engineer	4	4	0
Sr. Technical Lead	1	1	0
Sr. Web Applications Developer	2	2	0
Systems Support Tech II	1	3	2
Systems Support Tech II - HD	2	2	0
Systems Support Tech II RW	4	5	1
Systems Support Tech III	1	2	1
Systems Support Tech III - PS	1	1	0
Systems Support Tech III RW	7	7	0
Technical Supervisor	1	0	(1)
<b>Total Full-Time Positions</b>	<b>93</b>	<b>96</b>	<b>3</b>

- Added 2 new System Support Tech II RW positions and 1 new System Support Tech III RW to bring the CTP toll collection equipment maintenance in-house. Transferred 1 Administrative Assistant to Operations and converted the TER Manager transferred from Contact Center and Collections into 1 Asset Administrator. The other changes are reclassification of positions to align with the duties.

## MAJOR BUSINESS FUNCTIONS

The IT department supports the mission of NTTA by providing robust, relevant and increasingly sophisticated solutions in the mission-critical realm of technology. The department is divided into four business functions that partner with internal and external stakeholders.

- **Business Applications** – Focused on all tolling back-office systems: Toll Enforcement Remedies application; PeopleSoft HR and financials; the asset management system used by the Maintenance department; Enterprise Project Delivery System (EPDS); Geographic Information Systems (GIS); and all other enterprise applications.
- **Roadway Systems Operations and Support** – Focused on the installation and support of the tolling system at the lane level. The Intelligent Transportation System (ITS) group manages and supports the extensive network of dynamic message signs, closed-circuit television cameras and incident detection system utilized by TIM.
- **Enterprise Systems/Communications** – Focused on the deployment and support of user workstations and desktop applications; all aspects of the network including, routers, switches, cabling, telephones and telephone service; and all servers, systems and storage devices. The IT Service Desk resides within this area.
- **Information Security** – Focused on information security and compliance. Implements and monitors security infrastructure and evaluates systems and processes for compliance. Also, leads IT efforts with internal and external audits.

# Maintenance Department

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## OVERVIEW

The Maintenance department is responsible for providing safe and clean roadways and facilities for our customers, employees and contractors. The driving factor of the department is to ensure assets are maintained in accordance with trust and project agreements. The department uses a balance of in-house and contracted maintenance to create a competitive environment in which the cost and quality of work being performed is measured.

## FY2020 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

- Measure and encourage quality, efficiency and customer service through the Maintenance Rating Program.
- Repair deficiencies and damage in accordance with established performance metrics.

### Financially Sound & Vibrant Organization

- Manage the sale of surplus and salvage property via auctions.
- Minimize financial risk by limiting on-hand inventories and storage of items to support a lean yet responsive operation.

### Delivering Transportation Solutions

- Integrate a “total cost” (life-cycle) approach to the development of new projects as well as the implementation of rehabilitation or modification projects.
- Conduct annual and specialized inspections, report on results and budget for deficiencies.

### Respected Leader & Partner in the Region’s Transportation Network

- Collaborate with Texas Department of Transportation, Texas Transportation Institute and other industry leaders to improve safety for our employees, contractors and the traveling public.
- Achieve ASE Blue Seal certification for Fleet Facilities and collaborate with area supply chain experts through APICS to promote efficient warehousing operations.

### Highly Qualified, Energized & Engaged Team

- Develop position-specific training programs to prepare employees for advancement in the department.
- Participate and actively get involved with regional and national technical organizations such as American Public Works Association, International Bridge, Tunnel and Turnpike Association, Association for the Management and Operation of Transportation Infrastructure Assets, and American Production and Inventory Control Society.

## DEPARTMENTAL FY2020 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2019	FY2020	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$9,048,031	\$8,653,520	(\$394,511)	(4.4)%
Salaries and Wage-Overtime - (511301)	340,000	360,010	20,010	5.9%
Retirement Contributions - (512401)	1,149,679	1,122,321	(27,358)	(2.4)%
Meeting Expense - (521101)	6,100	6,100	0	0.0%
Consulting/Professional - (521201)	300,000	200,000	(100,000)	(33.3)%
Outside Maintenance Services - (521212)	13,688,299	23,008,342	9,320,043	68.1%
Landscaping - (522202)	61,500	61,500	0	0.0%
Rentals - Land - (522301)	259,556	259,556	0	0.0%
Rentals - Equipment - (522302)	90,350	90,350	0	0.0%
Telecommunications - (523202)	0	121,200	121,200	100.0%
Travel - (523501)	43,100	23,100	(20,000)	(46.4)%
Dues & Subscriptions - (523601)	25,615	25,615	0	0.0%
Education and Training - (523701)	72,350	45,900	(26,450)	(36.6)%
Licenses - (523801)	23,565	23,565	0	0.0%
Temporary Contract Labor - (523851)	145,000	100,000	(45,000)	(31.0)%
Office Supplies - (531101)	21,100	21,100	0	0.0%
Other Materials and Supplies - (531102)	2,960,062	1,942,062	(1,018,000)	(34.4)%
Mobile Equipment Expense - (531103)	1,059,425	909,425	(150,000)	(14.2)%
Freight and Express - (531105)	400	400	0	0.0%
Motor Fuel Expense - (531107)	1,023,309	1,023,309	0	0.0%
Water - (531211)	722,590	850,000	127,410	17.6%
Gas - (531221)	70,600	50,600	(20,000)	(28.3)%
Electricity - (531231)	2,164,256	1,906,846	(257,410)	(11.9)%
Small Tools and Shop Supplies - (531601)	290,685	288,685	(2,000)	(0.7)%
Uniforms - (531701)	189,600	189,600	0	0.0%
<b>Total Expenses</b>	<b>\$33,755,172</b>	<b>\$41,283,106</b>	<b>\$7,527,934</b>	<b>22.3%</b>

### MAJOR FY2020 OMF BUDGET ITEMS

The department's FY2020 OMF budget increased by \$7,527,934 from FY2019 budget. All variances that exceed \$50,000 along with variances that are greater than both 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct decreased **(\$394,511)** due mainly to historical staffing levels.
- Consulting Professional decreased **(\$100,000)** based on historical spending.
- Outside Maintenance Services increased \$9,320,043 due mainly for anticipated increases of \$9,200,000 for the new total routine maintenance contracts.
- Telecommunications increased \$121,200 due to the service previously budgeted in Traffic and Incident Management CIF.
- Travel decreased **(\$20,000)** based on historical spending.
- Education and Training decreased **(\$26,450)** based on historical spending.
- Temporary Contract Labor decreased **(\$45,000)** based on historical spending.
- Other Materials and Supplies decreased **(\$1,018,000)** based on historical spending.
- Mobile Equipment Expense decreased **(\$150,000)** based on historical spending.
- Water increased \$127,410 based on historical spending and adding additional landscape areas.
- Gas decreased **(\$20,000)** based on historical spending.
- Electricity decreased **(\$257,410)** based on historical spending

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2020 Budget (see Other Funds section pages 114-132).



Account	OMF	CF	RMF	CIF	CIF/FSF	Total
	1001	3700	1201	1501	1601	Budget
Salaries and Wages-Direct - (511101)	\$8,653,520	\$0	\$0	\$0	\$0	\$8,653,520
Salaries and Wage-Overtime - (511301)	360,010	0	0	0	0	360,010
Retirement Contributions - (512401)	1,122,321	0	0	0	0	1,122,321
Meeting Expense - (521101)	6,100	0	0	0	0	6,100
Consulting/Professional - (521201)	200,000	0	0	0	0	200,000
Outside Maintenance Services - (521212)	23,008,342	0	0	0	0	23,008,342
Landscaping - (522202)	61,500	0	570,000	0	0	631,500
Rentals - Land - (522301)	259,556	0	0	0	0	259,556
Rentals - Equipment - (522302)	90,350	0	0	0	0	90,350
Telecommunications - (523202)	121,200	0	0	0	0	121,200
Travel - (523501)	23,100	0	0	0	0	23,100
Dues & Subscriptions - (523601)	25,615	0	0	0	0	25,615
Education and Training - (523701)	45,900	0	0	0	0	45,900
Licenses - (523801)	23,565	0	0	0	0	23,565
Temporary Contract Labor - (523851)	100,000	0	0	0	0	100,000
Office Supplies - (531101)	21,100	0	0	0	0	21,100
Other Materials and Supplies - (531102)	1,942,062	0	0	0	0	1,942,062
Mobile Equipment Expense - (531103)	909,425	0	0	0	0	909,425
Freight and Express - (531105)	400	0	0	0	0	400
Electronic Supplies - (531106)	0	0	0	220,000	0	220,000
Motor Fuel Expense - (531107)	1,023,309	0	0	0	0	1,023,309
Water - (531211)	850,000	0	0	0	0	850,000
Gas - (531221)	50,600	0	0	0	0	50,600
Electricity - (531231)	1,906,846	0	0	0	0	1,906,846
Small Tools and Shop Supplies - (531601)	288,685	0	0	0	0	288,685
Machinery - (531611)	0	0	794,000	0	0	794,000
Vehicles - (531621)	0	0	2,782,440	0	0	2,782,440
Uniforms - (531701)	189,600	0	0	0	0	189,600
Building Improvements - (541302)	0	0	2,952,000	4,915,000	0	7,867,000
<b>FY2020 Totals</b>	<b>\$41,283,106</b>	<b>\$0</b>	<b>\$7,098,440</b>	<b>\$5,135,000</b>	<b>\$0</b>	<b>\$53,516,546</b>
<b>FY2019 Totals</b>	<b>\$33,755,172</b>	<b>\$0</b>	<b>\$6,706,492</b>	<b>\$3,660,000</b>	<b>\$0</b>	<b>\$44,121,664</b>
<b>Increase/(Decrease)</b>	<b>\$7,527,934</b>	<b>\$0</b>	<b>\$391,948</b>	<b>\$1,475,000</b>	<b>\$0</b>	<b>\$9,394,882</b>

## OTHER FUNDS VARIANCE

- **CF - \$0**
- **RMF - \$391,948** The Reserve Maintenance Fund varies year-by-year based on projects identified in the Five-Year Capital Plan and as a result of the Annual Inspection.
- **CIF - \$1,475,000** The Capital Improvement Fund varies year-by-year and is based on projects identified in the Five-Year Capital Plan and as a result of the Annual Inspection.
- **CIF/FSF - \$0**

## 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 133-137).

- **\$3,413,592** consists of allocated costs of \$16,395 and direct costs of \$3,397,199 associated with the maintenance and repair of the project's infrastructure.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 138-140).

- **\$0**

## POSITION SUMMARY

Maintenance Department				
Full-Time Positions	FY2019	FY2020	Difference	
Roadway	115	115	0	
CSR/Maintenance	2	2	0	
Laborer	29	29	0	
Lead Roadway Maintenance Tech	8	8	0	
Maintenance Tech I	25	25	0	
Maintenance Tech II	23	23	0	
Roadway Maintenance Supervisor	8	6	(2)	
Roadway Maintenance Supervisor Night	0	2	2	
Roadway Manager	2	2	0	
Senior Maintenance Technician	18	18	0	
Facilities	22	22	0	
Bldg. Maintenance Supervisor	1	1	0	
Custodian	1	1	0	
Electrical Lead	1	1	0	
Electrical Maintenance Technician	2	2	0	
Electrical Supervisor	1	1	0	
Electrician	3	3	0	
Facilities Manager	1	1	0	
GE Bldg. Maintenance Specialist	1	1	0	
HVAC&R Technician	2	2	0	
Maintenance Specialist Plumber	1	1	0	
Maintenance Specialist Craftsman	0	1	1	
Maintenance Technician	4	3	(1)	
Senior Electrician	2	2	0	
Maintenance Facility Lead	2	2	0	
Landscape	17	17	0	
Irrigation Maintenance Specialist	2	2	0	
Laborer	5	5	0	
Landscape Maintenance Technician	4	4	0	
Landscape Maintenance Technician II	2	2	0	
Landscape Manager/Architect	1	1	0	
Landscape Supervisor	1	1	0	
Lead Landscape Maintenance Technician	1	1	0	
Senior Landscape Maintenance Technician	1	1	0	

<b>Maintenance Department (continued)</b>			
Support Services	29	29	0
Compliance Specialist	1	1	0
Fleet Manager	1	1	0
Fleet Supervisor	2	2	0
Inventory Control Specialist	3	3	0
Lead Mechanic	2	2	0
Lead Sign Specialist	0	1	1
Maintenance Support Manager	1	1	0
Maintenance Technician	1	1	0
Mechanic	9	9	0
Physical Assets Supervisor	1	0	(1)
Senior Mechanic	2	2	0
Senior Sign Specialist	1	1	0
Sign & Fabrication Supervisor	1	1	0
Sign Specialist	1	1	0
Signing Coordinator	1	0	(1)
Warehouse Supervisor	0	1	1
Warehouse Team Lead	2	2	0
<b>Administration</b>	<b>10</b>	<b>10</b>	<b>0</b>
Admin Asst. Maintenance	1	1	0
Asst. Director / Maintenance Ops	1	1	0
Capital Improvement Manager	1	1	0
CMMS App Administrator	1	1	0
Director of Maintenance	1	1	0
Project Coordinator	2	2	0
Roadway Special Project Manager	3	3	0
<b>Total Full-Time Positions</b>	<b>193</b>	<b>193</b>	<b>0</b>

- No changes to FTEs, only reclassification of positions.

## MAJOR BUSINESS FUNCTIONS

To maintain and operate NTTA's toll facilities at or above industry standards, the Maintenance department is divided into the following divisions:

- **Roadway Division** – Provides in-house maintenance of the SRT, DNT, LLTB, and AATT, including bridges, safety devices and associated appurtenances.
- **Facilities Division** – Responsible for the maintenance of NTTA facilities, electrical services and roadway lighting.
- **Landscape Division** – Responsible for the maintenance of all landscape assets as well as project management of the contracted landscape maintenance of the Gleneagles facilities, SRT, DNT, LLTB, and AATT.
- **Support Services Division** - Provides maintenance of the Authority-owned fleet and equipment, oversight of the NTTA warehouse, maintenance and fabrication of signs.
- **Administration Division** – Oversight of contracted maintenance of the PGBT, MCLB, and CTP, management of the department's RMF and CIF funds, and building renovations.

# Operations Department

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## OVERVIEW

The Operations department will continue to pursue and implement opportunities to enhance collections, increase the percentage of pursued transactions, streamline operational processes, advance interoperability both regionally and nationally, and manage NTTA's provision of toll services.

## FY2020 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

- Implement programs to improve customers' experience through projects intended to reduce the need for customers to contact NTTA and improve first-contact resolution (ease of doing business with NTTA) scores.
- Continue involvement with the IBTTA steering committee for national interoperability and lead the efforts to achieve national interoperability through the connection of regional interoperability hubs.
- Implement alternative payment options, with a focus on expanding current options and locations to handle cash-backed TollTag accounts and ZipCash payments.
- Implement interoperability with Colorado, the southeast states and the western US.

### Financially Sound & Vibrant Organization

- Provide executive oversight for the implementation of the new back office toll collection system.
- Increase pursuable transactions to 95.7% of total transactions and collection rate to 93% within 24 months.
- Continue utilizing the Business Intelligence / Data Analytics environment to identify new areas to improve ZipCash to TollTag conversion, retain customers, enhance collections and define new projects.
- Convert TSA program into a financially positive program.

### Respected Leader & Partner in Region's Transportation Network

- Implement southern and western states interoperability programs thereby extending payment of tolls through a TollTag to include Gulf Coast states to Florida and North Carolina, and states west of the Rockies. Connect Colorado with the central USA hub.
- Execute inter-local agreement with the E-ZPass Group for expanded interoperability between the central and northeastern US.
- Actively participate in state, regional and national interoperability efforts.

### Highly Qualified, Energized & Engaged Team

- Implement succession planning and a career path development program.
- Continue identifying and participating in agency-to-agency sharing of best practices and innovative ideas.

## DEPARTMENTAL FY2020 OPERATIONS AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2019	FY2020	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$808,612	\$996,108	\$187,496	23.2%
Retirement Contributions - (512401)	99,546	128,162	28,616	28.7%
Meeting Expense - (521101)	2,013	2,013	0	0.0%
Travel - (523501)	31,579	16,579	(15,000)	(47.5)%
Dues & Subscriptions - (523601)	11,278	11,278	0	0.0%
Education and Training - (523701)	3,053	3,053	0	0.0%
Office Supplies - (531101)	775	775	0	0.0%
Freight and Express - (531105)	215	215	0	0.0%
<b>Total Expenses</b>	<b>\$957,071</b>	<b>\$1,158,183</b>	<b>\$201,112</b>	<b>21.0%</b>

### MAJOR FY2020 OMF BUDGET ITEMS

The department's FY2020 OMF budget increased by \$201,112 from FY2019 budget. All variances that exceed \$50,000 along with variances that are greater than both 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct increased \$187,496 mainly due to the change in allocation to Enterprise Fund of \$113,000 and adding 1 position transferred from Information Technology.
- Retirement Contributions increased \$28,616 commensurate with salaries.
- Travel decreased (\$15,000) based on historical spending.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2020 Budget. (See Other Funds section pages 114-132).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$996,108	\$0	\$0	\$0	\$0	\$996,108
Retirement Contributions - (512401)	128,162	0	0	0	0	128,162
Meeting Expense - (521101)	2,013	0	0	0	0	2,013
Travel - (523501)	16,579	0	0	0	0	16,579
Dues & Subscriptions - (523601)	11,278	0	0	0	0	11,278
Education and Training - (523701)	3,053	0	0	0	0	3,053
Office Supplies - (531101)	775	0	0	0	0	775
Freight and Express - (531105)	215	0	0	0	0	215
<b>FY2020 Totals</b>	<b>\$1,158,183</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,158,183</b>
<b>FY2019 Totals</b>	<b>\$957,071</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$957,071</b>
<b>Increase/(Decrease)</b>	<b>\$201,112</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$201,112</b>

### OTHER FUNDS VARIANCE

- CF - \$0
- RMF - \$0
- CIF - \$0
- CIF/FSF - \$0

### 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 133-137).

- **\$16,663** for allocated costs associated with the operations of the project.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages 138-140).

- **\$56,000** for direct costs associated with the operations of the TSAs.

## POSITION SUMMARY

<b>Operations</b>			
<b>Full-Time Positions</b>	<b>FY2019</b>	<b>FY2020</b>	<b>Difference</b>
Asst. Exec. Director Operations	1	1	0
Business Analytics/Sr Projects Manager	1	1	0
Business Ops Manager	1	1	0
Executive Assistant	0	1	1
Management Analyst	1	1	0
Operations Support Staff	1	1	0
Ops Analytics Manager	1	1	0
Project Manager	1	1	0
<b>Total Full-time Positions</b>	<b>7</b>	<b>8</b>	<b>1</b>

- Added 1 Executive Assistant by converting the Administrative Assistant position transferred from Information Technology.

## MAJOR BUSINESS FUNCTIONS

By providing executive-level oversight, the department provides direction for continual improvements and strives to create an environment of accomplishment, accountability, partnership, trust and integrity within the Contact Center and Collections, Customer Care, Information Technology and Human Resources departments.

# Project Delivery Department

## OVERVIEW

The Project Delivery department is responsible for the planning, design and construction of toll facilities in the region. Its goals are to improve mobility and quality of life in the North Texas area through the successful delivery of regional transportation projects and the continual improvement of the planning, design and construction process.

## FY2020 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

### Delivering Transportation Solutions

- Continue planning and delivery of NTTA Five-Year Capital Plan commitments.
- Continue construction of the President George Bush Turnpike widening projects.
- Continue construction of the Sam Rayburn Tollway fourth lane widening project.
- Integrate a “total cost” (life-cycle) approach to the development of new projects as well as the implementation of rehabilitation or modification projects.
- Conduct annual routine and specialized inspections, report on results, budget for deficiencies and implement improvement plans.

### Respected Leader & Partner in the Region’s Transportation Network

- Continue working with our regional partners to advance priority projects.

## DEPARTMENTAL FY2020 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2019 Budget	FY2020 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$2,336,749	\$2,480,897	\$144,148	6.2%
Retirement Contributions - (512401)	291,978	321,552	29,574	10.1%
Meeting Expense - (521101)		500	500	0.0%
Consulting/Professional - (521201)	33,080	20,000	(13,080)	(39.5)%
Travel - (523501)	11,711	11,711	0	0.0%
Dues & Subscriptions - (523601)	3,855	3,855	0	0.0%
Education and Training - (523701)	6,283	6,283	0	0.0%
Licenses - (523801)	600	600	0	0.0%
Office Supplies - (531101)	1,790	1,790	0	0.0%
Freight and Express - (531105)	456	456	0	0.0%
<b>Total Expenses</b>	<b>\$2,686,502</b>	<b>\$2,847,644</b>	<b>\$161,142</b>	<b>6.0%</b>

## MAJOR FY2020 OMF BUDGET ITEMS

The department’s FY2020 OMF budget increased \$161,142 from FY2019 budget. All variances that exceed \$50,000 along with variances that are greater than both 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct increased \$144,148 mainly due to adding a position in 2019, transferred from Finance.
- Retirement Contributions increased \$29,574 commensurate with salaries.
- Consulting/Professional decreased (\$13,080) based on historical spending.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2020 Budget (see Other Funds section pages 114-132).

Account	OMF	CF	RMF	CIF	CIF/FSF	Total
	1001	3700	1201	1501	1601	Budget
Salaries and Wages-Direct - (511101)	\$2,480,897	\$0	\$0	\$0	\$0	\$2,480,897
Retirement Contributions - (512401)	321,552	0	0	0	0	321,552
Meeting Expense - (521101)	500	0	0	0	0	500
Consulting/Professional - (521201)	20,000	0	0	0	0	20,000
General Engineering - (521213)	0	0	2,509,000	228,000	0	2,737,000
Consulting/Profess Serv Tech - (521301)	0	0	1,755,705	0	0	1,755,705
Signing Expense - (522203)	0	0	5,661,100	0	0	5,661,100
Pavement Markings - (522204)	0	0	5,690,800	0	0	5,690,800
Pavement & Shoulders - (522205)	0	0	8,094,100	0	0	8,094,100
Bridge Repairs - (522206)	0	0	2,735,000	0	0	2,735,000
Travel - (523501)	11,711	0	0	0	0	11,711
Dues & Subscriptions - (523601)	3,855	0	0	0	0	3,855
Education and Training - (523701)	6,283	0	0	0	0	6,283
Licenses - (523801)	600	0	0	0	0	600
Office Supplies - (531101)	1,790	0	0	0	0	1,790
Freight and Express - (531105)	456	0	0	0	0	456
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	2,490,000	38,036,000	0	40,526,000
Right-of-Way (06)	0	2,288,000	0	0	0	2,288,000
Administration (01)	0	2,840,000	0	5,810,526	0	8,650,526
Planning (02)	0	35,041	0	9,668,749	0	9,703,790
Design (03)	0	286,572	0	14,701,050	0	14,987,622
Construction (04)	0	67,732,869	0	77,628,926	0	145,361,795
Equipment/Hardware (05)	0	154,540	0	1,141,769	0	1,296,309
Other (176999)	0	1,000,000	0	1,245,153	0	2,245,153
<b>FY2020 Totals</b>	<b>\$2,847,644</b>	<b>\$74,337,022</b>	<b>\$28,935,705</b>	<b>\$148,460,173</b>	<b>\$0</b>	<b>\$254,580,544</b>
<b>FY2019 Totals</b>	<b>\$2,686,502</b>	<b>\$67,565,080</b>	<b>\$33,204,798</b>	<b>\$99,143,157</b>	<b>\$500,000</b>	<b>\$203,099,537</b>
<b>Increase/(Decrease)</b>	<b>\$161,142</b>	<b>\$6,771,942</b>	<b>(\$4,269,093)</b>	<b>\$49,317,016</b>	<b>(\$500,000)</b>	<b>\$51,481,007</b>

## OTHER FUND VARIANCE

- **CF - \$6,771,942** The Construction Fund increased due mainly for construction on DNT Phase 4B southbound frontage roads.
- **RMF - (\$4,269,093)** The Reserve Maintenance Fund varies year-by-year based on projects identified in the Five-Year Capital Plan and as a result of the Annual Inspection.
- **CIF - \$49,317,016** - The Capital Improvement Fund varies year-by-year based on projects identified in the Five-Year Capital Plan.
- **CIF/FSF - (\$500,000)** This amount is now budgeted in CIF Administration (01).

## 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 133-137).

- **\$44,285** for allocated costs associated with the oversight of the project's maintenance.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 138-140).

- **\$0**



## POSITION SUMMARY

Project Delivery			
Full-Time Positions	FY2019	FY2020	Difference
AD Infrastructure Engineer	1	0	(1)
AED of Infrastructure	1	1	0
Chief Engineer Construction	1	0	(1)
Construction Engineering Manager	0	1	1
Director of Project Delivery	1	1	0
Executive Assistant	1	1	0
Manager of Construction	1	1	0
Manager of Contracts	1	1	0
Manager of Program Controls	1	1	0
Project Engineer	2	2	0
Project Manager	2	3	1
Right of Way Manager	1	1	0
Roadway Project Manager	2	2	0
Senior Corridor Manager	1	1	0
Senior Manager of Project Delivery	1	1	0
Senior Manager of Engineering Infrastructure Assets	0	1	1
Senior Project Manager Design Guidelines	1	1	0
<b>Total Full-Time Positions</b>	<b>18</b>	<b>19</b>	<b>1</b>

- Added 1 Project Manager during FY2019, the other changes are reclassifications to align the positions with the duties.

## MAJOR BUSINESS FUNCTIONS

With the carefully considered FY2020 budget, the Project Delivery department will continue to benefit the Authority and the people of North Texas by performing a number of key functions:

- **Project Management** - Overall management of all planning, design and construction of NTTA projects, ensuring a consistent application of standards of project delivery across all corridors.
- **Planning** – Facilitate/manage decision making to carry out project development with consideration given to the environmental, social, political, and economic and governance factors.
- **Design** – Provide requirements and guidance on current highway design methods and policies and ensure consistency between NTTA, TxDOT, and FHWA and AASHTO guidelines. Plan review through all phases of projects.
- **Construction** – Implement safe and efficient toll road systems within budget and schedule requirements without compromising quality, ensuring a consistent application of standards across all corridors.

# Traffic and Incident Management Department

## OVERVIEW

The Traffic and Incident Management department supports the NTTA mission through enhanced traffic, safety and emergency operations.

## FY2020 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

- Continue to implement Roadside Safety Services (RSS) delivery strategies to remove vehicles and debris from NTTA roadways allowing for reduced congestion and lane closures.
- Continue to improve our Traffic Safety Program that evaluates crash patterns and causes to identify ways to reduce the severity of or eliminate crashes.

### Financially Sound & Vibrant Organization

- Continue to develop strategies that support NTTA's Toll Enforcement Remedies program to help bring NTTA's top violators into compliance.
- Continue to improve the process to recover costs to repair assets damaged by third parties.

### Delivering Transportation Solutions

- Focus on RSS delivery strategies to reduce congestion and lane closures by removing vehicles and debris from travel lanes.
- Increase the use of NTTA's traffic management software and share information regarding incidents and accidents on the System with the region.

### Highly Qualified, Energized & Engaged Team

- Increase opportunities for employee advancement, as well as the ability for the employees to learn and develop additional skills.
- Increase employee involvement in NTTA Safety Committee activities and safety fairs.

## DEPARTMENTAL FY2020 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2019 Budget	FY2020 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$5,702,934	\$5,776,626	\$73,692	1.3%
Salaries and Wage-Overtime - (511301)	23,028	23,064	36	0.2%
Retirement Contributions - (512401)	725,806	748,510	22,704	3.1%
Meeting Expense - (521101)		1,000	1,000	100.0%
Consulting/Professional - (521201)	82,852	52,273	(30,579)	(36.9)%
Police Services (DPS) - (521208)	8,985,742	11,505,625	2,519,883	28.0%
Outside Maintenance Services - (521212)	55,136	54,136	(1,000)	(1.8)%
Insurance Expense - Other - (523101)	2,349,211	3,071,370	722,159	30.7%
Promotional Expenses - (523304)	7,636	7,636	0	0.0%
Travel - (523501)	18,449	12,049	(6,400)	(34.7)%
Dues & Subscriptions - (523601)	5,424	5,424	0	0.0%
Education and Training - (523701)	33,614	33,614	0	0.0%
Liability Claims - (523902)	6,182	6,182	0	0.0%
Office Supplies - (531101)	14,525	14,525	0	0.0%
Other Materials and Supplies - (531102)	129,417	129,417	0	0.0%
Freight and Express - (531105)	171	171	0	0.0%
Uniforms - (531701)	96,687	82,687	(14,000)	(14.5)%
<b>Total Expenses</b>	<b>\$18,236,814</b>	<b>\$21,524,309</b>	<b>\$3,287,495</b>	<b>18.0%</b>

## MAJOR FY2020 OMF BUDGET ITEMS

The department's FY2020 OMF budget increased by \$3,287,495 from FY2019 budget. All variances that exceed \$50,000 along with variances that are greater than both 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct increased \$73,692 mainly due to adding three positions for \$117,000 and increased allocation to 360T of **(\$24,000)**.
- Consulting/Professional decreased **(\$30,579)** based on historical spending.
- Police Services (DPS) increased a net of \$2,519,883 mainly due to adding 13 additional troopers at \$3,075,000 to increase safety and reduce incident response times; and increased allocation to 360 Tollway of **(\$395,000)**.
- Insurance Expense-Other increased \$722,159 for additional Cyber insurance of \$600,000 the rest for projected increases in other premiums.
- Travel decreased **(\$6,400)** based on historical spending.
- Uniforms decreased **(\$14,000)** based on historical spending.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2020 Budget (see Other Funds section pages 114-132).

Account	OMF	CF	RMF	CIF	CIF/FSF	Total Budget
	1001	3700	1201	1501	1601	
Salaries and Wages-Direct - (511101)	\$5,776,626	\$0	\$0	\$0	\$0	\$5,776,626
Salaries and Wage-Overtime - (511301)	23,064	0	0	0	0	23,064
Retirement Contributions - (512401)	748,510	0	0	0	0	748,510
Meeting Expense - (521101)	1,000	0	0	0	0	1,000
Consulting/Professional - (521201)	52,273	0	0	0	0	52,273
Traffic Engineering Fees - (521207)	0	0	100,000	750,000	0	850,000
Police Services (DPS) - (521208)	11,505,625	0	0	0	0	11,505,625
Outside Maintenance Services - (521212)	54,136	0	0	0	0	54,136
Insurance Expense - Other - (523101)	3,071,370	0	0	0	0	3,071,370
Promotional Expenses - (523304)	7,636	0	0	0	0	7,636
Travel - (523501)	12,049	0	0	0	0	12,049
Dues & Subscriptions - (523601)	5,424	0	0	0	0	5,424
Education and Training - (523701)	33,614	0	0	0	0	33,614
Liability Claims - (523902)	6,182	0	0	0	0	6,182
Office Supplies - (531101)	14,525	0	0	0	0	14,525
Other Materials and Supplies - (531102)	129,417	0	0	0	0	129,417
Freight and Express - (531105)	171	0	0	0	0	171
Small Tools and Shop Supplies - (531601)	0	0	75,000	0	0	75,000
Computers - (531641)	0	0	0	0	0	0
Uniforms - (531701)	82,687	0	0	0	0	82,687
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	0	3,925,000	0	3,925,000
Infrastructure - Other - (541403)	0	0	0	0	0	0
<b>FY2020 Totals</b>	<b>\$21,524,309</b>	<b>\$0</b>	<b>\$175,000</b>	<b>\$4,675,000</b>	<b>\$0</b>	<b>\$26,374,309</b>
<b>FY2019 Totals</b>	<b>\$18,236,814</b>	<b>\$0</b>	<b>\$190,000</b>	<b>\$3,475,000</b>	<b>\$0</b>	<b>\$21,901,814</b>
<b>Increase/(Decrease)</b>	<b>\$3,287,495</b>	<b>\$0</b>	<b>(\$15,000)</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$4,472,495</b>

## OTHER FUNDS VARIANCE

- **CF - \$0**
- **RMF - (\$15,000)** The Reserve Maintenance Fund varies year-by-year based on projects identified in the Five-Year Capital Plan.
- **CIF - \$1,200,000** The Reserve Maintenance Fund varies year-by-year based on projects identified in the Five-Year Capital Plan.
- **CIF/FSF - \$0**

### 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance to the project agreement. (See Other Funds section pages 133-137).

- **\$2,168,217** consists of allocated costs of \$60,561 and direct costs of \$2,107,656 for insurance and safety services on the project.

### ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 138-140).

- **\$0**

### POSITION SUMMARY

Traffic & Incident Management			
Full-Time Positions	FY2019	FY2020	Difference
Administration	16	16	0
Admin Specialist	1	0	(1)
Admin. Team Lead	1	0	(1)
Admin. Technician	4	0	(4)
Administrative Assistant	1	1	0
Assistant Director TIM Operations	1	1	0
Assistant Traffic Engineer	1	1	0
Citation Support Supervisor	0	1	1
Citation Support Team Lead	0	1	1
Citation Support Technician	0	4	4
Director TIM	1	1	0
Loss Prevention Manager	1	0	(1)
Project Coordinator TIM	0	1	1
Safety Coordinator	1	1	0
Safety and Emergency Manager	1	1	0
Sr. Traffic Engineering Manager	0	1	1
Sr Traffic Incident Manager	0	1	1
Traffic Engineer	0	1	1
Supervisor	1	0	(1)
Emergency Management Coordinator	1	0	(1)
Traffic Operations Engineer	1	0	(1)
Safety Operations Center	46	46	0
Administrative Assistant Safety Ops Center	1	1	0
Safety Ops Center Manager	1	1	0
Safety Ops Center Service Specialist I	7	7	0
Safety Ops Center Service Specialist II	17	17	0
Safety Ops Center Supervisor	5	2	(3)
Safety Ops Center Team Lead	8	8	0
Safety Ops Center Technician	7	7	0
SOC Supervisor Evening	0	2	2
SOC Supervisor Night	0	1	1

<b>Traffic &amp; Incident Management (continued)</b>			
<b>Full-Time Positions</b>	<b>FY2019</b>	<b>FY2020</b>	<b>Difference</b>
Insurance	2	2	0
Claims Coordinator	1	1	0
Insurance Program Administrator	1	1	0
Roadway Safety Services	74	77	3
Roadway Safety Service Manager	1	1	0
Roadway Safety Service Specialist	54	54	0
Roadway Safety Service Specialist II	6	0	(6)
Roadway Safety Service Supervisor	8	6	(2)
Safety Rec Vehicle Specialist	0	6	6
Roadway Safety Service Supervisor Evening	0	1	1
Roadway Safety Service Supervisor Night	0	1	1
Roadway Safety Service Team Lead	5	8	3
<b>Total Full-Time Positions</b>	<b>138</b>	<b>141</b>	<b>3</b>

- Added 3 RSS Team Lead positions to extend the coverage times for Safety Recovery Vehicles (SRV) on the system. The other changes are reclassification of positions to align with the duties.

## **MAJOR BUSINESS FUNCTIONS**

To help get NTTA customers to their destination in a safe and timely manner, and to protect NTTA employees and property, the TIM department operates the following:

- **Administration Division** – Includes Loss Prevention, Safety, Emergency Management, and Traffic Engineering. This group manages agency-wide programs to mitigate risk; recover lost revenue due to traffic interruptions; develop and manage emergency management and business continuity strategies; develop security strategies to safeguard NTTA customers, employees, facilities and property; and provide Traffic Engineering functions to the Authority.
- **Safety Operations Center Division** – Oversees the activities of Roadside Safety Services, police, fire, EMS, HAZMAT, wrecker service and security at NTTA facilities. The team uses Intelligent Transportation Systems and provides traveler notifications on dynamic message signs and on NTTA’s website. They also handle emergency and non-emergency incidents.
- **Insurance Division** – Collects on NTTA property damage caused by third parties; assess insurance needs and manages NTTA’s coverage.
- **Roadside Safety Services Division** – NTTA’s 24/7 on-the-road customer touch-point providing safety and support to customers and employees in all types of hazardous situations including crashes, vehicle breakdowns, flat tires and debris calls.
- **Toll Enforcement Remedies** – Implements tools provided by the Legislature to encourage equitable payment from all drivers.



## Roadside Safety Services



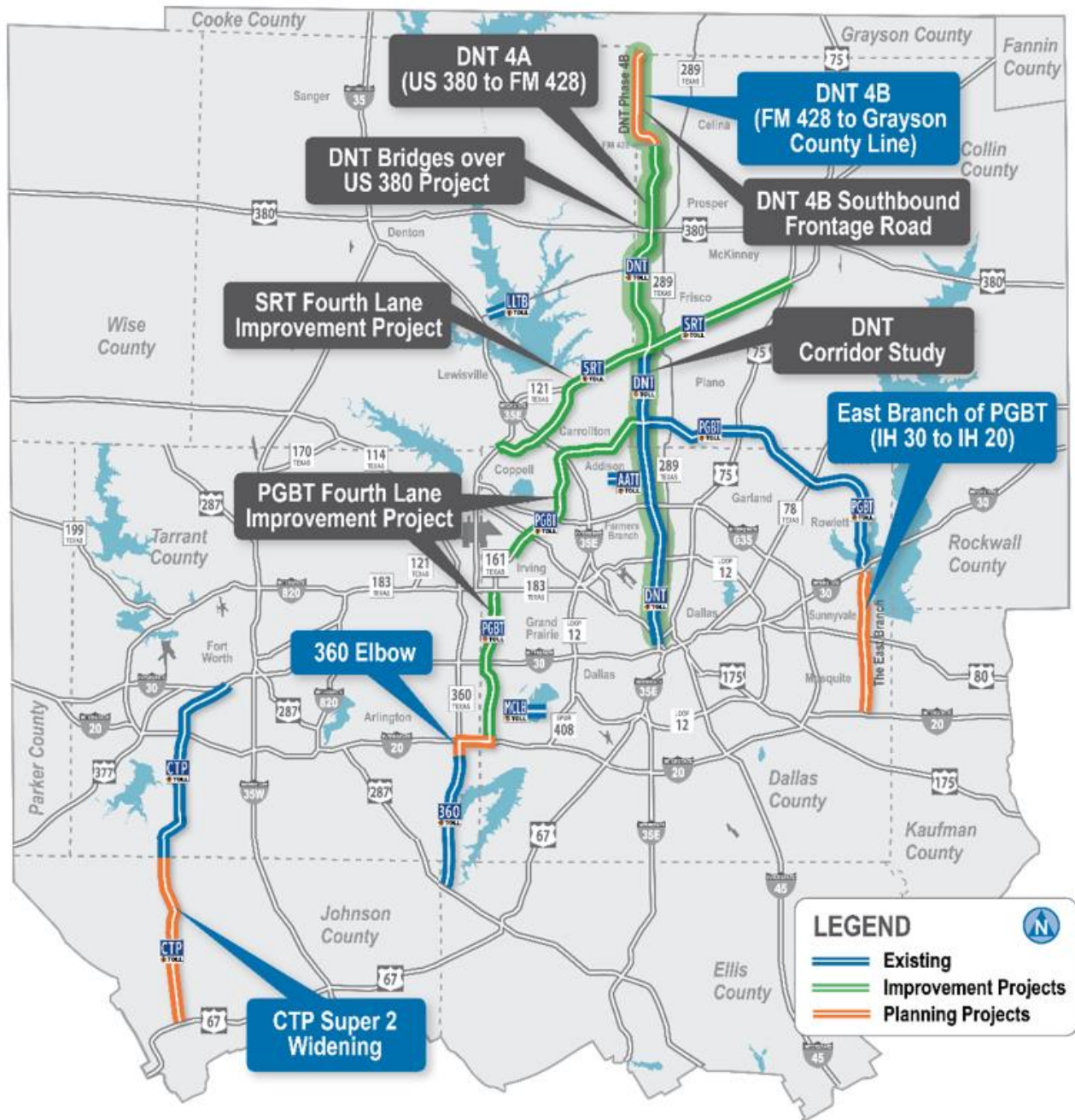


## Maintenance Improvements along PGBT



# Facility Map of the North Texas Region

The following map shows the toll facilities of the NTTA System along with other projects of the North Texas region. The projects being constructed, improved, developed or under study are further discussed in this section.



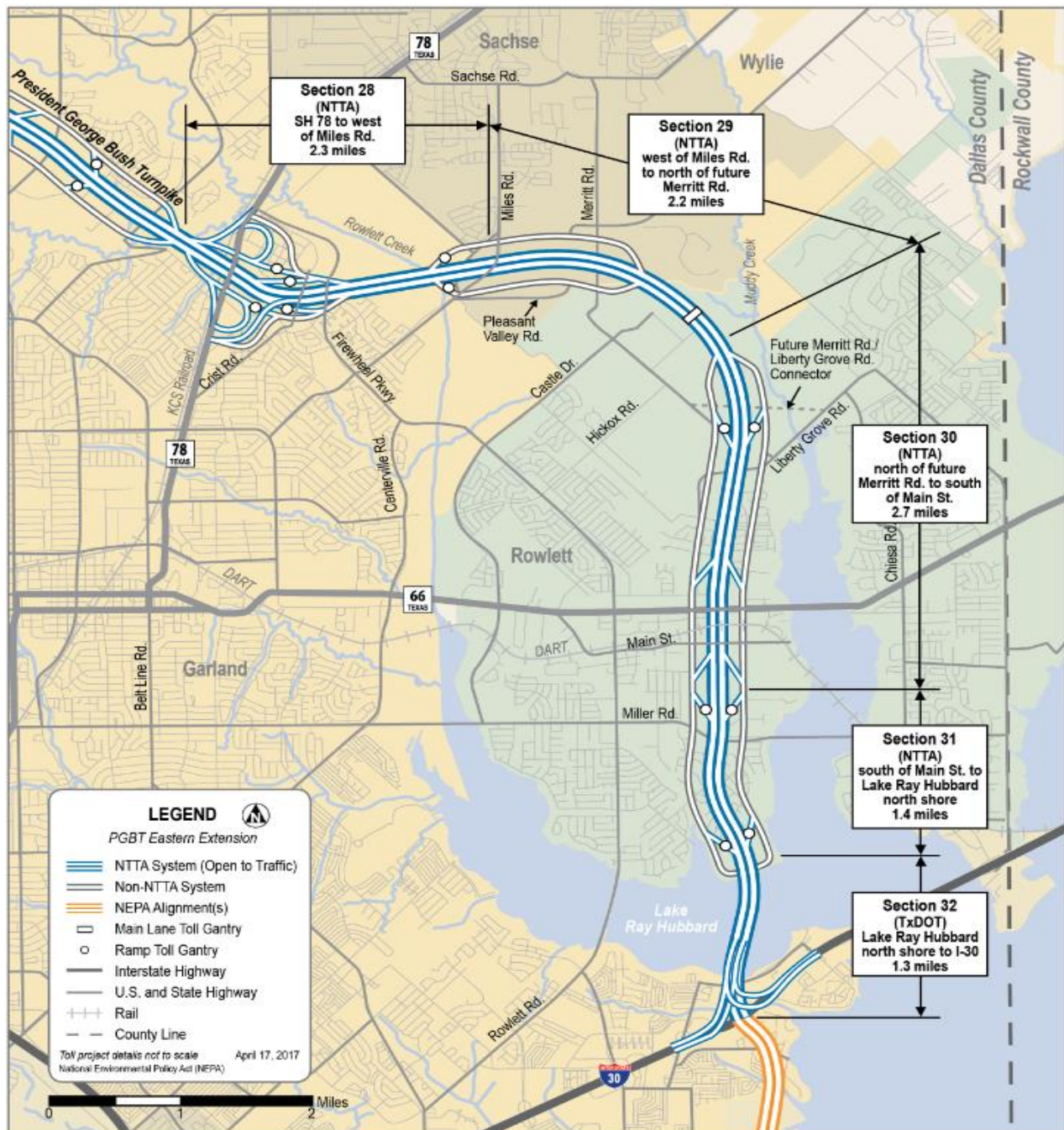
# Construction Fund

## FY2020 CONSTRUCTION FUND PROJECTS

The funds required to construct or acquire toll projects for the Authority are contained in the Construction Fund. The projects in this fund are typically funded with bond proceeds. The following are the FY2020 construction projects.

### PRESIDENT GEORGE BUSH TURNPIKE EASTERN EXTENSION

The Eastern Extension is a portion of the outer loop around Dallas and its suburbs that connects Interstate Highway (IH) 30 to the existing PGBT. The project was completed in late FY2012 with only minor cost in FY2020 of \$1.9 million for right-of-way obligations.



## SAM RAYBURN TOLLWAY FOURTH LANE (WIDENING) PROJECT

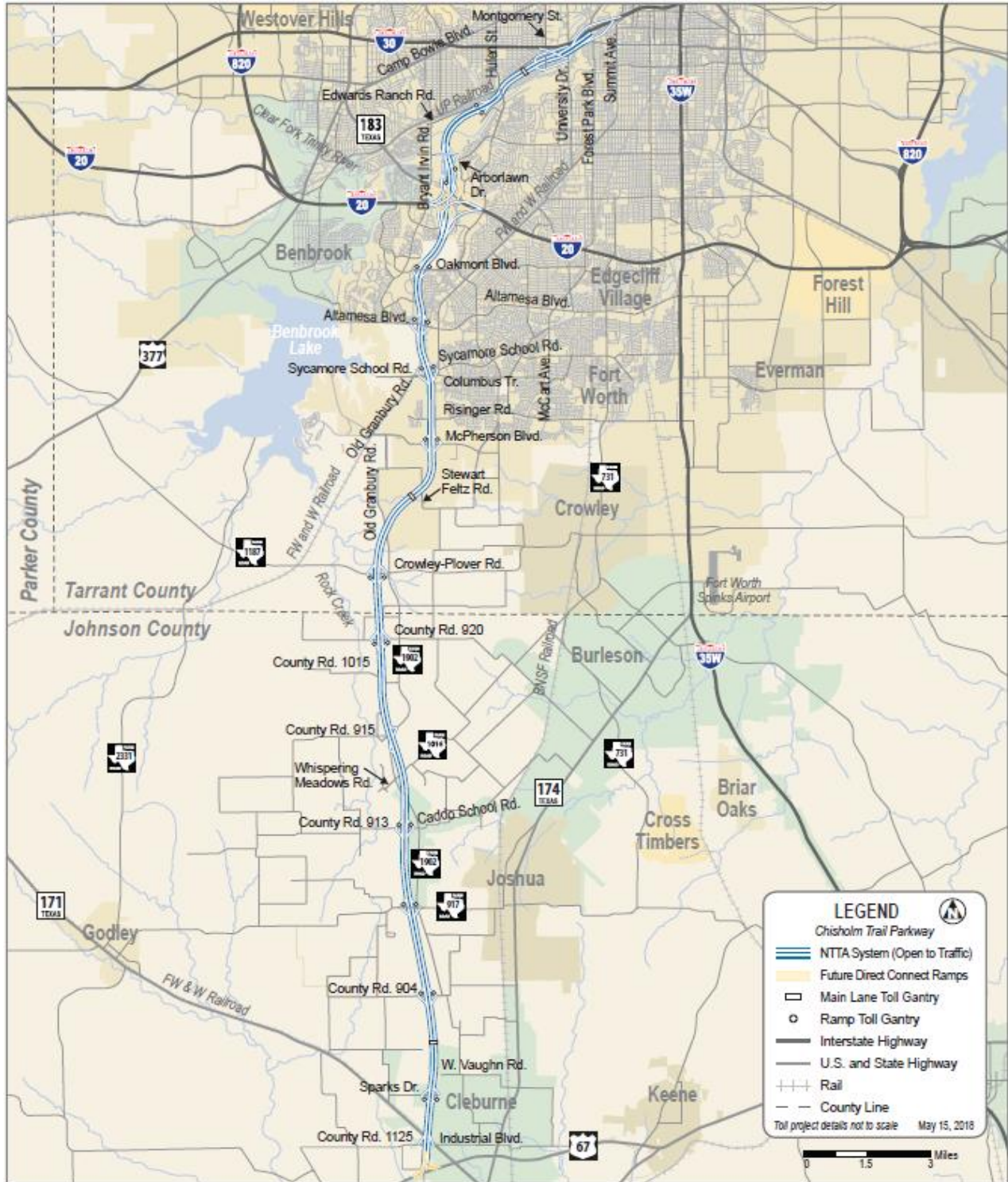
The SRT is an approximately 26-mile long tollway. The first segment of the toll road opened to traffic in FY2008 and the last segment opened in November 2011. Improvements to the project include constructing an additional lane in each direction, in the center median, along the entire 26-miles, from west of Denton Tap Road to U.S. 75. Construction began in early FY2019; scheduled open to traffic in late FY2021.

The FY2020 Budget includes \$55.8 million for this project. The total project construction costs are estimated at \$191.5 million.



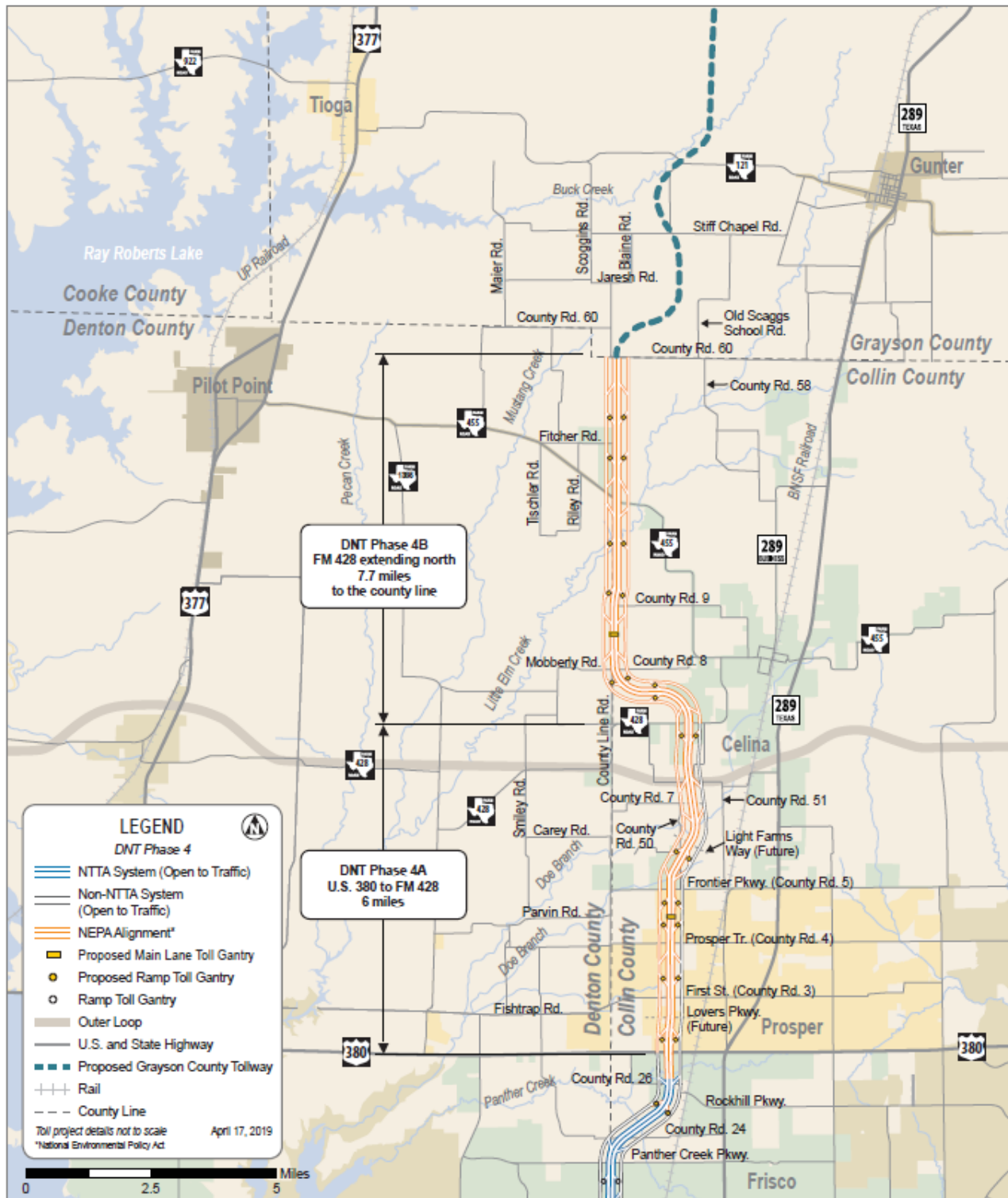
## CHISHOLM TRAIL PARKWAY

The Chisholm Trail Parkway is a 28-mile limited-access toll road in southwest Tarrant and northwest Johnson counties. It extends from Fort Worth's Central Business District to southwest Fort Worth and south to Cleburne. The CTP provides an alternate north-south route to I-35 W. It opened to traffic in FY2014. Only minor construction and right of way items remain. The FY2020 Budget contains \$0.9 million for these items.



## DALLAS NORTH TOLLWAY PHASE 4B (SOUTHBOUND FRONTAGE ROAD)

DNT Phase 4B extension straddles the Collin-Denton county line and extends from FM 428 in Collin County to the Grayson County line. Through an interlocal agreement with Denton County, NTTA is advancing the southbound frontage road through the design and construction phases. Costs for FY2020 of \$15.9 million associated with this project will be reimbursed by Denton County.

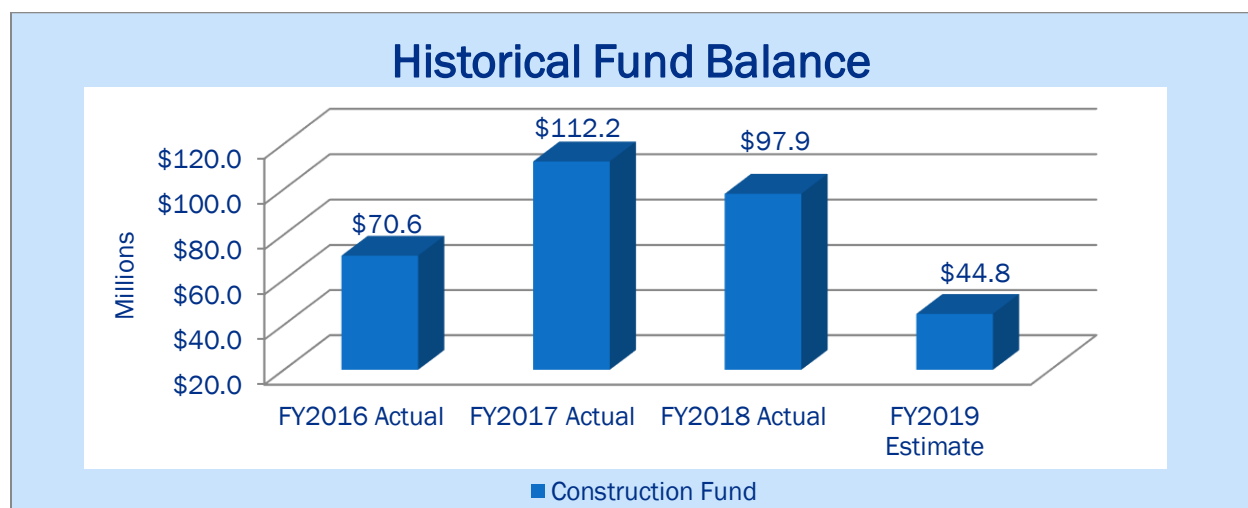


## PROJECT COSTS FOR FY2020

Estimated NTTA System Expenditures for FY2020	
Sam Rayburn Tollway Construction	\$55,751,112
Dallas North Tollway Phase 4B (Southbound Frontage Road)	15,857,910
PGBT Eastern Extension Construction	1,868,000
Chisholm Trail Parkway	860,000
Professional Fees, Legal Fee	121,780
<b>Estimated FY2020 Construction Project Cost</b>	<b>74,458,802</b>
Cash Transfer to OMF – Overhead Cost	1,239,811
<b>Total Estimated FY2020 Construction Cost</b>	<b>\$75,698,613</b>

## ESTIMATED CONSTRUCTION FUND REQUIREMENTS FY2020

NTTA System Construction Fund Estimated Balance as of 1/1/2020		\$44,837,823
Denton County ILA Reimbursement		15,857,910
Transfer from Capital Improvement Fund		15,002,880
Estimated Expenditures for FY2020		
Sam Rayburn Tollway Construction	(55,751,112)	
DNT Phase 4B (Southbound Frontage Road)	(15,857,910)	
PGBT Eastern Extension Construction	(1,868,000)	
Chisholm Trail Parkway	(860,000)	
Professional Fees, Audit Fees, Legal Fees	(121,780)	
<b>Estimated FY2020 Construction Project Costs</b>	<b>(74,458,802)</b>	
Transfer to OMF for Overhead Costs		(1,239,811)
<b>Total Estimated FY2020 Construction Cost</b>	<b>(75,698,613)</b>	
<b>Estimated NTTA System Available Balance as of 12/31/2020</b>		<b>\$0</b>



FY2017 included \$51.0 million from the combining of the Special Projects System.

**CONSOLIDATED NTTA SYSTEM CONSTRUCTION FUND (3700) BUDGET COMPARISONS  
FY2020 TO FY2019**

<b>Department</b>	<b>FY2019 Budget</b>	<b>FY2020 Budget</b>	<b>Variance Amount</b>	<b>Percent</b>
<b>Administrative Services:</b>				
Accounting	\$0	\$0	\$0	0.0%
Administration	0	0	0	0.0%
Board	0	0	0	0.0%
Human Resources	0	0	0	0.0%
Internal Audit	69,780	69,780	0	0.0%
Legal Services	50,000	50,000	0	0.0%
Procurement and Business Diversity	2,000	2,000	0	0.0%
Public Affairs	0	0	0	0.0%
Shared Services	0	0	0	0.0%
Treasury Management	0	0	0	0.0%
<b>Total Administrative Services</b>	<b>121,780</b>	<b>121,780</b>	<b>0</b>	<b>0.0%</b>
<b>Operational Services:</b>				
Contact Center and Collections	0	0	0	0.0%
Information Technology	0	0	0	0.0%
Maintenance	0	0	0	0.0%
Operations	0	0	0	0.0%
Project Delivery	67,565,080	74,337,022	6,771,942	10.0%
Traffic & Incident Mgmt.	0	0	0	0.0%
<b>Total Operational Services</b>	<b>67,565,080</b>	<b>74,337,022</b>	<b>6,771,942</b>	<b>10.0%</b>
<b>Grand Totals</b>	<b>\$67,686,860</b>	<b>\$74,458,802</b>	<b>\$6,771,942</b>	<b>10.0%</b>

**MAJOR FY2020 BUDGET ITEMS**

The FY2020 budget increased by \$6,771,942 from FY2019 budget mainly due to construction of the DNT Phase 4B Frontage Road. This project is being reimbursed by Denton County.

**CONSOLIDATED NTTA SYSTEM CONSTRUCTION FUNDS - (3700) ESTIMATE FY2020**

<b>Department</b>	<b>Account</b>	
<b>Internal Audit</b>	Auditing Fees - (521203)	69,780
	<b>Internal Audit Total</b>	<b>69,780</b>
<b>Legal Services</b>	Legal Fees - (521202)	50,000
	<b>Legal Services Total</b>	<b>50,000</b>
<b>Procurement Services</b>	Public Information Fees - (523203)	2,000
	<b>Procurement Services Total</b>	<b>2,000</b>
<b>Project Delivery</b>	Right-of-Way (06)	2,288,000
	Administration (01)	2,840,000
	Planning (02)	35,041
	Design (03)	286,572
	Construction (04)	67,732,869
	Equipment/Hardware (05)	154,540
	Utility Adjustments (07)	1,000,000
<b>Project Delivery Total</b>	<b>74,337,022</b>	
<b>Total</b>		<b>\$74,458,802</b>

**CONSOLIDATED NTTA SYSTEM CONSTRUCTION FUND (3700) PROJECT LIST FY2020 - FY2024**

Department	Project	Estimated FY2019	FY2020
Project Delivery - (20511)	2000000 - PGBTEE (1)	\$1,868,450	\$1,868,000
Project Delivery - (20511)	2100008 - DNT PH4B (Southbound Frontage Road) (2)	9,955,027	15,857,910
Project Delivery - (20511)	2500003 - SRT Widening (3)	54,885,603	55,751,112
Project Delivery - (20511)	7200000 - CTP	856,000	860,000
	<b>Project Delivery - (20511) Total</b>	<b>67,565,080</b>	<b>74,337,022</b>
<b>Totals</b>		<b>\$67,565,080</b>	<b>\$74,337,022</b>

**FY2019 Carryover Projects and Adjustments**

(1)Project Delivery - (20511) 2000000 - PGBTEE	(1,868,450)	0
(2)Project Delivery - (20511) 2100008 - DNT PH4B (Southbound Frontage Road) (Adjustment)	70,313	0
(3)Project Delivery - (20511) 2500003 - SRT Widening (Adjustment)	(3,982,719)	0
<b>Totals</b>	<b>(\$5,780,856)</b>	<b>\$0</b>
<b>Total FY2020 - FY2024 Construction Project Costs</b>	<b>\$61,784,224</b>	<b>\$74,337,022</b>

Report contains only project costs.



<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Five Year Total FY2020 - FY2024</b>
\$0	\$0	\$0	\$0	\$1,868,000
9,524,448	3,988,739	0	0	29,371,097
49,115,974	4,510,459	923,587	0	110,301,132
0	0	0	0	860,000
<b>58,640,422</b>	<b>8,499,198</b>	<b>923,587</b>	<b>0</b>	<b>142,400,229</b>
<b>\$58,640,422</b>	<b>\$8,499,198</b>	<b>\$923,587</b>	<b>\$0</b>	<b>\$142,400,229</b>
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>\$58,640,422</b>	<b>\$8,499,198</b>	<b>\$923,587</b>	<b>\$0</b>	<b>\$142,400,229</b>

# Reserve Maintenance Fund

## FY2020 RESERVE MAINTENANCE FUND MAJOR PROJECTS OR PURCHASES

The Reserve Maintenance Fund was created to account for maintenance expenditures that do not occur on an annual or more frequent basis. In other words, it is for the renewal and replacement of capital assets. The Authority elected to use the GASB 34 Modified Approach to account for maintenance of infrastructure assets. As required by the Trust Agreement, an annual inspection of the Authority's roadways is conducted by the general engineering consultant. This inspection provides an assessment of conditions of all Authority infrastructure assets (roadways, bridges and facilities). The assessment of conditions is made by visual and mechanical tests designed to reveal any condition that would reduce user benefits below the set minimum level of service. The Authority's goal is to maintain the infrastructure assets at a rating of eight or better (1 through 10 scale) and has established a minimum level for GASB 34 purposes of a condition level of six or greater. The roads are maintained at the Authority's level in order to enhance the customers driving experience. The following are some of the major projects and purchases for FY2020.

### SYSTEMWIDE MAINTENANCE PROJECTS (ROADWAY, BRIDGES, BUILDINGS, WALLS AND OTHER ASSETS)

Each year after the Annual Asset Condition Inspection is completed by the general engineering consultant, individual projects are prioritized and then selected for inclusion into the following fiscal year budget.

### FLEET AND EQUIPMENT PURCHASES/ADDITIONAL & REPLACEMENTS

NTTA purchases additional fleet vehicles and equipment in proportion to any increases in lane miles. It also replaces fleet vehicles and equipment at specific intervals based on useful life and necessity.

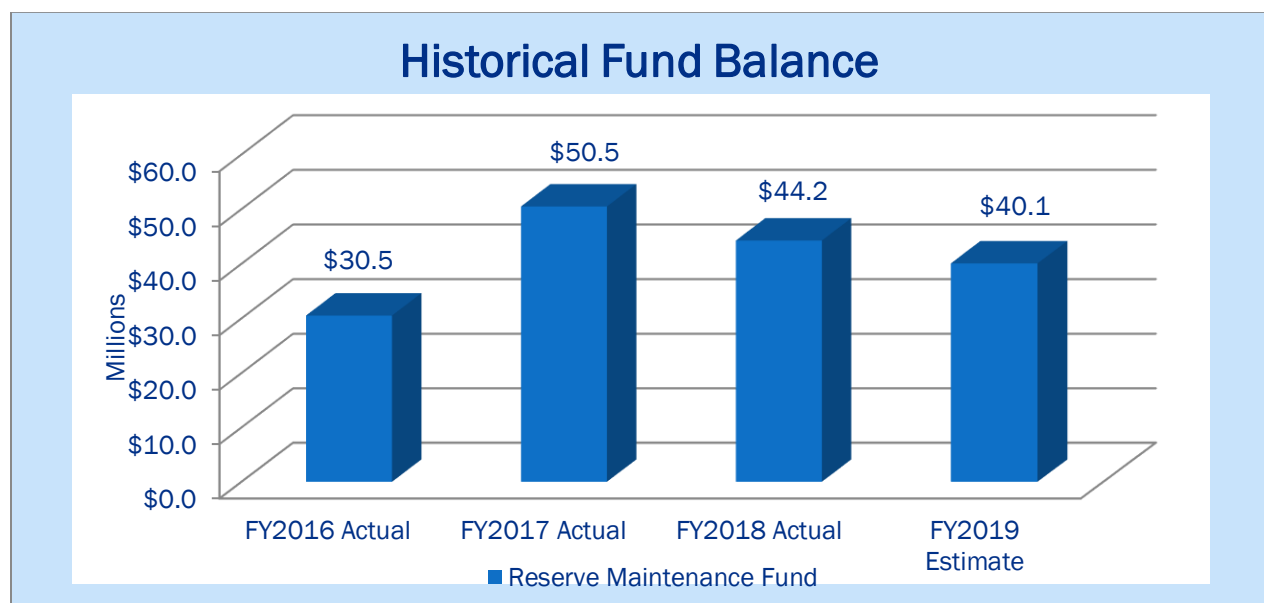
### HARDWARE/SOFTWARE REPLACEMENTS AND UPGRADES

NTTA purchases and replaces hardware/software at specific intervals based on useful life and necessity. Once implemented the hardware/software are primarily used for ongoing operations and maintenance.

FY2020 Projects	
Systemwide Roadway Improvements	\$23,696,100
Computers, Servers and Equipment - New & Replacement, including software	12,547,000
Pavement Repairs	8,494,100
Trucks, Fleet & Equipment - New & Replacement	3,576,440
Facility Improvements	2,952,000
General Engineering Fees	2,609,000
Annual Inspection - Required by GASB 34 Modified Approach	1,755,705
Pavement Restriping	5,690,800
Professional, Audit and Legal Fees	70,630
<b>Total FY2020 RMF Projects</b>	<b>61,391,775</b>
Cash Transfer to OMF - Overhead Costs	3,224,106
<b>Total FY2020 Reserve Maintenance Fund Cost</b>	<b>\$64,615,881</b>

## CALCULATION OF DEPOSIT TO RESERVE MAINTENANCE FUND FY2020

<b>Reserve Maintenance Fund Uncommitted Balance 1/1/2020</b>		<b>\$40,052,104</b>
Estimated FY2020 Project Costs		
Software / Licensing	(212,000)	
Computer / Servers / Equipment	(12,335,000)	
Facility Improvements / Fleet	(6,528,440)	
Roadway Maintenance	(42,245,705)	
Professional Fees, Audit Fees, Legal Fees	(70,630)	
FY2020 Projects Cost		(61,391,775)
<b>Total RMF Projects Cost</b>		<b>(61,391,775)</b>
Cash Transfer to OMF for Overhead Costs		(3,224,106)
<b>Total Estimated FY2020 RMF Cost</b>		<b>(64,615,881)</b>
Estimated FY2020 Balance before Deposit		(24,563,777)
Estimated FY2020 Deposit to Reserve Maintenance Fund		24,563,777
Estimated Uncommitted Cash Account Balance at 12/31/2020		-
RMF Required Reserve Balance at 12/31/2020		5,000,000
<b>Reserve Maintenance Fund Balance as of 12/31/2020</b>		<b>\$ 5,000,000</b>
<b>FY2020 Required Deposit to Reserve Maintenance Fund Calculation</b>		
Estimated Fund Balance at 12/31/20	\$5,000,000	
Required Trust Agreement Balance	5,000,000	
Fully Funded no additional Deposit Required for FY2020	\$ -	



The FY2019 Reserve Maintenance Fund has \$35.1 million expected to be utilized in FY2020 and the required deposit balance of \$5.0 million. The \$50.5 million FY2017 was due to the combining of the Special Projects System.

## RESERVE MAINTENANCE FUND – (1201) BUDGET COMPARISONS FY2020 TO FY2019

Department	FY2019	FY2020	Variance	
	Budget	Budget	Amount	Percent
<b>Administrative Services:</b>				
Accounting	\$0	\$0	\$0	0.0%
Administration	0	0	0	0.0%
Board	0	0	0	0.0%
Human Resources	0	0	0	0.0%
Internal Audit	11,630	11,630	0	0.0%
Legal Services	50,000	40,000	(10,000)	(20.0%)
Procurement and Business Diversity	9,000	19,000	10,000	111.1%
Public Affairs	0	0	0	0.0%
Shared Services	0	0	0	0.0%
Treasury Management	0	0	0	0.0%
<b>Total Administrative Services</b>	<b>70,630</b>	<b>70,630</b>	<b>0</b>	<b>0.0%</b>
<b>Operational Services:</b>				
Contact Center and Collections	0	0	0	0.0%
Information Technology	17,954,224	17,912,000	(42,224)	(0.2%)
Maintenance	6,706,492	7,098,440	391,948	5.8%
Operations	0	0	0	0.0%
Project Delivery	33,204,798	36,135,705	2,930,907	8.8%
Traffic & Incident Mgmt.	190,000	175,000	(15,000)	(7.9%)
<b>Total Operational Services</b>	<b>58,055,514</b>	<b>61,321,145</b>	<b>3,265,631</b>	<b>5.6%</b>
<b>Grand Totals</b>	<b>\$58,126,144</b>	<b>\$61,391,775</b>	<b>\$3,265,631</b>	<b>5.6%</b>

### MAJOR FY2020 BUDGET ITEMS

The FY2020 budget increased by \$3,265,631 from FY2019 budget. Major changes to the department's budgets are explained below.

- Maintenance and Project Delivery – Increased \$3,322,855 due to the normal scheduling of maintenance and repair projects.

## RESERVE MAINTENANCE FUND – (1201) ESTIMATE FY2020

Department	Account	
<b>Internal Audit</b>	Auditing Fees - (521203)	11,630
	<b>Internal Audit Total</b>	<b>11,630</b>
<b>Legal Services</b>	Legal Fees - (521202)	40,000
	<b>Legal Services Total</b>	<b>40,000</b>
<b>Procurement Services</b>	Public Information Fees - (523203)	19,000
	<b>Procurement Services Total</b>	<b>19,000</b>
<b>Information Technology</b>	Electronic Supplies - (531106)	2,088,500
	Computers - (531641)	10,246,500
	Software - (531651)	212,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	5,365,000
	<b>Information Technology Total</b>	<b>17,912,000</b>
<b>Maintenance</b>	Landscaping - (522202)	570,000
	Machinery - (531611)	794,000
	Vehicles - (531621)	2,782,440
	Building Improvements - (541302)	2,952,000
	<b>Maintenance Total</b>	<b>7,098,440</b>
<b>Project Delivery</b>	General Engineering - (521213)	2,509,000
	Consulting/Profess Serv Tech - (521301)	1,755,705
	Signing Expense - (522203)	5,661,100
	Pavement Markings - (522204)	5,690,800
	Pavement & Shoulders - (522205)	8,494,100
	Bridge Repairs - (522206)	2,735,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	9,290,000
	<b>Project Delivery Total</b>	<b>36,135,705</b>
<b>Traffic &amp; Incident Mgmt.</b>	Traffic Engineering Fees - (521207)	100,000
	Small Tools and Shop Supplies - (531601)	75,000
	Computers - (531641)	0
	<b>Traffic &amp; Incident Mgmt. Total</b>	<b>175,000</b>
<b>Total</b>		<b>\$61,391,775</b>

## RESERVE MAINTENANCE FUND – (1201) PROJECT LIST FY2020 - FY2024 CAPITAL PLAN

Department	Project	Estimated FY2019	FY2020
Information Technology - (20111)	1000431 - IT Roadway Systems	\$5,771,724	\$5,365,000
Information Technology - (20111)	1000825 - Server Hardware Upgrades and Replacements (1)	8,420,000	8,420,000
Information Technology - (20111)	1000826 - Computer Hardware Upgrades and Replacements (2)	1,283,000	1,676,500
Information Technology - (20111)	1000827 - Printer Hardware Upgrades and Replacements	100,000	150,000
Information Technology - (20111)	1000828 - Network Equip. & Comm. Systems Replacement (3)	2,169,500	2,088,500
Information Technology - (20111)	1000829 - Software and Licensing (4)	210,000	212,000
	<b>Information Technology - (20111) Total</b>	<b>17,954,224</b>	<b>17,912,000</b>
Admin Infrastructure - (20221)	1000009 - Landscaping	570,000	570,000
Admin Infrastructure - (20221)	1000026 - RMF - Fleet (5)	3,256,492	3,576,440
Admin Infrastructure - (20221)	1000030 - Systemwide Facility Improvements (6)	2,880,000	2,952,000
	<b>Admin Infrastructure - (20221) Total</b>	<b>6,706,492</b>	<b>7,098,440</b>
Project Delivery - (20511)	1000011 - Restriping	1,270,500	5,690,800
Project Delivery - (20511)	1000012 - Drainage Repair	50,000	70,000
Project Delivery - (20511)	1000013 - Erosion Mitigation (7)	3,517,500	2,015,000
Project Delivery - (20511)	1000018 - Pavement Repair and Rehab. (8)	7,544,999	8,494,100
Project Delivery - (20511)	1000020 - Signage (9)	1,316,000	5,661,100
Project Delivery - (20511)	1000028 - Systemwide Bridge Repair (10)	4,170,000	2,735,000
Project Delivery - (20511)	1000031 - Annual Inspection Program	1,603,832	1,755,705
Project Delivery - (20511)	1000033 - Storm Sewer Repair	500,000	405,000
Project Delivery - (20511)	1000040 - Wall, Railings & Structural Steel Elements (11)	10,884,916	6,800,000
	<b>Project Delivery - (20511) Total</b>	<b>30,857,747</b>	<b>33,626,705</b>
<b>Totals</b>		<b>\$55,518,463</b>	<b>\$58,637,145</b>

### FY2019 Carryover Projects and Adjustments

(1)Information Technology - (20111)	1000825 - Server Hardware Upgrades and Replacements	(3,420,000)	0
(2)Information Technology - (20111)	1000826 - Computer Hardware Upgrades and Replacements	(711,500)	0
(3)Information Technology - (20111)	1000828 - Network Equip. & Comm. Systems Replacement	(1,319,000)	0
(4)Information Technology - (20111)	1000829 - Software and Licensing	(2,000)	0
(5)Admin Infrastructure - (20221)	1000026 - RMF - Fleet	(823,147)	0
(6)Admin Infrastructure - (20221)	1000030 - Systemwide Facility Improvements	(400,000)	0
(7)Project Delivery - (20511)	1000013 - Erosion Mitigation	(1,095,000)	0
(8)Project Delivery - (20511)	1000018 - Pavement Repair and Rehab.	(2,415,000)	0
(9)Project Delivery - (20511)	1000020 - Signage	(1,316,000)	0
(10)Project Delivery - (20511)	1000028 - Systemwide Bridge Repair (Adjustment)	(708,793)	0
(11)Project Delivery - (20511)	1000040 - Wall, Railings & Structural Steel Elements	(6,800,000)	0
<b>Totals</b>		<b>(\$19,010,440)</b>	<b>\$0</b>
<b>Total FY2020 - FY2024 Reserve Maintenance Project Costs</b>		<b>\$36,508,023</b>	<b>\$58,637,145</b>

Report contains only project costs.

<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Five Year Total FY2020 - FY2024</b>
\$7,969,130	\$4,561,410	\$2,100,000	\$2,100,000	\$22,095,540
4,000,000	1,000,000	2,000,000	500,000	15,920,000
495,000	495,000	495,000	495,000	3,656,500
150,000	150,000	200,000	200,000	850,000
719,500	719,500	719,500	500,000	4,747,000
210,000	210,000	210,000		842,000
<b>13,543,630</b>	<b>7,135,910</b>	<b>5,724,500</b>	<b>3,795,000</b>	<b>48,111,040</b>
550,000	550,000	560,000	550,000	2,780,000
2,319,600	2,466,560	2,340,000	2,450,000	13,152,600
1,845,000	1,495,000	1,005,000	1,185,000	8,482,000
<b>4,714,600</b>	<b>4,511,560</b>	<b>3,905,000</b>	<b>4,185,000</b>	<b>24,414,600</b>
5,099,150	14,564,000	4,236,800	11,253,200	40,843,950
375,000	0	30,000	187,500	662,500
7,825,000	2,600,000	1,900,000	675,000	15,015,000
9,566,300	3,689,600	17,737,700	12,904,800	52,392,500
6,136,050	5,693,450	1,367,880	6,054,700	24,913,180
1,650,000	1,185,000	1,375,000	1,575,000	8,520,000
1,891,684	1,545,426	1,619,630	1,910,669	8,723,114
405,000	405,000	405,000	405,000	2,025,000
4,175,000	3,437,500	3,538,821	4,603,477	22,554,798
<b>37,123,184</b>	<b>33,119,976</b>	<b>32,210,831</b>	<b>39,569,346</b>	<b>175,650,042</b>
<b>\$55,381,414</b>	<b>\$44,767,446</b>	<b>\$41,840,331</b>	<b>\$47,549,346</b>	<b>\$248,175,682</b>
0	0	0	0	0
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<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>\$55,381,414</b>	<b>\$44,767,446</b>	<b>\$41,840,331</b>	<b>\$47,549,346</b>	<b>\$248,175,682</b>

# Capital Improvement Fund

## FY2020 CAPITAL IMPROVEMENT FUND PROJECTS

The Capital Improvement Fund accounts for the cost of repairs, enlargements, extensions, additions, improvements, reconstruction and replacement of capital assets. It also includes the purchase or enhancement of information technology hardware and software.

### DALLAS NORTH TOLLWAY FOURTH LANE (PGBT TO SRT)

The DNT fourth lane project added a fourth lane to the DNT in each direction between President George Bush Turnpike and the Sam Rayburn Tollway. Construction was complete in early FY2018. The estimated FY2020 costs for this project are \$0.4 million for minor closeout items. (See map below).

### DALLAS NORTH TOLLWAY/PRESIDENT GEORGE BUSH TURNPIKE INTERCHANGE IMPROVEMENTS

The DNT/ PGBT interchange improvement project increased capacity and improved the flow of traffic on the north side direct connectors and through the interchange. Construction was complete in early FY2018. The estimated FY2020 costs are \$0.2 million for this project for minor closeout items.



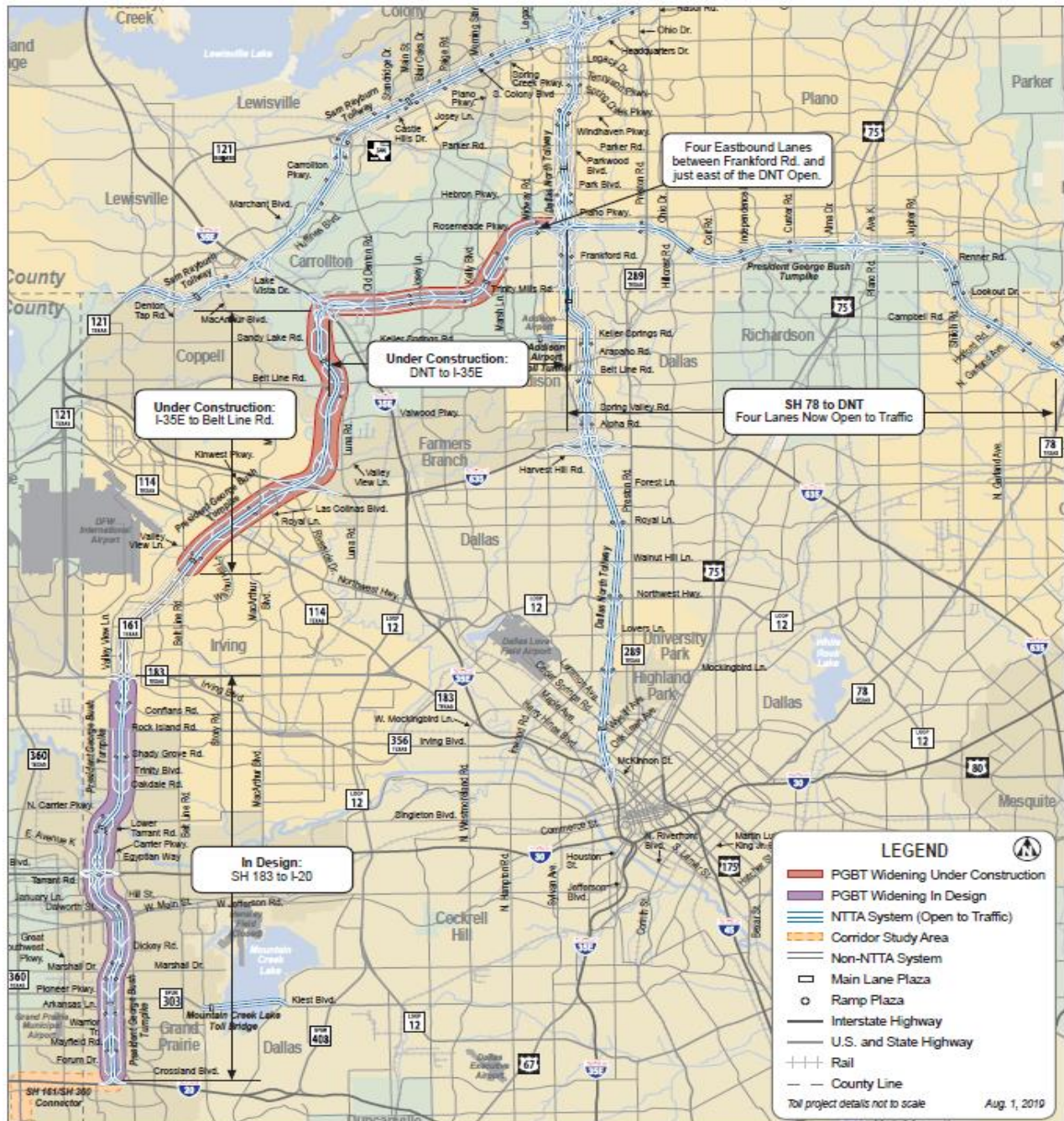


## PRESIDENT GEORGE BUSH TURNPIKE WIDENING BETWEEN I-20 AND STATE HIGHWAY 78

The PGBT fourth lane project will add a fourth lane in each direction between I-20 and SH 78.

- Phase 1 [from U.S. 75 and DNT]; construction began May FY2015 and opened to traffic November 2016.
- Phase 2 [from SH 78 to U.S. 75]; construction began in June 2017; completed October 2018.
- Phase 3 [from DNT to I-35E]; construction begin in July FY2017 and anticipated to be completed by late FY2019.
- Phase 4 [from I-35E to north of Belt Line Road (Irving)]; construction begin in mid-2019.
- Phase 5 [from SH 183 to I-20]; construction anticipated to begin in late 2019.

The estimated FY2020 costs are \$38.3 million for this project. Total project costs are estimated at \$150.1 million.

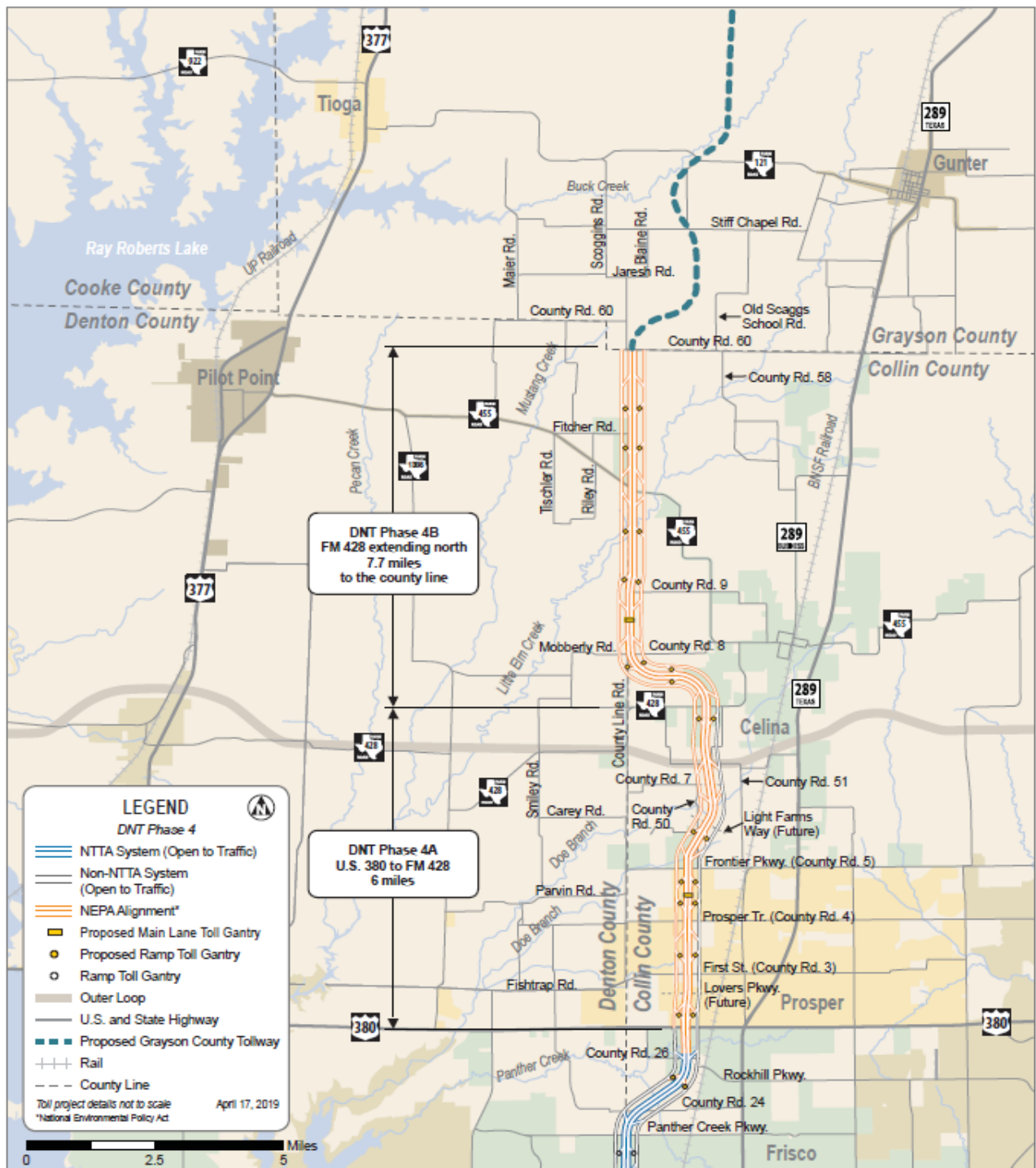


## DALLAS NORTH TOLLWAY PHASE 4A BRIDGES OVER U.S. 380

NTTA is planning to extend the DNT north by constructing main-lane bridges over U.S. 380. Construction is anticipated to begin in FY2020 and is scheduled for completion in FY2022. The estimated FY2020 costs are \$42.6 million for this project. Total project costs are estimated at \$103.0 million.

## DALLAS NORTH TOLLWAY PHASE 4A

The Phase 4A extension is a six-mile section from U.S. 380 to FM 428. The estimated FY2020 costs are \$7.0 million for this project. Total project costs are estimated at \$350.0 million.



## **DALLAS NORTH TOLLWAY WIDENING (SRT TO U.S. 380)**

NTTA is planning to add an additional lane in each direction to the DNT from SRT to U.S. 380. Environmental and schematic work scheduled to begin in FY2019 and design in FY2020. Construction is anticipated to begin in FY2022. The project is scheduled for completion in FY2024. The FY2020 Budget contains \$6.5 million for this project. The total estimated project cost is \$100.0 million. (See map on page 113).

## **DNT CAPACITY IMPROVEMENTS STUDY**

General engineering fees are being budgeted to identify possible capacity improvements on DNT. The FY2020 fees are \$1.0 million.

## **EQUIPMENT/HARDWARE/SOFTWARE**

As NTTA grows, it is important to upgrade infrastructure to maintain satisfactory services to customers, both internal and external. This includes upgrading equipment, hardware, and software. Some of the major upgrades included: network upgrades, disaster recovery, enterprise storage upgrades, toll collection system enhancements, intelligent transportation systems, and items related to information security and compliance. The estimated FY2020 costs are \$79.0 million.

## **REPAIR OF RETAINING WALLS**

Several retaining wall projects to address identified issues. The estimated FY2020 costs are \$25.5 million for this project. Through a legal settlement NTTA was reimbursed \$11.9 million in FY2016, an additional reimbursement of \$27.0 million is scheduled for FY2020.

## **ROADWAYS**

Various improvement projects are planned across the NTTA System including, but not limited to, repairs, resurfacing, reconstruction and replacements. The estimated FY2020 costs are \$31.6 million.

## **BUILDINGS**

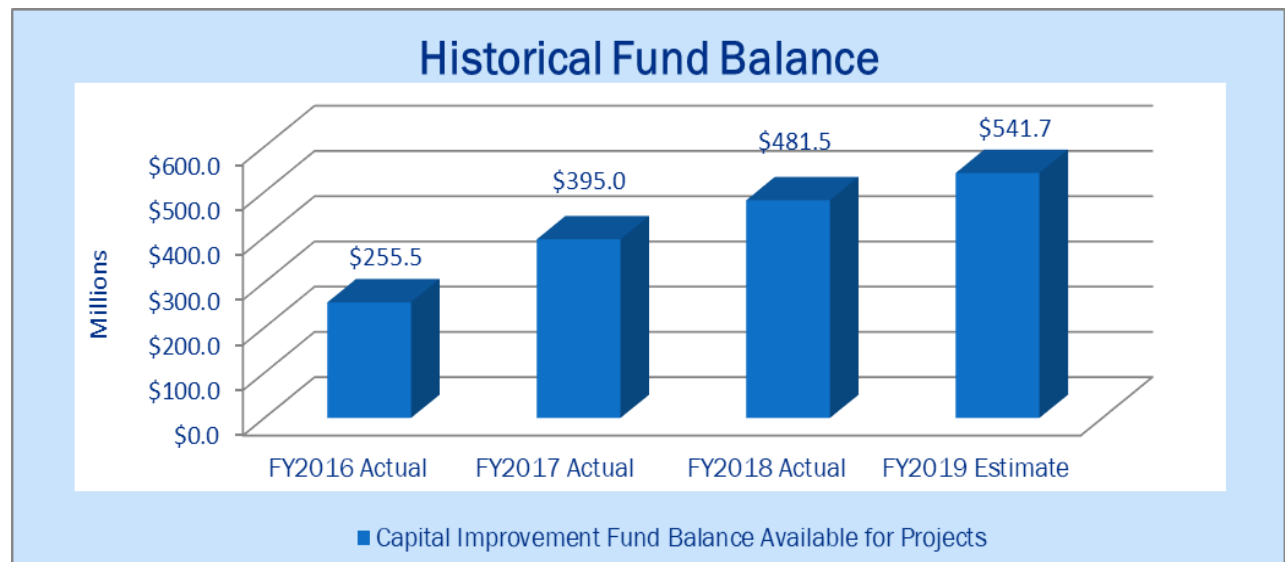
Buildings are being constructed, modified, improved or expanded as the NTTA System expands. Annual reviews are conducted to identify any required improvements. The estimated FY2020 costs are \$5.1 million.

## THE FOLLOWING IS THE LIST OF PROJECTS AND PURCHASES FOR FY2020

<b>Capital Improvement Fund Projects</b>	
Dallas North Tollway Phase 4A Bridges over US 380	\$42,574,794
PGBT 4th Lane Widening	38,271,718
Toll Collection System Software Enhancements/Replacement	35,187,334
MSE Wall Stabilization and Maintenance Program	25,500,000
System Enhancements	20,452,000
Systemwide Roadway Improvements	16,439,000
DNT PH4A	7,000,000
Dallas North Tollway Widening (SRT to US 380)	6,525,174
Disaster Recovery	6,430,000
Systemwide Facility Improvements	5,135,000
PGBT Continuous Illumination	4,887,465
DNT South End Design Guidelines Implementation	4,709,022
PCI Compliance	4,600,000
Data Storage	3,466,700
Intelligent Transportation Systems	3,375,000
CTP South 2-Lanes	2,000,000
DNT PH 4B (Segment 6)	1,200,000
National Interoperability	1,100,000
Multi-Channel Communications	1,000,000
PeopleSoft HR HCM Enhancements	1,000,000
PGBT/360 Tollway Connector	1,000,000
DNT Capacity Improvements Study	1,000,000
Business Analytics	800,000
EPDS Enhancements	650,000
Windows Server Upgrade	600,000
GIS Enhancement	500,000
Service Desk Software Enhancements	500,000
Dallas North Tollway 4th Lane (PGBT to SRT)	428,000
SRT Continuous Illumination Study	400,000
Redesign of Internet and Intranet	300,000
DNT/PGBT Interchange & Ramp Modifications	200,000
Professional, Audit, Legal Fees	1,883,660
<b>Total Project Costs</b>	<b>239,114,867</b>
ISTEA Payment	12,250,000
Cash transfer to CIF Bond Payment Account	37,862,780
Cash transfer to Construction Fund	15,002,880
Cash transfer to CIF/Revolving Account	650,000
Cash Transfer to OMF – Overhead Costs	4,402,014
<b>Total Expenditures</b>	<b>\$309,282,541</b>

## ESTIMATED CAPITAL IMPROVEMENT FUND REQUIREMENTS FY2020

Capital Improvement Fund Balance Available for Projects 1/1/2020		\$463,098,176
<b>FY2020 Estimated Cash Inflows</b>		
Estimated Deposit from Revenue Fund	233,195,593	
Legal Settlement	27,000,000	
<b>Total Cash Inflows</b>		260,195,593
<b>FY2020 Estimated Cash Outflows</b>		
ISTEA Payment	(12,250,000)	
NTTA System Construction	(15,002,880)	
CIF Subordinate Debt	(37,862,780)	
<b>Total Payments</b>		(65,115,660)
Estimated CIF Projects Cost	(237,231,207)	
LOC Professional Fees, Audit Fees, Legal Fees	(1,883,660)	
<b>Total CIF Projects Cost</b>		(239,114,867)
Professional Fees, Audit Fees, Legal Fees	(650,000)	
<b>Total CIF/Revolving Account -FSF Projects Cost</b>		(650,000)
Cash Transfer to OMF for Overhead Costs	(4,402,014)	
<b>Total Cash Outflows</b>		(309,282,541)
Estimated Balance Available for Projects at 12/31/2020		414,011,228
FY2020 CIF Bond Payment Account balance		75,786,498
FY2020 CIF Rainy Day Fund Account balance		75,000,000
<b>Estimated Total CIF Cash Balances at 12/31/2020</b>		<b>\$564,797,726</b>



The Capital Improvement Fund has \$466.7 million expected to be utilized on planned projects and the Rainy Day Fund balance of \$75.0 million.

## CAPITAL IMPROVEMENT FUND - (1501) BUDGET COMPARISONS FY2020 TO FY2019

Department	FY2019 Budget	FY2020 Budget	Variance Amount	Percent
<b>Administrative Services:</b>				
Accounting	\$0	\$0	\$0	0.0%
Administration	0	0	0	0.0%
Board	0	0	0	0.0%
Human Resources	0	0	0	0.0%
Internal Audit	23,260	23,260	0	0.0%
Legal Services	2,000,000	500,000	(1,500,000)	(75.0%)
Procurement and Business Diversity	7,000	12,000	5,000	71.4%
Public Affairs	0	0	0	0.0%
Shared Services	0	0	0	0.0%
Treasury Management	2,828,567	1,348,400	(1,480,167)	(52.3%)
<b>Total Administrative Services</b>	<b>4,858,827</b>	<b>1,883,660</b>	<b>(2,975,167)</b>	<b>(61.2%)</b>
<b>Operational Services:</b>				
Contact Center and Collections	2,000,000	0	(2,000,000)	(100.0%)
Information Technology	76,249,003	78,961,034	2,712,031	3.6%
Maintenance	3,660,000	5,135,000	1,475,000	40.3%
Operations	0	0	0	0.0%
Project Delivery	99,143,157	148,460,173	49,317,016	49.7%
Traffic & Incident Mgmt.	3,475,000	4,675,000	1,200,000	34.5%
<b>Total Operational Services</b>	<b>184,527,160</b>	<b>237,231,207</b>	<b>52,704,047</b>	<b>28.6%</b>
<b>Grand Totals</b>	<b>\$189,385,987</b>	<b>\$239,114,867</b>	<b>\$49,728,880</b>	<b>26.3%</b>

### MAJOR FY2020 BUDGET ITEMS

The FY2020 budget increased by \$49,728,880 from FY2019 budget. Major changes to the department's budgets are explained below.

- Legal Services – Decreased **(\$1,500,000)** due to no pending litigation.
- Treasury Management – Decreased **(\$1,480,167)** due mainly to bond series requiring a Letter of Credit have been refunded.
- Contact Center & Collections – Decreased **(\$2,000,000)** due to transition cost for the call center contracts no longer needed.
- Information Technology – Increased \$2,712,031 due to the normal schedule of upgrading equipment, hardware, and software.
- Maintenance, Traffic & Incident Management – Increased \$2,675,000 due to the normal scheduling of system wide improvement projects.
- Project Delivery – Increased \$49,317,016 mainly due to the schedule of the following capital improvement projects
  - DNT Phase 4A Bridges over U.S. 380 – \$26,555,887
  - DNT Median Replacement – \$10,521,000
  - DNT Phase 4A – \$6,000,000
  - DNT Widening (SRT to U.S. 380) – \$4,212,425
  - PGBT Widening – \$3,026,096

## CAPITAL IMPROVEMENT FUND – (1501) ESTIMATE FY2020

Department	Account	
<b>Internal Audit</b>	Auditing Fees - (521203)	23,260
	<b>Internal Audit Total</b>	<b>23,260</b>
<b>Legal Services</b>	Legal Fees - (521202)	500,000
	<b>Legal Services Total</b>	<b>500,000</b>
<b>Procurement Services</b>	Public Information Fees - (523203)	12,000
	<b>Procurement Services Total</b>	<b>12,000</b>
<b>Treasury Management</b>	Consulting/Professional - (521201)	67,900
	Trustee Fees - (521204)	189,500
	Rating Agency Fees - (521205)	91,000
	Remarketing/Loc Provider Fees - (521206)	1,000,000
	<b>Treasury Management Total</b>	<b>1,348,400</b>
<b>Information Technology</b>	Consulting/Professional - (521201)	3,850,000
	Consulting/Profess Serv Tech - (521301)	12,196,334
	Computers - (531641)	20,771,000
	Software - (531651)	39,843,700
	Infrastructure - Other - (541403)	2,300,000
	<b>Information Technology Total</b>	<b>78,961,034</b>
<b>Maintenance</b>	Electronic Supplies - (531106)	220,000
	Building Improvements - (541302)	4,915,000
	<b>Maintenance Total</b>	<b>5,135,000</b>
<b>Project Delivery</b>	General Engineering - (521213)	228,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	37,986,000
	Infrastructure - Other - (541403)	50,000
	Right-of-Way (06)	0
	Administration (01)	5,810,526
	Planning (02)	9,668,749
	Design (03)	14,701,050
	Construction (04)	77,628,926
	Equipment/Hardware (05)	1,141,769
	Other (176999)	1,245,153
	<b>Project Delivery Total</b>	<b>148,460,173</b>
<b>Traffic &amp; Incident Mgmt.</b>	Traffic Engineering Fees - (521207)	750,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	3,925,000
	Infrastructure - Other - (541403)	0
	<b>Traffic &amp; Incident Mgmt. Total</b>	<b>4,675,000</b>
<b>Total</b>		<b>\$239,114,867</b>

**CAPITAL IMPROVEMENT FUND - (1501) PROJECT LIST FY2020 - FY2024 CAPITAL PLAN**

Department	Project	Estimated FY2019	FY2020
Information Technology - (20111)	1000030 - Systemwide Facility Improvements	\$ 100,000	\$ 100,000
Information Technology - (20111)	7000005 - Business Analytics (1)	700,000	800,000
Information Technology - (20111)	7000006 - PCI Compliance	5,559,000	4,600,000
Information Technology - (20111)	7000008 - Disaster Recovery (2)	6,430,000	6,430,000
Information Technology - (20111)	7000011 - Intelligent Transportation Systems Retrofit (3)	3,325,000	3,375,000
Information Technology - (20111)	7000016 - Data Storage	0	3,466,700
Information Technology - (20111)	7000017 - EPDS Enhancements	810,000	650,000
Information Technology - (20111)	7000018 - Redesign of Internet and Intranet (4)	120,000	300,000
Information Technology - (20111)	7000021 - PeopleSoft HR HCM Enhancements	1,000,000	1,000,000
Information Technology - (20111)	7000022 - Digital Aerial Photography (5)	48,200	65,000
Information Technology - (20111)	7000024 - Toll Collection Sys Software Enhancements/Maint	4,800,000	4,800,000
Information Technology - (20111)	7000033 - Microsoft Enterprise Agreement	400,000	100,000
Information Technology - (20111)	7000034 - Oracle Unlimited License Agreement	886,801	4,522,000
Information Technology - (20111)	7000040 - Virtualization/Hardware Reduction (6)	1,450,000	1,450,000
Information Technology - (20111)	7000042 - Computer Hardware Upgrade	325,000	1,800,000
Information Technology - (20111)	7000047 - Toll Enforcement Remedies	250,000	0
Information Technology - (20111)	7000050 - GIS Enhancement (7)	200,000	500,000
Information Technology - (20111)	7000051 - Mobile App Enhancements (8)	500,000	100,000
Information Technology - (20111)	7000054 - Service Desk Software Enhancements (9)	500,000	500,000
Information Technology - (20111)	7000056 - Toll Collection System Implementation (10)	34,800,002	35,187,334
Information Technology - (20111)	7000058 - Infrastructure Professional Service	900,000	900,000
Information Technology - (20111)	7000064 - Board Room Video/Presentation Enhancement	100,000	100,000
Information Technology - (20111)	7000067 - DataLogger (11)	260,000	260,000
Information Technology - (20111)	7000068 - National IOP	1,200,000	1,100,000
Information Technology - (20111)	7000070 - Multi-Channel Communications - CSC	2,700,000	1,000,000
Information Technology - (20111)	7000071 - LoneStar Module Expansion (12)	135,000	135,000
Information Technology - (20111)	7000076 - Hyperion Upgrade/Forecasting Tool	200,000	0
Information Technology - (20111)	7000081 - eProcurement Project Workflow Tracker (13)	500,000	500,000
Information Technology - (20111)	7000086 - NTTA Employee Portal	300,000	0
Information Technology - (20111)	7000106 - Succession Planning	100,000	0
Information Technology - (20111)	7000107 - Managed Print	490,000	0
Information Technology - (20111)	7000110 - Enterprise Content Management (14)	1,300,000	1,300,000
Information Technology - (20111)	7000111 - GIS Fiber Migration	285,000	0
Information Technology - (20111)	7000112 - Contract Management System (15)	550,000	550,000
Information Technology - (20111)	7000113 - Reporting Tool for BDD (16)	300,000	420,000
Information Technology - (20111)	7000115 - C*Cure/ServiceNow Integration	30,000	500,000
Information Technology - (20111)	7000116 - Backup System	900,000	0
Information Technology - (20111)	7000117 - Lane System Upgrade	750,000	750,000
Information Technology - (20111)	7000128 - CSC Queue Management and Appointment	0	300,000
Information Technology - (20111)	7000129 - Risk Management Information System	0	200,000
Information Technology - (20111)	7000130 - Enterprise System Monitoring	0	600,000
Information Technology - (20111)	7000134 - Back Office System	0	0
Information Technology - (20111)	7001252 - Windows Server Upgrade	2,000,000	600,000
Information Technology - (20111)	7001253 - Command Center Radio Upgrade	650,000	0
	<b>Information Technology - (20111) Total</b>	<b>75,854,003</b>	<b>78,961,034</b>



<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Five Year Total FY2020 - FY2024</b>
\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	500,000
400,000	100,000	50,000	50,000	1,400,000
2,200,000	2,300,000	2,500,000	2,500,000	14,100,000
4,600,000	3,600,000	1,600,000	2,000,000	18,230,000
1,400,000	900,000	825,000	825,000	7,325,000
0	0	0	0	3,466,700
200,000	0	0	200,000	1,050,000
100,000	0	0	0	400,000
300,000	300,000	300,000	300,000	2,200,000
48,200	0	48,200	0	161,400
2,000,000	0	0	0	6,800,000
100,000	100,000	100,000	100,000	500,000
2,586,000	0	0	0	7,108,000
400,000	400,000	400,000	400,000	3,050,000
0	0	0	0	1,800,000
0	0	0	0	0
150,000	100,000	50,000	50,000	850,000
200,000	100,000	100,000	100,000	600,000
0	0	0	0	500,000
0	0	0	0	35,187,334
0	0	0	0	900,000
100,000	100,000	100,000	0	400,000
0	0	0	0	260,000
1,200,000	200,000	200,000	200,000	2,900,000
2,500,000	1,700,000	0	0	5,200,000
300,000	0	0	0	435,000
0	0	0	0	0
0	0	0	0	500,000
100,000	0	0	0	100,000
0	0	0	0	0
0	0	0	0	0
300,000	0	0	300,000	1,900,000
0	0	0	0	0
0	0	0	0	550,000
0	0	0	0	420,000
0	0	0	0	500,000
0	0	0	0	0
750,000	25,500,000	25,500,000	25,500,000	78,000,000
0	0	0	0	300,000
0	0	0	0	200,000
0	0	0	0	600,000
2,300,000	2,300,000	2,300,000	2,300,000	9,200,000
300,000	300,000	300,000	300,000	1,800,000
475,000	650,000	0	0	1,125,000
<b>23,109,200</b>	<b>38,750,000</b>	<b>34,473,200</b>	<b>35,225,000</b>	<b>210,518,434</b>

**CAPITAL IMPROVEMENT FUND - (1501) PROJECT LIST FY2020 - FY2024 CAPITAL PLAN  
(CONTINUED)**

Department	Project	Estimated FY2019	FY2020
Admin Infrastructure - (20221)	1000030 - Systemwide Facility Improvements (17)	3,660,000	5,135,000
	<b>Admin Infrastructure - (20221) Total</b>	<b>3,660,000</b>	<b>5,135,000</b>
Project Delivery - (20511)	1000010 - Median Replacement	1,500,000	12,021,000
Project Delivery - (20511)	1000041 - Lighting Replacement or Repair	900,000	240,000
Project Delivery - (20511)	1000042 - General Engineering	728,000	728,000
Project Delivery - (20511)	1000044 - Fence Replacement	0	50,000
Project Delivery - (20511)	1000045 - Sand Stockpile	250,000	225,000
Project Delivery - (20511)	2000002 - PGBT 4th Lane Widening (18)	35,245,622	38,271,718
Project Delivery - (20511)	2000005 - PGBT Continuous Illumination	4,440,564	4,887,465
Project Delivery - (20511)	2100003 - DNT 4th Lane (PGBT to SRT)	825,000	428,000
Project Delivery - (20511)	2100004 - DNT/PGBT IC & Ramp Mods	210,000	200,000
Project Delivery - (20511)	2100007 - DNT PH4A Bridges over U.S. 380 (19)	16,018,907	42,574,794
Project Delivery - (20511)	2100010 - DNT PH4B (Segment 6)	0	1,200,000
Project Delivery - (20511)	2100011 - DNT Widening (SRT to U.S. 380) (20)	2,312,749	6,525,174
Project Delivery - (20511)	2100012 - DNT Capacity Improvements Study	500,000	1,000,000
Project Delivery - (20511)	2100013 - DNT PH4A (Segment 5)	1,000,000	7,000,000
Project Delivery - (20511)	2100310 - DNT South End Design Guidelines Implementation	2,828,000	4,709,022
Project Delivery - (20511)	2500004 - SRT Continuous Illumination	0	400,000
Project Delivery - (20511)	2900000 - 360 Tollway	10,000	0
Project Delivery - (20511)	3000000 - PGBT East Branch	0	0
Project Delivery - (20511)	3900001 - PGBT/360 Tollway Connector	1,000,000	1,000,000
Project Delivery - (20511)	7000072 - MSE Wall Stabilization and Maintenance Program	29,300,000	25,500,000
Project Delivery - (20511)	7200001 - CTP South 2-lanes	0	2,000,000
	<b>Project Delivery - (20511) Total</b>	<b>97,068,842</b>	<b>148,960,173</b>
Traffic & Incdnt Mgmt. - (20611)	7000000 - Systemwide Roadway Improvements (21)	2,725,000	3,925,000
	<b>Traffic &amp; Incdnt Mgmt. - (20611) Total</b>	<b>2,725,000</b>	<b>3,925,000</b>
<b>Totals</b>		<b>\$179,307,845</b>	<b>\$236,981,207</b>
<b>FY2019 Carryover Projects and Adjustments</b>			
(1)Information Technology - (20111)	7000005 - Business Analytics	(650,000)	0
(2)Information Technology - (20111)	7000008 - Disaster Recovery	(1,930,000)	0
(3)Information Technology - (20111)	7000011 - Intelligent Transportation Systems Retrofit	(1,475,000)	0
(4)Information Technology - (20111)	7000018 - Redesign of Internet and Intranet	(120,000)	0
(5)Information Technology - (20111)	7000022 - Digital Aerial Photography	(48,200)	0
(6)Information Technology - (20111)	7000040 - Virtualization/Hardware Reduction	(1,050,000)	0
(7)Information Technology - (20111)	7000050 - GIS Enhancement	(200,000)	0
(8)Information Technology - (20111)	7000051 - Mobile App Enhancements (Adjustment)	(400,000)	0
(9)Information Technology - (20111)	7000054 - Service Desk Software Enhancements	(500,000)	0
(10)Information Technology - (20111)	7000056 - Toll Collection System Implementation	(11,587,332)	0
(11)Information Technology - (20111)	7000067 - DataLogger	(260,000)	0
(12)Information Technology - (20111)	7000071 - LoneStar Module Expansion	(135,000)	0
(13)Information Technology - (20111)	7000081 - eProcurement Project Workflow Tracker	(500,000)	0
(14)Information Technology - (20111)	7000110 - Enterprise Content Management	(400,000)	0
(15)Information Technology - (20111)	7000112 - Contract Management System	(250,000)	0
(16)Information Technology - (20111)	7000113 - Reporting Tool for BDD	(300,000)	0
(17)Admin Infrastructure - (20221)	1000030 - Systemwide Facility Improvements	(2,750,000)	0
(18)Project Delivery - (20511)	2000002 - PGBT 4th Lane Widening	(6,621,699)	0
(19)Project Delivery - (20511)	2100007 - DNT PH4A Bridges over U.S. 380	(10,426,077)	0
(20)Project Delivery - (20511)	2100011 - DNT Widening (SRT to U.S. 380)	(1,811,058)	0
(21)Traffic & Incdnt Mgmt. - (20611)	7000000 - Systemwide Roadway Improvements (Adjustment)	(375,000)	0
<b>Totals</b>		<b>(\$41,789,366)</b>	<b>\$0</b>
<b>Total FY2020 - FY2024 Capital Improvement Project Costs</b>		<b>\$137,518,479</b>	<b>\$236,981,207</b>

Report contains only project costs.



# Feasibility Study Fund

## FY2020 CIF/REVOLVING ACCOUNT-FEASIBILITY STUDY FUND PROJECTS

The fund contains amounts for the study, engineering and professional cost of possible future projects.

<b>PROJECT COST</b>	
Professional Fees, Legal Fees	650,000
<b>Total Estimated FY2020 Feasibility Cost</b>	<b>\$650,000</b>

## FEASIBILITY STUDY FUND - (1601) BUDGET COMPARISONS FY2020 TO FY2019

Department	FY2019	FY2020	Variance	
	Budget	Budget	Amount	Percent
<b>Administrative Services:</b>				
Accounting	\$0	\$0	\$0	0.0%
Administration	0	0	0	0.0%
Board	0	0	0	0.0%
Human Resources	0	0	0	0.0%
Internal Audit	0	0	0	0.0%
Legal Services	150,000	150,000	0	0.0%
Procurement and Business Diversity	0	0	0	0.0%
Public Affairs	0	0	0	0.0%
Shared Services	0	0	0	0.0%
Treasury Management	0	0	0	0.0%
<b>Total Administrative Services</b>	<b>150,000</b>	<b>150,000</b>	<b>0</b>	<b>0.0%</b>
<b>Operational Services:</b>				
Contact Center and Collections	0	0	0	0.0%
Information Technology	0	0	0	0.0%
Maintenance	0	0	0	0.0%
Operations	0	0	0	0.0%
Project Delivery	500,000	500,000	0	0.0%
Traffic & Incident Mgmt.	0	0	0	0.0%
<b>Total Operational Services</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>	<b>0.0%</b>
<b>Grand Totals</b>	<b>\$650,000</b>	<b>\$650,000</b>	<b>\$0</b>	<b>0.0%</b>

## FUND 1601 - FEASIBILITY STUDY FUND - (1601) ESTIMATE FY2020

Department	Account	
Legal Services	Legal Fees - (521202)	150,000
	<b>Legal Services Total</b>	<b>150,000</b>
Project Delivery	Administration (01)	500,000
	<b>Project Delivery Total</b>	<b>500,000</b>
<b>Total</b>		<b>\$650,000</b>

## 360 Tollway Fund

Through an agreement with TxDOT, NTTA took ownership of the State Highway 360 South renaming it 360 Tollway in early FY2018. The project extended the SH 360 South between the existing frontage roads from its terminus at Camp Wisdom Road in southern Tarrant County to U.S. 287 in northwestern Ellis County and northeastern Johnson County. TxDOT funded, designed and constructed the project and turned it over to NTTA upon construction completion to own, operate and maintain. It was open to traffic on May 11, 2018. It is a stand-alone project and it is not part of the NTTA System.

The FY2020 Budget totals \$7.8 million for the project. NTTA will pay TxDOT's designated contractor for the maintenance on the project for the first five years. The project will reimburse the NTTA System for the tolling services. The FY2020 Budget contains \$3.7 million for maintenance costs; \$4.1 million for tolling services. All costs are consistent with the project agreement.

### 360 TOLLWAY - (6000) BUDGET COMPARISONS FY2020 TO FY2019

Department	FY2019 Budget	FY2020 Budget	Variance Amount	Percent
<b>Administrative Services:</b>				
Accounting	\$21,789	\$26,515	\$4,726	21.7%
Administration	5,950	6,820	870	14.6%
Board	1,545	1,534	(11)	(0.7%)
Human Resources	16,662	19,558	2,896	17.4%
Internal Audit	64,368	65,749	1,381	2.1%
Legal Services	11,371	14,507	3,136	27.6%
Procurement and Business Diversity	25,409	26,820	1,411	5.6%
Public Affairs	747,291	27,048	(720,243)	(96.4%)
Shared Services	120,834	146,375	25,541	21.1%
Treasury Management	14,435	17,679	3,244	22.5%
<b>Total Administrative Services</b>	<b>1,029,654</b>	<b>352,605</b>	<b>(677,049)</b>	<b>(65.8%)</b>
<b>Operational Services:</b>				
Contact Center and Collections	1,132,332	1,309,391	177,059	15.6%
Information Technology	347,894	444,704	96,810	27.8%
Maintenance *	2,818,612	3,435,802	617,190	21.9%
Operations	13,214	16,663	3,449	26.1%
Project Delivery	41,720	44,285	2,565	6.1%
Traffic & Incident Mgmt.	1,745,660	2,168,217	422,557	24.2%
<b>Total Operational Services</b>	<b>6,099,432</b>	<b>7,419,062</b>	<b>1,319,630</b>	<b>21.6%</b>
<b>Grand Totals</b>	<b>\$7,129,086</b>	<b>\$7,771,667</b>	<b>\$642,581</b>	<b>9.0%</b>

\* Contains \$3.0 million to be paid to TxDOT's designated maintenance contractor.

### MAJOR FY2020 BUDGET ITEMS

The FY2020 budget increased by \$642,581 from FY2019 budget. Major changes to the department's budgets are explained below.

- Public Affairs – Decreased **(\$720,243)** due to FY2019 budget containing the last payment for pre-opening advertising cost paid by the NTTA System in FY2017.
- Contact Center & Collections and Information Technology - Increased \$273,869 due to processing an estimated 5.8 million additional transaction in FY2020.
- Maintenance – Increased \$617,190 mainly due to the escalation of the maintenance contract per the agreement.
- Traffic & Incident Management – Increased \$422,557 for additional police services costs.

### 360 TOLLWAY FY2020 ESTIMATED BALANCE

Operation Maintenance Fund Estimated Balance as of 1/1/2020		\$14,300,000
Projected Gross Revenues	\$ 21,661,232	
Projected Bad Debt	<u>(1,483,000)</u>	
Projected Net Revenues		20,178,232
Estimated Expenditures FY2020 Operating Budget		
Maintenance Costs (including utilities)	(3,632,407)	
Tolling Services	(4,139,260)	
Estimated Expenditures FY2020 Operating Budget*		<u>(7,771,667)</u>
Net Revenues		12,406,565
Debt Service Obligation*		-
<b>Estimated Balance Available for Debt and Capital Costs at 12/31/2020</b>		<b>\$26,706,565</b>

\*No debt service obligation until FY2023 (see page 165).

### 360 TOLLWAY - (6000) ESTIMATE FY2020

Department	Account	
<b>Accounting</b>	Salaries and Wages-Direct - (511101)	23,475
	Salaries and Wages-Overtime - (511301)	9
	Retirement Contributions - (512401)	3,031
	<b>Accounting Total</b>	<b>26,515</b>
<b>Administration</b>	Salaries and Wages-Direct - (511101)	6,123
	Retirement Contributions - (512401)	697
	<b>Administration Total</b>	<b>6,820</b>
<b>Board</b>	Salaries and Wages-Direct - (511101)	1,358
	Retirement Contributions - (512401)	176
	<b>Board Total</b>	<b>1,534</b>
<b>Human Resources</b>	Salaries and Wages-Direct - (511101)	17,321
	Retirement Contributions - (512401)	2,237
	<b>Human Resources Total</b>	<b>19,558</b>
<b>Internal Audit</b>	Salaries and Wages-Direct - (511101)	12,176
	Retirement Contributions - (512401)	1,573
	Auditing Fees - (521203)	52,000
	<b>Internal Audit Total</b>	<b>65,749</b>
<b>Legal Services</b>	Salaries and Wages-Direct - (511101)	12,853
	Retirement Contributions - (512401)	1,654
	<b>Legal Services Total</b>	<b>14,507</b>
<b>Procurement and Business Diversity</b>	Salaries and Wages-Direct - (511101)	23,718
	Salaries and Wages-Overtime - (511301)	28
	Retirement Contributions - (512401)	3,074
	<b>Procurement and Business Diversity Total</b>	<b>26,820</b>
<b>Public Affairs</b>	Salaries and Wages-Direct - (511101)	23,955
	Retirement Contributions - (512401)	3,093
	<b>Public Affairs Total</b>	<b>27,048</b>

### 360 TOLLWAY - (6000) ESTIMATE FY2020 (CONTINUED)

Department	Account	
<b>Shared Services</b>	Group Insurance - (512101)	140,928
	Office Supplies - (531101)	5,447
	<b>Shared Services Total</b>	<b>146,375</b>
<b>Treasury Management</b>	Salaries and Wages-Direct - (511101)	15,654
	Retirement Contributions - (512401)	2,025
	<b>Treasury Management Total</b>	<b>17,679</b>
<b>Contact Center and Collections</b>	Salaries and Wages-Direct - (511101)	187,995
	Salaries and Wages-Overtime - (511301)	6,634
	Retirement Contributions - (512401)	24,279
	Consulting/Professional - (521201)	154,225
	Postage - (523201)	161,637
	Promotional Expenses - (523304)	2,553
	Printing and Photographic - (523401)	1,850
	Temporary Contract Labor - (523851)	219,440
	Inven for resale(toll tags) - (531501)	185,916
	Bank Charges - (573001)	7,020
	Credit Card Fees - (573002)	357,842
	<b>Contact Center and Collections Total</b>	<b>1,309,391</b>
<b>Information Technology</b>	Salaries and Wages-Direct - (511101)	126,631
	Salaries and Wages-Overtime - (511301)	1,653
	Retirement Contributions - (512401)	16,384
	Outside Maintenance Services - (521212)	124,699
	Telecommunications - (523202)	19,179
	Temporary Contract Labor - (523851)	1,338
	Software - (531651)	154,820
	<b>Information Technology Total</b>	<b>444,704</b>
<b>Maintenance</b>	Salaries and Wages-Direct - (511101)	14,485
	Salaries and Wages-Overtime - (511301)	32
	Retirement Contributions - (512401)	1,878
	Consulting/Professional - (521201)	187,000
	Outside Maintenance Services - (521212)	3,232,407
<b>Maintenance Total</b>	<b>3,435,802</b>	
<b>Operations</b>	Salaries and Wages-Direct - (511101)	14,765
	Retirement Contributions - (512401)	1,898
	<b>Operations Total</b>	<b>16,663</b>
<b>Project Delivery</b>	Salaries and Wages-Direct - (511101)	39,204
	Retirement Contributions - (512401)	5,081
	<b>Project Delivery Total</b>	<b>44,285</b>
<b>Traffic &amp; Incident Mgmt.</b>	Salaries and Wages-Direct - (511101)	815,201
	Salaries and Wages-Overtime - (511301)	120
	Retirement Contributions - (512401)	107,896
	Consulting/Professional - (521201)	579
	Police Services (DPS) - (521208)	1,001,230
	Insurance Expense - Other - (523101)	213,000
	Uniforms - (531701)	30,191
<b>System &amp; Incident Mgmt. Total</b>	<b>2,168,217</b>	
<b>Total</b>		<b>\$7,771,667</b>

**360 TOLLWAY FIRST FIVE-YEAR ESTIMATE**

	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>
Transactions*			
TollTag	5,767,100	9,910,700	15,473,700
ZipCash	3,105,500	4,836,700	5,104,000
<b>Total Trxn</b>	<b>8,872,600</b>	<b>14,747,400</b>	<b>20,577,700</b>
Revenue*			
TollTag Revenue	\$5,106,800	\$9,093,500	\$15,562,600
ZipCash Revenue	682,700	2,430,800	3,470,400
Other Revenue	368,577	802,164	1,145,232
<b>Total Revenue</b>	<b>6,158,077</b>	<b>12,326,464</b>	<b>20,178,232</b>
O&M Services (including utilities)	2,576,420	2,614,856	3,632,407
Tolling Services	2,534,646	3,792,492	4,139,260
FY2017 Start Up Costs:	1,047,011	721,738	-
Debt Service	-	-	-
<b>Total Expenses</b>	<b>6,158,077</b>	<b>7,129,086</b>	<b>7,771,667</b>
<b>Available for Debt and Capital Costs</b>	<b>\$0</b>	<b>\$5,197,378</b>	<b>\$12,406,565</b>

\*Transactions and revenue numbers for FY2021 and FY2022 are sketch level estimates. They will be revised during the corresponding budget cycle.



<b>FY2021</b>	<b>FY2022</b>	<b>Years 1-5</b>
15,256,700	18,362,100	64,770,300
6,214,000	6,888,100	26,148,300
<b>21,470,700</b>	<b>25,250,200</b>	<b>90,918,600</b>
\$14,958,300	\$18,570,700	\$63,291,900
3,520,000	4,090,000	14,193,900
1,161,600	1,349,700	4,827,273
<b>19,639,900</b>	<b>24,010,400</b>	<b>82,313,073</b>
3,985,564	3,699,632	16,508,879
4,474,533	4,535,508	19,476,438
-	-	1,768,749
-	-	-
<b>8,460,097</b>	<b>8,235,140</b>	<b>37,754,067</b>
<b>\$11,179,803</b>	<b>\$15,775,260</b>	<b>44,559,006</b>

# Enterprise Fund

## FY2020 ENTERPRISE FUND

The Enterprise Fund was created by the Authority to account for the revenue and expenses associated with tolling services agreements. The Authority is responsible for the collection of tolls on all tolled projects in the North Texas region. Currently, the Authority has TSAs with the developers of two projects (TSAs - IH635 (LBJ) and TSAs NTE 1/2W, NTE 3A/3B). In addition, the Authority has regional TSA with TxDOT (for DFW-Connector, I-30, LBJ East, I-35E, SH114, SH183 and Loop 12). In addition, the System's tolltags are operable for parking at DFW and Love Field airports and for use on other Texas and various other state's toll roads.

TSA Transaction	FY2019	FY2020	Variance
Developer TSA's	104,842,929	124,369,837	19,526,908
Regional TSA's	66,271,151	73,841,975	7,570,824
<b>Total Transactions</b>	<b>171,114,080</b>	<b>198,211,812</b>	<b>27,097,732</b>

Enterprise Fund Costs	
Software Maintenance and Enhancements	\$ 2,212,673
Professional & Legal Fees	898,537
Allocated Cost - Salaries Benefits and Transaction Processing Cost	20,674,207
<b>Total FY2020 EF Budget</b>	<b>\$ 23,785,417</b>

## ESTIMATED FY2020 DEVELOPER TSA REQUIREMENTS

Developer TSA Projects	LBJ	NTE 1/2W	NTE 3A/3B	Total
<u>Transactions</u>				
TollTag	37,970,900	29,661,285	25,899,400	93,531,586
ZipCash	12,536,075	9,267,503	9,034,673	30,838,251
<b>Total Transactions</b>	<b>50,506,975</b>	<b>38,928,788</b>	<b>34,934,074</b>	<b>124,369,837</b>
<u>Payments to TSA's</u>				
Gross Payments	\$184,156,864	\$202,483,143	\$114,923,798	\$501,563,804
NTTA Fees	(8,737,093)	(8,395,014)	(5,490,832)	(22,622,939)
<b>Net Payments to TSA's</b>	<b>175,419,771</b>	<b>194,088,129</b>	<b>109,432,966</b>	<b>478,940,866</b>
<u>Revenues Collected from TSA's</u>				
TollTag Revenue	143,328,675	159,232,061	97,447,337	400,008,073
ZipCash Revenue	25,082,420	29,742,314	17,476,461	72,301,195
Administrative Fees	4,833,815	4,339,006	4,408,576	13,581,396
<b>Net Revenue Collected</b>	<b>173,244,909</b>	<b>193,313,381</b>	<b>119,332,373</b>	<b>485,890,664</b>
<b>Collection (Exposure) Profit</b>	<b>(2,174,862)</b>	<b>(774,747)</b>	<b>9,899,408</b>	<b>6,949,798</b>
NTTA Expenses	(6,060,837)	(4,671,455)	(4,192,089)	(14,924,380)
<b>Cash Flow Before IOP</b>	<b>(8,235,699)</b>	<b>(5,446,202)</b>	<b>5,707,319</b>	<b>(7,974,582)</b>
IOP & Airport Revenues	3,253,173	2,507,418	2,250,117	8,010,708
<b>Net TSA Cash Flow</b>	<b>(\$4,982,526)</b>	<b>(\$2,938,784)</b>	<b>\$7,957,436</b>	<b>\$36,126</b>

## ESTIMATED FY2020 REGIONAL TSA REQUIREMENTS

Regional TSA Projects	DFWC	I-30	LBJ East	I-35	SH114	SH183	LP12	Total
<b>Transactions</b>								
TollTag	2,763,006	4,950,759	8,091,255	19,123,600	3,687,060	10,480,600	1,132,740	50,229,020
ZipCash	690,751	2,496,359	3,985,245	9,063,000	1,039,940	5,643,400	694,260	23,612,955
<b>Total Transactions</b>	<b>3,453,757</b>	<b>7,447,118</b>	<b>12,076,500</b>	<b>28,186,600</b>	<b>4,727,000</b>	<b>16,124,000</b>	<b>1,827,000</b>	<b>73,841,975</b>
<b>Collection Exposure (Pay When Paid)</b>								
NTTA Expenses	(414,451)	(893,654)	(1,449,180)	(3,382,392)	(567,240)	(1,934,880)	(219,240)	(8,861,037)
NTTA Expense Reimbursement	414,451	893,654	1,449,180	3,382,392	567,240	1,934,880	219,240	8,861,037
<b>Net TSA Cash Flow</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## ENTERPRISE FUND - (7800) BUDGET COMPARISONS FY2020 TO FY2019

Department	FY2019 Budget	FY2020 Budget	Variance Amount	Percent
<b>Administrative Services:</b>				
Accounting	\$198,116	\$0	(\$198,116)	(100.0%)
Administration	57,798	0	(57,798)	(100.0%)
Board	0	0	0	0.0%
Human Resources	161,860	0	(161,860)	(100.0%)
Internal Audit	150,144	30,000	(120,144)	(80.0%)
Legal Services	160,460	50,000	(110,460)	(68.8%)
Procurement and Business Diversity	0	0	0	0.0%
Public Affairs	993,028	762,537	(230,491)	(23.2%)
Shared Services	1,276,123	194,850	(1,081,273)	(84.7%)
Treasury Management	164,329	0	(164,329)	(100.0%)
<b>Total Administrative Services</b>	<b>3,161,858</b>	<b>1,037,387</b>	<b>(2,124,471)</b>	<b>(67.2%)</b>
<b>Operational Services:</b>				
Contact Center and Collections	16,672,442	18,700,799	2,028,357	12.2%
Information Technology	2,842,846	3,991,231	1,148,385	40.4%
Maintenance	0	0	0	0.0%
Operations	184,358	56,000	(128,358)	(69.6%)
Project Delivery	0	0	0	0.0%
Traffic & Incident Mgmt.	35,347	0	(35,347)	(100.0%)
<b>Total Operational Services</b>	<b>19,734,993</b>	<b>22,748,030</b>	<b>3,013,037</b>	<b>15.3%</b>
<b>Grand Totals</b>	<b>\$22,896,851</b>	<b>\$23,785,417</b>	<b>\$888,566</b>	<b>3.9%</b>

## MAJOR FY2020 BUDGET ITEMS

The FY2020 budget increased by \$888,566 from FY2019 budget in order to process an additional estimated 27.1 million transactions. The cost allocation methodology to the Enterprise Fund is changing for FY2020. This change is being done to simplify the tracking and reporting of allocated expenses. The impact to the department's budgets are explained below.

- Accounting, Administration, Human Resources, Treasury Management and Traffic & Incident Management – Decreased **(\$617,450)**, these departments will no longer be allocated.
- Internal Audit – Decreased **(\$120,144)**, only budgeting direct cost of \$30,000 for outside independent auditors.
- Legal Services – Decreased **(\$110,460)**, only budgeting direct legal fees of \$50,000.
- Public Affairs – Decreased **(\$230,491)**, only budgeting direct marketing and advertising costs of \$762,537.
- Shared Services – Decreased **(\$1,081,273)**, accounts for \$194,850 of health insurance proportionate to allocated salaries.

- Contact Center & Collections and Information Technology - Increased \$3,176,742, these two departments are responsible for collecting and processing all toll transaction. The change in the allocation methodology allows them to allocate costs of \$22,692,030 based on the volume of transactions.
- Operations – Decreased **(\$128,358)**, only budgeting direct cost of \$56,000 for independent consultant to verify revenues for the Developer TSAs.

### ENTERPRISE FUND - (7800) ESTIMATE FY2020

Department	Account	
<b>Internal Audit</b>	Auditing Fees - (521203)	30,000
	<b>Internal Audit Total</b>	<b>30,000</b>
<b>Legal Services</b>	Legal Fees - (521202)	50,000
	<b>Legal Services Total</b>	<b>50,000</b>
<b>Public Affairs</b>	Magazine and Newspaper - (523302)	250,000
	Television & Radio - (523303)	250,000
	Promotional Expenses - (523304)	262,537
	<b>Public Affairs Total</b>	<b>762,537</b>
<b>Shared Services</b>	Group Insurance - (512101)	194,850
	<b>Shared Services Total</b>	<b>194,850</b>
<b>Contact Center and Collections</b>	Salaries and Wages-Direct - (511101)	2,686,792
	Salaries and Wage-Overtime - (511301)	94,813
	Retirement Contributions - (512401)	346,986
	Consulting/Professional - (521201)	2,219,868
	Postage - (523201)	2,325,663
	Promotional Expenses - (523304)	36,489
	Printing and Photographic - (523401)	26,441
	Temporary Contract Labor - (523851)	3,157,353
	Inven for resale(toll tags) - (531501)	2,557,355
	Bank Charges - (573001)	100,330
	Credit Card Fees - (573002)	5,148,709
	<b>Contact Center and Collections Total</b>	<b>18,700,799</b>
	<b>Information Technology</b>	Outside Maintenance Services - (521212)
Software - (531651)		2,212,673
<b>Information Technology Total</b>	<b>3,991,231</b>	
<b>Operations</b>	Consulting/Professional - (521201)	56,000
	<b>Operations Total</b>	<b>56,000</b>
<b>Total</b>		<b>\$23,785,417</b>

# Long-Term Financial Plan

## INTRODUCTION

The three major factors in developing the Authority’s long-term financial plans are the traffic and revenue estimates provided by the Traffic and Revenue Engineers, the estimated operating expenses provided by the General Engineer Consultants, and the estimated net debt service provided by the Financial Advisors. These estimates are generated during the initial feasibility study phase of tollway projects and are prepared for a total of 50 years. They are updated during the investment-grade phase and at the time of preparing the official statements for the issuance of bond debt.

The All Funds Long-Term Financial Projections included in this section are summary pages from the FY2020 - FY2024 Five-Year Capital Plan. The five-year plan is adopted by the Board on an annual basis.

## REVENUE FUND LONG-TERM PLAN

The majority, about 92.7%, of revenue in the long-term revenue plan is the toll revenue estimate provided by the Traffic and Revenue Engineers. The estimated other revenues, about 6.3%, are provided by the Authority and include video tolling fees and other charges, and estimated projected interest earnings. Total revenue growth is expected to average 4.8% per year between FY2020 and FY2024. All NTTA revenues on deposit in the Revenue Fund must be distributed to the other funds in accordance to the Trust Agreement.

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Five-Year Totals FY2020 - FY2024
<b>REVENUE FUND</b>							
<b>Estimated Beginning Available Cash Balance</b>	-	-	-	-	-	-	-
<b>INFLOWS</b>							
Estimated Toll Revenues	\$ 888,945,000	\$ 928,342,600	\$ 971,161,200	\$ 1,027,216,300	\$ 1,078,521,700	\$ 1,130,572,800	\$ 5,135,814,600
Estimated Other Revenues	70,802,800	68,435,000	69,974,592	72,713,101	74,949,510	77,645,045	363,717,248
<b>TOTAL INFLOWS</b>	<b>959,747,800</b>	<b>996,777,600</b>	<b>1,041,135,792</b>	<b>1,099,929,401</b>	<b>1,153,471,210</b>	<b>1,208,217,845</b>	<b>5,499,531,848</b>
<b>Estimated Ending Available Cash Balance</b>	-	-	-	-	-	-	-
Ending Balances greater than 10% minimum. (1)		-	-	-	-	-	
<b>Total Revenues Available for Operations</b>	<b>\$ 959,747,800</b>	<b>\$ 996,777,600</b>	<b>\$ 1,041,135,792</b>	<b>\$ 1,099,929,401</b>	<b>\$ 1,153,471,210</b>	<b>\$ 1,208,217,845</b>	<b>\$ 5,499,531,848</b>

(1) The Revenue Fund does not have any ending balances changing by greater than 10%.

## OPERATION AND MAINTENANCE FUND LONG-TERM PLAN

The Operation and Maintenance Fund long-term plan encompasses all the day-to-day expenses of operating the Authority. The majority of these expenditures are related to employee compensation, retirement, and health and welfare benefits, which account for about 32.8% of operating cost.

The estimated operating expenses for the year are prepared by the individual departments and are compared to the General Consultant Engineer’s estimated amount. The operating expenses are expected to increase an average of 3.0% per year between FY2020 and FY2024.

The Operation and Maintenance Fund is funded from the Revenue Fund. This means that the required revenues to match expenditures and maintain the required balance will be transferred to the fund.

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Five-Year Totals FY2020 - FY2024
<b>Total Revenues Available for Operations</b>	<b>\$ 959,747,800</b>	<b>\$ 996,777,600</b>	<b>\$ 1,041,135,792</b>	<b>\$ 1,099,929,401</b>	<b>\$ 1,153,471,210</b>	<b>\$ 1,208,217,845</b>	<b>\$ 5,499,531,848</b>
<b>OPERATION AND MAINTENANCE FUND</b>							
<b>Estimated Beginning Available Cash Balance</b>	<b>51,708,111</b>	<b>32,580,000</b>	<b>32,580,000</b>	<b>33,557,400</b>	<b>34,564,122</b>	<b>35,601,046</b>	<b>32,580,000</b>
<b>INFLOWS</b>							
Transfer from Revenue Fund	149,070,449	186,580,000	193,154,800	198,949,444	204,917,927	211,065,465	994,667,636
Inter-Fund Transfers	8,608,000	8,900,000	9,167,000	9,442,010	9,725,270	10,017,028	47,251,310
<b>TOTAL INFLOWS</b>	<b>157,678,449</b>	<b>195,480,000</b>	<b>202,321,800</b>	<b>208,391,454</b>	<b>214,643,198</b>	<b>221,082,494</b>	<b>1,041,918,945</b>
<b>OUTFLOWS</b>							
Estimated Operating Expenses	(176,806,560)	(195,480,000)	(201,344,400)	(207,384,732)	(213,606,274)	(220,014,462)	(1,037,829,868)
<b>TOTAL OUTFLOWS</b>	<b>(176,806,560)</b>	<b>(195,480,000)</b>	<b>(201,344,400)</b>	<b>(207,384,732)</b>	<b>(213,606,274)</b>	<b>(220,014,462)</b>	<b>(1,037,829,868)</b>
<b>Estimated Ending Available Cash Balance</b>	<b>32,580,000</b>	<b>32,580,000</b>	<b>33,557,400</b>	<b>34,564,122</b>	<b>35,601,046</b>	<b>36,669,077</b>	<b>36,669,077</b>
Ending Balances greater than 10% minimum. (1)							
<b>Net Revenues Available for Debt Service</b>	<b>\$ 810,677,351</b>	<b>\$ 810,197,600</b>	<b>\$ 847,980,992</b>	<b>\$ 900,979,957</b>	<b>\$ 948,553,283</b>	<b>\$ 997,152,380</b>	<b>\$ 4,504,864,212</b>

(1) The Operation and Maintenance Fund does not have any ending balances changing by greater than 10%.

## DEBT SERVICE FUNDS LONG-TERM PLAN

The 1st, 2nd, and 3rd Tier Bond Interest and Redemption Funds are used to accumulate the amounts necessary to pay the principal and interest on debt as they become due. The long-term plan estimates are provided by the Financial Advisor. The funds are funded from the Revenue Fund; which means that the revenues are expected to match the required debt service and will be transferred from the Revenue Fund.

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Five-Year Totals FY2020 - FY2024
<b>Net Revenues Available for Debt Service</b>	<b>\$ 810,677,351</b>	<b>\$ 810,197,600</b>	<b>\$ 847,980,992</b>	<b>\$ 900,979,957</b>	<b>\$ 948,553,283</b>	<b>\$ 997,152,380</b>	<b>\$ 4,504,864,212</b>
<b>DEBT SERVICE FUNDS</b>							
<b>Estimated Beginning Available Cash Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>INFLOWS</b>							
Transfer from Capital Improvement Fund	20,699,499	23,771,895	53,246,114	53,185,176	47,361,117	23,796,133	201,360,435
Transfer from Revenue Fund	518,497,277	552,438,230	582,002,480	626,117,180	642,962,530	652,846,280	3,056,366,700
<b>TOTAL INFLOWS</b>	<b>539,196,776</b>	<b>576,210,125</b>	<b>635,248,594</b>	<b>679,302,356</b>	<b>690,323,647</b>	<b>676,642,413</b>	<b>3,257,727,135</b>
<b>OUTFLOWS</b>							
1st Tier Debt Service	(401,035,961)	(423,557,067)	(448,564,567)	(442,512,967)	(455,267,967)	(455,566,967)	(2,225,469,535)
2nd Tier Debt Service	(117,461,316)	(128,881,163)	(133,437,913)	(183,604,213)	(187,694,563)	(197,279,313)	(830,897,165)
3rd Tier Debt Service	-	-	-	-	-	-	-
Total Debt Service	(518,497,277)	(552,438,230)	(582,002,480)	(626,117,180)	(642,962,530)	(652,846,280)	(3,056,366,700)
Capital Improvement Fund - Subordinate Debt	(8,449,499)	(8,449,499)	(37,923,718)	(37,862,780)	(32,038,721)	(8,473,737)	(124,748,455)
Capital Improvement Fund - ISTEAL Loan	(12,250,000)	(15,322,396)	(15,322,396)	(15,322,396)	(15,322,396)	(15,322,396)	(76,611,980)
<b>TOTAL OUTFLOWS</b>	<b>(539,196,776)</b>	<b>(576,210,125)</b>	<b>(635,248,594)</b>	<b>(679,302,356)</b>	<b>(690,323,647)</b>	<b>(676,642,413)</b>	<b>(3,257,727,135)</b>
<b>Estimated Ending Available Cash Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Ending Balances greater than 10% minimum. (1)							
<b>Net Revenues Available for Major Maintenance Projects</b>	<b>\$ 292,180,074</b>	<b>\$ 257,759,370</b>	<b>\$ 265,978,512</b>	<b>\$ 274,862,777</b>	<b>\$ 305,590,753</b>	<b>\$ 344,306,100</b>	<b>\$ 1,448,497,512</b>
First Tier Debt Service Coverage	2.02	1.91	1.89	2.04	2.08	2.19	2.02
First & Second Tier Debt Service Coverage	1.56	1.47	1.46	1.44	1.48	1.53	1.47
All Debt Service Coverage	1.50	1.41	1.33	1.33	1.37	1.47	1.38
CIF Subordinated Debt Coverage	1.43	1.38	1.24	1.26	1.31	1.39	1.39

(1) The Debt Service Fund does not have any ending balances changing by greater than 10%.

## RESERVE MAINTENANCE FUND LONG-TERM PLAN

This is the Authority's long-term plan for the renewal and replacement of capital assets. The Authority elected to use the Modified Approach to account for maintenance of the Authority's infrastructure assets. As required by the Trust Agreement, an annual inspection of the Authority's roadways is conducted by the Authority's General Engineering Consultant. This inspection provides an overall rating, indicating the average condition of all of the Authority's infrastructure assets (roadways, bridges, and facilities). The assessment of conditions is made by visual and mechanical tests designed to reveal any condition that would reduce user benefits below the maximum level of service. The Authority's goal is to maintain the Authority's infrastructure assets at a rating of 8 or better (on a 1 to 10 scale), and has established a minimum level for GASB No. 34 purposes of a condition level of 6 or greater. These condition levels were adopted by the Board of Directors by Resolution No. 02-31 on June 19, 2002 and were further clarified by Resolution No. 07-169 on December 19, 2007.

About 80% of the Reserve Maintenance Fund expenditures are identified through the annual inspection of the system assets. The replacement of information technology hardware and software accounts for another 20%. The FY2020 through FY2024 projected amounts will be adjusted based on the previous year's inspection report.

The Reserve Maintenance Fund is funded from the Revenue Fund. This means that the required revenues to match expenditures and maintain the required balance will be transferred to the fund.

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Five-Year Totals FY2020 - FY2024
Net Revenues Available for Reserve Maintenance Projects	\$ 292,180,074	\$ 257,759,370	\$ 265,978,512	\$ 274,862,777	\$ 305,590,753	\$ 344,306,100	\$ 1,448,497,512
<b>RESERVE MAINTENANCE FUND</b>							
Estimated Beginning Available Cash Balance	44,244,755	40,052,104	-	-	-	-	40,052,104
<b>INFLOWS</b>							
Transfer from Revenue Fund	38,053,253	24,563,777	61,575,992	51,194,831	48,558,578	54,870,600	240,763,779
<b>TOTAL INFLOWS</b>	38,053,253	24,563,777	61,575,992	51,194,831	48,558,578	54,870,600	240,763,779
<b>OUTFLOWS</b>							
RMF Project Expenses	(36,508,023)	(58,637,145)	(55,381,414)	(44,767,446)	(41,840,331)	(47,549,346)	(248,175,682)
RMF Professional Fees and Other Expenses	(2,607,681)	(2,754,630)	(2,873,749)	(3,006,931)	(3,195,179)	(3,692,495)	(15,522,984)
RMF Salaries/Wages	(3,130,200)	(3,224,106)	(3,320,829)	(3,420,454)	(3,523,068)	(3,628,760)	(17,117,217)
<b>TOTAL OUTFLOWS</b>	(42,245,904)	(64,615,881)	(61,575,992)	(51,194,831)	(48,558,578)	(54,870,600)	(280,815,883)
Estimated Ending Available Cash Balance	40,052,104	-	-	-	-	-	-
Ending Balance changes greater than 10% minimum. (1)		(40,052,104)	-	-	-	-	-
<b>RMF Reserve Account</b>							
Estimated Ending Cash Balance/RMF Reserve	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Net Revenues Available for Capital Improvement Projects	\$ 254,126,821	\$ 233,195,593	\$ 204,402,520	\$ 223,667,946	\$ 257,032,175	\$ 289,435,499	\$ 1,207,733,733

(1) The Reserve Maintenance Fund greater than 10% change in FY2020 is due to the annual deposit calculation required by the Trust Agreement. (See requirement 8) page 194 and deposit calculation page 123.

## CAPITAL IMPROVEMENT FUND AND CIF - REVOLVING ACCOUNT/FSF LONG-TERM PLAN

The Capital Improvement Fund accounts for the Authority's long-term plan for the enlargements, extensions, additions, improvements, reconstruction and replacement, and certain cost of repairs to the System. This fund receives a transfer from the Revenue Fund to the extent of any available excess revenues. In addition, the Authority may issue bonds to finance these costs of the Capital Improvement Fund.

The Authority issued \$400 million of bonds in May 2010 secured by revenues deposited into the Capital Improvement Fund. These bonds are subordinate to the Authority's Third Tier Bonds. The proceeds of the bonds were used to finance a portion of the cost of developing the PGBT Western Extension (previously SH 161) and Chisholm Trail Parkway (CTP).

The Capital Improvement Fund revolving account, or the Feasibility Study Fund, is to be used only to pay the expenses of studying the cost and feasibility and any other expenses relating to the preparation and issuance of bonds for the acquisition and construction of a proposed turnpike project for the Authority; the financing of the improvement, extension or expansion of an existing turnpike for the Authority; for private participation, as authorized by law, in the financing of a proposed turnpike project for the Authority; or the refinancing of an existing turnpike project for the Authority or the improvement, extension or expansion of a turnpike project for the Authority.

In accordance with House Bill 749, an act of the 72nd Legislature of Texas, the Authority may transfer an amount from a surplus fund (currently Capital Improvement Fund) established for a turnpike project to the Feasibility Study Fund. However, the Authority may not transfer an amount that results in a balance in the surplus fund that is less than the minimum balance required in the trust agreement for that project, if any. The current Trust Agreement does not have a required minimum balance for the Capital Improvement Fund.

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Five-Year Totals FY2020 - FY2024
Net Revenues Available for Capital Improvement Projects	\$ 254,126,821	\$ 233,195,593	\$ 204,402,520	\$ 223,667,946	\$ 257,032,175	\$ 289,435,499	\$ 1,207,733,733
<b>CAPITAL IMPROVEMENT FUND</b>							
Estimated Beginning CIF Cash Balance Available for Projects	406,475,362	463,098,176	414,011,228	330,368,559	303,984,610	250,968,701	463,098,176
<b>INFLOWS</b>							
Transfer from Revenue Fund	254,126,821	233,195,593	204,402,520	223,667,946	257,032,175	289,435,499	1,207,733,733
Commercial Paper Issuance	-	-	-	-	-	-	-
Legal Settlement	-	27,000,000	-	-	-	-	27,000,000
Reimbursement from Prosper - US 380	-	-	-	8,000,000	-	-	8,000,000
Reimbursement from TxDOT - SH 360	2,330,000	-	-	-	-	-	-
<b>NET INFLOWS AVAILABLE FOR CIF EXPENSES</b>	<b>256,456,821</b>	<b>260,195,593</b>	<b>204,402,520</b>	<b>231,667,946</b>	<b>257,032,175</b>	<b>289,435,499</b>	<b>1,242,733,733</b>
<b>OUTFLOWS</b>							
Commercial Paper Payment	-	-	-	-	-	-	-
CIF Project Expenses	(137,518,479)	(236,981,207)	(182,551,579)	(221,156,449)	(276,780,432)	(264,122,629)	(1,181,592,296)
CIF Professional/LOC Fees	(2,350,000)	(2,133,660)	(2,433,660)	(2,133,660)	(2,433,660)	(2,883,660)	(12,018,300)
CIF Salaries/Wages	(4,273,800)	(4,402,014)	(4,534,074)	(4,670,097)	(4,810,200)	(4,954,500)	(23,370,884)
Feasibility Study Fund/Revolving Account	(650,000)	(650,000)	(650,000)	(650,000)	(650,000)	(650,000)	(3,250,000)
Transfer to NTTA System Construction Funds	-	(15,002,880)	(50,514,759)	(5,645,555)	(1,589,142)	-	(72,752,336)
Transfer to CIF Bond Payment Account	(42,791,728)	(37,862,780)	(32,038,721)	(8,473,737)	(8,462,255)	(8,456,425)	(95,293,918)
Transfer to Debt Service Fund for ISTEPA Payment	(12,250,000)	(12,250,000)	(15,322,396)	(15,322,396)	(15,322,396)	(15,322,396)	(73,539,584)
<b>TOTAL OUTFLOWS</b>	<b>(199,834,007)</b>	<b>(309,282,541)</b>	<b>(288,045,189)</b>	<b>(258,051,894)</b>	<b>(310,048,085)</b>	<b>(296,389,610)</b>	<b>(1,461,817,318)</b>
Estimated Ending CIF Cash Balance Available for Projects	463,098,176	414,011,228	330,368,559	303,984,610	250,968,701	244,014,590	244,014,590
Ending Balance changes greater than 10% minimum. (1)	-	(49,086,948)	(83,642,669)	-	(53,015,910)	-	-
<b>CIF Bond Payment Account</b>							
Estimated Beginning CIF Bond Payment Account Cash Balance	12,030,988	46,373,217	75,786,498	69,901,501	40,512,458	16,935,992	46,373,217
Transfers from CIF Cash Account	42,791,728	37,862,780	32,038,721	8,473,737	8,462,255	8,456,425	95,293,918
Transfer to Debt Service Fund for CIF Subordinated Debt Payment	(8,449,499)	(8,449,499)	(37,923,718)	(37,862,780)	(32,038,721)	(8,473,737)	(124,748,455)
Estimated Ending CIF Bond Payment Account Cash Balance	46,373,217	75,786,498	69,901,501	40,512,458	16,935,992	16,918,680	16,918,680
<b>CIF Rainy Day Fund Account</b>							
Estimated Beginning CIF Rainy Day Fund Account Cash Balance	75,000,000	75,000,000	75,000,000	75,000,000	75,000,000	75,000,000	75,000,000
Transfers from CIF Cash Account	-	-	-	-	-	-	-
Estimated Ending CIF Rainy Day Fund Account Cash Balance	75,000,000	75,000,000	75,000,000	75,000,000	75,000,000	75,000,000	75,000,000
<b>Estimated Ending Total CIF Cash Balances</b>	<b>\$ 584,471,393</b>	<b>\$ 564,797,726</b>	<b>\$ 475,270,060</b>	<b>\$ 419,497,068</b>	<b>\$ 342,904,693</b>	<b>\$ 335,933,270</b>	<b>\$ 335,933,270</b>

(1) The Capital Improvement Fund greater than 10% change is due to the Authority's long-term financial plan of paying for capital improvements without issuing long term debt and the timing of projects.



## CONSTRUCTION FUNDS LONG-TERM PLAN

The long-term plans for constructing or acquiring toll projects for the Authority are contained in the Construction Funds. These funds are funded with bond proceeds and amounts from other sources that are specific for the project.

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Five-Year Totals FY2020 - FY2024
<b>CONSTRUCTION FUNDS - NTTA SYSTEM</b>							
<b>Estimated Beginning Available Cash Balance</b>	\$ 97,922,187	\$ 44,837,823	\$ -	\$ -	\$ -	\$ -	\$ 44,837,823
<b>INFLOWS</b>							
Reimbursement Agreements:							-
Denton County ILLA - DNT Phase 4B	10,025,340	15,857,910	9,524,448	3,988,739	-	-	29,371,097
Transfer from Capital Improvement Fund		15,002,880	50,514,759	5,645,555	1,589,142	-	72,752,336
<b>TOTAL INFLOWS</b>	10,025,340	30,860,790	60,039,207	9,634,294	1,589,142	-	102,123,433
<b>OUTFLOWS</b>							
Transfer to Capital Improvement Fund							
Professional Fees, Legal Fees	(121,780)	(121,780)	(121,780)	(119,780)	(119,780)	-	(483,120)
Construction Fund Salaries and Wages	(1,203,700)	(1,239,811)	(1,277,005)	(1,015,316)	(545,775)	-	(4,077,907)
CTP Expenses	(856,000)	(860,000)	-	-	-	-	(860,000)
SRT Expenses	(50,902,884)	(55,751,112)	(49,115,974)	(4,510,459)	(923,587)	-	(110,301,132)
PGBT EE Expenses	-	(1,868,000)	-	-	-	-	(1,868,000)
DNT Phase 4B Southbound Frontage Road Expenses	(10,025,340)	(15,857,910)	(9,524,448)	(3,988,739)	-	-	(29,371,097)
<b>TOTAL OUTFLOWS</b>	(63,109,704)	(75,698,613)	(60,039,207)	(9,634,294)	(1,589,142)	-	(146,961,256)
<b>Estimated Ending Available Cash Balance</b>	\$ 44,837,823.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Ending Balance changes greater than 10% minimum. (1)

(44,837,823)

(1) The Construction Fund greater than 10% change is due to the normal process of issuing debt and utilizing the proceeds to pay for construction of the projects.

# Impact of Capital Expenditures on Operations

## INTRODUCTION

Capital expenditures can have a major impact on both the cost of operations and the operations themselves. NTTA is actively investing in capital projects that allow it to operate efficiently while providing customers with the needed transportation solutions.

## NEW ROAD CONSTRUCTION/EXPANSION

As NTTA grows, new road construction and existing road expansions are expected to occur. When additional lane miles are added, a significant increase in operational costs is expected. NTTA budgets approximately \$74,000 for each lane mile. This cost represents the marginal increase for adding an additional lane mile.

NTTA currently has three major widening projects in various stages of planning and construction. The DNT improvements will add a southbound frontage road from FM 428 to the Grayson county line and an additional lane in each direction from SRT to U.S. 380. A fourth lane will be added in phases to PGBT in each direction from I-20 to SH 183 and from Belt Line Road to IH-35. The SRT improvements add a fourth lane in each direction from Business 121 to U.S. 75.

Estimated Impact of Capital Improvements on Operating Budget					
Construction Project	Years				
	FY2020	FY2021	FY2022	FY2023	FY2024
DNT Improvements	\$ -	\$ -	\$ 1,724,940	\$ -	\$ 1,208,420
PGBT Improvements	\$ -	\$ 1,326,080	\$ 903,540	\$ -	\$ -
SRT Improvements	\$ -	\$ 3,848,000	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ 5,174,080</u>	<u>\$ 2,628,480</u>	<u>\$ -</u>	<u>\$ 1,208,420</u>

## CONVERSION TO ALL-ELECTRONIC TOLL COLLECTION (ALL-ETC)

Beginning in FY2008, NTTA began converting its existing toll collection system into a cashless tolling or all-electronic (all-ETC) system. The main conversion was completed in early FY2011, providing customers with improved traffic flow, improved air quality, reduced travel time and enhanced safety. This project had a major impact on NTTA operations. The Toll Collection and Vault departments were eliminated, with some of the employees transitioned into new positions. The Contact Center and Collections Department currently handles all the duties and processes associated with cashless tolling.

It's estimated the conversion to all-ETC resulted in a net present value savings of \$350.0 to \$507.0 million in operations and infrastructure maintenance cost between FY2011 and FY2045.

## EQUIPMENT/HARDWARE/SOFTWARE ENHANCEMENTS

The NTTA continues to invest in network and enterprise systems upgrades, disaster recovery, and Payment Card Industry (PCI) information security and compliance software. The investment in new software and enhancement of current software has an impact on the Operating Budget in terms of annual support and maintenance fees as follows:

Estimated Impact of Software and Enhancement Capital Expenditures on Operating Budget					
Project	Years				
	FY2020	FY2021	FY2022	FY2023	FY2024
Annual Support and Maintenance	\$ -	\$ 4,522,000	\$ 135,660	\$ 139,730	\$ 143,922
FY2021 reflects the additional planned software and enhancements. The other year amounts represent a 3% incremental cost.					



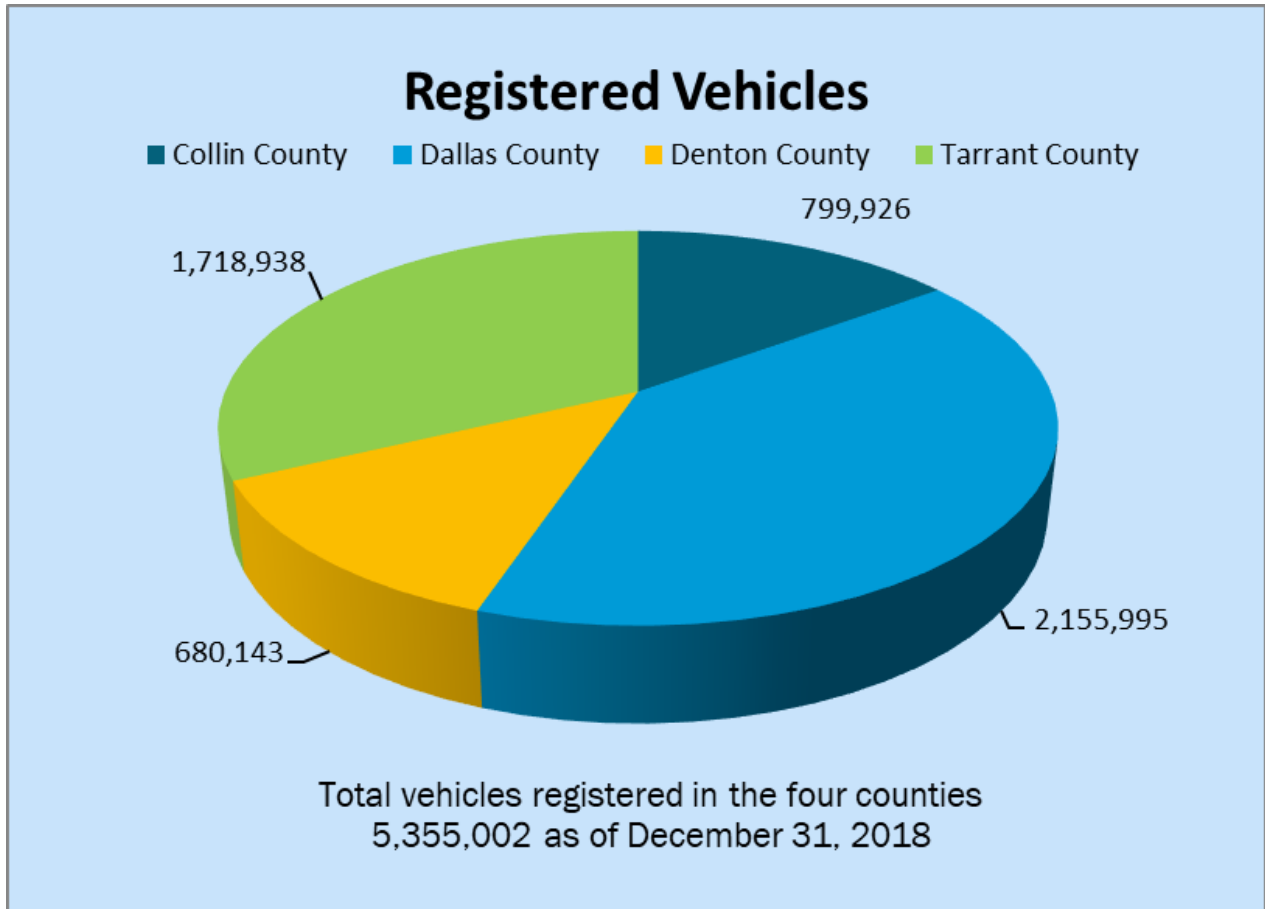




Drought-tolerant landscaping  
along the Sam Rayburn Tollway

## Statistical Data

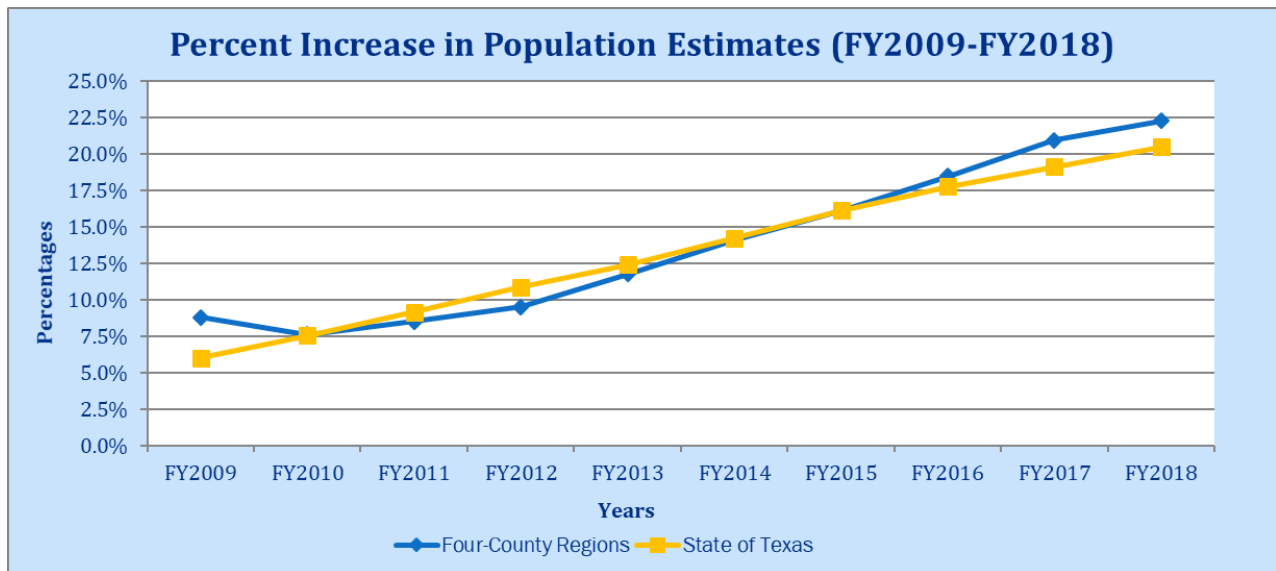
The North Texas four-county region has 5.4 million registered vehicles as of FY2018. The region's population has grown by 22.3% since FY2009. The average household income has grown by 24.5% with an average unemployment rate of 5.3%.



Source: [Texas Department of Motor Vehicles](#)

**Ten Year Demographic Data-Combined Four-County Region and State of Texas Estimated Population Data**

Year	COLLIN	DALLAS	DENTON	TARRANT	Est. Four County Regional Totals	Estimated Texas Totals	Percentage Change (From Prior Year)	
							4 County	TEXAS
FY2009	764,500	2,471,000	628,300	1,807,750	5,671,550	24,857,000	1.37%	1.99%
FY2010	791,631	2,368,139	637,750	1,809,034	5,606,554	25,242,679	-1.15%	1.55%
FY2011	801,740	2,373,870	662,614	1,817,840	5,656,064	25,646,227	0.88%	1.60%
FY2012	813,133	2,385,990	683,010	1,831,230	5,713,363	26,089,620	1.01%	1.73%
FY2013	834,642	2,453,843	694,050	1,858,921	5,841,456	26,489,464	2.24%	1.53%
FY2014	854,778	2,480,331	713,200	1,931,335	5,979,644	26,977,142	2.37%	1.84%
FY2015	885,241	2,518,638	734,940	1,959,449	6,098,268	27,486,814	1.98%	1.89%
FY2016	914,127	2,553,385	784,840	1,991,639	6,243,991	27,937,492	2.39%	1.64%
FY2017	939,585	2,618,148	814,560	2,023,985	6,396,278	28,322,717	2.44%	1.38%
FY2018	969,603	2,618,148	836,210	2,057,926	6,481,887	28,701,845	1.34%	1.34%
<b>Increase/Decrease Total from FY2009 to FY2018</b>	<b>205,103</b>	<b>147,148</b>	<b>207,910</b>	<b>250,176</b>	<b>810,337</b>	<b>3,844,845</b>	<b>22.3%</b>	<b>20.5%</b>

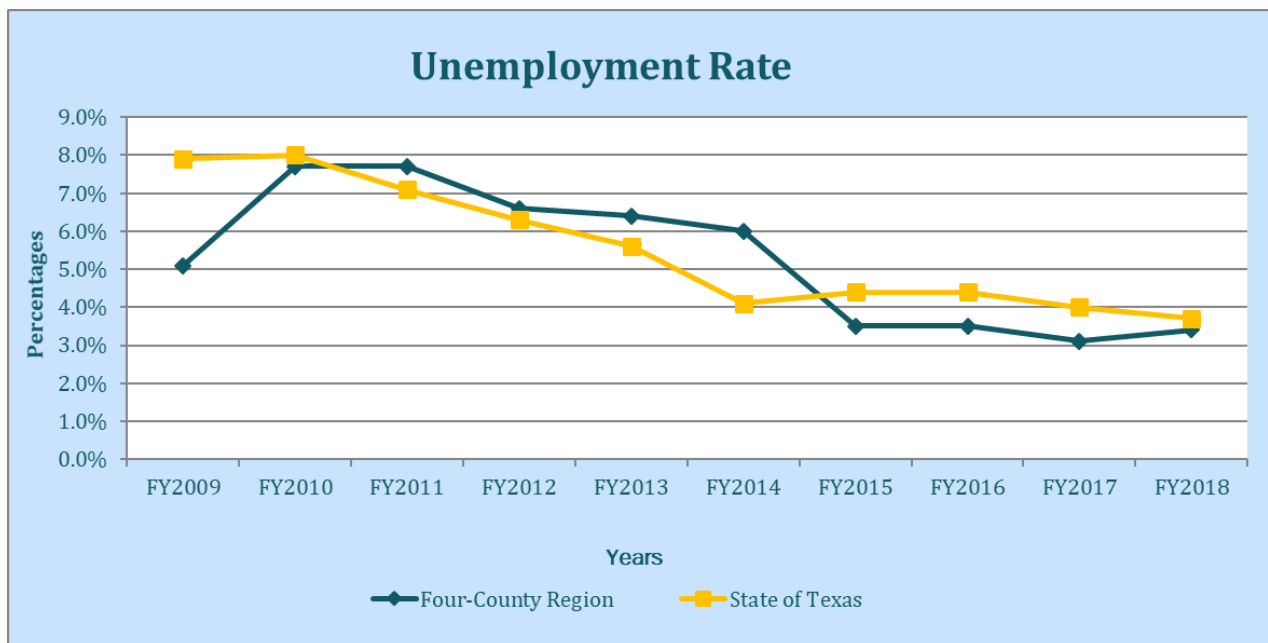


Source: [US Census Bureau](#)



**Ten Year Demographic Data-Combined Four-County Region and State of Texas Employment Status Estimates**

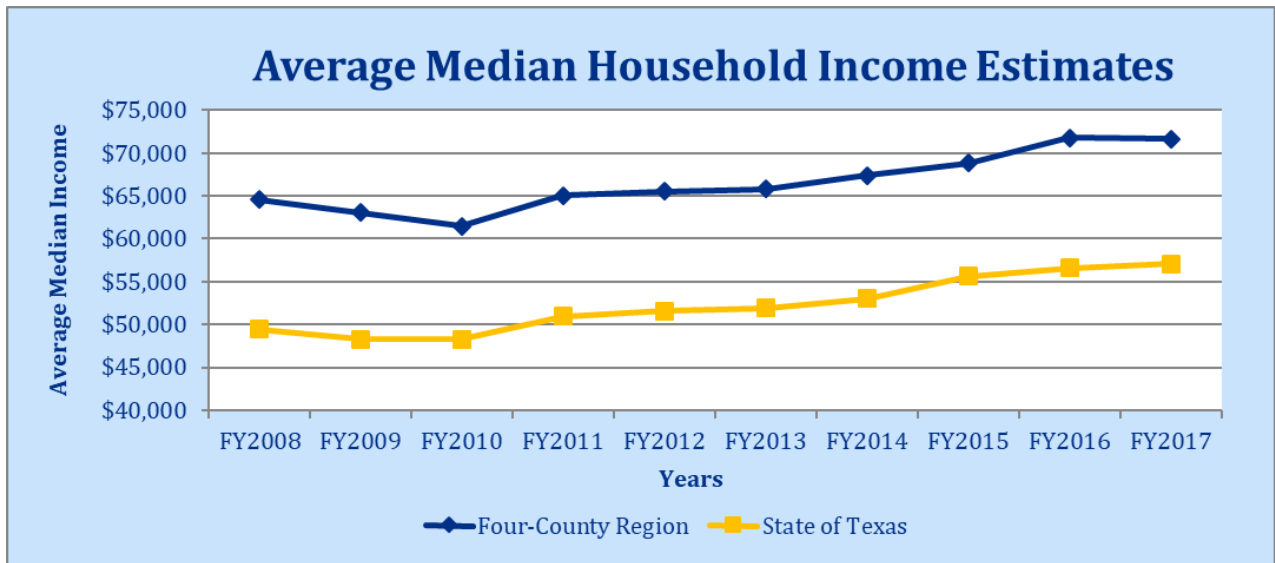
Year	COLLIN	DALLAS	DENTON	TARRANT	Combined Four		Unemployment	
					County Regional	Texas	Rate	Rate
					Estimated Totals	Estimated Totals	4 County	Texas
FY2009	285,900	1,415,000	172,600	743,500	2,617,000	10,204,500	5.1%	7.9%
FY2010	390,106	1,063,304	330,122	833,527	2,617,059	10,204,500	7.7%	8.0%
FY2011	397,033	1,082,185	335,984	845,263	2,660,465	10,204,500	7.7%	7.1%
FY2012	413,783	1,102,322	356,467	883,503	2,756,075	11,742,600	6.6%	6.3%
FY2013	330,300	1,509,000	195,500	812,600	2,847,400	11,091,900	6.4%	5.6%
FY2014	346,400	1,558,500	205,800	825,600	2,936,300	11,433,600	6.0%	4.1%
FY2015	366,900	1,616,800	221,400	844,900	3,050,000	11,681,000	3.5%	4.4%
FY2016	381,500	1,662,300	228,800	860,400	3,133,000	11,830,700	3.5%	4.4%
FY2017	398,000	1,691,100	239,600	877,800	3,206,500	12,008,941	3.1%	4.0%
FY2018	416,100	1,711,900	246,500	900,500	3,275,000	12,326,967	3.4%	3.7%
<b>Increase Total from Year FY2009 to Year FY2018</b>	<b>130,200</b>	<b>296,900</b>	<b>73,900</b>	<b>157,000</b>	<b>658,000</b>	<b>2,122,467</b>		



Source: [U.S. Bureau of Labor Statistics](https://www.bls.gov/)

10 Year Demographic Data-Combined Four-County Region and State of Texas Average Median Household Income

Year	COLLIN	DALLAS	DENTON	TARRANT	4 County Regional	Texas	Percentage Change from Prior Years	
					Totals		4 County	Texas
					Estimated Avg Median Income	Estimated Avg Median Income		
FY2008	\$81,395	\$47,085	\$73,544	\$56,251	\$64,569	\$49,453	3.06%	4.01%
FY2009	\$80,545	\$47,059	\$70,002	\$54,647	\$63,063	\$48,259	-2.33%	-2.41%
FY2010	\$77,862	\$46,909	\$68,671	\$52,482	\$61,481	\$48,259	-2.51%	0.00%
FY2011	\$82,758	\$48,942	\$72,305	\$56,178	\$65,046	\$50,920	5.80%	5.51%
FY2012	\$83,238	\$49,159	\$72,939	\$56,859	\$65,549	\$51,563	0.77%	1.26%
FY2013	\$82,762	\$49,481	\$74,155	\$56,853	\$65,813	\$51,900	0.40%	0.65%
FY2014	\$86,634	\$50,118	\$74,569	\$58,127	\$67,362	\$53,035	2.35%	2.19%
FY2015	\$86,823	\$51,824	\$75,898	\$60,735	\$68,820	\$55,653	2.16%	4.94%
FY2016	\$90,382	\$54,429	\$80,841	\$61,553	\$71,801	\$56,565	4.33%	1.64%
FY2017	\$90,124	\$53,626	\$80,290	\$62,532	\$71,643	\$57,051	-0.22%	0.86%
<b>Averaged Yearly Totals</b>	<b>\$84,252</b>	<b>\$49,863</b>	<b>\$74,321</b>	<b>\$57,622</b>	<b>\$66,515</b>	<b>\$52,266</b>	<b>1.54%</b>	<b>2.07%</b>



Source: [US Census Bureau](#)

**Top 10 Employers in Four-County Region**

2018			
COLLIN COUNTY TOP TEN EMPLOYERS			
EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
BANK OF AMERICA HOME LOANS	10,347	2.03%	FINANCIAL SERVICES
HP ENTERPRISE SVC LLC	10,000	1.96%	PROF/TECH
STATE FARM INSURANCE CORPORATE OFFICE	8,700	1.71%	INSURANCE
JP MORGAN & CHASE CO.	6,000	1.18%	FINANCIAL SERVICES
LIBERTY MUTUAL INSURANCE	4,100	0.80%	INSURANCE
TOYOTA OF AMERICA	4,000	0.79%	AUTOMOTIVE
JC PENNY CORPORATE OFFICE	3,800	0.75%	RETAIL
CAPITAL ONE	3,683	0.72%	FINANCIAL SERVICES
UNIVERSITY OF TEXAS AT DALLAS	3,500	0.69%	EDUCATION
RAYTHEON	3,200	0.63%	MANUFACTURING
Total	57,330	11.26%	
DALLAS COUNTY TOP TEN EMPLOYERS			
EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
WAL-MART	34,000	1.30%	RETAIL
AMRCORP./AMERICAN AIRLINES	27,000	1.03%	AIRLINE
TEXAS HEALTH RESOURCES	22,296	0.85%	HEALTH CARE PROVIDER
DALLAS INDEPENDENT SCHOOL DISTRICT	19,740	0.75%	EDUCATION
AT&T	17,000	0.65%	TELECOMMUNICATIONS
BAYLOR SCOTT & WHITE HEALTH	16,500	0.63%	HEALTH CARE PROVIDER
THE KROGER GROUP	15,397	0.59%	RETAIL
MEDICAL CITY HEALTHCARE	14,000	0.53%	HEALTH CARE PROVIDER
BANK OF AMERICA	13,500	0.52%	FINANCIAL SERVICES
CITY OF DALLAS	13,350	0.51%	MUNICIPALITY
Total	192,783	7.36%	
DENTON COUNTY TOP TEN EMPLOYERS			
EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
UNIVERSITY OF NORTH TEXAS	8,738	1.99%	EDUCATION
LEWISVILLE INDEPENDENT SCHOOL DISTRICT	6,325	1.44%	EDUCATION
WALMART (DISTRIBUTION CENTER & STORES)	3,900	0.89%	RETAIL
DENTON ISD	3,800	0.87%	EDUCATION
CENTEX HOME EQUITY	2,600	0.59%	FINANCIAL SERVICES
FRITO LAY CO	2,500	0.57%	MANUFACTURING
AMRCORP./AMERICAN AIRLINES	2,154	0.49%	AIRLINE
PETERBILT MOTORS	2,100	0.48%	AUTOMOTIVE
NORTHWEST ISD	2,050	0.47%	EDUCATION
DENTON STATE SCHOOL	1,700	0.39%	EDUCATION
Total	35,867	8.18%	
TARRANT COUNTY TOP TEN EMPLOYERS			
EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
AMRCORP./AMERICAN AIRLINES	31,000	3.04%	AIRLINE
TEXAS HEALTH RESOURCES	24,000	2.35%	HEALTH CARE PROVIDER
LOCKHEED MARTIN AERONAUTICS COMPANY	15,200	1.49%	MANUFACTURING
FORT WORTH INDEPENDENT SCHOOL DISTRICT	12,000	1.18%	EDUCATION
NAS- FORT WORTH JOINT RESERVE BASE	10,000	0.98%	MILITARY
ARLINGTON INDEPENDENT SCHOOL DISTRICT	8,500	0.83%	EDUCATION
UNIVERSITY OF TEXAS AT ARLINGTON	7,558	0.74%	EDUCATION
COOK'S CHILDREN HEALTH CARE SYSTEM	6,694	0.66%	HEALTH CARE PROVIDER
JPS HEALTH NETWORK	6,500	0.64%	HEALTH CARE PROVIDER
CITY OF FORTH WORTH	6,161	0.60%	MUNICIPALITY
Total	127,613	12.51%	

Source: Local Counties CAFRs (Collin, Dallas, Denton and Tarrant)

# FY2019 Strategic Priorities & Accomplishments

Priorities to support the Authority's five-year strategic goals and objectives are established annually. Below is a summary of the FY2019 priorities and key accomplishments.

## Customer-Driven Organization

FY2019 Strategic Priorities	FY2019 Accomplishments
<b>Drive branding and educate the public about using toll roads</b>	<ul style="list-style-type: none"> <li>• Continue expansion of NTTA's TollTag customer base at a record pace, with 6 million active TollTags in the marketplace.</li> <li>• 14 million distinct users</li> <li>• Achieved 82.2% TollTag penetration across the system</li> <li>• Grew customer e-newsletter by 160,000 TollTag members</li> <li>• Increased membership in TollPerks to record-high 424,000</li> </ul>
<b>Provide high-quality and consistent customer service experience</b>	<ul style="list-style-type: none"> <li>• Earned 95% customer service satisfaction rating</li> <li>• Average customer call wait time was 23 seconds</li> <li>• Opened sixth Customer Service Center</li> </ul>

## Financially Sound & Vibrant Organization

FY2019 Strategic Priorities	FY2019 Accomplishments
<b>Develop collections breakthrough</b>	<ul style="list-style-type: none"> <li>• Procured four collections agencies; exceeded collections goal by \$6.8M</li> <li>• Continued development phases of new Back Office System</li> <li>• Expanded TollTag automobile dealership distribution program with 13 new dealerships in 42 locations</li> <li>• Increased payments by 221% via Interactive Voice Response</li> </ul>
<b>Deliver debt coverage ratios at or above targets</b>	<ul style="list-style-type: none"> <li>• Debt Service Coverage was 33% ahead of requirement</li> <li>• Executed bond refunding, delivering record savings while also reducing our debt service obligations</li> </ul>

## Delivering Transportation Solutions

FY2019 Strategic Priorities	2019 Accomplishments
<b>Execute Capital Plan</b>	<ul style="list-style-type: none"> <li>• Completed construction on fourth lane on the PGBT from DNT to I-35E</li> <li>• Completed design and began construction for PGBT fourth lane from IH 20 to SH 183</li> <li>• Began construction for new fourth lane of the Sam Rayburn Tollway</li> <li>• Design work complete for main lane extension of the Dallas North Tollway over US 380</li> <li>• Continued ongoing efforts to maintain the quality of our infrastructure including pavement improvements, erosion mitigation, concrete rehabilitation, and landscaping</li> </ul>

	<ul style="list-style-type: none"> <li>Maintenance Rating Program score of 94.4</li> </ul>
<b>Enhance Safety</b>	<ul style="list-style-type: none"> <li>Added wrong-way drivers initiatives</li> <li>Expanded Red Thumb program sponsors</li> <li>Roadside Service clearance time: average 16.19 minutes</li> <li>Accident clearance time: average of 53:48 minutes</li> <li>Conducted pilot test of orange reflective lane striping in construction zones to raise driver awareness</li> </ul>
<b>Continue to relieve congestion</b>	<ul style="list-style-type: none"> <li>Added more capacity to our roads including the President George Bush Turnpike</li> </ul>

#### Respected Leader & Partner in the Region's Transportation Network

<b>FY2019 Strategic Priorities</b>	<b>FY2019 Accomplishments</b>
<b>Maintain primacy in region</b>	<ul style="list-style-type: none"> <li>Continued coordination with project partners on regional projects including I-30/ SH360, added two new managed lane segments on North Tarrant Express.</li> </ul>
<b>Continue to improve diversity</b>	<ul style="list-style-type: none"> <li>Attained 30% of D/M/WBE participation</li> <li>Implemented targeted outreach for specific procurement categories</li> <li>Received "Entity of the Year" award for diversity efforts</li> <li>2020 class began for Relationships and Opportunities Advancement Diversity (ROAD) program</li> </ul>

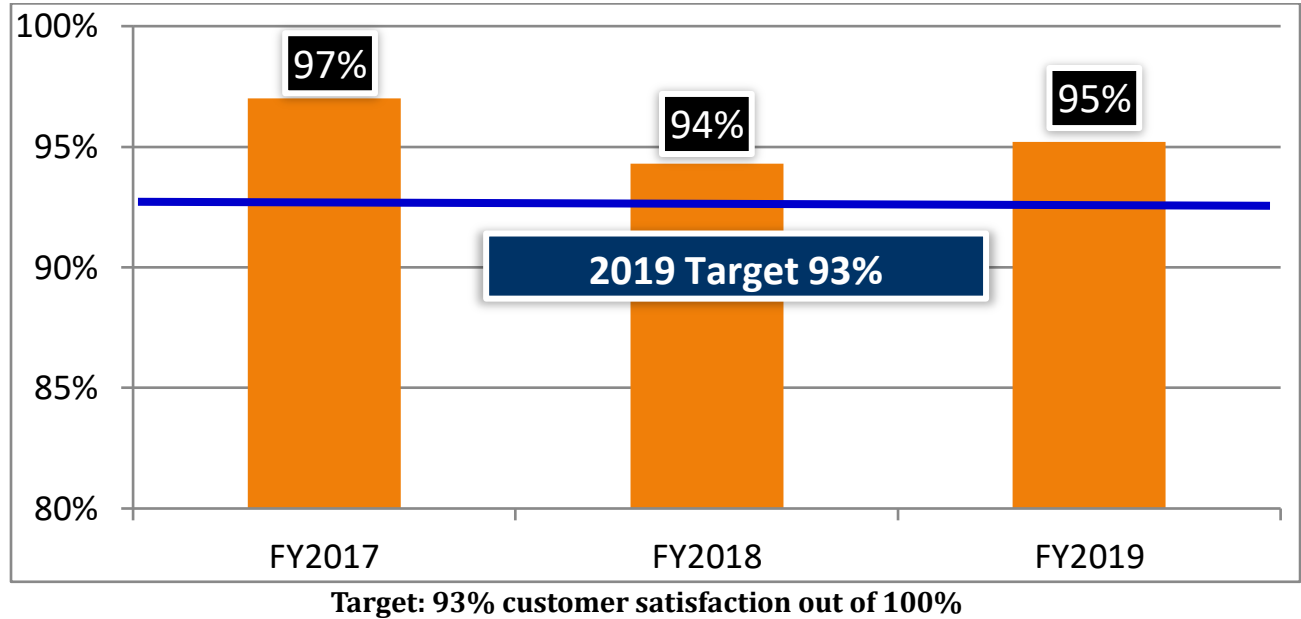
#### Highly Qualified, Energized and Engaged Team

<b>FY2019 Strategic Priorities</b>	<b>FY2019 Accomplishments</b>
<b>Continue to bolster staff development</b>	<ul style="list-style-type: none"> <li>Employees conducted fundraisers to benefit, Special Olympic Texas (seventh consecutive year), volunteered service for various community no-profit organizations.</li> <li>Continued employee-led Engagement committee for special events to promote diversity, rewards, teamwork, outstanding performance and community involvement.</li> <li>Conducted annual Employee Benefits Fair to help employees understand all the organization's benefit options and how to receive them.</li> </ul>

## FY2019 Performance Metrics

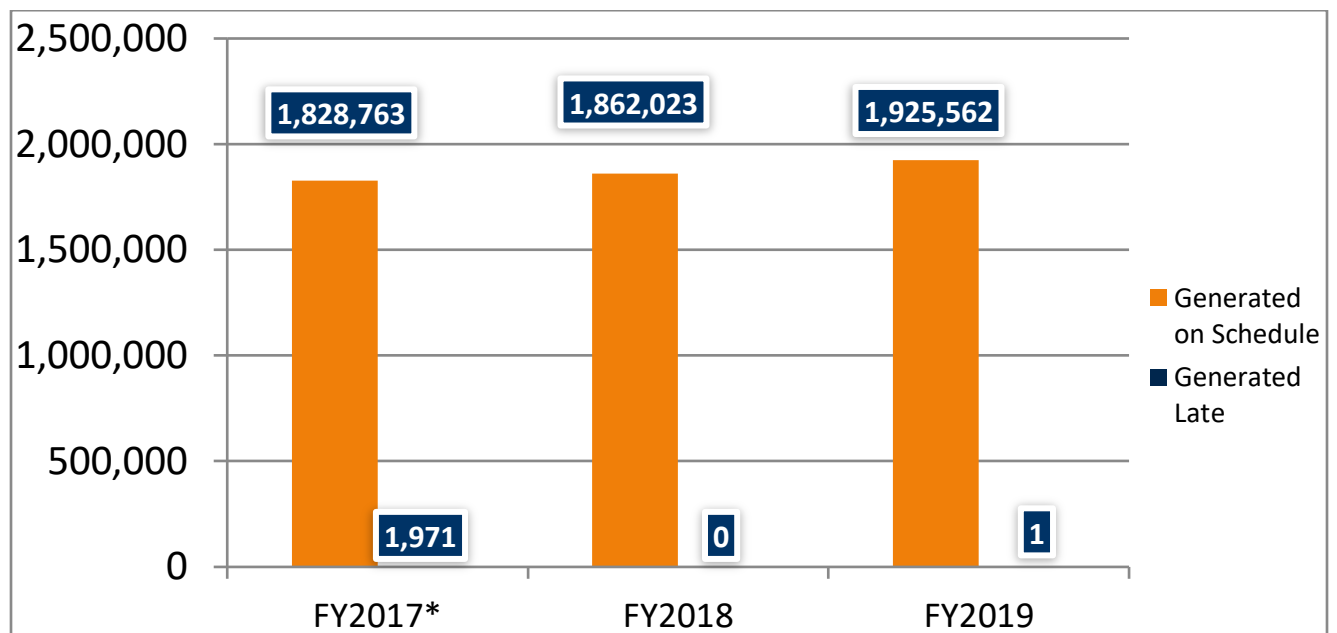
### Customer Service Rating

The Contact Center and Collections interaction score based on 15 question survey. Provides immediate first-hand measure of the customer's experience. (Primary Departmental Objective of: Contact Center and Collections, Maintenance, and Traffic & Incident Management.)



### ZipCash Invoicing

ZipCash invoices generated according to each customer's monthly invoice date. Measures the efficiency of ZipCash invoicing. (Primary Departmental Objective of: Contact Center, Collections and Toll Enforcement, Information Technology, and Operations.)

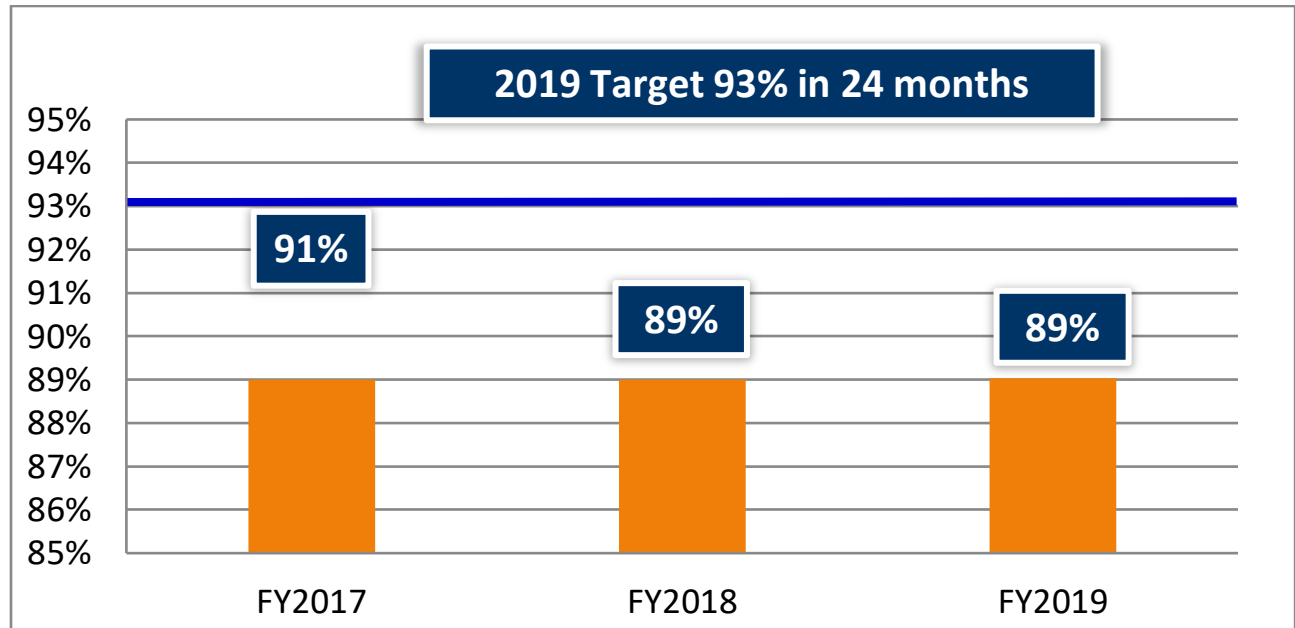


**Target: All ZipCash invoices generated according to each customer's monthly invoice date**

\*In September 2017 there was a glitch in the monthly statement generation due dates.

### Collection Performance

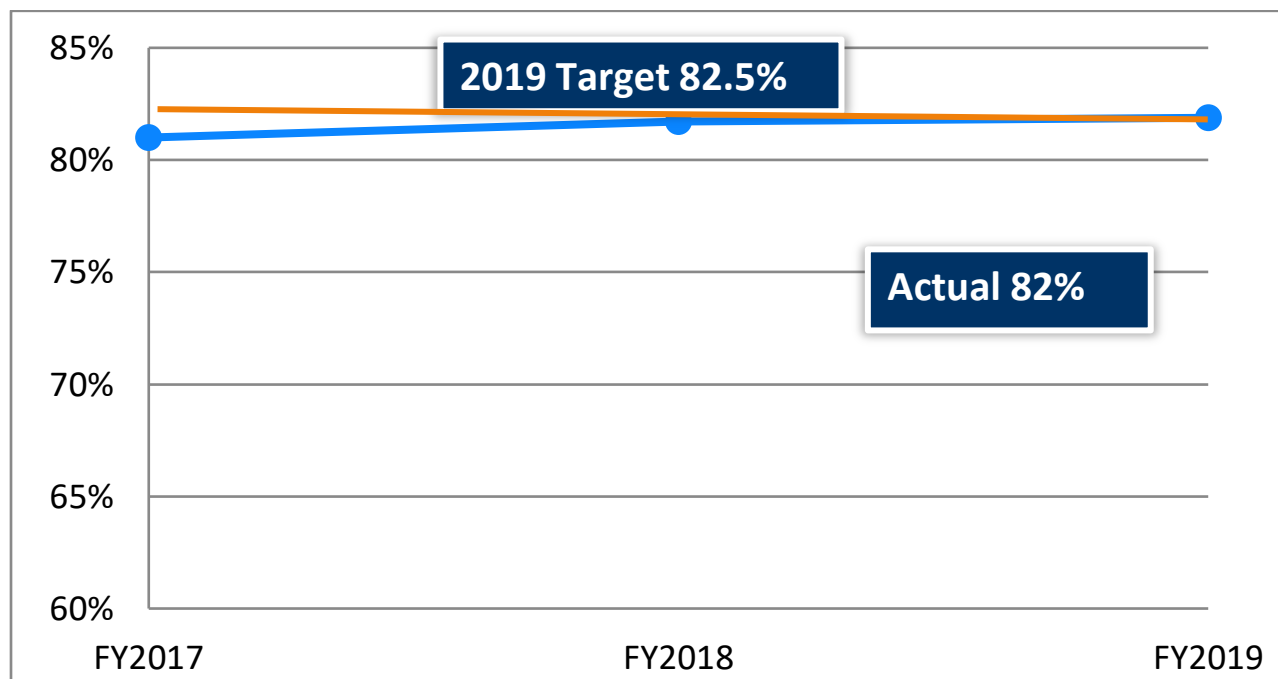
Percent of pursuable revenue collected over a 24-month period from the transaction date. (Primary Departmental Objective of: Contact Center, Collections and Toll Enforcement, Information Technology, and Operations.)



**Target: 93% of revenue collected in 24 months**

### Transponder Penetration Rate @ 90 days

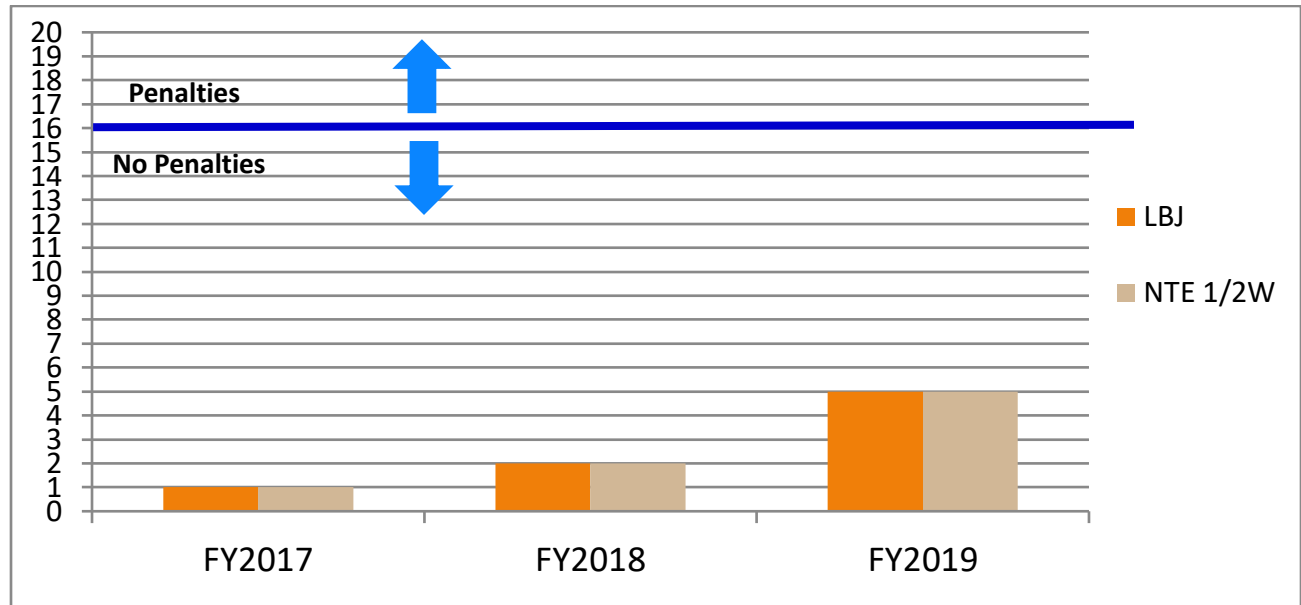
Percent of all transactions matched to a valid transponder account. Actuals reflect a three-month lag to process V-Tolls. Transponder-based transactions are the most efficient method to process and collect tolls. (Primary Departmental Objective of: Contact Center and Collections, Public Affairs, and Operations.)



**Target: 82% in two years**

### Compliance with TSA

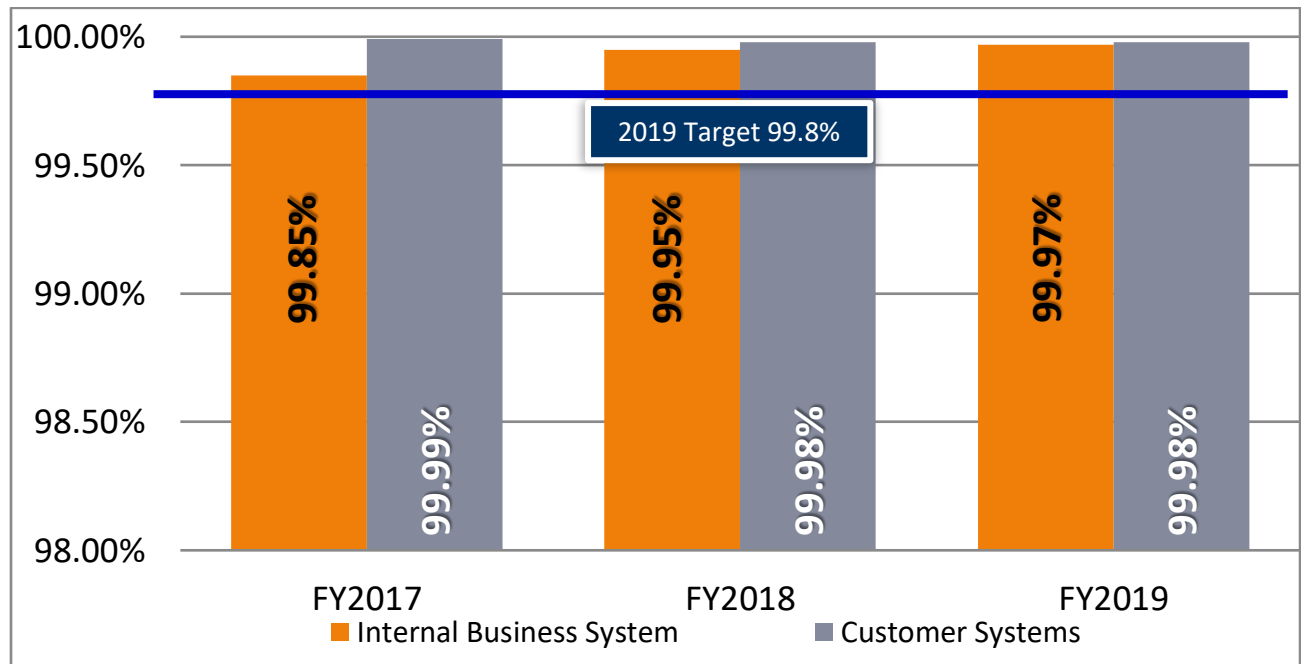
Comprehensive measurement of NTTA's ability to provide a high-level customer service. Tracks and monitors performance against TSA performance requirements. (Primary Departmental Objective of: Contact Center and Collections, Operations, Finance, and Information Technology.)



**Target: LBJ TEXpress - Not to exceed 16 points**  
**NTE TEXpress - Not to exceed 16 points**

### System Reliability

Availability of key internal and customers systems, phones, email and file servers outside of planned maintenance schedule. Measures IT's ability to provide stable systems to support business needs and serve our customers. (Primary Departmental Objective of: Information Technology.)

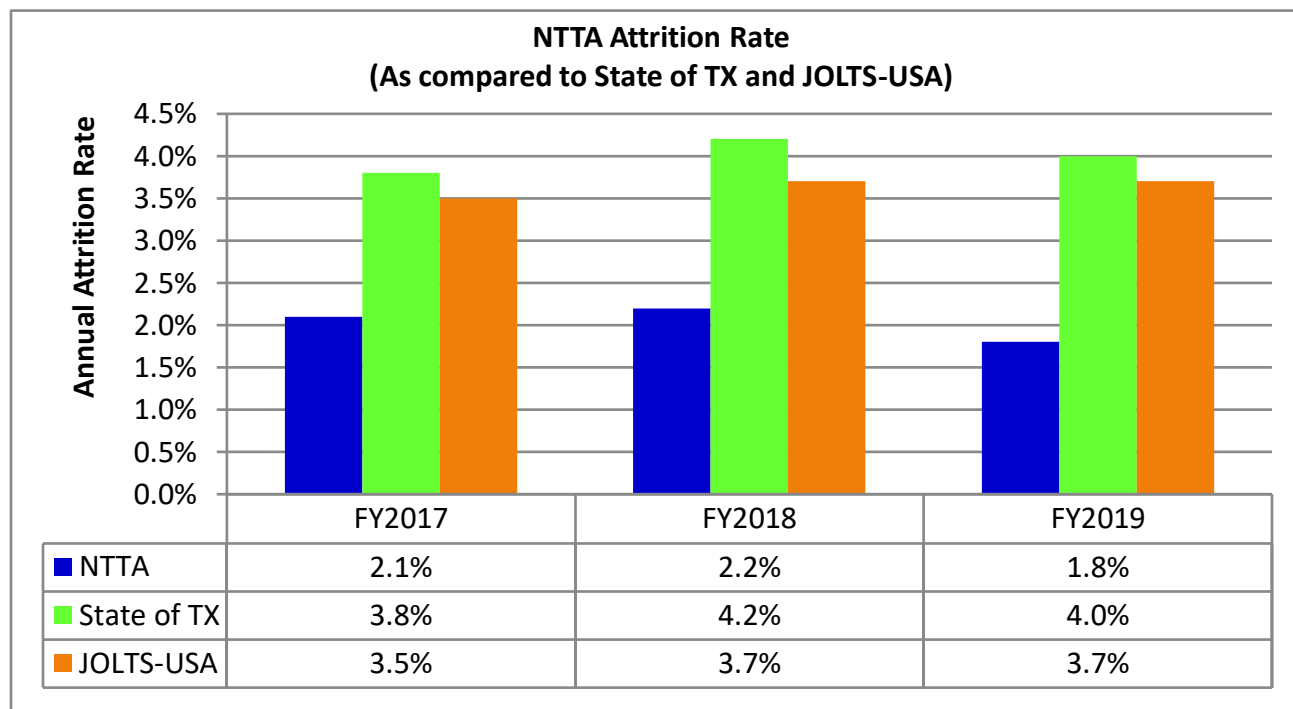


**Target: 99.8% or greater (20.16 minutes of unavailability a month per system)**



### Employee Turnover

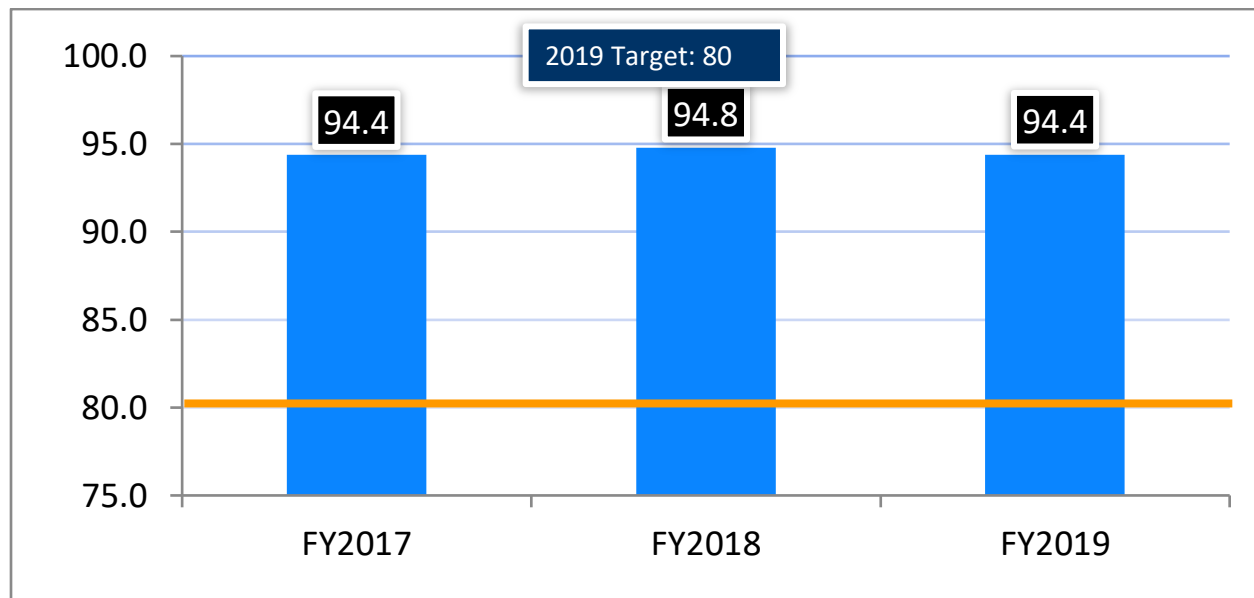
Authority-wide separations as compared to industry benchmark (Job Openings and Labor Turnover Survey - JOLTS). Indicator of NTTA's ability to retain employees. (Primary Departmental Objective of: Human Resources.)



**Target: At or below the industry benchmark**

### Maintenance Rating Program (MRP)

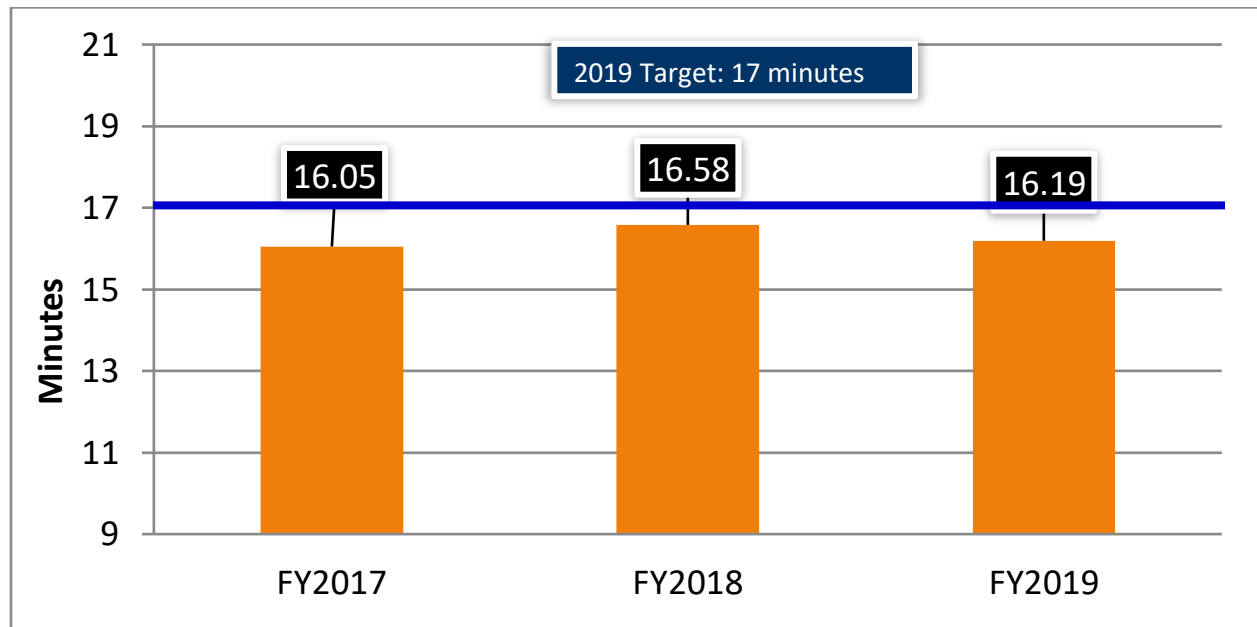
Success of the maintenance program to achieve predetermined asset conditions, which supports the GASB 34 assessment. Maintenance effectiveness and asset conditions are the product we deliver to our customers. (Primary Departmental Objective of: Maintenance.)



**Target: 80 monthly average**

### Roadside Safety Services Clearance Time

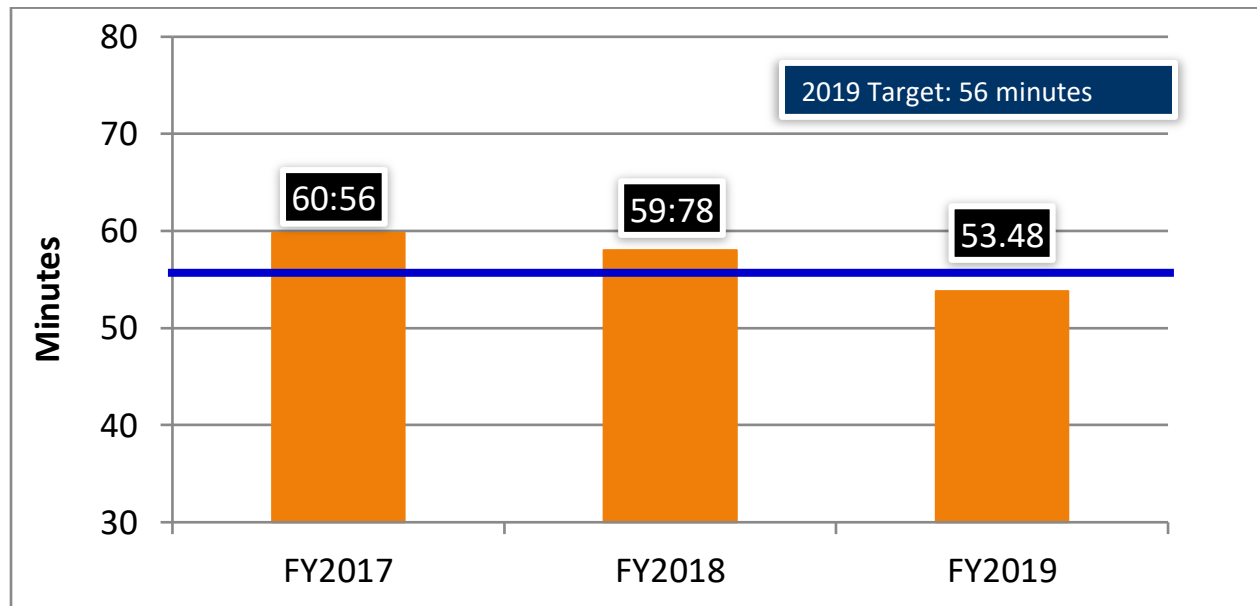
Amount of time from identification of a minor incident to the final departure from the scene (*minor incident defined as non-injury incidents/crashes, debris in road or motorist assist*). The sooner resources clear minor incidents the safer (and reliable) driving conditions become. (Primary Departmental Objective of: Traffic & Incident Management and Maintenance.)



Target: 17:00 minutes

### Average Accident Clearance Time

Amount of time from identification of a major incident to the final departure from the scene (*major incident defined as injury/fatality crashes/incidents, HAZMAT, fire, or large-scale disaster*). The sooner resources clear major incidents the safer (and reliable) driving conditions become. (Primary Departmental Objective of: Traffic & Incident Management and Maintenance.)



Target: 56 minutes

## Staff Performance Measures

<b>The following are staff functions to communicate with our customers and build strong, effective relationships with governments, partners and stakeholders. (Primary Departmental Objective of: Public Affairs, Board, and Administration.)</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Goal</b>	<b>2019 Actual</b>	<b>2020 Goal</b>
News Notifications (Public Affairs)	70	91	40	19	10
Commissioners Court Presentations (Public Affairs)	2	3	4	2	4
Public Board Meetings (Board and Administration)	12	11	12	10	10
Public Committee Meetings (Board and Administration)	9	13	23	18	16
Board Workshops (Board and Administration)	3	3	3	2	2

<b>The following are staff functions associated with the goal of a financially sound and vibrant organization. (Primary Departmental Objective of: Accounting, Treasury Management, and Internal Audit.)</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Goal</b>	<b>2019 Actual</b>	<b>2020 Goal</b>
Prepare and present monthly financial statements to the Board (Accounting)	12	12	12	12	12
Prepare a comprehensive annual financial report "CAFR" for independent outside auditor review (Accounting)	Received	Received	Receive Unqualified Opinion	Opinion Expected 2nd Qtr. 2020	Receive Unqualified Opinion
Submit CAFR for "Certificate of Achievement for Excellence in Financial Reporting" from the Government Finance Officers Association "GFOA"(Accounting)	Received	Received	Receive GFOA Certificate	Certificate Expected 3rd Qtr. 2020	Receive GFOA Certificate
Prepare and present annual budget and five year capital plan for Board approval (Treasury Management)	Approved	Approved	Board approval	Both Documents Approved	Both Documents approved by the Board
Submit annual budget for "Distinguished Budget Presentation Award" from GFOA (Treasury Management)	Received	Received	Receive GFOA Award	Received	Receive GFOA Award
Internal Control and Process Audits, Project Oversight (Internal Audit)	21	21	21	20	19

### Major Construction Projects: (Schedule, Changes Orders, Budget)

Managing project schedules included in the bond offering documents or other commitments for each project. Managing contract changes (e.g. change orders) for each individual major construction contract. Managing actual costs vs estimates (used for financing a project) for each project.

Delivering projects on schedule ensures anticipated revenue generation. Managing project scope minimizes project cost increases. Delivering projects on budget is important to ensure financial stability and reputation. (Primary Departmental Objective of: Project Delivery and Maintenance.)

PROJECT			Phase of Work	Budget (\$'s shown in millions)			Project Changes (\$'s shown in millions)		Schedule	
Corridor	Project Limits	Total Project Budget		Total Project Budget this Phase	Actual Spent to Date	Percent Spent of Total Project Budget this Phase	Project Contingency \$ (at current Phase)	Project Change Amount	Scheduled Completion (OTT)	Actual
DNT	SRT to US 380 4th Lane	\$100.0	Planning	\$7.3	\$0.7	10.3%	\$1.2	\$0.0	End 2024	On Schedule
	Bridges over US 380	\$90.3	Construction	\$90.3	\$6.5	7.2%	\$6.6	\$0.0	End 2022	On Schedule
	4A: US 380 to FM 428	\$349.3	Planning	\$26.4	\$3.4	13.0%	\$4.4	\$0.0	Mid 2026	On Schedule
	4B: Frontage Road	\$32.5	Design	\$4.2	\$2.7	65.0%	\$0.7	\$0.0	Mid 2022	On Schedule
PCBT	I-35E to DNT 4th Lane	\$33.8	Construction	\$33.8	\$28.4	84.2%	\$2.6	\$0.9	December 2019	On Schedule
	Beltline to I-35E 4th Lane	\$31.3	Construction	\$31.3	\$7.5	23.8%	\$2.7	\$0.0	December 2021	On Schedule
	I-20 to SH 183 4th Lane	\$45.2	Construction	\$45.2	\$3.4	7.6%	\$3.4	\$0.1	Mid 2022	On Schedule
SRT	Denton Tap to DNT 4th Lane	\$92.7	Construction	\$92.7	\$31.3	33.8%	\$7.0	\$1.1	December 2021	On Schedule
	DNT to US 75 4th Lane	\$98.8	Construction	\$98.8	\$31.2	31.6%	\$7.7	\$0.4	December 2021	On Schedule

**Targets: - Beat schedules in bond documents and commitments**

**- Budget to be within cost estimates used for financing and commitments**

## GFOA Distinguished Budget Award

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to North Texas Tollway Authority, for its annual budget for the fiscal year beginning Jan. 1, 2019. This is the ninth consecutive year of receiving this award. To be eligible for the award, a government entity must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and communications device.

The award is valid for a period of one year. We believe our FY2020 Budget continues to conform to program requirements, and we will submit it to GFOA to determine its eligibility for another award.

During FY2019, the Authority also received a Certificate of Achievement for Excellence in Financial Reporting from GFOA for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ending Dec. 31, 2018. This is the thirteenth consecutive year of receiving this certificate. The certificate is presented to government entities whose CAFRs achieve the highest standards in government accounting and financial reporting.

One of the goals in the Authority's Five-Year Strategic Plan is to maintain a financially sound and vibrant financial system. One of the objectives to accomplish this is to continuously improve and maintain financial processes. Receiving these awards are evidence of the Authority's commitment and dedication to accomplishing its goal and to supply documents that clearly and openly communicate the Authority's financial condition to the board, bondholders, elected officials and the general public.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**North Texas Tollway Authority  
Texas**

For the Fiscal Year Beginning

**January 1, 2019**

*Christopher P. Morill*

Executive Director



Lewisville Lake Toll Bridge



# Appendix A: Budget Policy and Process

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## INTRODUCTION

The Trust Agreement outlines North Texas Tollway Authority's policy for the adoption of the budget of Current Expenses (sometimes referred to as Annual Budget, Operating Budget, or Operation and Maintenance Fund) and payments into the Reserve Maintenance Fund for the ensuing fiscal year. In conjunction with developing the Operating Budget, staff prepares a Five-Year Capital Plan with estimates of expenditures for the Construction Funds, Reserve Maintenance Fund, Capital Improvement Fund and CIF-Revolving Account/Feasibility Study Fund that is approved by Board resolution. The detailed reports of the FY2020–2024 Five-Year Capital Plan are included under the Other Funds section of the FY2020 Operating Budget.

## BUDGETS OVERVIEW

The Authority uses accrual accounting for its budgets and financial information reports. The budget is established in accordance with the practices set forth in the provisions of the Trust Agreement for the North Texas Tollway Authority Revenue Bonds, as interpreted by the Authority. These practices are similar to U.S. generally accepted accounting principles (GAAP) for an enterprise fund on an accrual basis except that depreciation and amortization of certain non-infrastructure capital assets and related acquisition and revenue bond issuance costs are not included as an operating expense. In addition, interest accrued for certain periods during and after official construction, on certain bond issues can be capitalized as allowed by the Trust Agreement and bond resolution, rather than being reflected as an expense. Otherwise, revenues are recognized when they are earned, expenses are recognized in the period in which they are incurred, and all assets and liabilities associated with the operation of the Authority are included in the statement of net assets in accordance with the Trust Agreement as described above. This means that operating budgets are adopted on a non-GAAP basis.

Line item budgeting and control was adopted for the Authority's Operation and Maintenance Fund. A carefully itemized list of proposed expenses by line item is prepared for each department and compared to the same line items for the previous fiscal year. The summation of all departments is the Authority's annual budget that is approved by the Board of Directors. The budget control is at the department level and is maintained through the requisition approval process.

The Construction Fund, Reserve Maintenance Fund, Capital Improvement Fund and CIF-Revolving Account/Feasibility Study Fund use a program budgeting and control approach, focused on programs and projects.

## CASH BALANCES

The Trust Agreement requires that some funds maintain a cash balance. These cash balances include cash on deposit and investments held in the fund.

- Operation and Maintenance Fund is required to maintain a cash balance equal to one-sixth (1/6) of the total operating budget for the current fiscal year, plus all prior accruals for insurance and other periodic or regularly recurring expenses.
- Reserve Maintenance Fund is required to maintain a reserve balance of \$5,000,000.

Management determined that it is prudent to retain funds within the Capital Improvement Fund for unanticipated needs. During FY2010, the Authority's executive management requested and the Board of Directors approved a Rainy Day Fund Account in the CIF. The FY2020 fund balance is \$75.0 million. Use of this balance will require specific action by the Board. Given the issuance of subordinated debt, a CIF Bond Payment Account has a reserve amount equal to the next interest payment.



## **BUDGET POLICY**

The Authority's budget policy as outlined in Sections 505 and 506 of the Trust Agreement is stated below.

### **SECTION 505. PRELIMINARY BUDGET OF CURRENT EXPENSES, AND PAYMENTS INTO RESERVE MAINTENANCE FUND; HEARING ON BUDGET; ANNUAL BUDGET; FAILURE TO ADOPT ANNUAL BUDGET; AMENDED OR SUPPLEMENTAL ANNUAL BUDGET; PAYMENTS FOR MAINTENANCE, REPAIR, AND OPERATIONS.**

The Authority covenants that on or before the 60th day prior to the end of each Fiscal Year, it will adopt a preliminary budget of Current Expenses and payments into the Reserve Maintenance Fund for the ensuing Fiscal Year. Copies of each such preliminary budget shall be filed with the Trustee and mailed to the Consulting Engineers and each bondholder who shall have filed his name and address with the Board representative designated for such purpose, which shall initially be the Chief Financial Officer of the Authority.

If the holders of at least five percent (5%) in aggregate principal amount of the bonds then outstanding shall so request in writing on or before the 60th day prior to the end of any Fiscal Year, the Authority shall hold a public hearing on or before the 30th day prior to the end of such Fiscal Year at which any bondholder may appear in person or by agent or attorney and present any objections he may have to the final adoption of such budget. Notice of the time and place of such hearing shall be mailed, at least ten (10) days before the date fixed by the Authority for the hearing, to the Trustee, the Consulting Engineers, and each bondholder who shall have filed his name and address with the Board representative designated for such purpose, which shall initially be the Chief Financial Officer of the Authority. The Authority further covenants that on or before the first day of each Fiscal Year, it will finally adopt the budget of Current Expenses and payments into the Reserve Maintenance Fund for such Fiscal Year (hereinafter sometimes called the "Annual Budget"). Copies of the Annual Budget shall be filed with the Trustee and mailed to the Consulting Engineers and each bondholder who shall have filed his name with the Board representative designated for such purpose, which shall initially be the Chief Financial Officer of the Authority.

If for any reason the Authority shall not have adopted the Annual Budget before the first day of any Fiscal Year, the preliminary budget for such Fiscal Year or, if there is none prepared, the budget for the preceding Fiscal Year, shall, until the adoption of the Annual Budget, be deemed to be in force and shall be treated as the Annual Budget under the provisions of this Article.

The Authority may at any time adopt an amended or supplemental Annual Budget for the remainder of the then current Fiscal Year, and, when so adopted, the Annual Budget as so amended or supplemented shall be treated as the Annual Budget under the provisions of this Agreement; provided, however, that before the adoption of any such amended or supplemental Annual Budget, the Authority shall have obtained and filed with the Trustee the recommendations of the Consulting Engineers in connection therewith. Copies of any such amended or supplemental Annual Budget shall be filed with the Trustee and mailed to the Consulting Engineers and each bondholder who shall have filed his name with the Board representative designated for such purpose, which shall initially be the Chief Financial Officer of the Authority.

The Authority covenants that all payments for maintenance, repair and operation in any Fiscal Year will not exceed the reasonable and necessary amount required therefore, and that it will not expend any amount or incur any obligations for maintenance, repair, and operation in excess of the amounts provided for Current Expenses in the Annual Budget, or amended or supplemental Annual Budget, except as provided in Section 506 of this Article and except amounts payable from the Reserve Maintenance Fund and Capital Improvement Fund. Nothing in this Section contained shall limit the amount which the Authority may expend for Current Expenses in any Fiscal Year provided any amounts

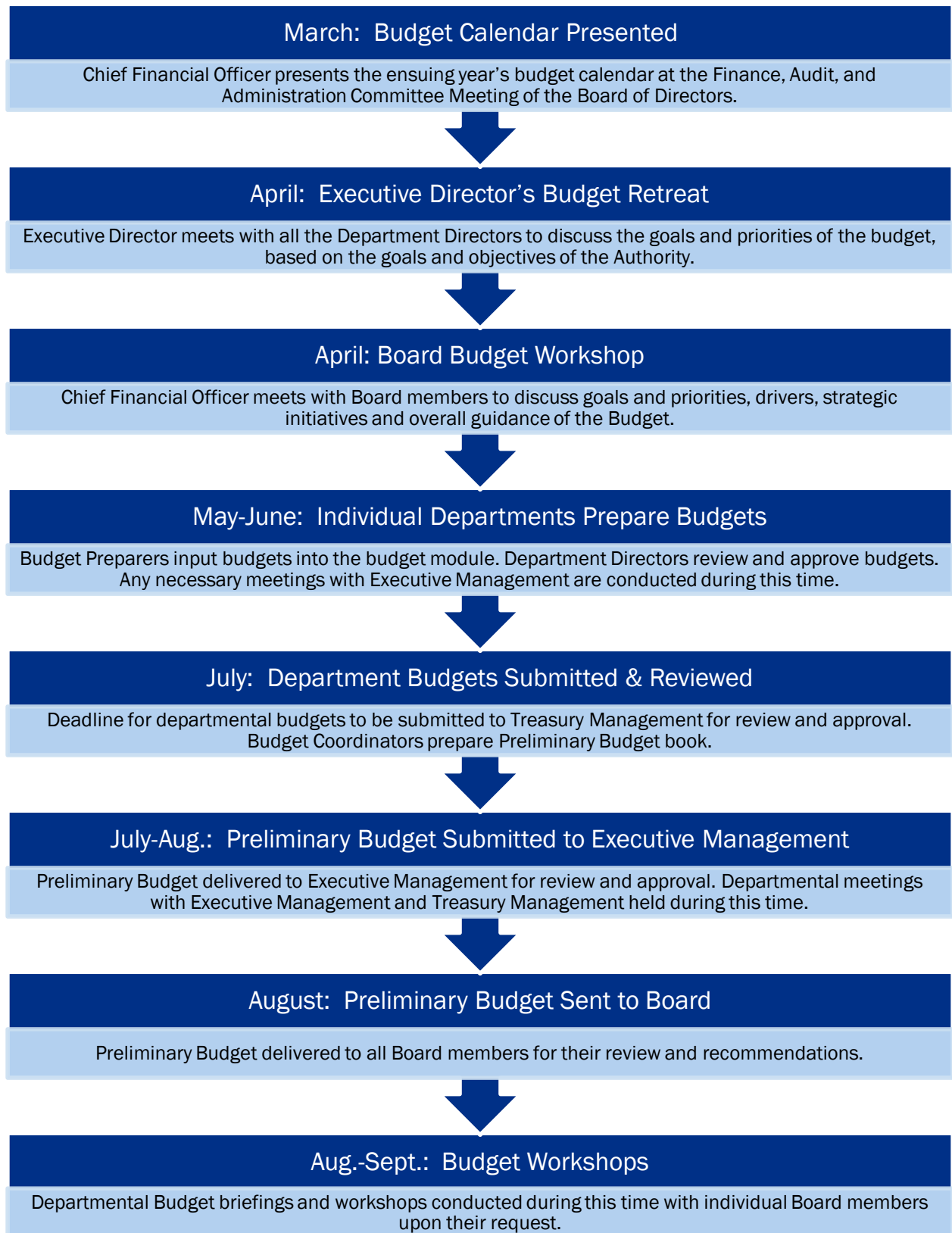
expended therefore in excess of the Annual Budget shall be received by the Authority from some source other than the Net Revenues of the Tollway for such Fiscal Year.

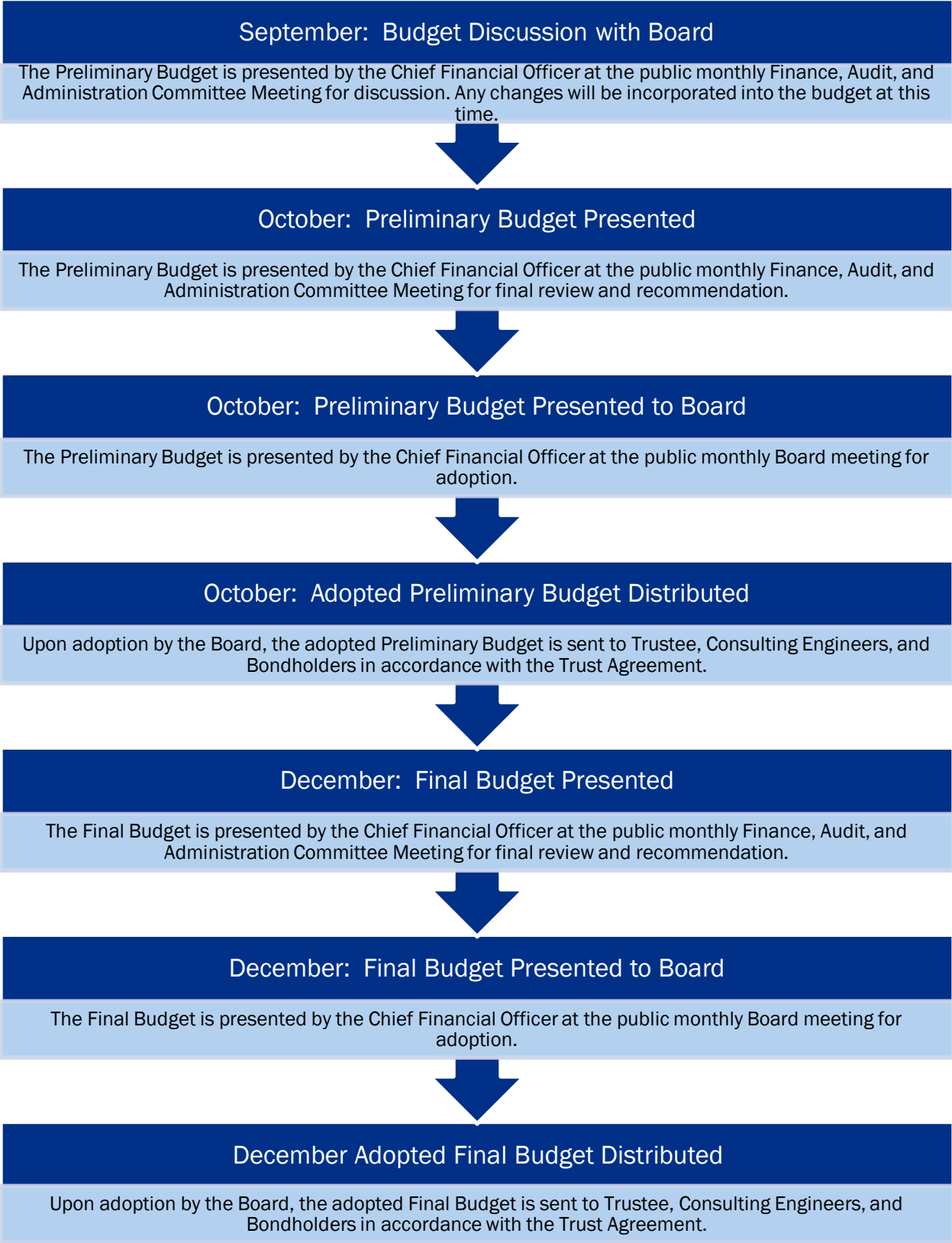
**SECTION 506. PAYMENT OF CURRENT EXPENSES FROM OPERATION AND MAINTENANCE FUND.**

The special fund held by the Authority and created and designated "Tollway Operation and Maintenance Fund" (hereinafter sometimes called the "Operation and Maintenance Fund") under the Original Agreement is hereby reaffirmed. On or before the first day of each month, the Trustee shall withdraw from the Revenue Fund and deposit to the credit of the Authority in the Operation and Maintenance Fund, on written request of the Authority, an amount which the Chairman or Vice Chairman and the Chief Financial Officer shall certify to be required to make the total amount in the Operation and Maintenance Fund equal to one-sixth (1/6) of the amount of the total Current Expenses scheduled for the then current Fiscal Year in the then current Annual Budget, plus all prior accruals for insurance and other periodic or regularly recurring expenses. All Current Expenses shall be paid directly by the Authority by drawing checks or drafts on the Operation and Maintenance Fund in such manner as may be determined by the Authority and such Fund shall be used for no other purpose.

The complete Amended and Restated Trust Agreement is available at [www.NTTA.org](http://www.NTTA.org)

## BUDGET PROCESS





## BUDGET CALENDAR

DATE	EVENT
<b>January 24, 2019 (Thursday)</b>	Request updated revenues from Traffic and Revenue consultant
<b>March 29, 2018 (Friday)</b>	Updated revenues due from consultants
<b>April 2, 2019 (Tuesday)</b>	Executive Director's FY2020 Staff Budget Meeting to discuss budget priorities and overall direction, including compensation and benefits
<b>April 3, 2019 (Wednesday)</b>	Questica Budget Tool available for inputting Budget
<b>April 3 - April 30, 2019</b>	Individual departments prepare Budget
<b>June 9, 2019 (Thursday)</b>	Board Budget Workshop
<b>June 28, 2019 (Friday)</b>	Department budgets due to Treasury Management including FY2020 department objectives supporting the Five-Year Strategic Goals.
<b>July 19, 2019 (Friday)</b>	Preliminary budget distributed to Executive Management
<b>July 15 - July 26, 2019</b>	Departmental meetings with Executive Management and Treasury Management
<b>August 2, 2019 (Friday)</b>	Review by Executive Management completed
<b>August 9, 2019 (Friday)</b>	Preliminary Budget delivered to Board Members
<b>August 14 - September 30, 2019</b>	Department Budget Briefings (If requested by Board Members)
<b>September 5, 2019 (Thursday)</b>	Finance, Audit, and Administration Committee First Preliminary Budget Review
<b>October 3, 2019 (Thursday)</b>	Finance, Audit, and Administration Committee Second Preliminary Budget Review
<b>October 16, 2019 (Wednesday)</b>	Board Meeting Preliminary Budget Approval
<b>December 5, 2019 (Thursday)</b>	Finance, Audit, and Administration Committee Final Budget Review
<b>December 18, 2019 (Wednesday)</b>	Board Meeting Final Budget Approval

*Assumes Thursday Committee Meetings and Wednesday Board Meetings*

## Appendix B: Financial Policies

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### INTRODUCTION

The North Texas Tollway Authority's financial policies are mainly guided by the Trust Agreement and are developed to conform to accounting principles generally accepted in the United States.

### BASIS OF ACCOUNTING/BUDGETING

The operations of the Authority, including the CIF-Revolving Account/Feasibility Study Fund, are accounted for as an enterprise fund 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, expenses are recognized in the period in which they are incurred, and all assets and liabilities associated with the operation of the Authority are included in the Statement of Net Assets. The assets of the Authority are stated at cost with the exception of certain investments, which are stated at fair value.

The Authority applies all applicable GASB pronouncements, as well as all FASB Statements and Interpretations, APB Opinions and Accounting Research Bulletins issued on or before November 30, 1989, unless those statements conflict with or contradict GASB pronouncements.

The principal revenues of the Authority are toll revenues received from customers. Operating expenses for the Authority include the costs of operating and maintaining the Authority and administrative expenses. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

The Trust Agreement requires that certain funds and accounts be established and maintained. The Authority consolidates these Authority funds and accounts for the purpose of enterprise fund presentation in its external financial statements.

In accordance with House Bill 749, an act of the 72nd Legislature of Texas, the Authority may transfer an amount from a surplus fund (currently Capital Improvement Fund) established for a turnpike project to the North Texas Tollway Feasibility Study Fund (Feasibility Study Fund). However, the Authority may not transfer an amount that results in a balance in the surplus fund that is less than the minimum balance required in the Trust Agreement for that project, if any.

The costs of studies funded by the Feasibility Study Fund are deferred until the feasibility of the project is determined. If the project is pursued, the Feasibility Study Fund is reimbursed for related study costs from the proceeds of the project's bond issue. However, the study costs associated with projects determined to be unfeasible are removed from the statement of assets and liabilities and written off to expense when approved by the Executive Director.

#### (a) Restricted Assets

Certain proceeds of the Revenue Bonds are restricted by applicable bond covenants for construction or restricted as reserves to ensure repayment of the bonds. In addition, certain other assets are accumulated and restricted on a monthly basis in accordance with the Trust Agreement for paying interest and principal payments that are due on a semiannual and annual basis, respectively, and for maintaining the reserve funds at the required levels. Payments from these restricted accounts are strictly governed by the Trust Agreement and can only be made in compliance with the Trust Agreement. Limited types of expenses may be funded from these accounts. Expenses that do not meet these requirements are funded from unrestricted accounts.

The funds and accounts that have been established in accordance with the Trust Agreement are as follows:

- **Construction and Property Fund** – The Construction and Property Fund was created to account for that portion of the proceeds from the sale of the Authority Revenue Bonds, which were required to be deposited with the trustee in order to pay all costs of construction. There also may be deposited in the Construction and Property Fund any monies received from any other source for paying the cost of the Authority.
- **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 Authority. All revenues of this fund are distributed to other funds in accordance with the Trust Agreement.
- **Operation and Maintenance Fund** – The Operation and Maintenance Fund (OMF) was created to account for and pay current operating expenses of the Authority.
- **Reserve Maintenance Fund** – The Reserve Maintenance Fund (RMF) 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, renewal, 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.
- **Capital Improvement Fund** – The Capital Improvement Fund (CIF) was created to account for the cost of repairs, enlargements, extensions, resurfacing, additions, renewals, improvements, reconstruction and replacements, capital expenditures, engineering, and other expenses relating to the powers or functions of the Authority in connection with the Authority, or for any other purpose now or hereafter authorized by law. This CIF fund will also be combined with a revolving account, called the Feasibility Study Fund (FSF) to use exclusively for payment of studying the cost and feasibility and any other expenses relating to: (1) the preparation and issuance of bonds for the acquisition and construction of a proposed turnpike project for the Authority; (2) the financing of the improvement, extension or expansion of an existing turnpike for the Authority; (3) private participation, as authorized by law, in the financing of a proposed turnpike project for the Authority, the refinancing of an existing turnpike project for the Authority or the improvement, extension or expansion of a turnpike project for the Authority.
- **First, Second and Third Tier; Bond Interest Accounts** – The Bond Interest Accounts were created to account for the payment of the interest requirements of the revenue bonds.
- **First, Second and Third Tier; Reserve Accounts** – The Reserve Accounts were created for the purpose of paying interest and principal of the bonds whenever and to the extent that the monies held for the credit of the Bond Interest Accounts and the Redemption Accounts shall be insufficient for such purpose. The required reserve is an amount equal to the average annual debt service requirements of all bonds outstanding.
- **First, Second and Third Tier; Redemption Accounts** – The Redemption Accounts were created to account for the payment of the annual principal requirements of the revenue bonds.

#### **(b) Cash and Investments**

Cash balances include amounts in demand deposits and overnight sweeps of the commercial account. These deposits are fully collateralized or covered by federal deposit insurance. The Authority considers other money market funds to be investments. The carrying amount of the investments is fair value. The net change in fair value of investments is recorded on the Statement of Revenues, Expenses, and Changes in Net Assets and includes the unrealized and realized gains and losses on investments.

#### **(C) Capital Assets**

All capital assets are stated at historical cost, except for donated assets, which are valued at the estimated fair value of the item at the date of its donation. This includes costs for infrastructure assets (right-of-way, highways, bridges, and highway and bridge substructures), toll equipment, buildings, land, toll facilities, and other related costs, including software, property and equipment with a value greater than \$5,000.

Highway and bridge substructures include road sub-base, grading, land clearing, embankments, and other related costs. Also included in capital assets are the costs of certain real estate for right-of-way requirements and administrative and legal expenses incurred during the construction period.

The costs to acquire additional capital assets, which replace existing assets or improve the efficiency of the Authority, are capitalized. Under the Authority's policy of accounting for infrastructure assets pursuant to the "preservation method of accounting" or "modified approach," property costs represent an historical accumulation of costs expended to acquire rights-of-way and to construct, improve, and place in operation the various projects and related facilities. These infrastructure assets are considered "indefinite lived assets," that is, the assets themselves will last indefinitely and are, therefore, not depreciated. Costs related to renewing and maintaining these assets are not capitalized, but instead are considered period costs and are included in preservation expense classified as part of reserve maintenance and capital improvement expenses. Additional charges to preservation expense occur whenever the condition of the infrastructure assets is determined to be at a level that is below the standards adopted by the Board of Directors of the Authority.

**(d) Compensated Absences**

Vested or accumulated vacation leave is recorded as an expense and liability as the benefits accrue to employees. No liability is recorded for non-vesting accumulating rights to receive sick pay benefits.

**(e) Deferred Amount on Refunding of Revenue Bonds**

The deferred amount on refunding of revenue bonds incurred on advance refunding of such bonds relates to the difference between the reacquisition price and the net carrying amount of the refunded bonds. The amount deferred is included as a reduction to revenue bonds payable and is amortized in a systematic and rational manner over the life of the refunded bonds or the life of the refunding bonds, whichever is shorter.

**(f) Bond Discounts, Premiums, and Bond Issuance Costs**

Costs incurred in connection with the offering and sale of bonds for construction purposes are deferred and amortized over the life of the bonds. Revenue bonds payable are reported net of unamortized bond discount or premium.

**(g) Arbitrage Rebate Payable**

The Tax Reform Act of 1986 imposed additional restrictive regulations, reporting requirements, and arbitrage rebate liability on issuers of tax-exempt debt. This represents interest earnings on bond proceeds in excess of amounts allowed under the Act. This Act requires the remittance to the Internal Revenue Service (IRS) of 90% of the cumulative arbitrage rebate within 60 days of the end of each five-year reporting period following the issuance of governmental bonds.

**(h) Estimates**

The preparation of financial statements in accordance with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

**(i) Debt Service Requirements**

Each year, the Authority completes a review of its financial condition for estimating whether the net revenues of the Authority for the year will meet its debt covenants.

Pursuant to the Trust Agreement, the Authority has agreed that it will at all times keep in effect a plan for toll collecting facilities and a toll rate schedule, which will raise and produce net revenues during each fiscal year sufficient to satisfy the greatest of (1), (2), or (3) below:

- 1) 1.35 times the scheduled debt service requirements on all outstanding First Tier Bonds for the fiscal year; or



- 2) 1.20 times the scheduled debt service requirements on all outstanding First Tier Bonds and Second Tier Bonds for the fiscal year; or
- 3) 1.00 times the scheduled debt service requirements on all outstanding First Tier Bonds, Second Tier Bonds, Third Tier Bonds and all other obligations secured by net revenues for the fiscal year.

The Authority covenants that it will promptly pay the principal of and the interest on every bond, including Payment Obligations, at the places, on the dates and in the manner provided herein and in said bonds, and any premium required for the retirement of said bonds by redemption, according to the true intent and meaning thereof. The principal, interest (except interest paid from proceeds of the bonds) and premiums are payable solely in the priorities and from the sources herein described, including the tolls and other revenues derived from the ownership and operation of the Tollway, which sources, tolls, and other revenues are hereby pledged to the payment thereof in the manner and to the extent hereinabove particularly specified, and nothing in the bonds or in this Agreement shall be construed as pledging any other funds or assets of the Authority for their payment.

The Authority also covenants that, until the bonds and the interest thereon shall have been paid or provision for such payment shall have been made, none of the revenues of the Authority will be used for any purpose other than as provided in the Trust Agreement, and no contract or contracts will be entered into or any action taken by which the rights of the Trustee or of the bondholders will be impaired or diminished, except as provided in the Trust Agreement.

#### **(j) Financial Reporting Requirements**

In accordance with the Trust Agreement, the Authority covenants that it will keep an accurate record of the daily tolls and other revenues collected, of the number and class of vehicles using its toll roads and of the application of such tolls. Such record shall be open to the inspection of the bondholders and their agents and representatives.

The Authority further covenants that once each month it will cause to be filed with the Trustee and mailed to the Consulting Engineers, the Traffic Engineers, and each bondholder who shall have filed his name with the Board Representative designated for such purpose, which shall initially be the Chief Financial Officer of the Authority, copies of any revision of the Toll Rate Schedule during the preceding calendar month and a report setting forth in respect of the preceding calendar month:

- 1) the income and expense account of the Authority,
- 2) the number of vehicles in each class using the Authority,
- 3) all payments, deposits and credits to and any payments, transfers and withdrawals from each Fund and Account created under the provisions of the Trust Agreement,
- 4) all bonds issued, paid, purchased or redeemed,
- 5) the amounts at the end of such month to the credit of each Fund and Account, showing the respective amounts to the credit of each such Fund and Account, and any security held therefore, and showing the details of any investments thereof, and
- 6) the amounts of the proceeds received from any sales of property pursuant to the provisions of Section 712 of the Trust Agreement.

At the conclusion of each quarter, the Controller presents the quarterly financial reports, based on the above requirements, to the Authority's Board of Directors.

The Authority further covenants that during the month following the end of each Fiscal Year, it will cause an audit to be made of its books and accounts relating to the Authority for the previous Fiscal Year by an independent certified public accountant of recognized ability and standing. Promptly thereafter reports of each audit shall be filed with the Authority and the Trustee, and copies of such report shall be mailed by the Authority to the Consulting Engineers, the Traffic Engineers, and each bondholder who shall have filed his name with the Board Representative designated for such purpose,

which shall initially be the Chief Financial Officer of the Authority. Each such audit shall set forth in respect to the preceding Fiscal Year the same matters as are hereinabove required for the monthly reports and the findings of such certified public accountants whether the moneys received by the Authority under the provisions of the Trust Agreement have been applied in accordance with the provisions of the Trust Agreement. Such monthly reports and annual audit reports shall be open to the inspection of the bondholders and their agents and representatives.

At the conclusion of the Authority's fiscal year, the Finance department assembles the above reports into a Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting principles established by GASB. The statement is prepared to meet the criteria of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting Program.

# Appendix C: Debt Policy

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## PHILOSOPHY

The North Texas Tollway Authority intends to use debt wisely to maximize expansion within acceptable levels of risk. Because of the wide range of projects being considered for bond funding, this policy sets parameters within which flexibility is retained to respond to specific circumstances.

## PURPOSES FOR WHICH DEBT MAY BE ISSUED

- Construction and acquisition costs of projects approved by the NTTA Board of Directors (including feasibility and engineering studies)
- Major capital improvements or repairs to existing facilities
- Refunding of outstanding debt to:
  - Realize net present value savings (with a goal of four percent (4%)),
  - Increase debt capacity,
  - Improve efficiency of debt structure, or
  - Achieve such other reasonable result.
- Shall not be used to fund routine operations or maintenance or for the purpose of investing

## LIMITATIONS ON LEVEL OF INDEBTEDNESS

- Level of indebtedness is governed by estimated net revenue stream.
- Toll rates necessary to meet coverage requirement should be reasonable according to toll sensitivity analysis prepared by the Traffic Engineer.
- Goal is to maintain 1.5X coverage on system senior-lien bond debt. Trust Agreement requires a 1.35X coverage.
- Must comply with all Trust Agreement and loan agreement requirements for issuance of additional debt.

## CREDIT OBJECTIVES

- Maintain “A” rating or better.
- Continue required disclosure and periodic communication with rating agencies.
- Use bond insurance or other types of credit enhancement when cost effective.

## PERMISSIBLE TYPES OF DEBT

- Short-term
  - Variable Rate Bonds
  - Commercial Paper may be issued to minimize capitalized interest during the design phase or construction period of an eligible project or for certain equipment purchase or capital improvements.
  - Total short-term debt should not exceed twenty percent (20%) of all outstanding debt.
- Long-term fixed-rate bonds may only be used for funding projects approved by the NTTA Board of Directors, refunding outstanding debt or to replace/take out short-term debt.

## ALLOWABLE DEBT STRUCTURES

- Term of debt may not exceed expected useful life of the project or equipment financed, and in no case may exceed 40 years.
- Debt service structure shall correspond to estimated net revenue stream.

- Use of specific structural elements (zero-coupon bonds, capital appreciation bonds, subordinate lien bonds, swaps, forward delivery, derivatives, etc.) will be based on analysis and recommendation of staff, financial advisor, senior underwriter and bond counsel.

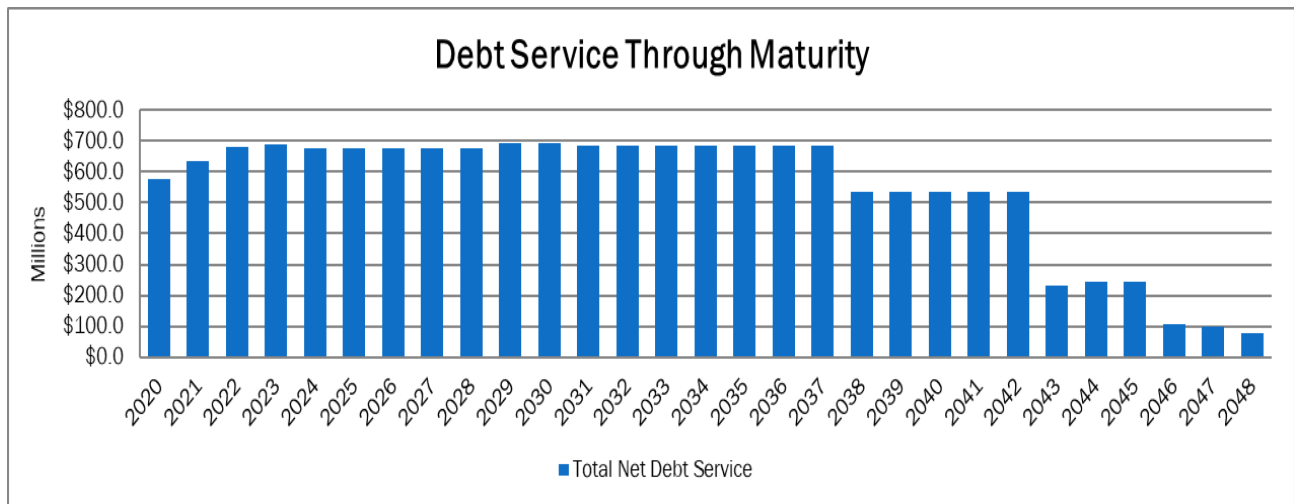
**Revenue Bonds Outstanding  
As of July 31, 2019**

<b>Description of Issue</b>	<b>Beginning Balance</b>		<b>Additions</b>	<b>Matured or Retired</b>	<b>Ending Balance</b>
	<b>Jan. 1, 2019</b>				
Series 2005C	\$ 42,955,000	\$ -		\$ (31,150,000)	\$ 11,805,000
Series 2008D	750,421,341	26,008,252		-	776,429,593
Series 2008I	295,165,000	-		-	295,165,000
Series 2009A	69,865,000	-		(69,865,000)	-
Series 2009B	825,000,000	-		-	825,000,000
Series 2009C	170,730,000	-		(170,730,000)	-
Series 2010A*	90,000,000	-		-	90,000,000
Series 2010B*	310,000,000	-		(260,000,000)	50,000,000
Series 2011B	268,625,000	-		-	268,625,000
Series 2012A	25,930,000	-		-	25,930,000
Series 2012B	383,625,000	-		-	383,625,000
Series 2012D	32,815,000	-		-	32,815,000
Series 2014A	310,415,000	-		(223,895,000)	86,520,000
Series 2014B	146,420,000	-		-	146,420,000
Series 2014C VAR	223,895,000	-		-	223,895,000
Series 2015A	844,060,000	-		-	844,060,000
Series 2015B	753,095,000	-		-	753,095,000
Series 2016A	966,850,000	-		-	966,850,000
Series 2017A	1,743,320,000	-		-	1,743,320,000
Series 2017B	765,995,000	-		-	765,995,000
Series 2018	356,085,000	-		-	356,085,000
Series 2019A	-	429,870,000		-	429,870,000
Series 2019B	-	222,510,000		-	222,510,000
<b>Totals</b>	<b>\$ 9,375,266,341</b>	<b>\$ 678,388,252</b>		<b>\$ (755,640,000)</b>	<b>\$ 9,298,014,593</b>

\*Issued out of the Capital Improvement Fund. This debt is supported solely out of excess revenues flowing into the Capital Improvement Fund.

## Outstanding Debt Service

FY Ending 12/31	First Tier Net Debt Service	Second Tier Net Debt Service	Third Tier Net Debt Service	ISTEA Loan Debt Service	Subordinated Lien	Total Net Debt Service
					Bonds Debt Service	
2020	423,557,067	128,881,163	-	15,322,396	8,449,499	576,210,125
2021	448,564,567	133,437,913	-	15,322,396	37,923,718	635,248,594
2022	442,512,967	183,604,213	-	15,322,396	37,862,780	679,302,356
2023	455,267,967	187,694,563	-	15,322,396	32,038,721	690,323,647
2024	455,566,967	197,279,313	-	15,322,396	8,473,737	676,642,413
2025	486,364,217	166,479,313	-	15,322,396	8,462,255	676,628,181
2026	492,124,967	160,719,813	-	15,322,396	8,456,425	676,623,601
2027	488,366,917	164,509,063	-	15,322,396	8,449,977	676,648,353
2028	500,514,905	152,325,563	-	15,322,396	8,436,921	676,599,785
2029	475,520,655	208,475,313	-	-	8,426,128	692,422,096
2030	411,625,155	272,372,919	-	-	8,416,185	692,414,259
2031	407,775,655	276,220,063	-	-	-	683,995,718
2032	450,331,655	233,664,313	-	-	-	683,995,968
2033	465,391,005	218,604,813	-	-	-	683,995,818
2034	529,093,955	154,904,613	-	-	-	683,998,568
2035	552,714,105	131,285,563	-	-	-	683,999,668
2036	578,557,955	105,438,663	-	-	-	683,996,618
2037	628,471,105	55,525,870	-	-	-	683,996,975
2038	481,724,855	53,272,063	-	-	-	534,996,918
2039	482,661,805	52,336,313	-	-	-	534,998,118
2040	484,589,346	50,410,313	-	-	-	534,999,659
2041	486,622,779	48,372,563	-	-	-	534,995,342
2042	490,848,169	44,150,063	-	-	-	534,998,232
2043	199,427,658	32,163,813	-	-	-	231,591,471
2044	184,690,480	59,889,313	-	-	-	244,579,793
2045	142,624,790	101,968,063	-	-	-	244,592,853
2046	9,151,468	98,196,563	-	-	-	107,348,031
2047	-	99,192,063	-	-	-	99,192,063
2048	-	77,020,914	-	-	-	77,020,914
<b>Total</b>	<b>\$ 11,654,663,136</b>	<b>\$ 3,848,395,091</b>	<b>\$ -</b>	<b>\$ 137,901,564</b>	<b>\$ 175,396,346</b>	<b>\$ 15,816,356,137</b>



**North Texas Tollway Authority - 360 Tollway Loan**

Date December 31	Loan Disbursements	Principal Payment	Interest Accrued	Interest Payment	Debt Service	Outstanding Loan Balance
2018	294,000,000		8,330,000			302,330,000
2019			12,849,025			315,179,025
2020			13,395,109			328,574,134
2021			13,964,401			342,538,534
2022			14,557,888			357,096,422
2023			15,176,598	(15,176,598)	(15,176,598)	357,096,422
2024			15,176,598	(15,176,598)	(15,176,598)	357,096,422
2025			15,176,598	(15,176,598)	(15,176,598)	357,096,422
2026			15,176,598	(15,176,598)	(15,176,598)	357,096,422
2027			15,176,598	(15,176,598)	(15,176,598)	357,096,422
2028		(8,289,823)	15,176,598	(15,176,598)	(23,466,421)	348,806,599
2029		(8,642,141)	14,824,280	(14,824,280)	(23,466,421)	340,164,458
2030		(9,009,432)	14,456,989	(14,456,989)	(23,466,421)	331,155,026
2031		(9,392,333)	14,074,089	(14,074,089)	(23,466,421)	321,762,694
2032		(9,791,507)	13,674,914	(13,674,914)	(23,466,421)	311,971,187
2033		(10,207,646)	13,258,775	(13,258,775)	(23,466,421)	301,763,541
2034		(10,641,471)	12,824,951	(12,824,951)	(23,466,421)	291,122,071
2035		(11,093,733)	12,372,688	(12,372,688)	(23,466,421)	280,028,338
2036		(11,565,217)	11,901,204	(11,901,204)	(23,466,421)	268,463,121
2037		(12,056,739)	11,409,683	(11,409,683)	(23,466,421)	256,406,382
2038		(12,569,150)	10,897,271	(10,897,271)	(23,466,421)	243,837,232
2039		(13,103,339)	10,363,082	(10,363,082)	(23,466,421)	230,733,894
2040		(13,660,231)	9,806,190	(9,806,190)	(23,466,421)	217,073,663
2041		(14,240,790)	9,225,631	(9,225,631)	(23,466,421)	202,832,872
2042		(14,846,024)	8,620,397	(8,620,397)	(23,466,421)	187,986,848
2043		(15,476,980)	7,989,441	(7,989,441)	(23,466,421)	172,509,868
2044		(16,134,752)	7,331,669	(7,331,669)	(23,466,421)	156,375,116
2045		(16,820,479)	6,645,942	(6,645,942)	(23,466,421)	139,554,638
2046		(17,535,349)	5,931,072	(5,931,072)	(23,466,421)	122,019,289
2047		(18,280,601)	5,185,820	(5,185,820)	(23,466,421)	103,738,687
2048		(19,057,527)	4,408,894	(4,408,894)	(23,466,421)	84,681,160
2049		(19,867,472)	3,598,949	(3,598,949)	(23,466,421)	64,813,688
2050		(20,711,839)	2,754,582	(2,754,582)	(23,466,421)	44,101,849
2051		(21,592,093)	1,874,329	(1,874,329)	(23,466,421)	22,509,757
2052		(22,509,757)	956,665	(956,665)	(23,466,421)	0
	294,000,000	(357,096,422)		(305,447,097)	(662,543,519)	

Note: 2018 Interest Accrued includes 8 months of interest as the road opened in early May 2018

## Appendix D: Major Revenue Source

Toll revenue collected on the System is the Authority's major source of revenue. It accounted for \$928,342,600 of the FY2020 Operating Budget's total estimated revenues, or 93.1%.

### TOLL REVENUE

The Authority Act authorizes the Authority to fix, revise, charge, and collect tolls for the use of the NTTA System, and provides that such tolls will be so fixed and adjusted as to provide funds sufficient with other revenues, if any, to pay the cost of maintaining, repairing and operating the NTTA System and the principal of and the interest on bonds issued in connection with the NTTA System as the same become due and payable, and to create reserves for such purposes. The Authority Act states that such tolls will not be subject to supervision or regulation by any agency of the State or any local governmental entity.

The Authority has adopted a toll rate schedule for the NTTA System in substantial conformity with the recommendations of the Traffic Engineers. The Authority covenants in the Trust Agreement that it will keep in effect a toll rate schedule that will raise and produce Net Revenues (Total Revenue less Operating Expenses) sufficient to satisfy its debt service requirements.

The toll rates on the System depend on the method of collection. TollTag rates are 19.0 cents per mile on the Dallas North Tollway, the President George Bush Turnpike, the Chisholm Trail Parkway and the Sam Rayburn Tollway. They are aligned with the regional toll rate adopted by the Regional Transportation Council in April 2006. TollTag rates are 66.0 cents per one-way trip on both Mountain Creek Lake Bridge and Addison Airport Toll Tunnel, and \$1.32 on Lewisville Lake Toll Bridge. ZipCash rates on all facilities are 50% more than the TollTag rates. Rates are adjusted on July 1 of every odd year by 5.6%.

The outside Traffic Engineers, currently CDM Smith provide the Authority's traffic and toll revenue estimates. They conducted a toll sensitivity analysis of the System that shows the current and planned toll charges on the System are below the theoretical revenue maximization points. This demonstrates that, if needed, there is expected to be potential for revenue enhancement through toll increases above those assumed for traffic and revenue forecasting purposes.

The schedule below shows CDM Smith and C&M Associates, Inc. toll revenue estimates for the System, over the next five years.

Roadway	Estimated NTTA System Annual Toll Revenue				
	FY2020	FY2021	FY2022	FY2023	FY2024
DNT	\$290,647,700	\$298,955,300	\$314,056,500	\$327,496,100	\$341,720,900
PGBT	248,784,600	304,287,100	319,808,900	334,671,300	350,443,800
AATT	1,276,700	1,398,700	1,458,000	1,516,800	1,578,200
MCLB	1,567,600	1,768,500	1,845,100	1,913,500	1,992,100
LLTB	9,938,800	9,999,300	10,450,900	10,931,900	11,442,100
SRT	208,252,900	218,516,700	231,043,300	243,266,200	254,863,800
PGBT WE	106,759,400	71,568,700	79,587,700	85,220,500	90,049,500
CTP	61,114,900	64,666,900	68,965,900	73,505,400	78,482,400
<b>System Totals</b>	<b>\$928,342,600</b>	<b>\$971,161,200</b>	<b>\$1,027,216,300</b>	<b>\$1,078,521,700</b>	<b>\$1,130,572,800</b>

The above estimated revenue numbers include the following assumptions.

### NTTA SYSTEM TOLLING (EXCLUDING SRT AND PGBT EE)

- Toll rate for two-axle vehicles with TollTags is \$0.19 per mile for the DNT and PGBT starting July 1, 2019.

- Toll rate for two-axle vehicles with TollTags is \$0.657 for the MCLB and the AATT starting July 1, 2019.
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greatest of (a) 50% of the TollTag toll or (b) 20 cents per transaction.
- Tolls charged to users at any tolling location are rounded to the next highest penny.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.

## **SRT TOLLING**

- Toll rate for two-axle vehicles with TollTags is \$0.19 per mile starting July 1, 2019, and thereafter toll rates shall be determined in accordance with the SRT Project Agreement, as amended, and shall be the maximum rates allowed under the SRT Project Agreement, as amended.
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greatest of (a) 50% of the TollTag toll or (b) 20 cents per transaction.
- Tolls charged to users at any tolling location are rounded to the next highest penny.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting on the SRT, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.

## **PGBT EE TOLLING**

- The Construction, Operation and Maintenance Agreement for the PGBT EE between the Authority and TxDOT dated December 5, 2007, (the "EE Project Agreement") provides for a supplemental toll on the PGBT EE (the "Regional Toll") to be collected by the Authority and held in trust by TxDOT for the benefit of the North Central Texas region. The Regional Toll and the toll charged by NTTA (the "NTTA Toll") together constitute the publicly announced toll (the "Unified Toll"), but the Regional Toll will not constitute or be considered as the property or revenues of the Authority or the NTTA System.
- The Unified Toll rate for two-axle vehicles with TollTags is \$0.229 per mile as of July 1, 2019. The NTTA Toll rate for two-axle vehicles with TollTags is \$0.19 per mile for PGBT EE as of July 1, 2019. The Regional Toll rate for two-axle vehicles with TollTags is \$0.038 per mile for PGBT EE as of July 1, 2019. The Unified Toll rate for two-axle vehicles with TollTags is increased 3.0% per year thereafter, with toll adjustments made July 1 of every odd year thereafter. Unified TollTag tolls for two-axle vehicles with TollTags at any tolling location are rounded to the next highest nickel. The ratio between the NTTA Toll and the Unified Toll remains constant at 80/20 percent.
- Toll rates shall be subject to the assumptions, qualifications and agreements set forth in Section 21 of the EE Project Agreement, as amended (as so amended, the "Amended EE Project Agreement").
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greatest of (a) 50% of TollTag toll or (b) 20 cents per transaction, increased 3.0% per year and adjusted on each July 1 of odd years thereafter. The ZipCash toll for two-axle vehicles with TollTags at any tolling location is rounded to the next highest nickel.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting on the PGBT EE, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.



## 360 TOLLWAY TOLLING

- Toll rate for two-axle vehicles with TollTags is \$0.19 per mile starting July 1, 2019.
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greatest of (a) 50% of the TollTag toll or (b) 20 cents per transaction.
- Tolls charged to users at any tolling location are rounded to the next highest penny.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.
- After (i) the completion of any Capacity Improvements authorized by the Leadership Team, (ii) payment in full of the outstanding balance of the Project Loan, (iii) payment in full of the outstanding balance of any Additional Project Debt, (iv) payment in full of any amounts owed to RTC under the Financial Backstop Agreement, and (v) payment in full of any amounts owed to the Authority, the Authority and TxDOT will equally share (50%/50%) all Available Remaining Revenue.

## REVENUE DISTRIBUTION

The Authority covenants that all gross revenues (all tolls, other revenue, and income) arising or derived by the Authority from the operation and ownership of the Tollway (excepting investment income from all Funds and Accounts other than the Revenue Fund) will be collected by the Authority and deposited daily, as far as practicable, with the Trustee for the credit of the Revenue Fund. Notwithstanding the foregoing, tolls collected on behalf of TxDOT pursuant to a project agreement that provides for revenue sharing with TxDOT are required to be collected by the Authority and to be held and transferred to or upon the order of TxDOT as set forth in such project agreement. The Trustee is required to disburse amounts, which are required to be on deposit in the various funds and accounts described below from the Revenue Fund on the required dates.

Under the Trust Agreement, the tolls and other revenues of the System on deposit in the Revenue Fund are applied in the following manner with each deposit being made as specified below in the sequence noted:

- 1) *First*, on or before the first day of each month, funds are deposited to the Operation and Maintenance Fund in an amount sufficient to make the balance of the Operation and Maintenance Fund equal to one-sixth (1/6) of the amount of the total Current Expenses in the current Annual Budget, plus all prior accruals for insurance and other periodic or regularly scheduled recurring expenses.
- 2) *Second*, on or before the last Business Day preceding each interest payment date or principal (or sinking fund redemption) payment date for the First Tier Bonds (including First Tier Payment Obligations) or such other day as set forth in a Supplemental Agreement, funds are deposited to the applicable account in the First Tier Sinking Fund (or to a fund or account created to pay or repay amounts owed under a Credit Agreement entered into in connection with a series of First Tier Bonds in lieu of either of the foregoing) in the amounts due on any First Tier Bond (including First Tier Payment Obligations).
- 3) *Third*, on or before the first day of each month, funds are deposited to the credit of the First Tier Reserve Account (1) in the amount, if any, required to restore any deficiency in the First Tier Reserve Account due to a withdrawal or change in value of Authorized Investments in order to make the amount on deposit in the First Tier Debt Reserve Account equal to the First Tier Reserve Requirement, which restoration is intended to occur within 12 months of the occurrence of any such deficiency in 12 substantially equal monthly installments, and (2) in the amount set forth in a Supplemental Agreement if an amount different from the First Tier Reserve Requirement is required.

- 4) *Fourth*, on or before the last Business Day preceding each interest payment date or principal (or sinking fund redemption) payment date for the Second Tier Bonds (including Second Tier Payment Obligations) or such other day as set forth in a Supplemental Agreement, funds are deposited to the applicable account in the Second Tier Sinking Fund (or to a fund or account created to pay or repay amounts owed under a Credit Agreement entered into in connection with a series of Second Tier Bonds in lieu of either of the foregoing) in the amounts due on any Second Tier Bond (including Second Tier Payment Obligations).
- 5) *Fifth*, on or before the first day of each month, funds are deposited to the credit of the Second Tier Reserve Account or subaccount therein, if one is provided for in a Supplemental Agreement, in the amounts set forth in the Supplemental Agreement establishing the Second Tier Reserve Requirement or authorizing Additional Second Tier Bonds.
- 6) *Sixth*, on or before the last Business Day preceding each interest payment date or principal (or sinking fund redemption) payment date for the Third Tier Bonds (including Third Tier Payment Obligations) or such other day as set forth in a Supplemental Agreement, funds are deposited to the applicable account in the Third Tier Sinking Fund (or to a fund or account created to pay or repay amounts owed under a Credit Agreement entered into in connection with a series of Third Tier Bonds in lieu of either of the foregoing) in the amounts due on any Third Tier Bond (including Third Tier Payment Obligations).
- 7) *Seventh*, on or before the first day of each month, funds are deposited to the credit of the Third Tier Reserve Account or subaccount therein, if one is provided for in a Supplemental Agreement, in the amounts set forth in the Supplemental Agreement establishing the Third Tier Reserve Requirement or authorizing Additional Third Tier Bonds.
- 8) *Eighth*, on or before the first day of each month, funds are required to be deposited in the Reserve Maintenance Fund in an amount equal to one-twelfth of the amount necessary in such fiscal year to accumulate in the Reserve Maintenance Fund an amount equal to the greater of (1) \$5,000,000, and (2) the amount as may be required in the then current Annual Budget to be deposited to the credit of the Reserve Maintenance Fund during the then current fiscal year; provided, however, that if the amount so deposited to the credit of the Reserve Maintenance Fund in any fiscal year is less than the budgeted amount, the requirement therefore will nevertheless be cumulative and the amount of any deficiency in any fiscal year is required to be added to the amount otherwise required to be deposited in each fiscal year thereafter until such time as such deficiency has been made up, unless such budget requirement has been modified by the Authority.
- 9) *Ninth*, at the end of each fiscal year any remaining funds on deposit in the Revenue Fund may be transferred to the Capital Improvement Fund.



12400 Colt Road, Ste 400  
Dallas, TX 75251  
tel: 214 346-2800

June 5, 2019

Horatio Porter  
Chief Financial Officer  
North Texas Tollway Authority  
5900 W. Plano Parkway, Suite 100  
Plano TX 75093

**Subject: NTTA System – FY 2020 Transaction and Revenue Estimates**

Dear Mr. Porter:

To assist with NTTA's annual budgeting process, CDM Smith is pleased to submit monthly transaction and revenue (T&R) estimates for the NTTA System for fiscal year 2020. The NTTA System includes the Dallas North Tollway (DNT), President George Bush Turnpike (PGBT), Sam Rayburn Tollway (SRT), Chisholm Trail Parkway (CTP), Addison Airport Toll Tunnel (AATT), Mountain Creek Lake Bridge (MCLB), and Lewisville Lake Toll Bridge (LLTB). Additionally, T&R estimates for 360 Tollway, which is not part of the NTTA System, have also been developed as part of this analysis.

**NTTA System Transaction and Revenue Estimates**

The T&R estimates for 2020, separated into TollTag and ZipCash, are shown for the NTTA System in Table 1 and separately for each facility in Tables 2 through 10. It should be noted that the T&R estimates categorized as "TollTag" in these tables also include V-toll transactions (transactions that are first identified as ZipCash but are subsequently determined to be valid TollTag transactions). The V-toll transactions that are included in the "TollTag" category in this letter are those that are identified in the first 90 days after a transaction has occurred. The ZipCash toll revenue estimates shown also include the ZipCash toll surcharge collected from ZipCash transactions, but they do not include the fees and fines that are collected through the ZipCash invoicing process ("fee revenue"). It should be noted that fee revenue is estimated by NTTA.

The NTTA System T&R estimates for 2020 are 871.6 million and \$928.3 million, respectively. It is assumed that 81.9 percent of the transactions on the NTTA System in 2020 will be TollTag transactions, and the corresponding toll revenue contribution from TollTags will be 87.7 percent. The expected transactions in 2020 are about 1.7 percent greater than the estimated annual transactions of 857.4 million in 2019. The toll revenue in 2020 is expected to be 4.4 percent greater than the estimated annual revenue of \$888.9 million in 2019.

The T&R growth in 2020 is driven by the following:

- Increase in toll transactions due to continued population/employment growth and development along NTTA facilities, particularly SRT, the northern portion of the DNT, and CTP
- Capacity improvements on the DNT due to the opening of the fourth lane from Belt Line Road to SRT, and the upcoming completion of PGBT widening between IH 35E and DNT
- Toll rate increase of 5.6 percent that will go into effect on July 1, 2019 on all NTTA facilities

**Table 1. Estimated 2020 NTTA System Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	68,692,700	56,226,000	12,466,700	\$73,325,600	\$63,855,900	\$9,469,700
February	67,451,500	55,233,600	12,217,900	\$71,696,400	\$62,895,600	\$8,800,800
March	73,808,600	60,429,800	13,378,800	\$77,964,200	\$68,885,800	\$9,078,400
April	72,278,100	59,183,100	13,095,000	\$76,539,700	\$67,452,700	\$9,087,000
May	74,450,300	60,948,500	13,501,800	\$78,612,300	\$69,481,500	\$9,130,800
June	74,990,000	61,392,600	13,597,400	\$79,759,600	\$70,179,100	\$9,580,500
July	74,719,200	61,164,500	13,554,700	\$79,643,300	\$69,890,700	\$9,752,600
August	76,167,300	62,370,200	13,797,100	\$81,189,000	\$71,156,800	\$10,032,200
September	73,269,700	59,988,600	13,281,100	\$78,363,700	\$68,514,500	\$9,849,200
October	76,039,400	62,263,500	13,775,900	\$81,172,300	\$71,100,100	\$10,072,200
November	70,637,700	57,849,500	12,788,200	\$75,966,000	\$66,149,600	\$9,816,400
December	69,069,800	56,557,100	12,512,700	\$74,110,500	\$64,631,600	\$9,478,900
<b>Total</b>	<b>871,574,300</b>	<b>713,607,000</b>	<b>157,967,300</b>	<b>\$928,342,600</b>	<b>\$814,193,900</b>	<b>\$114,148,700</b>

As seen in Tables 2 and 3, the DNT and PGBT (not including EE and WE) are expected to generate \$290.6 million and \$248.8 million in toll revenue, respectively. Transactions on the DNT in 2020 are expected to be 283.1 million, which represents a growth of 2.0 percent from the forecasted 2019 transactions. Overall, transactions on the PGBT in 2020 are expected to be 253.3 million, representing a growth of 1.3 percent between 2019 and 2020. As shown in Table 4, the PGBT EE is expected to continue growing and generate \$42.8 million in toll revenue (NTTA's share of the PGBT EE toll revenue) from 39.7 million transactions in 2020. The transaction growth on PGBT EE is expected to be 2.2 percent between 2019 and 2020. As shown in Table 5, the PGBT WE is expected to continue growing and generate \$63.9 million in toll revenue from 65.8 million transactions in 2020. Total transaction growth on PGBT WE is expected to be 1.3 percent between 2019 and 2020. The combined PGBT corridor (including WE and EE) is anticipated to generate a total of \$355.5 million in revenue from 358.7 million transactions in 2020. The SRT (see Table 6) is expected to generate \$208.3 million in toll revenue and 175.8 million transactions in 2020, representing a transaction growth of 1.3 percent from 2019. The CTP (see Table 7) is expected to generate \$61.1 million in toll revenue and 41.6 million transactions in 2020, representing a transaction growth of 3.3 percent from 2019. The AATT, MCLB and LLTB (Tables 8 through 10) are anticipated to produce \$1.3 million, \$1.6 million and \$9.9 million in toll revenue, respectively. These three facilities are expected to generate a combined total of \$12.8 million in toll revenue from 12.3 million transactions in 2020.

**Table 2. Estimated 2020 DNT Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	22,824,700	19,006,000	3,818,700	\$23,462,100	\$20,859,300	\$2,602,800
February	22,421,200	18,667,200	3,754,000	\$22,966,500	\$20,553,700	\$2,412,800
March	24,215,200	20,166,100	4,049,100	\$24,679,800	\$22,182,200	\$2,497,600
April	23,695,000	19,735,900	3,959,100	\$24,254,600	\$21,709,000	\$2,545,600
May	24,236,100	20,185,600	4,050,500	\$24,727,500	\$22,166,600	\$2,560,900
June	24,127,400	20,093,600	4,033,800	\$24,771,500	\$22,133,600	\$2,637,900
July	23,898,800	19,903,000	3,995,800	\$24,538,300	\$21,864,900	\$2,673,400
August	24,556,300	20,453,500	4,102,800	\$25,178,700	\$22,432,900	\$2,745,800
September	23,439,300	19,521,400	3,917,900	\$24,198,000	\$21,524,200	\$2,673,800
October	24,508,000	20,414,500	4,093,500	\$25,207,400	\$22,478,700	\$2,728,700
November	22,770,700	18,970,200	3,800,500	\$23,577,800	\$20,909,000	\$2,668,800
December	22,387,100	18,656,700	3,730,400	\$23,085,500	\$20,512,300	\$2,573,200
<b>Total</b>	<b>283,079,800</b>	<b>235,773,700</b>	<b>47,306,100</b>	<b>\$290,647,700</b>	<b>\$259,326,400</b>	<b>\$31,321,300</b>

**Table 3. Estimated 2020 PGBT Traffic and Revenue (not including EE and WE)**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	20,120,300	16,355,000	3,765,300	\$19,842,500	\$17,304,200	\$2,538,300
February	19,874,600	16,160,400	3,714,200	\$19,494,000	\$17,139,700	\$2,354,300
March	21,396,500	17,399,900	3,996,600	\$20,837,400	\$18,468,500	\$2,368,900
April	20,865,500	16,971,200	3,894,300	\$20,475,600	\$18,034,200	\$2,441,400
May	21,712,300	17,646,600	4,065,700	\$21,118,100	\$18,658,400	\$2,459,700
June	21,924,900	17,823,100	4,101,800	\$21,463,700	\$18,903,100	\$2,560,600
July	21,831,900	17,746,800	4,085,100	\$21,464,600	\$18,857,200	\$2,607,400
August	22,246,900	18,083,200	4,163,700	\$21,891,300	\$19,195,500	\$2,695,800
September	21,454,100	17,440,900	4,013,200	\$21,096,600	\$18,454,600	\$2,642,000
October	22,147,500	18,006,600	4,140,900	\$21,781,600	\$19,079,100	\$2,702,500
November	20,427,600	16,609,200	3,818,400	\$20,267,600	\$17,640,200	\$2,627,400
December	19,258,100	15,658,100	3,600,000	\$19,051,600	\$16,561,200	\$2,490,400
<b>Total</b>	<b>253,260,200</b>	<b>205,901,000</b>	<b>47,359,200</b>	<b>\$248,784,600</b>	<b>\$218,295,900</b>	<b>\$30,488,700</b>

**Table 4. Estimated 2020 PGBT EE Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	2,929,800	2,403,000	526,800	\$3,160,100	\$2,682,500	\$477,600
February	2,995,000	2,455,500	539,500	\$3,208,100	\$2,757,200	\$450,900
March	3,321,100	2,719,900	601,200	\$3,568,900	\$3,100,800	\$468,100
April	3,276,600	2,684,100	592,500	\$3,495,900	\$3,053,200	\$442,700
May	3,390,100	2,776,700	613,400	\$3,616,500	\$3,155,300	\$461,200
June	3,412,000	2,793,900	618,100	\$3,683,500	\$3,196,900	\$486,600
July	3,356,900	2,749,100	607,800	\$3,640,600	\$3,146,300	\$494,300
August	3,484,900	2,853,800	631,100	\$3,770,200	\$3,256,900	\$513,300
September	3,367,800	2,757,300	610,500	\$3,655,400	\$3,149,700	\$505,700
October	3,516,300	2,878,500	637,800	\$3,808,200	\$3,293,000	\$515,200
November	3,319,400	2,717,700	601,700	\$3,627,500	\$3,116,500	\$511,000
December	3,303,900	2,705,600	598,300	\$3,576,900	\$3,080,200	\$496,700
<b>Total</b>	<b>39,673,800</b>	<b>32,495,100</b>	<b>7,178,700</b>	<b>\$42,811,800</b>	<b>\$36,988,500</b>	<b>\$5,823,300</b>

**Table 5. Estimated 2020 PGBT WE Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	5,345,900	4,012,300	1,333,600	\$5,200,600	\$4,267,100	\$933,500
February	4,985,600	3,741,800	1,243,800	\$4,847,700	\$3,980,500	\$867,200
March	5,615,600	4,213,300	1,402,300	\$5,404,700	\$4,482,200	\$922,500
April	5,459,500	4,097,100	1,362,400	\$5,266,500	\$4,351,000	\$915,500
May	5,597,700	4,202,000	1,395,700	\$5,373,200	\$4,485,900	\$887,300
June	5,662,900	4,251,000	1,411,900	\$5,486,900	\$4,538,100	\$948,800
July	5,712,700	4,288,400	1,424,300	\$5,544,700	\$4,578,000	\$966,700
August	5,622,400	4,220,600	1,401,800	\$5,488,700	\$4,505,600	\$983,100
September	5,464,200	4,101,800	1,362,400	\$5,347,000	\$4,378,900	\$968,100
October	5,674,000	4,259,300	1,414,700	\$5,545,800	\$4,547,000	\$998,800
November	5,234,500	3,929,400	1,305,100	\$5,148,200	\$4,194,800	\$953,400
December	5,426,700	4,073,700	1,353,000	\$5,293,600	\$4,348,900	\$944,700
<b>Total</b>	<b>65,801,700</b>	<b>49,390,700</b>	<b>16,411,000</b>	<b>\$63,947,600</b>	<b>\$52,658,000</b>	<b>\$11,289,600</b>

**Table 6. Estimated 2020 SRT Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	13,326,200	11,108,000	2,218,200	\$15,924,100	\$13,941,100	\$1,983,000
February	13,212,600	11,013,000	2,199,600	\$15,715,300	\$13,863,800	\$1,851,500
March	14,647,000	12,207,600	2,439,400	\$17,199,700	\$15,286,700	\$1,913,000
April	14,337,400	11,949,500	2,387,900	\$16,773,200	\$14,934,100	\$1,839,100
May	14,887,100	12,407,500	2,479,600	\$17,527,300	\$15,653,000	\$1,874,300
June	15,218,200	12,683,400	2,534,800	\$17,998,000	\$16,012,300	\$1,985,700
July	15,242,000	12,703,000	2,539,000	\$18,027,600	\$16,009,000	\$2,018,600
August	15,612,400	13,012,700	2,599,700	\$18,478,600	\$16,378,000	\$2,100,600
September	15,003,100	12,506,200	2,496,900	\$17,835,000	\$15,753,900	\$2,081,100
October	15,495,000	12,916,500	2,578,500	\$18,386,800	\$16,264,700	\$2,122,100
November	14,549,900	12,127,100	2,422,800	\$17,354,800	\$15,264,900	\$2,089,900
December	14,288,800	11,908,300	2,380,500	\$17,032,500	\$15,011,300	\$2,021,200
<b>Total</b>	<b>175,819,700</b>	<b>146,542,800</b>	<b>29,276,900</b>	<b>\$208,252,900</b>	<b>\$184,372,800</b>	<b>\$23,880,100</b>

**Table 7. Estimated 2020 CTP Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	3,171,900	2,581,000	590,900	\$4,722,400	\$3,934,200	\$788,200
February	3,018,200	2,456,100	562,100	\$4,482,500	\$3,752,200	\$730,300
March	3,587,000	2,918,100	668,900	\$5,211,100	\$4,438,100	\$773,000
April	3,584,300	2,916,600	667,700	\$5,179,400	\$4,419,800	\$759,600
May	3,569,300	2,903,800	665,500	\$5,164,900	\$4,420,300	\$744,600
June	3,593,100	2,923,100	670,000	\$5,265,600	\$4,449,800	\$815,800
July	3,629,400	2,952,600	676,800	\$5,334,700	\$4,494,700	\$840,000
August	3,578,400	2,911,200	667,200	\$5,271,700	\$4,431,600	\$840,100
September	3,473,300	2,825,700	647,600	\$5,128,500	\$4,301,500	\$827,000
October	3,604,800	2,932,600	672,200	\$5,315,500	\$4,464,200	\$851,300
November	3,340,000	2,717,300	622,700	\$4,953,500	\$4,136,400	\$817,100
December	3,453,900	2,809,900	644,000	\$5,085,100	\$4,277,400	\$807,700
<b>Total</b>	<b>41,603,600</b>	<b>33,848,000</b>	<b>7,755,600</b>	<b>\$61,114,900</b>	<b>\$51,520,200</b>	<b>\$9,594,700</b>

**Table 8. Estimated 2020 AATT Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	155,400	128,000	27,400	\$98,100	\$86,200	\$11,900
February	153,100	126,100	27,000	\$95,700	\$84,900	\$10,800
March	167,500	137,900	29,600	\$104,300	\$92,900	\$11,400
April	164,500	135,400	29,100	\$102,100	\$91,200	\$10,900
May	170,400	140,300	30,100	\$105,500	\$94,500	\$11,000
June	177,000	145,800	31,200	\$109,700	\$98,200	\$11,500
July	179,900	148,200	31,700	\$111,800	\$99,800	\$12,000
August	177,500	146,200	31,300	\$110,700	\$98,400	\$12,300
September	178,200	146,700	31,500	\$111,100	\$98,800	\$12,300
October	183,800	151,400	32,400	\$114,700	\$101,900	\$12,800
November	164,600	135,500	29,100	\$103,300	\$91,300	\$12,000
December	175,700	144,700	31,000	\$109,700	\$97,400	\$12,300
<b>Total</b>	<b>2,047,600</b>	<b>1,686,200</b>	<b>361,400</b>	<b>\$1,276,700</b>	<b>\$1,135,500</b>	<b>\$141,200</b>

**Table 9. Estimated 2020 MCLB Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	218,700	144,600	74,100	\$131,400	\$97,300	\$34,100
February	199,400	131,800	67,600	\$119,400	\$88,700	\$30,700
March	208,200	137,600	70,600	\$122,800	\$92,600	\$30,200
April	231,000	152,700	78,300	\$135,900	\$102,700	\$33,200
May	236,300	156,200	80,100	\$136,500	\$105,100	\$31,400
June	215,900	142,700	73,200	\$127,200	\$96,000	\$31,200
July	213,600	141,200	72,400	\$128,900	\$95,000	\$33,900
August	223,400	147,700	75,700	\$134,400	\$99,400	\$35,000
September	232,500	153,700	78,800	\$136,900	\$103,400	\$33,500
October	239,000	158,000	81,000	\$140,100	\$106,300	\$33,800
November	217,400	143,700	73,700	\$130,100	\$96,700	\$33,400
December	203,700	134,600	69,100	\$124,000	\$90,600	\$33,400
<b>Total</b>	<b>2,639,100</b>	<b>1,744,500</b>	<b>894,600</b>	<b>\$1,567,600</b>	<b>\$1,173,800</b>	<b>\$393,800</b>

**Table 10. Estimated 2020 LLTB Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	599,800	488,100	111,700	\$784,300	\$684,000	\$100,300
February	591,800	481,700	110,100	\$767,200	\$674,900	\$92,300
March	650,500	529,400	121,100	\$835,500	\$741,800	\$93,700
April	664,300	540,600	123,700	\$856,500	\$757,500	\$99,000
May	651,000	529,800	121,200	\$842,800	\$742,400	\$100,400
June	658,600	536,000	122,600	\$853,500	\$751,100	\$102,400
July	654,000	532,200	121,800	\$852,100	\$745,800	\$106,300
August	665,100	541,300	123,800	\$864,700	\$758,500	\$106,200
September	657,200	534,900	122,300	\$855,200	\$749,500	\$105,700
October	671,000	546,100	124,900	\$872,200	\$765,200	\$107,000
November	613,600	499,400	114,200	\$803,200	\$699,800	\$103,400
December	571,900	465,500	106,400	\$751,600	\$652,300	\$99,300
<b>Total</b>	<b>7,648,800</b>	<b>6,225,000</b>	<b>1,423,800</b>	<b>\$9,938,800</b>	<b>\$8,722,800</b>	<b>\$1,216,000</b>

CDM Smith has also estimated the amount of ZipCash revenue that is expected to be invoiced, the expected amount of unrecovered revenue and the resulting recovered ZipCash revenue. This information is shown in Table 11. The total ZipCash revenue invoiced is expected to be \$207.7 million and the net ZipCash revenue recovered is expected to be \$114.1 million.

**Table 11. Estimated 2020 NTTA System ZipCash Revenue Invoiced and Recovered**

Month	Total ZipCash Revenue in Process (Invoiced)	Total ZipCash Unrecovered Revenue	Total ZipCash Revenue Recovered
January	\$16,292,200	\$6,822,500	\$9,469,700
February	\$16,016,800	\$7,216,000	\$8,800,800
March	\$17,573,800	\$8,495,400	\$9,078,400
April	\$17,201,900	\$8,114,900	\$9,087,000
May	\$17,728,300	\$8,597,500	\$9,130,800
June	\$17,904,100	\$8,323,600	\$9,580,500
July	\$17,837,800	\$8,085,200	\$9,752,600
August	\$18,137,100	\$8,104,900	\$10,032,200
September	\$17,471,100	\$7,621,900	\$9,849,200
October	\$18,129,300	\$8,057,100	\$10,072,200
November	\$16,858,700	\$7,042,300	\$9,816,400
December	\$16,499,400	\$7,020,500	\$9,478,900
<b>Total</b>	<b>\$207,650,500</b>	<b>\$93,501,800</b>	<b>\$114,148,700</b>

**360 Tollway Transaction and Revenue Estimates**

The T&R estimates for 2020, separated into TollTag and ZipCash, are shown for 360 Tollway in Table 12. The total 360 Tollway T&R estimates for 2020 are 20.6 million transactions and \$19.0 million in toll revenue. It is assumed that about 75 percent of the transactions on 360 Tollway in 2020 will be TollTag transactions, and the corresponding toll revenue contribution from TollTags will be 82 percent in 2020. Additionally, please note that 360 Tollway is not considered part of the NTTA System, and its forecasted transactions and revenue are not included in the NTTA System totals shown in Table 1 of this report.

**Table 12. Estimated 2020 360 Tollway Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	1,558,100	1,171,600	386,500	\$1,455,900	\$1,181,800	\$274,100
February	1,457,300	1,095,900	361,400	\$1,352,100	\$1,100,600	\$251,500
March	1,715,300	1,289,800	425,500	\$1,561,600	\$1,299,100	\$262,500
April	1,730,400	1,301,200	429,200	\$1,584,700	\$1,307,700	\$277,000
May	1,805,400	1,357,500	447,900	\$1,635,000	\$1,369,300	\$265,700
June	1,762,700	1,325,500	437,200	\$1,627,700	\$1,332,200	\$295,500
July	1,791,000	1,346,800	444,200	\$1,656,400	\$1,353,500	\$302,900
August	1,843,400	1,386,200	457,200	\$1,708,700	\$1,393,200	\$315,500
September	1,740,900	1,309,100	431,800	\$1,620,100	\$1,315,700	\$304,400
October	1,841,200	1,384,500	456,700	\$1,704,300	\$1,391,400	\$312,900
November	1,693,400	1,273,400	420,000	\$1,591,700	\$1,279,800	\$311,900
December	1,638,600	1,232,200	406,400	\$1,534,800	\$1,238,300	\$296,500
<b>Total</b>	<b>20,577,700</b>	<b>15,473,700</b>	<b>5,104,000</b>	<b>\$19,033,000</b>	<b>\$15,562,600</b>	<b>\$3,470,400</b>



I trust that this information addresses your current needs. In the meantime, should any questions arise, please do not hesitate to contact me.

Sincerely,



Justin R. Winn, P.E.  
Project Manager  
CDM Smith, Inc.

**DISCLAIMER**

CDM Smith used currently accepted professional practices and procedures in the development of these traffic and revenue estimates. However, as with any forecast, it should be understood that differences between forecasted and actual results may occur, as caused by events and circumstances beyond the control of the forecasters. In formulating the estimates, CDM Smith reasonably relied upon the accuracy and completeness of information provided (both written and oral) by the North Texas Tollway Authority (NTTA). CDM Smith also relied upon the reasonable assurances of independent parties and is not aware of any material facts that would make such information misleading.

CDM Smith made qualitative judgments related to several key variables in the development and analysis of the traffic and revenue estimates that must be considered as a whole; therefore, selecting portions of any individual result without consideration of the intent of the whole may create a misleading or incomplete view of the results and the underlying methodologies used to obtain the results. CDM Smith gives no opinion as to the value or merit of partial information extracted from this report.

All estimates and projections reported herein are based on CDM Smith's experience and judgment and on a review of information obtained from multiple agencies, including NTTA. These estimates and projections may not be indicative of actual or future values, and are therefore subject to substantial uncertainty. Future developments cannot be predicted with certainty, and may affect the estimates or projections expressed in this report, such that CDM Smith does not specifically guarantee or warrant any estimate or projection contained within this report.

While CDM Smith believes that the projections or other forward-looking statements contained within the report are based on reasonable assumptions, such forward-looking statements involve risks and uncertainties that may cause actual results to differ materially from the results predicted. Therefore, following the date of that study, CDM Smith will take no responsibility or assume any obligation to advise of changes that may affect its assumptions contained within the report, as they pertain to socioeconomic and demographic forecasts, proposed residential or commercial land use development projects and/or potential improvements to the regional transportation network.

CDM Smith is not, and has not been, a municipal advisor as defined in federal law (the Dodd Frank Bill) to NTTA and does not owe a fiduciary duty pursuant to Section 15B of the Exchange Act to NTTA with respect to the information and material contained in this report. CDM Smith is not recommending and has not recommended any action to NTTA. NTTA should discuss the information and material contained in this report with any and all internal and external advisors that it deems appropriate before acting on this information.

## Appendix E: Operation and Maintenance Fund FY2019 Estimated Costs

Account	Accounting	Administration	Board	Treasury Management	Human Resources	Internal Audit
Salaries and Wages-Direct - (511101)	\$1,202,986	\$353,872	\$85,832	\$844,757	\$867,115	\$593,275
Salaries and Wages-Internship - (511202)	0	0	0	0	47,270	0
Salaries and Wage-Overtime - (511301)	400	0	0	0	2,000	0
Group Insurance - (512101)	0	0	0	0	0	0
Retirement Contributions - (512401)	151,007	44,871	10,883	107,115	109,950	75,227
Retirement Contr.-Internship - (512402)	0	0	0	0	5,994	0
Tuition Reimbursement - (512501)	0	0	0	0	17,992	0
Unemployment Insurance - (512601)	0	0	0	0	0	0
OPEB Annual Req'd Contribution - (512602)	0	0	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0	0	0
Meeting Expense - (521101)	372	1,656	54,281	0	3,000	50
Consulting/Professional - (521201)	0	188,500	0	320,000	150,000	101,035
Legal Fees - (521202)	0	0	0	0	0	0
Auditing Fees - (521203)	0	0	0	0	0	200,000
Trustee Fees - (521204)	0	0	0	280,062	0	0
Rating Agency Fees - (521205)	0	0	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	574,470	0	0
Police Services (DPS) - (521208)	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	0	0	0	0
Outside Maintenance Services - (521212)	0	0	0	0	0	0
Landscaping - (522202)	0	0	0	0	0	0
Rentals - Land - (522301)	0	0	0	0	0	0
Rentals - Equipment - (522302)	0	0	0	0	0	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0
Postage - (523201)	0	0	0	0	0	0
Telecommunications - (523202)	0	0	0	0	0	0
Public Information Fees - (523203)	0	0	0	0	0	0
Recruitment - (523301)	0	0	0	0	92,326	0
Magazine and Newspaper - (523302)	0	0	0	0	0	0
Television & Radio - (523303)	0	0	0	0	0	0
Promotional Expenses - (523304)	0	0	0	0	21,489	0
Employee Appreciation - (523305)	0	0	0	0	0	0
Printing and Photographic - (523401)	2,000	0	0	0	0	0
Maps & Pamphlets - (523402)	0	0	0	0	0	0
Travel - (523501)	7,414	9,553	12,098	2,976	0	318
Dues & Subscriptions - (523601)	4,800	50,000	9,025	300	3,500	3,800
Education and Training - (523701)	3,240	0	0	2,580	50,089	10,558
Licenses - (523801)	350	0	0	0	0	300
Temporary Contract Labor - (523851)	0	0	0	0	0	0
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	7,995	257	2,739	910	3,248	431
Other Materials and Supplies - (531102)	0	0	0	0	0	0
Mobile Equipment Expense - (531103)	0	0	0	0	0	0
Freight and Express - (531105)	152	205	1,404	258	65	0
Motor Fuel Expense - (531107)	0	0	0	0	0	0
Water - (531211)	0	0	0	0	0	0
Gas - (531221)	0	0	0	0	0	0
Electricity - (531231)	0	0	0	0	0	0
Books & Periodicals - (531401)	0	0	0	0	0	150
Inven for resale(toll tags) - (531501)	0	0	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0
Software (Under \$5,000) - (531651)	0	0	0	0	0	0
Uniforms - (531701)	0	0	0	0	0	0
Bank Charges - (573001)	0	0	0	0	0	0
Credit Card Fees - (573002)	0	0	0	0	0	0
<b>Totals</b>	<b>\$1,380,716</b>	<b>\$648,914</b>	<b>\$176,262</b>	<b>\$2,133,428</b>	<b>\$1,374,038</b>	<b>\$985,145</b>

## Appendix E: Operation and Maintenance Fund FY2019 Estimated Costs (continued)

Account	Legal Services	Procurement and Business Diversity	Public Affairs	Shared Services	Contact Center and Collections	Information Technology
Salaries and Wages-Direct - (511101)	\$698,318	\$1,250,535	\$1,134,413	\$0	\$10,396,307	\$6,653,095
Salaries and Wages-Internship - (511202)	128,045	\$0	0	0	0	0
Salaries and Wage-Overtime - (511301)	0	\$0	0	0	495,872	60,647
Group Insurance - (512101)	0	\$0	0	8,238,895	0	0
Retirement Contributions - (512401)	88,547	\$158,568	143,844	0	1,318,252	843,612
Retirement Contr.-Internship - (512402)	16,236	\$0	0	0	0	0
Tuition Reimbursement - (512501)	0	\$0	0	0	0	0
Unemployment Insurance - (512601)	0	\$0	0	120,000	0	0
OPEB Annual Req'd Contribution - (512602)	0	\$0	0	3,100,000	0	0
Worker's Comp Ins - (512701)	0	\$0	0	270,000	0	0
Meeting Expense - (521101)	2,140	\$1,048	3,100	0	9,459	2,700
Consulting/Professional - (521201)	0	\$0	1,729,107	0	7,420,599	176,835
Legal Fees - (521202)	2,086,669	\$0	0	0	0	0
Auditing Fees - (521203)	0	\$0	0	0	0	0
Trustee Fees - (521204)	0	\$0	0	0	0	0
Rating Agency Fees - (521205)	0	\$0	0	0	0	0
Traffic Engineering Fees - (521207)	0	\$0	0	0	0	0
Police Services (DPS) - (521208)	0	\$0	0	0	0	0
Armored Car Services - (521209)	0	\$0	0	0	51,849	0
Outside Maintenance Services - (521212)	0	\$0	0	0	0	7,517,390
Landscaping - (522202)	0	\$0	0	0	0	0
Rentals - Land - (522301)	0	\$0	0	0	131,730	0
Rentals - Equipment - (522302)	0	\$0	0	0	16,523	0
Insurance Expense - Other - (523101)	0	\$0	0	0	0	0
Postage - (523201)	0	\$0	0	0	7,728,382	0
Telecommunications - (523202)	0	\$0	0	0	0	1,255,383
Public Information Fees - (523203)	0	\$25,507	0	0	0	0
Recruitment - (523301)	0	\$0	0	0	0	0
Magazine and Newspaper - (523302)	0	\$0	1,426,601	0	0	0
Television & Radio - (523303)	0	\$0	1,019,697	0	0	0
Promotional Expenses - (523304)	0	\$86,694	999,934	0	52,969	0
Employee Appreciation - (523305)	0	\$0	500	0	0	0
Printing and Photographic - (523401)	0	\$0	8,087	0	0	0
Maps & Pamphlets - (523402)	0	\$0	10,300	0	0	0
Travel - (523501)	7,219	\$10,411	40,859	0	2,327	17,992
Dues & Subscriptions - (523601)	75,999	\$53,279	15,885	1,300	39,376	2,136
Education and Training - (523701)	1,800	\$9,736	2,876	0	8,500	39,945
Licenses - (523801)	0	\$500	0	0	0	0
Temporary Contract Labor - (523851)	0	\$0	0	0	13,738,622	67,633
Liability Claims - (523902)	0	\$0	0	0	0	0
Office Supplies - (531101)	16,959	\$5,199	1,884	46,961	30,722	48,879
Other Materials and Supplies - (531102)	0	\$0	200	0	0	31,497
Mobile Equipment Expense - (531103)	0	\$0	0	0	0	0
Freight and Express - (531105)	154	\$100	0	0	140	0
Motor Fuel Expense - (531107)	0	\$0	0	0	0	0
Water - (531211)	0	\$0	0	0	0	0
Gas - (531221)	0	\$0	0	0	0	0
Electricity - (531231)	0	\$0	0	0	0	0
Books & Periodicals - (531401)	0	\$0	0	0	0	0
Inven for resale(toll tags) - (531501)	0	\$0	0	0	10,452,817	0
Small Tools and Shop Supplies - (531601)	0	\$0	0	0	0	0
Software (Under \$5,000) - (531651)	0	\$0	0	0	0	9,779,838
Uniforms - (531701)	0	\$0	500	0	10,603	0
Bank Charges - (573001)	0	\$0	0	0	167,687	0
Credit Card Fees - (573002)	0	\$0	0	0	18,917,849	0
<b>Totals</b>	<b>\$3,122,085</b>	<b>\$1,601,577</b>	<b>\$6,537,787</b>	<b>\$11,777,156</b>	<b>\$70,990,585</b>	<b>\$26,497,583</b>

## Appendix E: Operation and Maintenance Fund FY2019 Estimated Costs (continued)

Account	Maintenance	Operations	Project Delivery	Traffic & Incident Mgmt.
Salaries and Wages-Direct - (511101)	\$7,725,705	\$807,226	\$1,955,941	\$5,450,777
Salaries and Wages-Internship - (511202)	0	0	0	0
Salaries and Wage-Overtime - (511301)	221,654	0	0	162,700
Group Insurance - (512101)	0	0	0	0
Retirement Contributions - (512401)	979,620	102,356	248,013	691,159
Retirement Contr.-Internship - (512402)	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0
Unemployment Insurance - (512601)	0	0	0	0
OPEB Annual Req'd Contribution - (512602)	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0
Meeting Expense - (521101)	4,842	1,743	138	0
Consulting/Professional - (521201)	150,000	0	15,000	28,372
Legal Fees - (521202)	0	0	0	0
Auditing Fees - (521203)	0	0	0	0
Trustee Fees - (521204)	0	0	0	0
Rating Agency Fees - (521205)	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0
Police Services (DPS) - (521208)	0	0	0	8,736,000
Armored Car Services - (521209)	0	0	0	0
Outside Maintenance Services - (521212)	12,054,003	0	0	12,544
Landscaping - (522202)	60,090	0	0	0
Rentals - Land - (522301)	180,520	0	0	0
Rentals - Equipment - (522302)	30,917	0	0	0
Insurance Expense - Other - (523101)	0	0	0	2,331,267
Postage - (523201)	0	0	0	0
Telecommunications - (523202)	0	0	0	0
Public Information Fees - (523203)	0	0	0	0
Recruitment - (523301)	0	0	0	0
Magazine and Newspaper - (523302)	0	0	0	0
Television & Radio - (523303)	0	0	0	0
Promotional Expenses - (523304)	(0)	0	0	4,000
Employee Appreciation - (523305)	0	0	0	0
Printing and Photographic - (523401)	0	0	0	0
Maps & Pamphlets - (523402)	0	0	0	0
Travel - (523501)	16,000	6,668	10,144	3,551
Dues & Subscriptions - (523601)	13,634	11,278	1,500	2,630
Education and Training - (523701)	50,536	300	2,148	20,198
Licenses - (523801)	3,306	0	500	0
Temporary Contract Labor - (523851)	87,791	0	0	44,444
Liability Claims - (523902)	0	0	0	4,000
Office Supplies - (531101)	18,778	775	1,680	4,871
Other Materials and Supplies - (531102)	1,909,486	0	0	97,474
Mobile Equipment Expense - (531103)	798,099	0	0	0
Freight and Express - (531105)	153	0	100	100
Motor Fuel Expense - (531107)	1,464,131	0	0	0
Water - (531211)	776,265	0	0	0
Gas - (531221)	36,936	0	0	0
Electricity - (531231)	1,825,165	0	0	0
Books & Periodicals - (531401)	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0
Small Tools and Shop Supplies - (531601)	162,145	0	0	0
Software (Under \$5,000) - (531651)	0	0	0	0
Uniforms - (531701)	179,414	0	0	72,500
Bank Charges - (573001)	0	0	0	0
Credit Card Fees - (573002)	0	0	0	0
<b>Totals</b>	<b>\$28,749,190</b>	<b>\$930,345</b>	<b>\$2,235,165</b>	<b>\$17,666,584</b>

## Appendix E: Operation and Maintenance Fund FY2019 Estimated Costs (continued)

Account	FY19 Estimated Costs	FY19 Budget	Increase (Decrease) to FY19 Budget	
			Amount	Percent
Salaries and Wages-Direct - (511101)	\$40,020,155	\$41,566,550	(\$1,546,395)	(3.9%)
Salaries and Wages-Internship - (511202)	175,315	174,760	555	0.3%
Salaries and Wage-Overtime - (511301)	943,273	821,176	122,097	12.9%
Group Insurance - (512101)	8,238,895	9,161,931	(923,036)	(11.2%)
Retirement Contributions - (512401)	5,073,024	5,529,824	(456,800)	(9.0%)
Retirement Contr.-Internship - (512402)	22,230	23,085	(855)	(3.8%)
Tuition Reimbursement - (512501)	17,992	31,575	(13,583)	(75.5%)
Unemployment Insurance - (512601)	120,000	227,386	(107,386)	(89.5%)
OPEB Annual Req'd Contribution - (512602)	3,100,000	0	3,100,000	100.0%
Worker's Comp Ins - (512701)	270,000	382,573	(112,573)	(41.7%)
Meeting Expense - (521101)	84,528	126,232	(41,704)	(49.3%)
Consulting/Professional - (521201)	10,279,448	14,055,481	(3,776,033)	(36.7%)
Legal Fees - (521202)	2,086,669	2,086,669	0	0.0%
Auditing Fees - (521203)	200,000	198,029	1,971	1.0%
Trustee Fees - (521204)	280,062	345,899	(65,837)	(23.5%)
Rating Agency Fees - (521205)	0	25,000	(25,000)	(100.0%)
Traffic Engineering Fees - (521207)	574,470	1,188,199	(613,729)	(106.8%)
Police Services (DPS) - (521208)	8,736,000	8,985,742	(249,742)	(2.9%)
Armored Car Services - (521209)	51,849	39,827	12,022	23.2%
Outside Maintenance Services - (521212)	19,583,937	20,430,896	(846,959)	(4.3%)
Landscaping - (522202)	60,090	127,820	(67,730)	(112.7%)
Rentals - Land - (522301)	312,249	509,151	(196,902)	(63.1%)
Rentals - Equipment - (522302)	47,440	280,650	(233,210)	(491.6%)
Insurance Expense - Other - (523101)	2,331,267	1,774,172	557,095	23.9%
Postage - (523201)	7,728,382	10,380,954	(2,652,572)	(34.3%)
Telecommunications - (523202)	1,255,383	1,364,758	(109,375)	(8.7%)
Public Information Fees - (523203)	25,507	22,416	3,091	12.1%
Recruitment - (523301)	92,326	157,820	(65,494)	(70.9%)
Magazine and Newspaper - (523302)	1,426,601	1,426,601	0	0.0%
Television & Radio - (523303)	1,019,697	1,019,697	0	0.0%
Promotional Expenses - (523304)	1,165,086	1,172,940	(7,854)	(0.7%)
Employee Appreciation - (523305)	500	1,752	(1,252)	(250.4%)
Printing and Photographic - (523401)	10,087	9,299	788	7.8%
Maps & Pamphlets - (523402)	10,300	91,960	(81,660)	(792.8%)
Travel - (523501)	147,529	302,403	(154,874)	(105.0%)
Dues & Subscriptions - (523601)	288,442	427,665	(139,223)	(48.3%)
Education and Training - (523701)	202,506	457,028	(254,522)	(125.7%)
Licenses - (523801)	4,956	26,427	(21,471)	(433.2%)
Temporary Contract Labor - (523851)	13,938,489	12,170,374	1,768,115	12.7%
Liability Claims - (523902)	4,000	6,182	(2,182)	(54.6%)
Office Supplies - (531101)	192,287	549,025	(356,738)	(185.5%)
Other Materials and Supplies - (531102)	2,038,656	4,118,997	(2,080,341)	(102.0%)
Mobile Equipment Expense - (531103)	798,099	1,057,250	(259,151)	(32.5%)
Freight and Express - (531105)	2,832	6,611	(3,779)	(133.5%)
Motor Fuel Expense - (531107)	1,464,131	992,000	472,131	32.2%
Water - (531211)	776,265	722,590	53,675	6.9%
Gas - (531221)	36,936	70,600	(33,664)	(91.1%)
Electricity - (531231)	1,825,165	2,464,256	(639,091)	(35.0%)
Books & Periodicals - (531401)	150	1,600	(1,450)	(966.7%)
Inven for resale(toll tags) - (531501)	10,452,817	10,261,333	191,484	1.8%
Small Tools and Shop Supplies - (531601)	162,145	151,525	10,620	6.5%
Software (Under \$5,000) - (531651)	9,779,838	7,195,086	2,584,752	26.4%
Uniforms - (531701)	263,017	306,890	(43,873)	(16.7%)
Bank Charges - (573001)	167,687	781,355	(613,668)	(366.0%)
Credit Card Fees - (573002)	18,917,849	19,939,979	(1,022,130)	(5.4%)
<b>Totals</b>	<b>\$176,806,560</b>	<b>\$185,750,000</b>	<b>(\$8,943,440)</b>	<b>(5.1%)</b>

## Appendix F: Glossary of Terms and Acronyms

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### A

**AATT** – Addison Airport Toll Tunnel, an approximately 1-mile long tunnel and road that is part of the System.

**Advanced Refunding** – Transaction in which new debt is issued to refinance existing debt (old debt), but the proceeds must be placed in escrow pending call date or maturity.

**All-ETC** – all-electronic toll collection, the cashless system of collecting tolls that the Authority has implemented.

**Annual Budget** – The budget of Current Expenses (or Operating Budget) and payments to the Reserve Maintenance Fund for such Fiscal Year that the Authority adopts on or before the first day of each Fiscal Year. This is the only budget required by the Trust Agreement.

**Annual Revenue Days** – A factor used by NTTA’s Traffic and Revenue Engineers to convert the daily revenue to annual revenue estimates.

**APB** – Accounting Principles Board, the authoritative private sector standard-setting body that preceded the FASB. The APB issued guidance in the form of *Opinions*.

**Arbitrage** – In government finance, the reinvestment of the proceeds of tax-exempt securities in materially higher yielding taxable securities.

### B

**Balanced Budget** – The recurring revenues meet or exceed the recurring expenses of operations, debt service and asset maintenance. Per the Trust Agreement, all payments for maintenance, repair and operations will not exceed the reasonable and necessary amount required, and it will not exceed amounts in the Annual Budget.

**Bonds** – A written guarantee to pay a principal amount and/or interest at a specified date or dates known as the maturity date(s).

**Budget** – Plan of coordinating estimated expenses and income for a given period of time.

### C

**C&M** – Acronym for C&M Associates, Inc., the firm the Authority currently uses for traffic and revenue estimations on SPS.

**Capital Assets** – Land and improvements, easements, buildings and improvements, vehicles, machinery, equipment, infrastructure, and all other tangible and intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

**Capital Improvement Fund (CIF)** – Fund created by the Trust Agreement for the purpose of paying the cost of repairs, enlargements, extensions, resurfacing, additions, renewals, improvements, acquisition of rights of way, reconstruction and replacements, capital expenditures, engineering, studies, and other expenses relating to the powers or functions of the Authority in connection with the Tollway, or for any other purpose authorized by law.

**Capital Outlays** – Costs which result in the acquisition of fixed assets with an individual value of \$5,000 or greater and a useful life of at least two years.

**CDM** – Acronym for CDM Smith, the firm the Authority currently uses for traffic and revenue estimations.

**Construction Fund (CF)** – Fund created by the Trust Agreement for paying all costs of acquiring or constructing new projects or extensions of the System.

**Core Competency** – The essential duties and responsibilities of a position or department.

**Covenants** – To promise by covenant; pledge.

**CTP** – Chisholm Trail Parkway, an approximately 27.6-mile toll road that is being constructed as part of the Special Projects System.

## D

**Debt Coverage Ratio** – The ratio of Net Debt Service (Debt Service less Capitalized Interest) to Net Revenues (Total Revenues less Operating Expenses) for the System.

**Debt Service Funds** – Funds created by the Trust Agreement for the purpose of paying principal and interest on 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> Tier debt obligations.

**DFW Airport** – the Dallas/Fort Worth International Airport, an interoperable agency.

**DMV** – the Texas Department of Motor Vehicles.

**D/M/W/SBEs** – Disadvantaged/Minority-owned/Woman-owned/Small-Business Enterprises.

**DNT** – the Dallas North Tollway, an approximately 31-mile portion of the System.

**DPS** – Texas Department of Public Safety, which is in charge of providing police services on the System.

## E

**Enterprise Fund** – Proprietary fund used to report an activity for which a fee is charged to external users for goods or services.

## F

**FASB** – Financial Accounting Standards Board, the authoritative standard-setting body responsible for establishing GAAP for the federal government.

**Feasibility Study Fund (FSF)** – The revolving account of the CIF created to account for the initial cost of determining if a project is viable.

**Fiduciary Funds** – Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

**First Tier Debt Service** – Debt of the Authority that is secured by and payable from a lien on and the pledge of the Net Revenues of the Authority.

**Fiscal Year** – A 12-month period used for the annual operating budget and the reporting of financial position and results of operations of the Authority. The Authority's fiscal year begins January 1<sup>st</sup> and ends December 31<sup>st</sup>.

**FTEs** – full-time equivalent, a measurement of staffing. One FTE is a 40-hour week position. A part-time position working 20 hours per week or a temporary full-time position working six months would be ½ FTE.

**Fund** – Fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

## G

**GAAP** – generally accepted accounting principles, the conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

**GASB** – Governmental Accounting Standards Board, the authoritative accounting and financial reporting standard-setting body for state and local governments.

**GIS** – Geographic Information System, which is used for mapping infrastructure assets and location of various aspects of the assets.

## I

**IBTTA** – International Bridge, Tunnel and Turnpike Association

**Interoperability** – Term used to identify agencies with compatible systems that have agreed to honor each other's transponder transactions.

**ITS** – Intelligent Transportation System used by NTTA to monitor the System and communicate with System users.

**ISTEA** – Intermodal Surface Transportation Efficiency Act of 1991 that supplied a loan to assist with the construction of the PGBT.

## L

**Lane Miles** – The total length of a road multiplied by the number of lanes. For example a 4-lane road that is 10 miles long has a total of 40 lane miles.

**LLTB** – the Lewisville Lake Toll Bridge, an approximately 2-mile long bridge and road that is part of the System.

## M

**MCLB** – the Mountain Creek Lake Bridge, an approximately 2-mile long bridge that is part of the System.

## N

**NTTA** – the North Texas Tollway Authority, a political subdivision of the State created by and operating pursuant to Chapter 366 of the Texas Transportation Code.

## O

**OPEB** – other post-employment benefits liability for health care and life insurance required by GASB Statement 75.

**Operation & Maintenance Fund (OMF)** – Fund created by the Trust Agreement for the purpose of accounting for and paying current operating expenses of the North Texas Tollway Authority.

## P

**PEBC** – Public Employees Benefits Cooperative that manages the Authority’s health and welfare benefit plans.

**PGBT** – the President George Bush Turnpike, an approximately 30-mile long portion of the System.

**PGBT-EE** – the President George Bush Turnpike Eastern Extension, an approximately 9.9-mile portion of the System.

**PGBT-WE** – the President George Bush Turnpike Western Extension, an approximately 11.5-mile portion of PGBT that is a portion of the Special Projects System.

## R

**Ramp-up** – term used for potential traffic on new toll facilities to account for the time needed for travelers to become aware of the new toll roads and the benefits of using them.

**RDF** – Rainy Day Fund created within CIF to maintain reserves for unanticipated needs.

**Reserve Maintenance Fund (RMF)** – Fund created by the Trust Agreement for the purpose of paying the cost of repairs, painting, renewals, replacements, improvements, and other costs and expenses necessary for safe or efficient operation of NTTA’s toll roads or to prevent loss of revenues, for engineering expenses relating to the functions of the Authority, for equipment, expenses of maintenance, and operating expenses not occurring at annual or shorter periods.

**Revenue Fund** – Fund created by the Trust Agreement for the purpose of depositing all gross revenues (all tolls, other revenues, and income) arising or derived by the Authority from the operation and ownership of its toll roads (excepting investment income from all Funds and Accounts other than the Revenue Fund) collected by the Authority and deposited daily, as far as practicable.

**Revenue Lane Miles** – Lane miles on which tolls are collected.

**RITE** – Regional Integrated Toll Enhancements. This is an electronic toll collection system designed specifically for NTTA.

**RTC** – the Regional Transportation Council.

## S

**Second Tier Debt Service** – Debt of the Authority that is secured by and payable from a lien on and the pledge of the Net Revenues subordinate to the First Tier Debt.

**Service Roads** – Non-tolled roads running parallel to the tolled lanes.

**SPS** – the Special Projects System created by NTTA to account for the Chisholm Trail Parkway and President George Bush Turnpike Western Extension projects.



**SRT** – the Sam Rayburn Tollway, an approximately 26-mile portion of the System.

**SWP** – Southwest Parkway, the former name for Chisholm Trail Parkway, an approximately 27.6-mile tollway being built as part of the Special Projects System.

## **T**

**360T** – the 360 Tollway, an approximately 9.7-mile tollway owned and operated by NTTA.

**TCDRS** – Texas County & District Retirement System that manages one of NTTA’s retirement plan.

**TELA** – Toll Equity Loan Agreement between NTTA and TxDOT to construct PGBT-WE and CTP.

**TER** – Toll Enforcement Remedies which are tools the Authority uses to collect unpaid ZipCash transactions.

**Third Tier Debt Service** – Debt of the Authority that is secured by and payable from a lien on and the pledge of the Net Revenues subordinate to the First and Second Tier Debt.

**TIFIA** – the Transportation Infrastructure Finance and Innovation Act of 1998, which secured loan agreement between NTTA and United States Department of Transportation to construct PGBT-WE and CTP.

**Toll Revenue** – The revenue from tolls collected by the Authority and established by the Board pursuant to the Trust Agreement. It is the main source of revenue for the Authority.

**Toll Road** – Road on which tolls are charged.

**TollTag®** – Trademark name for the transponders used by NTTA to electronically collect toll transactions.

**Trust Agreement** - The Amended and Restated Trust Agreement with Supplements that governs all matters relating to the bonds and the operation of the North Texas Tollway Authority’s roads, and their improvement,

extension, additions enlargements, and other matters relating to the Authority and its road.

**TSAs** – Tolling services agreements, which are agreements between other agencies or companies and NTTA for the processing of toll transactions.

**Turnpike** – Expressway on which tolls are charged.

**TxDOT** – Texas Department of Transportation, a state agency responsible for the state’s highway system.

## **U**

**USDOT** - United States Department of Transportation

## **V**

**VRB** – Vehicle registration block program utilized by NTTA that keeps a habitual toll violator from registering a vehicle until outstanding tolls are paid.

## **Z**

**ZipCash®** – Trademark name for NTTA’s toll transaction invoicing system based on electronic reading of vehicle license plate numbers.

