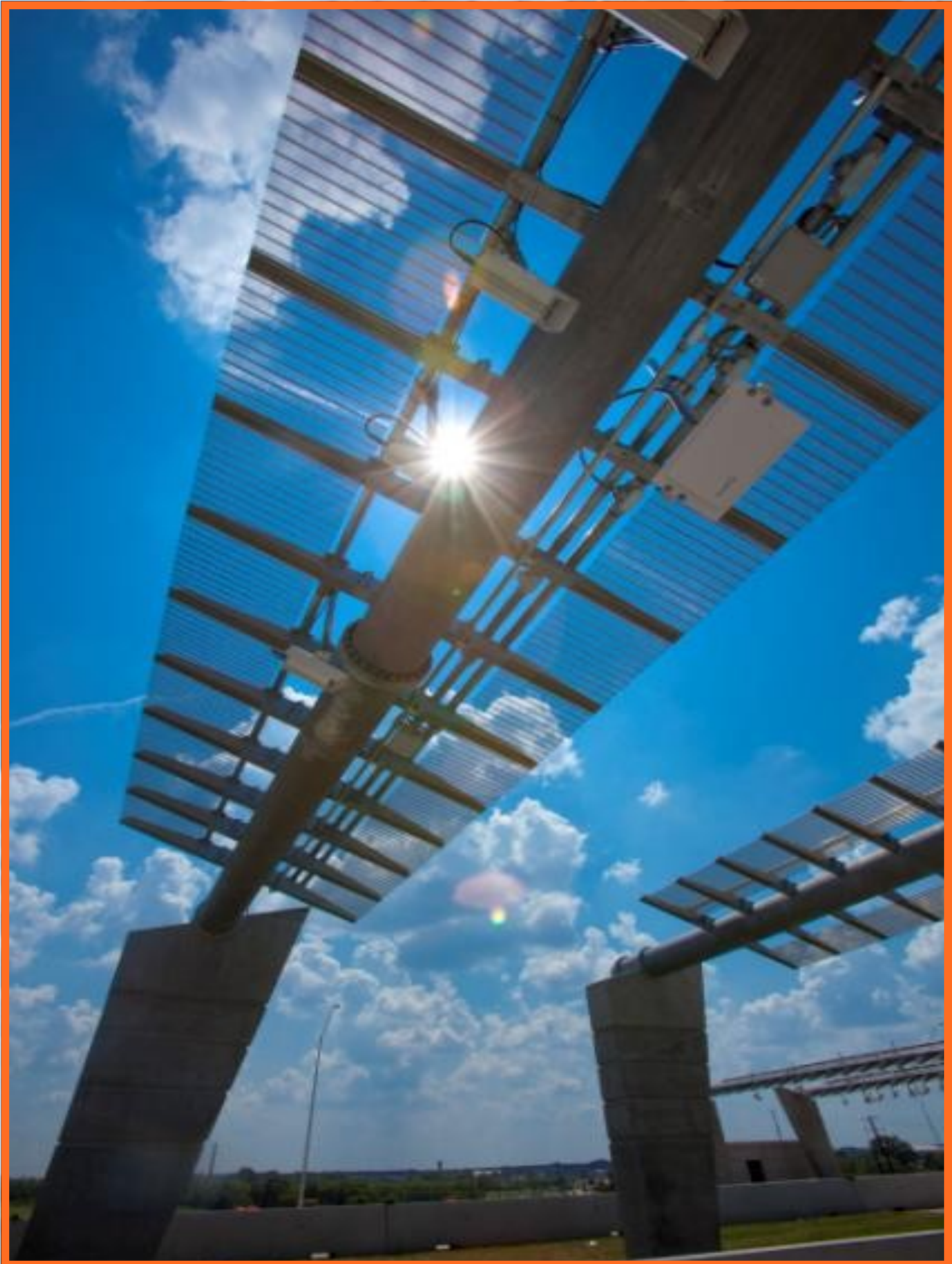


NORTH TEXAS TOLLWAY AUTHORITY

2011  
FINAL  
BUDGET





## READERS ROADMAP TO THIS DOCUMENT

This Readers Roadmap is a guide to help the reader navigate through the North Texas Tollway Authority's Fiscal Year 2011 Budget. This document is prepared in compliance with the Trust Agreement <sup>(1)</sup> and is designed to give the board, bond holders, elected officials, the public, and staff a detailed understanding of the Authority's approach to its operations for FY2011. The Authority's fiscal year begins on January 1, 2011 and ends December 31, 2011.

### BUDGET DESIGN

The budget is divided into five major sections. Footnotes and page references are used to direct the reader to other sections of the document for more detail. The sections are as follows:

**Introductory** – This section contains the transmittal letter addressed to the Board of Directors with an overview chart showing the 2011 Budget compared to 2010. The section also contains a map of the System; a document showing the history of the Authority; an organization chart and list of officials; the assumptions, goals, and accomplishments of the budget; and an Executive Summary which verbally and graphically conveys the major initiatives and issues impacting the 2011 Budget; the Five-Year Strategic Plan showing the goals, objectives, and accomplishments for 2009 through 2013; and the Government Finance Officers Association (GFOA) Distinguished Budget Award for FY2010. (See pages 9-32)

**Budget Overview** – This section contains a description of the funds addressed in the budget document. The Authority uses fund accounting to track its various activities. The funds and their corresponding activities are outlined by the Trust Agreement. Most of the reports in this section are presented by department and then fund; with the Authority grouping the departments into Administrative Services and Operational Services. The reports show comparisons to prior year or years, actual, budget, or estimate amounts. For FY2011, employee salaries and benefits have been allocated 100% to the operating budget. All prior year numbers throughout this document have been adjusted to reflect this allocation, for comparison purposes. The reports included in this section are: the Revenue Detail showing toll revenues by project and detailed other revenue; the Revenue and Coverage Calculation showing the distribution of revenue to the various funds and the debt service coverage amounts; Summary of Funds for 2011 and 2010 showing all the departments estimated expenditures for all the funds; Operation and Maintenance Fund (OMF) showing actual to budget expenditure by department; reports showing budget amounts by account for OMF and all funds combined; a 2011 Staffing

(1) See Appendices Section, page 194

Summary showing the changes between the 2011 and 2010 budgeted position; a Staffing Summary History showing full time employee budgeted positions over a number of years; and informational graphs. (See pages 35-62)

**Departmental Budget** – This section starts with the Operation and Maintenance Fund Budget showing comparisons of 2011 and 2010 budgets by departments as well as an estimated Fund Requirements report showing the beginning balance, funding sources, estimated expenditures, and estimated ending balance or requirement. It also contains an Executive Summary, a detailed account Operation and Maintenance Fund (OMF), and a detailed account Summary of All Funds; for each individual department. The Executive Summary has the department description, the departments 2010 accomplishments and 2011 initiatives, a position summary and department organization chart. The OMF Budget Summary shows the account variance from 2011 to 2010 budgets. The Summary of All Funds shows a comparison of 2011 to 2010 budgets. (See pages 65-161)

**Other Funds** – This section contains reports for the Construction Funds, the Reserve Maintenance Fund (RMF), the Capital Improvement Fund (CIF), and the CIF/Revolving Account-Feasibility Study Fund. Each fund will have the following reports: an Estimated Comparison report showing the 2011 estimated expenditures compared to 2010, summarized by department; a Fund Project report listing the major projects or purchases; an Estimated Fund Requirements report showing the estimated beginning balance, funding sources, estimated expenditures, and estimated ending balance or requirement; and a Fund Estimate report showing detailed account expenditures by department. (See pages 165-189)

**Appendices** – The last section contains documents showing the complete budget policies and process; the Authority's financial and debt policies including bonds outstanding and debt service schedules; and documents describing the major revenue source and the distribution of revenue. Also included, is a document discussing the long term financial plans; a schedule showing long term financial projections; a document showing the impact of capital expenditures on the operating budget; a glossary of terms and acronyms; and departmental organizational charts. (See pages 193-233)

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# INTRODUCTORY SECTION



NTTA Signage



December 15, 2010

NORTH TEXAS TOLLWAY AUTHORITY  
Board of Directors

We are pleased to submit for your review the 2011 Budget of the North Texas Tollway Authority (the "Authority").

Section 505 of the Trust Agreement, requires that the Board adopt a Final Budget of current expenses (operating budget) and the deposit to the Reserve Maintenance Fund for the following year. The Final Budget must be adopted in December or the budget for the previous year will remain in force until the Board adopts a new budget.

This chart provides an overview of the 2011 Budget with a comparison to the 2010 Final Budget.

	North Texas Tollway Authority	
	2011 Budget	2010 Budget
<b>Estimated Revenues</b>	<b>\$444,267,300</b>	<b>\$410,021,416</b>
<b>Operating Budget (1)</b>	<b>\$111,056,702</b>	<b>\$112,618,802</b>
<b>Total Net Debt Service</b>	<b>\$204,478,994</b>	<b>\$167,174,172</b>
<b>Estimated Coverage First Tier</b>	<b>1.85</b>	<b>2.00</b>
<b>Estimated Coverage All Debt</b>	<b>1.44</b>	<b>1.58</b>
<b>Reserve Maintenance Deposit</b>	<b>\$42,289,060</b>	<b>\$0</b>
<b>Estimated Capital Improvement Fund Deposit</b>	<b>\$93,405,271</b>	<b>\$140,627,040</b>

(1) For FY2011 salaries and benefits are budgeted 100% in the Operating Budget, the FY2010 amount has been updated to reflect this percentage for comparison purposes.

If you have any questions, or need additional information, please let us know. We look forward to presenting and discussing the 2011 Budget at the December 15, 2010 meeting.

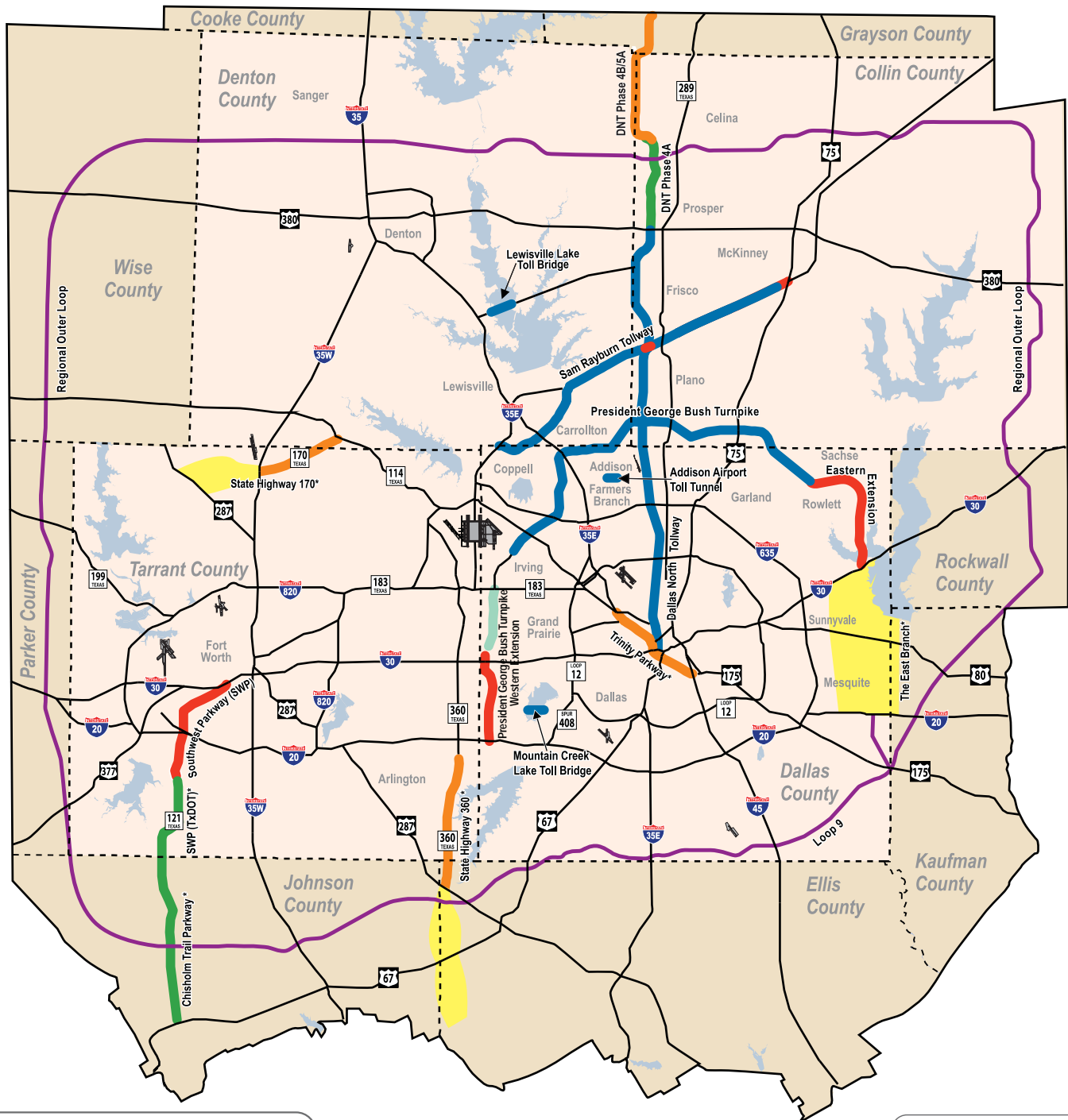
Very truly yours,



Allen Clemson, Executive Director



Janice D. Davis, Chief Financial Officer



**TOLL FACILITIES**



President George Bush Turnpike



Addison Airport Toll Tunnel



Dallas North Tollway



Lewisville Lake Toll Bridge



Sam Rayburn Tollway



Mountain Creek Lake Toll Bridge

**LEGEND**



- Existing
- Under Construction
- In Development
- Corridor Study
- Open to Traffic (NTTA Toll Collection)
- Study Area
- Regional Outer Loop
- - - County Line
- Airports

July 2010

# **HISTORY OF THE NORTH TEXAS TOLLWAY AUTHORITY**

The Turnpike Act of 1953 passed by the Texas Legislature and signed into law on June 9, 1953, created the Texas Turnpike Authority. The Authority issued its first bonds in June 1955 to construct the first project, a 30-mile strip of asphalt and concrete called the Dallas-Fort Worth Turnpike. On December 31, 1977, this project was declared toll-free and was turned over to the Highway Department (currently the Texas Department of Transportation).

In June 1997, the Texas Legislature approved a bill to create the North Texas Tollway Authority (the Authority), a regional tollway authority under Chapter 366, Transportation Code. Effective September 1, 1997, the Authority became the successor agency to the Texas Turnpike Authority and succeeded to all assets, rights, liabilities, and other property of the Texas Turnpike Authority located in Collin, Dallas, Denton, and Tarrant Counties. The Authority also assumed and became liable for all duties and obligations related to the Texas Turnpike Authority at that time.

The Authority is a political subdivision of the State of Texas, authorized and empowered by the Regional Tollway Authority Act (the Authority Act) to construct, maintain, repair, and operate turnpike projects within Collin, Dallas, Denton, and Tarrant Counties. The Authority is a non-appropriated entity authorized to issue turnpike revenue bonds, payable solely from tolls and other revenue of the Authority, for the purpose of paying all or any part of the cost of a turnpike project. Under the provisions of the Act, these revenue bonds shall not be deemed to constitute a debt or a pledge of the faith and credit of the State of Texas or of any other political subdivision thereof.

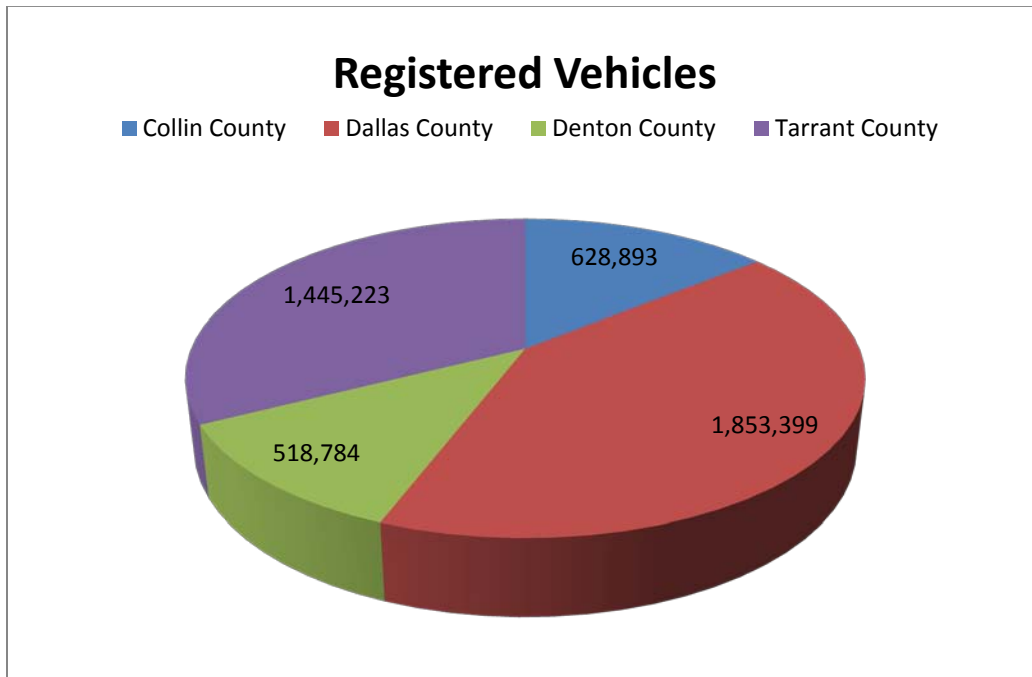
The North Texas Tollway Authority System (the System) is the enterprise fund of the Authority. The System is a turnpike project of the Authority and consists of the Dallas North Tollway (DNT), the Addison Airport Toll Tunnel (AATT), the President George Bush Turnpike (PGBT), the Mountain Creek Lake Bridge (MCLB), Sam Rayburn Tollway (SRT), and the Lewisville Lake Toll Bridge (LLTB). Currently, the System is approximately 100 miles long and has a total of 744 lane miles.

In addition, Chapter 366 authorized the Feasibility Study Fund to be used only to pay the expenses 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 or Authority;
- 3) Private participation, as authorized by law, in the financing of a proposed turnpike project or Authority, the refinancing of an existing turnpike project or Authority or the improvement, extension or expansion of a turnpike project or Authority.

Senate Bill 194, which was subsequently replaced by Chapter 366, authorized the establishment of the Dallas-Fort Worth Turnpike Transition Trust Fund, a Fiduciary Fund, to account for the payment of transition costs and other obligations payable from funds of the Dallas-Fort Worth Turnpike at December 31, 1977, such as post-employment benefits.

Today the NTTA continues working to meet the demands of traffic in the North Texas four county regions. A region with 4.4 million registered vehicles and a population that has grown by 22 percent in the last 10 years.

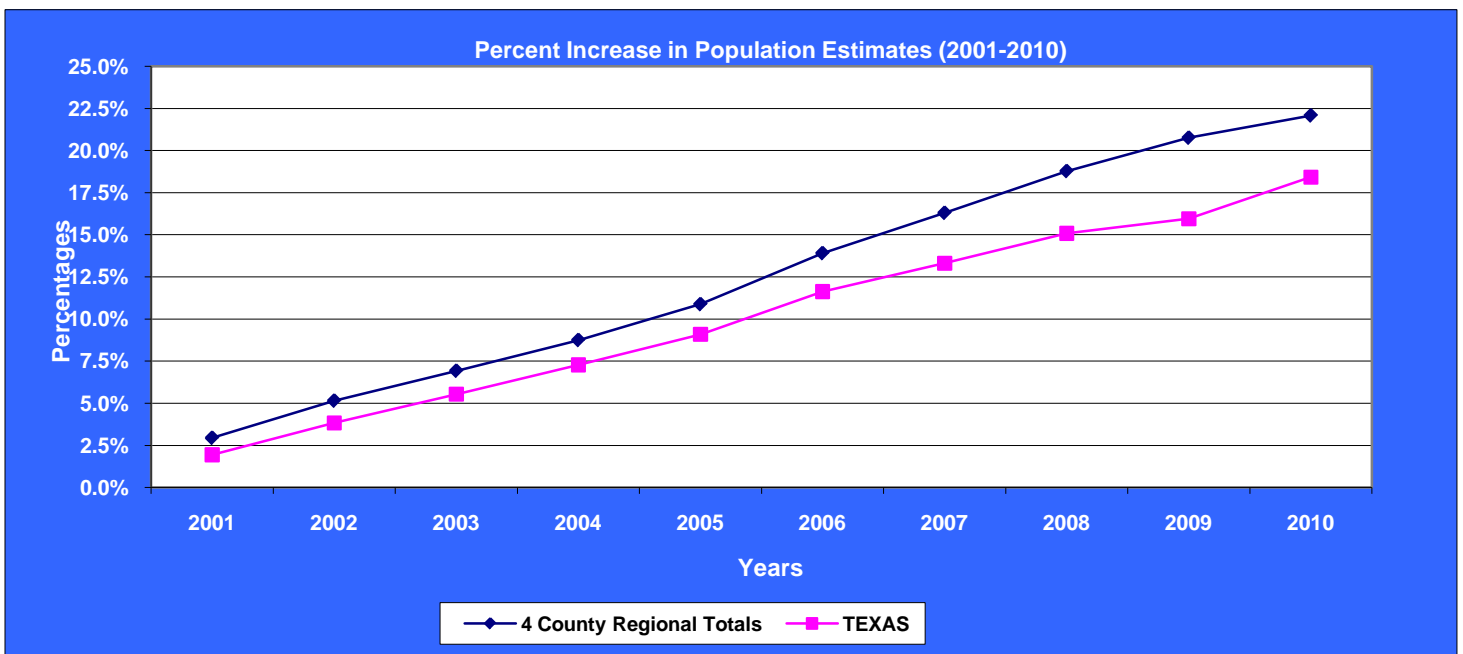


Current Information from Texas Department of Motor Vehicles

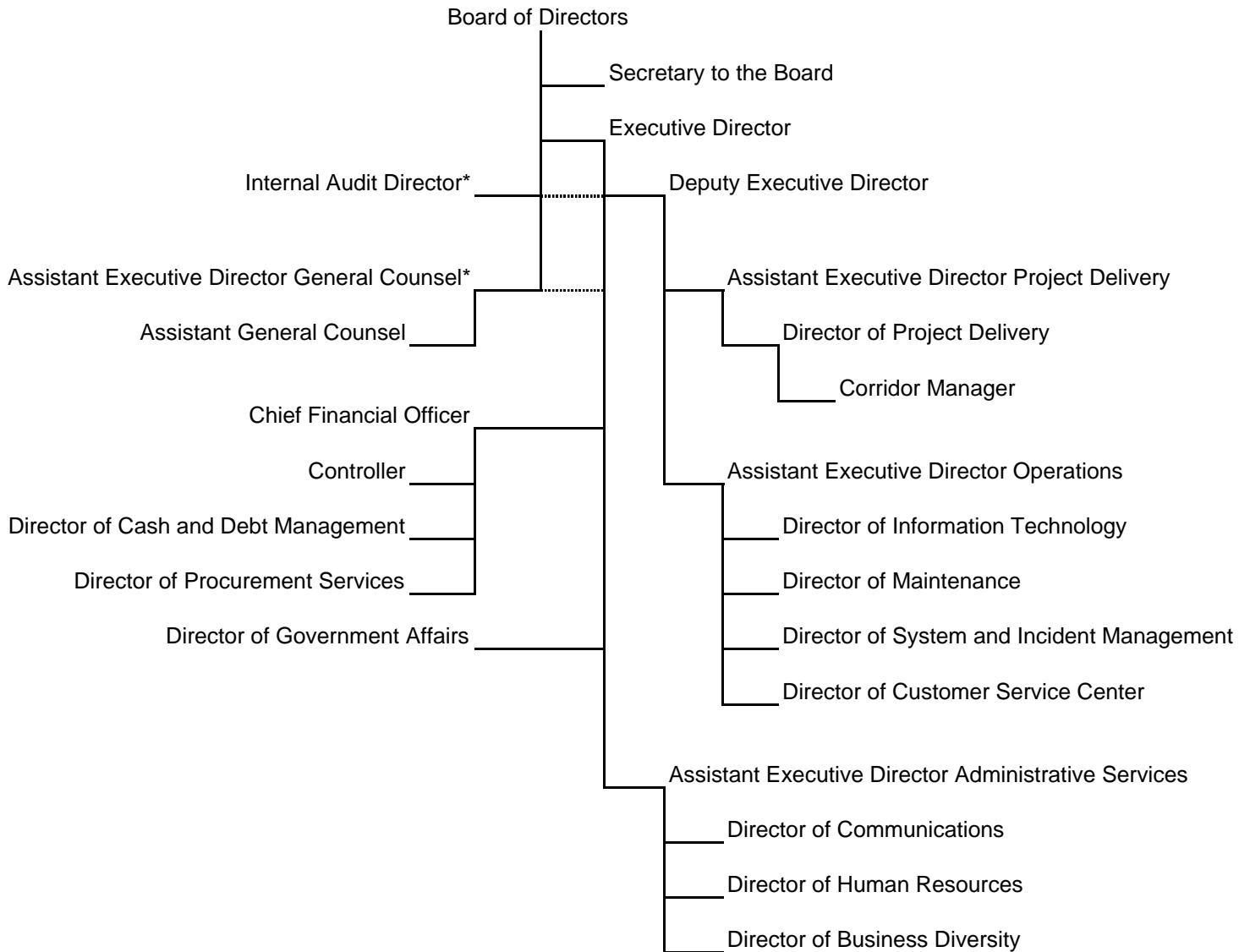
Demographic Data-Combined Four Region and State of Texas Estimated Population Data  
For years 2001-2010

Year	COLLIN	DALLAS	DENTON	TARRANT	Est. Four County Regional Totals	Estimated Texas Totals	Percentage Change (From Prior Years)	
							4 County	TEXAS
2001	538,200	2,264,243	463,681	1,489,516	4,755,640	21,357,926	2.94%	1.94%
2002	569,438	2,276,489	488,311	1,526,307	4,860,545	21,762,430	2.21%	1.89%
2003	597,536	2,282,284	510,292	1,556,747	4,946,859	22,134,047	1.78%	1.71%
2004	628,757	2,290,710	531,054	1,586,277	5,036,798	22,517,901	1.82%	1.73%
2005	660,926	2,308,527	554,994	1,619,666	5,144,113	22,928,508	2.13%	1.82%
2006	698,851	2,345,815	584,238	1,671,295	5,300,199	23,507,783	3.03%	2.53%
2007	730,690	2,366,511	612,357	1,717,435	5,426,993	23,904,380	2.39%	1.69%
2008	762,010	2,412,827	636,557	1,750,091	5,561,485	24,326,974	2.48%	1.77%
2009	766,900	2,471,000	628,300	1,807,750	5,671,550	24,538,335	1.98%	0.87%
2010	786,250	2,492,850	637,750	1,829,400	5,746,250	25,145,561	1.32%	2.47%
<b>Increase/Decrease Total from Year 2001 to Year 2010</b>	<b>248,050</b>	<b>228,607</b>	<b>174,069</b>	<b>339,884</b>	<b>990,610</b>	<b>3,787,635</b>		

All information obtained from U.S. Census Bureau and North Central Texas Council of Governments



**NTTA  
Organization Chart  
2010 - 2011**



\*Internal Audit and General Counsel report directly to the Board and indirectly to the Executive Director.

**North Texas Tollway Authority  
List of Officials  
December 31, 2010**

**Board of Directors**

**Victor Vandergriff  
David R Denison  
Kenneth Barr  
Kent Cagle  
Bob Day  
Bill Moore  
Michael R. Nowels  
Robert K. Shepard  
Jane Willard**

**Chairman, Tarrant County Appointee  
Vice-Chair, Denton County Appointee  
Director, Tarrant County Appointee  
Director, Dallas County Appointee  
Director, Dallas County Appointee  
Director, Collin County Appointee  
Director, Denton County Appointee  
Director, Governor Appointee  
Director, Collin County Appointee**

**Officials**

Allen Clemson  
Vacant  
Ruby Franklin  
Magdalena Kovats  
John Dahill

Janice D. Davis  
E. Ray Zies  
Dana Gibson-Boone  
Dennis Gakunga  
Gerry Carrigan

Clayton Howe  
Kim Tolbert

Nina Arias  
Kiven Williams  
Anthony Coleman  
Kim Jackson  
Marty Lege

Elizabeth Mow  
Dave Pounds  
Carrie Rogers-Prysock  
J C Wood

Executive Director  
Deputy Executive Director  
Board Secretary  
Director, Internal Audit  
Assistant Executive Director General  
Counsel  
Chief Financial Officer  
Controller  
Director, Cash and Debt Management  
Interim Director, Procurement Services  
Assistant Executive Director Project  
Delivery  
Assistant Executive Director Operations  
Assistant Executive Director  
Administration  
Director, Human Resources  
Director, Customer Service Center  
Director, Business Diversity  
Director, Communications  
Director, Systems and Incident  
Management  
Director, Project Delivery  
Director, Information Technology  
Director, Government Affairs  
Director, Maintenance

## **2011 BUDGET ASSUMPTIONS, GOALS, AND ACCOMPLISHMENTS**

### **Assumptions**

#### Revenue Assumptions:

- Toll transactions are assumed to increase by 33,423,400, from 488,568,600 to 521,992,000, or 6.8% over FY2010 estimate.
- Toll revenue is assumed to increase by \$33,616,900, from \$377,132,800 to \$410,749,700, or 8.9% over FY2010 estimate.
- Toll Tag accounts are expected to increase by 120,785 from approximately 1,098,044 to 1,218,829, an increase of 11.0%.
- Active Toll tags are expected to increase by 231,081 from approximately 2,100,740 to 2,331,821 an increase of 11.0%.
- 2011 traffic and revenue (T&R) estimation assumptions are based on the toll rates adopted by the Board of Directors on July 16, 2009 and take into consideration the current economy.(1)
- Toll rate increase of 5.6% from \$0.1450 cents per mile to \$0.1531 in July 2011.

#### Expense Assumptions:

- Increased maintenance cost for additional 84.4 lane miles with 25.4 lane miles of Sam Rayburn Tollway scheduled to open January 2011 and 59.0 lane miles for President George Bush Turnpike to open November 2011.
- New TollTag accounts will add an estimated 84,300 contacts annually to the 2010 estimated total of 800,400, for a total FY2011 of 884,700.
- Conversion to All-ETC and the additional transactions will increase invoice processing by an estimated 878,583 from 2,053,503 in 2010 to 2,932,086 or 42.8%, based on an average of 30 transactions per invoice.
- Assumptions as to what insurance health plan employees will elect for FY2011. (2)

#### Other Fund Assumptions

- The Construction Fund contains \$375,237,000 for Southwest Parkway/Chisholm Trail construction that, if the project is accepted by the Authority, will require additional financing sources. (See page 174)

(1)For complete T&R estimation assumptions see WSA report in the Appendices Section pages 216-218.

(2)See Executive Summary-Staffing and Personnel Issues page 20.



## Goals

- Create a budget that efficiently handles a 6.8% increase in toll transactions, a 42.8% increase in invoice processing volume, and an overall increase of 84.4 lane miles or 12.8% from FY2010.
- Maintain a 1.50 times debt coverage ratio on first tier debt.
- Create a budget at or below the 2010 Final Budget.
- Create a budget that contributes to the replenishment of reserve balances.
  - (1) The Reserve Maintenance Fund is required to maintain a \$5,000,000 reserve by the Trust Agreement.
  - (2) During FY2010 the Board of Directors approved a Rainy Day Fund Account in the Capital Improvement Fund, with the ultimate goal of creating a balance of \$50,000,000 by FY2013. Use of this balance will require specific action by the Board of Directors.
- Bring core competency duties in-house.
- Address 2008 Management Letter comments requiring capital outlay.
  - (1) Enhance the financial system for better internal controls, and better reporting of information.

## Accomplishments

- The 2011 Operating Budget handles the increase in toll transaction, invoice volume, and lane miles with an overall decrease of \$1.6 million or 1.4% of the 2010 budget amount; (See page 65)
- The debt coverage ratio is estimated at 1.85 times on first tier debt and an estimated 1.44 times an all debt including the Intermodal Surface Transportation Efficiency Act of 1991 (“ISTEA”) loan and the Subordinated Debt of the Capital Improvement Fund. (See page 40)
- The FY2011 estimated revenue transfer of \$42.3 million to the Reserve Maintenance Fund will maintain the \$5 million required reserve and will accomplish all the maintenance projects identified to maintain the System at the adopted condition level of six or greater. (See page 178)
- The estimated \$93.4 million revenue distribution to the Capital Improvement Fund will allow for the transfer of \$17.3 million to the Rainy Day Fund and funding for the capital improvement projects indentified in the 2011-2015 Five-Year Capital Plan. (See page 186)
- The Information Technology Department has identified and budgeted salaries and benefits of \$574,800 for 7 core competency positions to replace consultant fees of \$1,252,000 for approximately \$677,200 total savings in FY2011.
- The Capital Improvement Fund project list contains \$1,500,000 in projects for enhancement and reimplementaion of PeopleSoft Financials. This will improve the internal controls and reporting of financial information; addressing concerns outlined in the 2008 Management Letter. (See page 182)

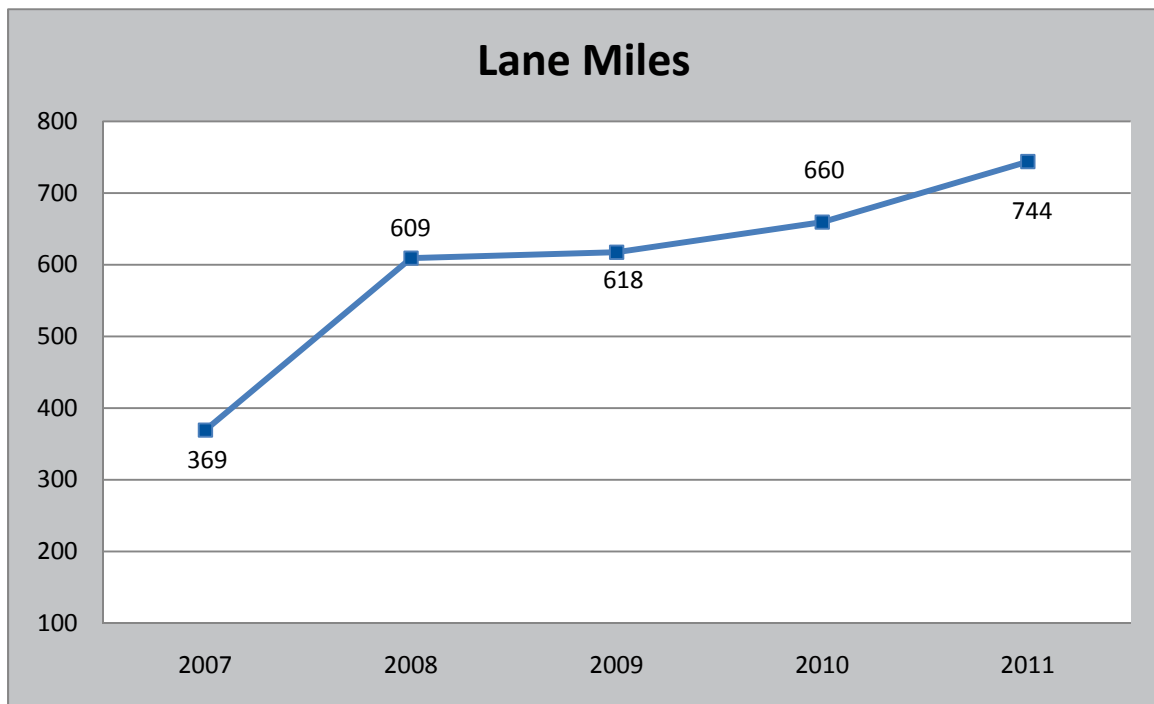
# Executive Summary

## 2011 Operating Budget Overview

### Introduction

Through this trying economy, the North Texas Tollway Authority (the “Authority”) has proceeded with its five-year strategic plan goals and objectives. The Authority continuously strives to maximize all its resources to enhance mobility in the North Texas region. The 2011 Budget reflects this maximization of resources.

The 2011 Budget also reflects the Authority’s complete conversion of the “System” from traditional toll collection with tollbooths to all electronic toll collection (“All-ETC”) on mid December 2010. The facilities that make up the System consist of the Dallas North Tollway (DNT); President George Bush Turnpike (PGBT); the Sam Rayburn Tollway (SRT), the Addison Airport Toll Tunnel (AATT); the Mountain Creek Lake Bridge (MCLB) and the Lewisville Lake Toll Bridge (LLTB). The System consists of revenue producing lanes (Revenue Lane Miles) and the service roads on the SRT, which the Authority must maintain, but are not tolled (Lane Miles). Total Lane Miles will increase by 84 miles in 2011. They have more than doubled in the last five years, from 369 miles in 2007 to 744 miles in 2011.



The opening of the PGBT Eastern Extension in late 2011 will add 59.0 lane miles; and the opening of Sam Rayburn Tollway (SRT) Segment 4 in early 2011 will add 25.4 Lane Miles to the System.

	FY 2011 Lane Miles		
	Revenue Lane Miles	Service Roads	Lane Miles
DNT	179.3	-	179.3
PGBT	239.9	3.8	243.7
SRT	153.8	153.8	307.6
MCLB	3.9	-	3.9
AATT	1.4	-	1.4
LLTB	8.2		8.2
Total	<u>586.5</u>	<u>157.6</u>	<u>744.1</u>

Overall, the estimated toll revenue transactions for the System will increase by 33.4 million, from 488.6 million in 2010 to 522.0 million in 2011, a 6.8% increase.

The Customer Service Center's budget increased by \$4.6 million; consisting of \$3.3 million for additional credit card fees, \$0.7 million for additional TollTags, \$0.5 million for outsourcing image review, and \$0.1 million net increase for all other expenses. The increase is directly related to the increase in toll revenue transactions and the estimated increase in ZipCash transactions, due to the conversion to All-ETC, by 26.4 million; from 61.6 million in 2010 to 88.0 million in 2011. ZipCash is the Authority's trademark name for the process used to collect tolls from non-TollTag account customers, by recording license plate numbers and sending an invoice to the registered owner.

The conversion to All-ETC eliminates the Toll Collection and Vault departments resulting in a net decrease of salaries and employee related expenses of \$6.4 million. Operating expenses increased by \$0.9 million to bring the management of the Gleneagles Complex in-house. All other operating expenses decreased by a net amount of \$0.6 million. Overall, the Authority's operating cost will decrease by \$1.5 million in 2011. The 2011 Operating Budget is currently at \$111.1 million.

By maximizing resources, the Authority will handle the increase in transactions and lane miles with a 2011 Budget that is a 1.4% decrease from the \$112.6 million 2010 budget amount.

**Personnel comparison 2011 to 2010 budget:**

The departments most impacted by the increase in lane miles, transactions and the conversion to All-ETC are Customer Service Center (CSC), Information Technology(IT), Maintenance, and System and Incident Management(SIM). The 2011 budget includes a net decrease of 156 FTEs. The most significant changes are described below.

Eliminating the Toll Collection and Vault departments resulted in a decrease of 176 budgeted positions. The CSC is requesting 2 additional FTEs to more efficiently manage the department. IT is requesting 10 additional FTEs; 7 to bring some core competency positions in-house, and 3 to better support the increased demands on the systems and increased roadway equipment. SIM is requesting 7 additional FTEs, 6 to supply roadway

assistance and 1 dedicated to processing claims for damages to the system. The Maintenance Department is requesting 4 additional FTEs, 1 safety trainer, 2 for facility maintenance, and 1 for support services.

### **Staffing and Personnel Issues**

The proposed 2011 Budget includes \$0.9 million, equal to 2.5% of total salaries, for compensation adjustments or increases. This is a decrease of \$0.3 million or 23.9% from the FY2010 Budget amount of \$1.2 million.

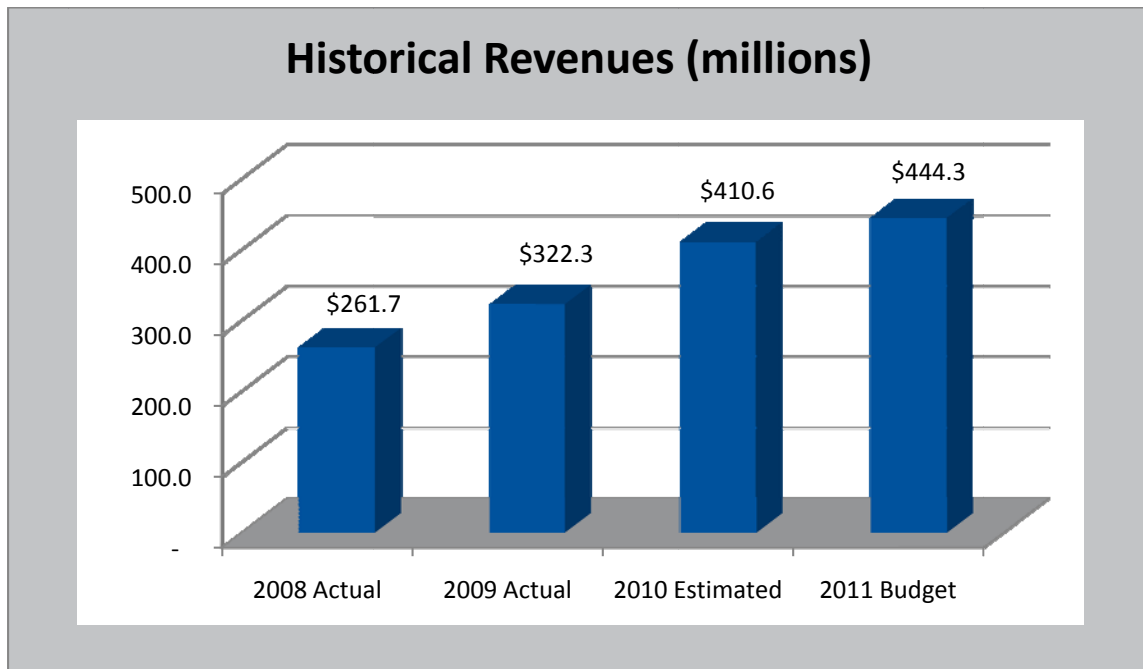
Health care expenses continue to be a significant factor in personnel costs. The Public Employees Benefit Cooperative (PEBC) manages the Authority's health plan. For FY2011 the plan has two options, EPO and PPO. The premium cost share for both plans are as follows: 88.0% employer and 12.0% employee for the employee only coverage; 75.0% employer and 25.0% employee for the employee and spouse, child, or family coverage. The cost share on the two dental plans offered are, 25.0% employer and 75.0% employee. The 2011 Budget includes \$6.2 million for health care premiums and \$1.2 million for other post employment benefits (OPEB) for a total of \$7.4 million. This is a decrease of \$2.1 million or 22.2% from the FY2010 Budget.

The budget provides for retiree benefits at the employer/employee ratio of 9.04%/6.00%, respectfully. An increase in the 2011 Texas County & District Retirement System (TCDRS) employer contribution rate from 8.99% to 9.04% is reflected in the budget.

For the 2011 Budget, the compensation and benefits costs are budgeted 100.0% in the Operating Budget, with transfers being made from the other funds for any amounts allocated. This will allow the Authority to present a clear view of salaries and benefits and to better deal with any funding issues. In prior years these cost were allocated and budgeted in various funds based on the level of estimated activity for related projects and accounts. The 2010 Budget numbers for compensation and benefits being used in the 2011 Budget documents, for comparison purposes, have been updated to reflect a 100.0% budgeting of these costs to the Operating Budget. The compensation and benefit cost of \$49.3 million represents 44.4% of the total 2011 Budget.

### **2011 Revenues**

Total 2011 estimated revenues for the NTTA System are \$444.3 million. These revenues are comprised primarily of \$410.7 million of toll revenues, or 92.5% of total revenues. Toll revenues are estimated to increase by \$33.6 million from Fiscal Year 2010. About \$24.1 million due to the increase in transaction and \$9.5 million due to a 5.6% toll rate increase from \$0.1450 cents per mile to \$0.1531, in July 2011. Wilbur Smith Associates estimates an 8.9% increase in 2011 toll revenues when compared to 2010 estimated toll revenues (See Wilbur Smith projection on Page 216-218). Other income consists of administrative fees, miscellaneous fees, and claims recovery for a combined estimate of \$23.8 million, or approximately 5.3% of total revenue. Interest earned on investments is projected to be \$9.8 million, or approximately 2.2% of total revenue.



#### **2011 Debt Service and Loan Repayment**

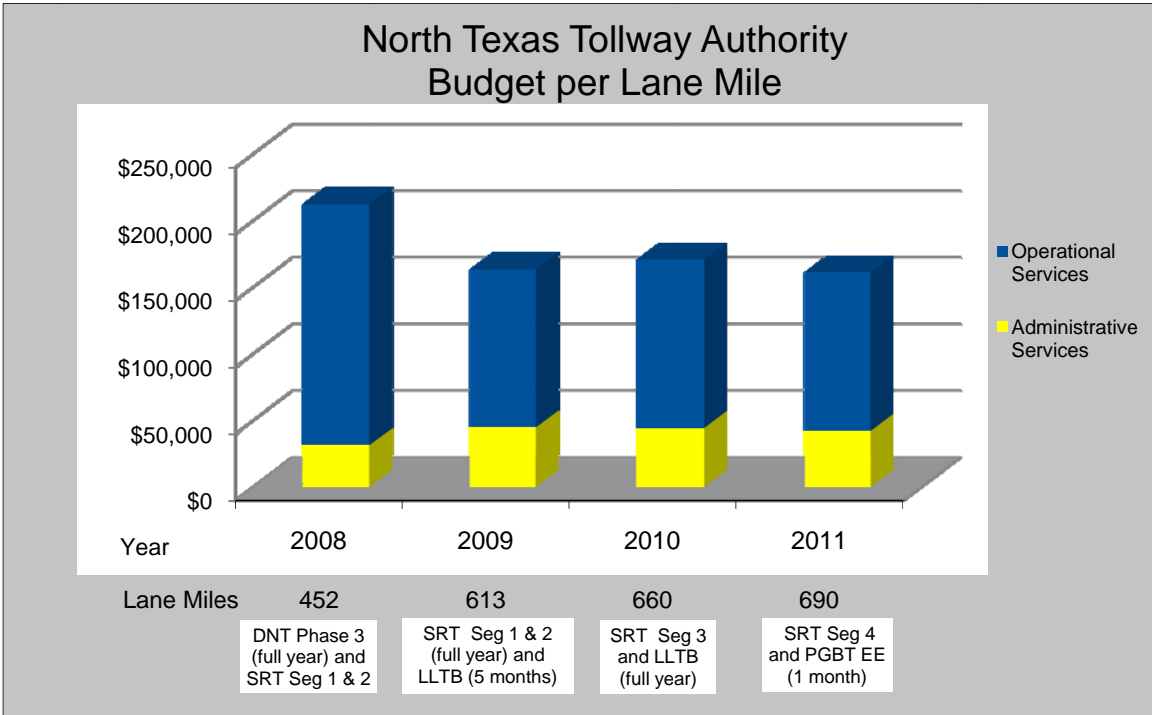
Total Net Debt Service will increase to \$204.5 million in 2011 or 22.3% from \$167.2 million in 2010. Estimated 2011 total bond debt service coverage is 1.85 times first tier debt service. The Capital Improvement Fund subordinated debt interest payment for 2011 is \$28.5 million (\$16.8 million due August 1, 2011 and \$11.7 million due February 1, 2012). The \$8,250,000 ISTEAs payment is due January 1, 2012. Coverage for all debt including CIF subordinated debt and ISTEAs is 1.44 times.

#### **2011 Expenditures**

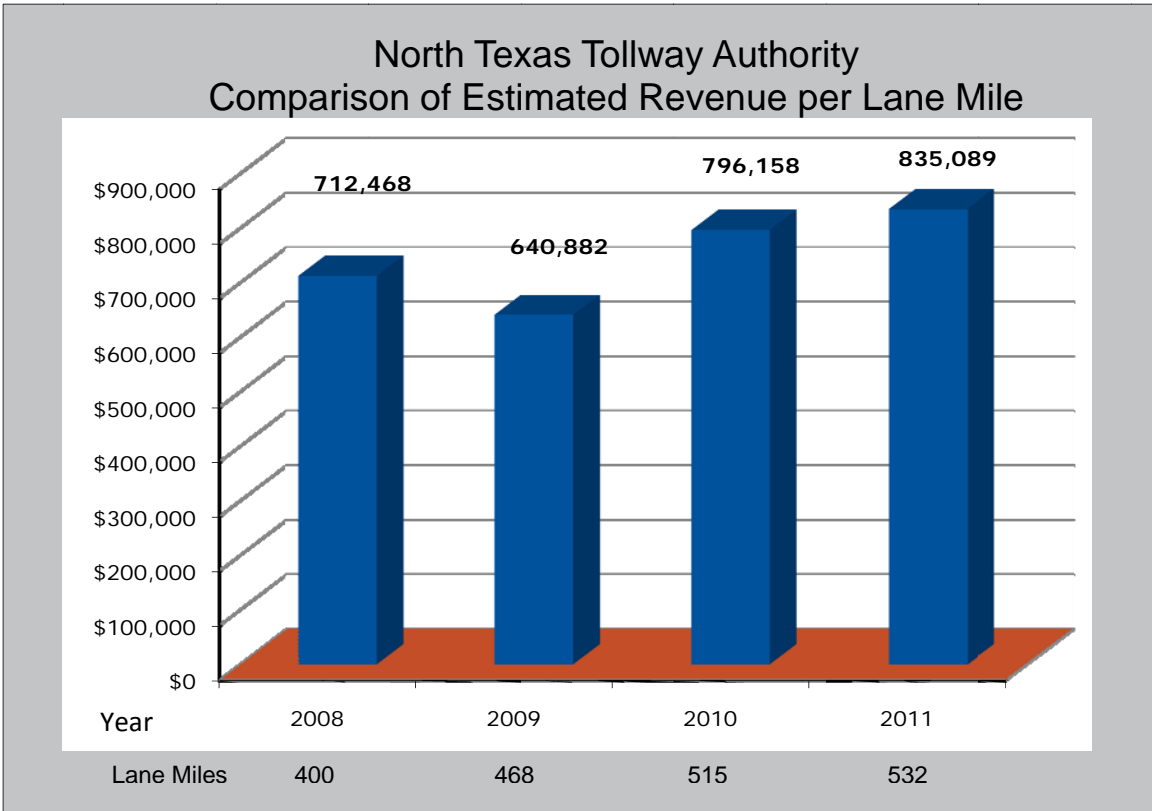
The 2011 budget for operating expenses is presently \$111.1 million. This represents a decrease of \$1.5 million, or 1.4% under the 2010 budget of \$112.6 million. The primary factors driving the 2011 decrease are the conversion to All-ETC and all departments effectively utilizing their available resources. In particular, the CSC by changing its business rules to handle the increased invoicing for ZipCash transactions, implementing a lock box process to handle payments, and outsourcing image review.

Costs directly associated with operational services of the NTTA System (Customer Service Center, Information Technology, Maintenance, Operations, System & Incident Management, and Project Delivery, departments) are proposed at \$81.9 million or 73.8% of the total budget.

Costs directly associated with the administrative services of the NTTA System (Administration, Business Diversity, Communications/Marketing, Finance, Government Affairs, Human Resources, Internal Audit, and Legal departments), are proposed at \$29.1 million or 26.2% of the total budget.



The 2011 budget per lane mile decreased by \$6,683 or 5.7% from 2010; due to the conversion to All-ETC, and the departments' efforts to achieve greater efficiency. The 2011 lane miles of 690.1 include 153.8 miles of service roads for SRT.



Revenues per lane mile increased in 2011; to \$835,089 from \$796,158 lane mile approximately \$38,931 or 4.9%. The increase is due to a 6.8% increase in toll transactions and the opening of SRT Segment 4. The 532 lane miles for revenue represent revenue-producing lanes only.

### **Reserve Maintenance Fund**

Ongoing maintenance of the existing infrastructure is essential. Estimated expenditures in FY 2011 of \$32.5 million and prefunding of 2013 projects will require a deposit of \$42.3 million to the Reserve Maintenance Fund (RMF) for FY2011. (See calculation on page 178) The estimated expenditures include Maintenance expenditures of \$28.3 million for infrastructure maintenance requirements and wall repairs; IT expenditures of \$1.9 million mostly to replace outdated servers, and computer and equipment. The \$32.5 million in RMF expenditures is \$1.5 million or a 4.4% decrease from the \$34.0 million identified in the Major Maintenance Projects section of the 2011-2015 Five Year Capital Plan (see page 222). The decrease is due mainly to the allocated cost estimates.

### **Other Funds**

Details of estimated expenditures of the Capital Improvement Fund (CIF) and its Revolving Account-Feasibility Study Fund (see pages 186-189) of \$76.3 million is \$0.9 million or 1.2% decrease from the \$77.2 million identified in the Capital Improvement Projects section of the 2011-2015 Five Year Capital Plan (see page 224). The decrease is the result of allocated costs estimates. The estimated deposit to the CIF is \$93.4 million, which would allow a \$17.3 million transfer to the CIF Rainy Day Fund Account (RDFA). The RDFA funding is still on schedule to have a \$50 million balance by the end of FY 2013.

The Construction Funds (see page 168) of \$174.6 million is \$4.2 million or 2.5% increase from the \$170.4 million identified in the NCTA System Construction Projects section of the 2011-2015 Five Year Capital Plan (see page 225). The increase is the result of allocated costs estimates and construction numbers rounded up to the next million.

The Construction Funds (see page 168) contain a budget for the Southwest/Chisholm Trail Parkway of \$375.2 million is \$1.4 million or 0.4% increase from the \$373.8 million identified in the Special System Construction Projects section of the 2011-2015 Five Year Capital Plan (see page 225). The increase is the result of allocated costs estimates and construction numbers rounded up to the next million. This project is a stand-alone project governed by a separate Trust Agreement. If the Authority accepts this project, it will require additional non-system financing.

# **FIVE-YEAR STRATEGIC PLAN GOALS AND OBJECTIVES**

**2009 – 2013**

## **North Texas Tollway Authority Mission**

The mission of the North Texas Tollway Authority is to enhance mobility through responsible and innovative tolling solutions.

## **North Texas Tollway Authority Values**

The values of the North Texas Tollway are Integrity, Leadership, Excellence, Teamwork, and Accountability.

The five-year strategic plan with its goals and objectives was developed in 2009 in a collaborative effort of NTTA's Executive Management and Board of Directors. These goals and objectives drove the development of the fiscal year 2011 budget. They are the roadmap of the organization, with individual employee's goals being linked to the departmental goals and objectives, which are completely aligned with the following NTTA goals and objectives.

## **Goals and Objectives for the North Texas Tollway Authority**

Goal 1: Financially sound and vibrant financial system

- Maintain quality audit program
- Minimize leakage cost-effectively
- Establish reserves policy
- Maintain cost-effective bond rating
- Maintain clearer budget and financial processes

Goal 2: Highly qualified, energized and focused team to advance the mission

- Establish comprehensive, competitive compensation program.
- Create a culture that attracts and retains outstanding people and supports the mission.
- Develop, maintain world-class HR services



### Goal 3: Customer-driven organization

- Continue improving the customer experience
- Continue improving measurement of customer satisfaction
- Educate the consuming public about using toll roads
- Orient culture to customer service

### Goal 4: Innovative tolling and toll road solutions

- Create, operate an innovation, development and solutions center
- Identify, focus on opportunities to be environmentally responsible

### Goal 5: Respected leadership and partnership in the region's transportation network

- Inform leaders on NTTA finances
- Do effective outreach to governments
- Engage governments in the planning process
- Lead regional toll road planning

### Goal 6: Open, honest communication

- Develop effective interactive communications process
- Create a strategy to communicate mission and goals
- Assess, improve, implement stakeholder communications programs

The six goals are end-state goals to be achieved by the end of 2013. All objectives are actions to be completed by the end of 2011.

# **FIVE-YEAR STRATEGIC PLAN ACCOMPLISHMENTS and DEPARTMENT MATRIX**

**2009 – 2010**

## **Goals and Objectives Accomplished by the North Texas Tollway Authority from 2009 to 2010.**

### Goal 1: Financially sound and vibrant financial system

- Maintain quality audit program
  - Developed and executed the Board approved audit work program
- Minimize leakage cost-effectively
  - Implemented a Revenue Assurance program
  - Created a quarterly monitoring and reporting process
- Establish reserves policy
  - Created a \$50 million reserve fund policy that was approved by the Board in 2010
- Maintain cost-effective bond rating
  - Prepared a 5-Year Capital Plan to better understand the financial needs of NTTA
  - Established a reserve policy and fund for subordinated debt
  - Negotiated a Toll Equity Loan Agreement
  - Created the Special System Projects to expand the financing options
- Maintain clearer budget and financial processes
  - Enhanced the budget process, documentation, and reporting
  - The 2010 enhanced budget report was submitted and received the GFOA Distinguished Budget Presentation Award
  - Created a standardized agency-wide cash flow forecast
  - Initiated a financial system re-implementation
  - Completed a cost allocation plan

### Goal 2: Highly qualified, energized and focused team to advance the mission

- Establish comprehensive, competitive compensation program.
  - Hired outside consultant to create a compensation plan
  - Implemented first phase of the recommendations
-

- Create a culture that attracts and retains outstanding people and supports the mission.
  - Implemented a pay-for-performance pay system
  - Completed an Employee Engagement Survey and created an employee engagement committee
  - Developed an employee migration process for impacts of All-ETC
  - Initiated diverse workforce and other related reporting
- Develop, maintain world-class HR services
  - Developed quarterly reporting on key HR metrics
  - Automated employee review process
  - Launched the NTTA University to provide employee training

### Goal 3: Customer-driven organization

- Continue improving the customer experience
  - Started the conversion to All-ETC to improve customers safety and travel time
  - Implemented a Customer Driven Management culture
  - Earned the IBTTA Toll Excellence Award and the President's Award for the customer centric initiatives in 2010
- Continue improving measurement of customer satisfaction
  - Implemented customer satisfaction surveys
  - Implemented mystery driver and customer opinion programs
  - Implemented monitoring of complaint escalation rates
- Educate the consuming public about using toll roads
  - Created a quarterly "Estimated Time of Arrival" publication
  - Launched a Spanish language web site
  - Created enhancements to the NTTA web site
- Orient culture to customer service
  - Implemented an Ombudsman program to handle disputes
  - Published a Customer Bill of Rights

### Goal 4: Innovative tolling and toll road solutions

- Built and opened Sam Rayburn Tollway and the Lewisville Lake Toll Bridge, with the bridge earning the 2010 Planning Project of the Year Award from the American Public Works Association (APWA)
- Converted the System to All-ETC
- Created a Task Force to address the issue of wrong way drivers, with the project earning the 2009 Project of the Year from the International Association of Law Enforcement Planning
- The emergency response and repair of a failed retaining wall also earned an APWA award

- NTTA's technological initiatives for the All-ETC conversion and implementation of the intelligent transportation system earned the Technology Adopter Award sponsored by the Metroplex Technology Business Council
- Create, operate an innovation, development and solutions center
- Identify, focus on opportunities to be environmentally responsible
  - All facilities meet applicable environmental standards
  - The conversion to ALL-ETC assists to improve air quality by keeping traffic moving
  - NTTA was recognized as "Clean Air Champion" by the North Texas Clean Air Coalition for its multi-faceted approach to environmental stewardship that seeks to improve air quality, protect water resources, and enhance sustainability and aesthetics that ultimately lead to safer, cleaner, more efficient and enjoyable drive for motorist traveling in North Texas.

Goal 5: Respected leadership and partnership in the region's transportation network

- Inform leaders on NTTA finances
  - Established multiple ongoing outreach efforts to local elected officials on agency finances, capital plans, etc.
  - Presentations on toll road financing approaches made to member counties
  - Improved the reporting of financial information on the web site
- Do effective outreach to governments
  - Governmental specific web site launched
  - Enhanced leadership emphasis on partnerships
- Engage governments in the planning process
  - Improved relationships with Texas Department of Transportation and the Council of Governments
  - Collaborated with communities and the Regional Transportation Council in planning the Southwest Parkway/Chisholm Trail project
  - Participated in the regions 2025 transportation planning
- Lead regional toll road planning
  - NTTA is leading the tolling discussion elements of the regional transportation planning process

Goal 6: Open, honest communication

- Develop effective interactive communications process
  - Improved agency transparency by creating investor and governmental information web site; improving the reporting to the Board of Directors
- Create a strategy to communicate mission and goals
  - Developed and implemented a communication strategy and plan

- Prepared, published, and distributed a strategic plan brochure that was also posted on the NTTA website
- Created an employee newsletter
- Improved the internal website
- Established a social media presence
- Created an NTTA speakers bureau to give presentations to stakeholders
- Expanded project related communications
- Assess, improve, implement stakeholder communications programs
  - Conducted stakeholders satisfaction surveys(media, elected officials, partners and vendors) via customer satisfaction

The NTTA's goals are presented in the following matrix. The green highlighted areas indicate that the department's primary objectives are directly aligned with the agency goal. The department objectives are outlined in the department description section of the individual department's Executive Summary.

## Strategic Plan Goals Matrix

Departments	Goal 1: Financially Sound & Vibrant Financial System	Goal 2: Highly Qualified, Energized & Focused Team	Goal 3: Customer Driven Organization	Goal 4: Innovative Tolling & Toll Road Solutions	Goal 5: Respected Leader & Partner in the Region	Goal 6: Open Honest Communication
<b>Administrative Services:</b>						
Administration						
Board						
Business Diversity						
Communications/Marketing						
Finance						
Shared Services						
Government Affairs						
Human Resources						
Internal Audit						
Legal Services						
<b>Operational Services:</b>						
Customer Service Center						
Information Technology						
Maintenance						
Operations						
Project Delivery						
System & Incident Management						

## **Distinguished Budget Presentation Award**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to North Texas Tollway Authority, Texas for its annual budget for the fiscal year beginning January 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

During 2010 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 December 31, 2009. The certificate is presented to government units 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 maintain clear and proper budget and financial processes. The receiving of the award and the certificate are evidence of the Authority's commitment and dedication to accomplishing its goal and to supplying documents that clearly and openly communicate the Authority's financial condition to the board, bondholders, elected officials, and the public.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**North Texas Tollway Authority**

For the Fiscal Year Beginning

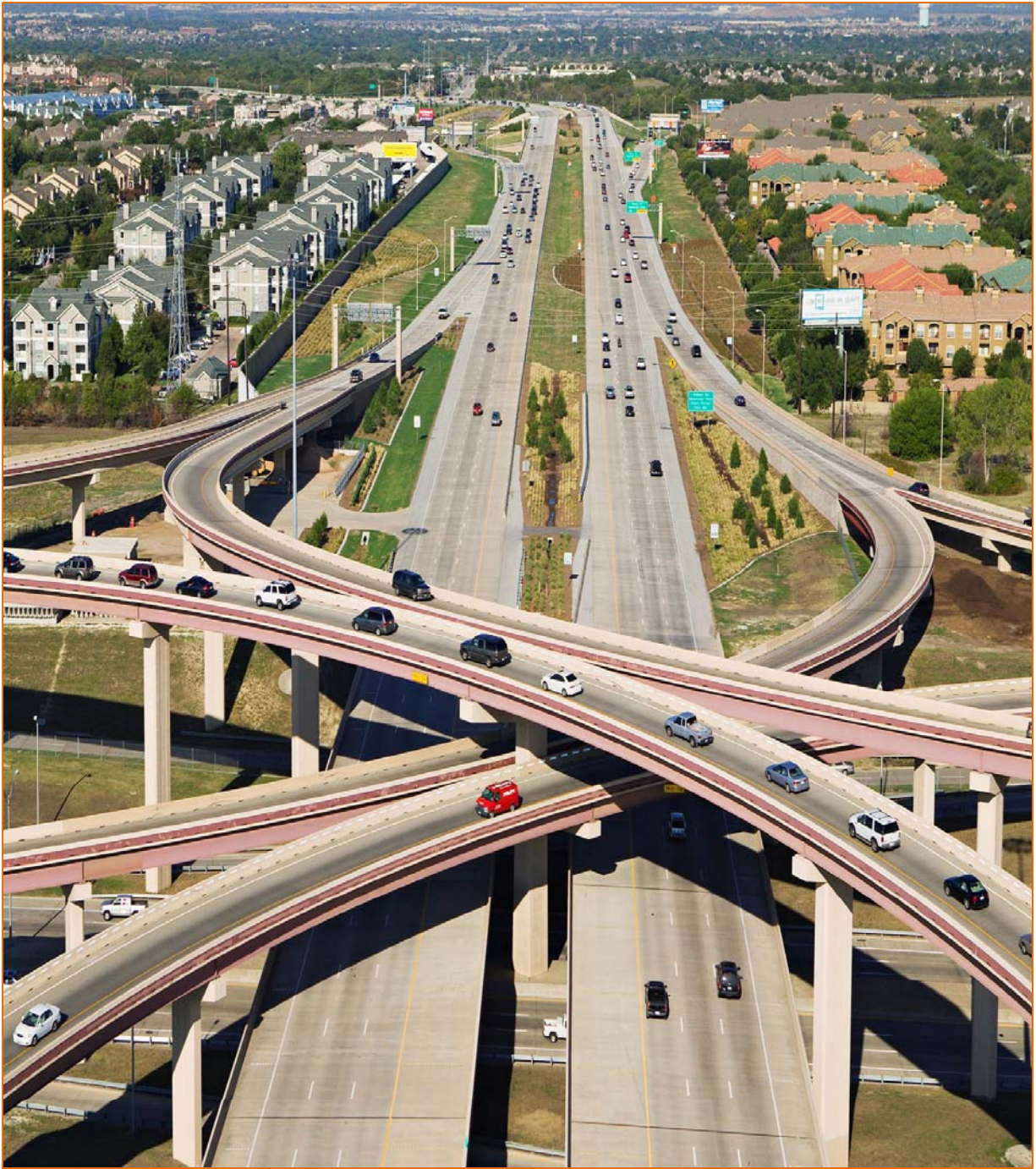
**January 1, 2010**

President

Executive Director



# BUDGET OVERVIEW SECTION



Dallas North Tollway/President George Bush Turnpike Interchange  
looking West on President George Bush Turnpike

## **North Texas Tollway Authority**

### **Fund and Account Descriptions**

The operations of the System are accounted for 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 the external independent auditors. The Authority is a non-appropriated political subdivision of the state so none of its funds are subject to appropriations.

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

**Revenue Fund (RF) – 2200** - The Revenue Fund was created to account for all revenues (all tolls, other revenues, and income) arising or derived by the Authority from the operation and ownership of the System. All revenues of this fund are distributed to other funds in accordance with the Trust Agreement. (See Revenue Distribution pages 189 and 190)

**Operation and Maintenance Fund (OMF) – 2300** - The Operation and Maintenance Fund was created to account for and pay current operating expenses of the North Texas Tollway Authority System.

**Reserve Maintenance Fund (RMF) – 2400** - The Reserve Maintenance Fund was created to account for those maintenance expenses that do not recur on an annual or more frequent basis.

**Capital Improvement Fund (CIF) – 2500** - The Capital Improvement Fund was created to account for the costs of repairs, enlargements, extensions, additions, improvements, reconstruction and replacement and capital expenses.

**CIF-Revolving Account/Feasibility Study Fund (FSF) – 1300**

- The Feasibility Study Fund was created to account for the initial cost of determining if a project is appropriate. While the Feasibility Study Fund is being separately identified, it is defined as a revolving fund in Section 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.

**Construction Fund (CF) – 2150**

- The Construction Fund was created to account 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) – 2610, 2620, & 2630**

- The Interest and Sinking Funds are the debt service funds of the Authority and were created to account for all the payments of debt obligations. The Amended and Restated 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 relationship between the Authorities departments and the major funds is illustrated below in a matrix format. The utilization of a fund by the department is highlighted in yellow and the percent of the budget

associated with the department is shown in the square. The dollar amounts are shown on the Summary of Funds FY 2011 on page 42 and in detail on the Departmental Budget Summary Report – Summary of Funds after the department Executive Summary in the Departmental Budget Section; starting with the Administration Department on page 70.

Departments	Operation and Maintenance Fund	Construction Fund	Reserve Maintenance Fund	Capital Improvement Fund	CIF-Revolving Account/FSF	Interest and Sinking Funds
<b>Administrative Services:</b>						
Administration	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Board	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Business Diversity	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Communications/Marketing	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Finance	4.5%	0.4%	0.0%	0.7%	20.9%	100.0%
Shared Services	10.5%	0.0%	4.6%	1.0%	0.0%	0.0%
Government Affairs	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Human Resources	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Internal Audit	0.8%	0.0%	0.0%	0.1%	0.0%	0.0%
Legal Services	3.4%	0.3%	0.3%	0.4%	16.7%	0.0%
<b>Total Administrative Services</b>	<b>26.3%</b>	<b>0.7%</b>	<b>4.9%</b>	<b>2.2%</b>	<b>37.6%</b>	<b>100.0%</b>
<b>Operational Services:</b>						
Customer Service Center	28.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Information Technology	12.4%	0.1%	5.4%	25.7%	0.0%	0.0%
Maintenance	22.7%	0.0%	89.7%	8.3%	0.0%	0.0%
Operations	0.9%	0.0%	0.0%	0.2%	0.0%	0.0%
Project Delivery	1.8%	99.2%	0.0%	63.6%	62.4%	0.0%
System & Incident Management	7.2%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Total Operational Services</b>	<b>73.7%</b>	<b>99.3%</b>	<b>95.1%</b>	<b>97.8%</b>	<b>62.4%</b>	<b>0.0%</b>
<b>2011 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>

**North Texas Tollway Authority  
FY 2011 Revenue Detail**

	2008		2009	
	Actual	Budget	Actual	Amended Budget
<b>Toll Revenue</b>				
Dallas North Tollway (DNT)	\$ 115,367,018	\$ 129,725,600	\$ 130,685,003	\$ 120,880,802
President George Bush Turnpike (PGBT)	112,914,339	120,614,700	111,443,813	101,013,311
PGBT Eastern Extension (PGBTEE)	-	-	-	-
Sam Rayburn Tollway (SRT)	10,014,168	14,186,900	44,884,602	38,888,244
Mountain Creek Lake Bridge (MCLB)	1,488,844	1,550,300	1,655,841	1,419,917
Addison Airport Tunnel Tollway (AATT)	992,422	1,037,300	878,801	868,055
Lewisville Lake Toll Bridge (LLTB)	-	-	856,487	1,981,400
<b>Total Toll Revenues</b>	<b>240,776,791</b>	<b>267,114,800</b>	<b>290,404,547</b>	<b>265,051,729</b>
<b>Investment Income</b>	<b>11,685,372</b>	<b>9,000,000</b>	<b>14,057,326</b>	<b>9,000,000</b>
<b>Other Income (3)</b>	-	8,159,800		
Interoperability Fees	2,822,334	-	1,400,247	2,425,000
Statement Fees	1,161,035	-	1,272,885	1,140,000
Administrative and Late Fees	5,150,541	-	16,813,168	20,664,342
Rents & Miscellaneous Revenues	139,214	-	(1,641,841)	370,000
	<b>9,273,124</b>	<b>8,159,800</b>	<b>17,844,459</b>	<b>24,599,342</b>
<b>Total Revenues</b>	<b>\$ 261,735,287</b>	<b>\$ 284,274,600</b>	<b>\$ 322,306,332</b>	<b>\$ 298,651,071</b>

(1) Estimated actuals FY 2010 based on June 2010 actuals.

(2) Estimated FY 2011 toll revenue per Wilbur Smith & Associates Traffic and Toll Revenue Study, investment and other revenue estimated by staff.

(3) Other Income prior to 2009 not budgeted at the detail level

2010		2011		
Estimated Actual (1)	Budget	Preliminary Budget (2)	Increase or (Decrease)	% Change
\$ 173,009,799	\$ 168,535,000	\$ 167,952,000	\$ (583,000)	(0.3%)
134,134,463	135,324,000	146,129,500	10,805,500	8.0%
-	-	8,700	8,700	100.0%
66,538,822	65,352,100	91,325,900	25,973,800	39.7%
1,910,228	1,876,400	971,300	(905,100)	(48.2%)
903,083	876,000	853,500	(22,500)	(2.6%)
2,536,819	5,169,300	3,508,800	(1,660,500)	(32.1%)
<b>379,033,214</b>	<b>377,132,800</b>	<b>410,749,700</b>	<b>33,616,900</b>	<b>8.9%</b>
<b>13,400,000</b>	<b>9,300,000</b>	<b>9,753,600</b>	<b>453,600</b>	<b>4.9%</b>
1,445,000	2,120,000	1,501,700	(618,300)	(29.2%)
1,382,140	1,200,000	1,534,500	334,500	27.9%
14,260,000	19,898,616	19,763,300	(135,316)	(0.7%)
1,060,000	370,000	964,500	594,500	160.7%
<b>18,147,140</b>	<b>23,588,616</b>	<b>23,764,000</b>	<b>175,384</b>	<b>0.7%</b>
<b>\$ 410,580,354</b>	<b>\$ 410,021,416</b>	<b>\$ 444,267,300</b>	<b>\$ 34,245,884</b>	<b>8.4%</b>

**North Texas Tollway Authority  
Revenue and Coverage Calculation  
FY 2011 to 2010**

	(A)	(B)	(C)	2011 Budget to 2010 Budget	
	2009	2010	2011	Amount	Percent Increase
	Actual	Budget	Budget		
Toll Revenue (1)	\$ 289,755,937	\$ 377,132,800	\$ 410,749,700	\$ 33,616,900	8.9%
Investment Income	14,057,326	9,300,000	9,753,600	453,600	4.9%
Other Income (2)	17,844,459	23,588,616	23,764,000	175,384	0.7%
<b>Total Revenues</b>	<b>321,657,722</b>	<b>410,021,416</b>	<b>444,267,300</b>	<b>34,245,884</b>	<b>8.4%</b>
<b>Revenue Transfers to Operation and Maintenance Fund</b>					
Operating Expenses (3)	97,250,885	112,618,802	111,056,702	(1,562,100)	(1.4%)
Trust Agreement Required Balance	-	1,733,100	1,472,750	(260,350)	(15.0%)
Inter-Fund Transfers (3)	(6,316,113)	(10,398,598)	(8,435,477)	1,963,121	(18.9%)
<b>Net Operating Expenses (3)</b>	<b>90,934,772</b>	<b>103,953,304</b>	<b>104,093,975</b>	<b>140,671</b>	<b>0.1%</b>
<b>Net Revenues for Debt Service</b>	<b>230,722,950</b>	<b>306,068,112</b>	<b>340,173,325</b>	<b>34,105,213</b>	<b>11.1%</b>
<b>Debt Service</b>					
First Tier Debt Service	270,507,086	320,200,371	321,124,869	924,498	0.3%
First Tier Capitalized Interest and Credit	(167,190,843)	(166,633,854)	(137,290,771)	29,343,083	(17.6%)
Second Tier Debt Service	58,038,275	58,038,275	58,038,275	-	0.0%
Second Tier Capitalized Interest	(52,234,448)	(46,430,620)	(37,724,879)	8,705,741	(18.7%)
Second Tier Commercial Paper Debt Service	207,144	2,000,000	331,500	(1,668,500)	(83.4%)
Third Tier Debt Service	-	-	-	-	0.0%
<b>Total Net Debt Service</b>	<b>109,327,214</b>	<b>167,174,172</b>	<b>204,478,994</b>	<b>37,304,822</b>	<b>22.3%</b>
Revenues Available after Debt Service	121,395,736	138,893,940	135,694,331	(3,199,609)	(2.3%)
Reserve Maintenance Fund Required Deposit	19,943,150	-	42,289,060	42,289,060	100.0%
Revenues Available for Capital Improvement Fund	101,452,586	138,893,940	93,405,271	(45,488,669)	(32.8%)
CIF Subordinated Debt	-	18,894,409	23,416,150	4,521,741	23.9%
ISTEA Payment	7,750,000	8,250,000	8,250,000	-	0.0%
<b>Revenues Available for Capital Projects</b>	<b>93,702,586</b>	<b>111,749,531</b>	<b>61,739,121</b>	<b>(50,010,410)</b>	<b>(44.8%)</b>
<b>Debt Service Coverage</b>					
<b>First Tier Coverage</b>	<b>2.23</b>	<b>1.99</b>	<b>1.85</b>		
<b>First &amp; Second Tier Coverage</b>	<b>2.11</b>	<b>1.85</b>	<b>1.66</b>		
<b>All Debt Coverage</b>	<b>1.97</b>	<b>1.58</b>	<b>1.44</b>		

Trust Agreement All Debt Coverage

First Tier	1.35
First & Second Tier	1.20
All Debt	1.00

(A) 2009 Actual from 2009 Financial Statements.

(B) 2010 Budget as approved in December 2010.

(C) 2011 Budget as proposed.

(1) 2011 Toll Revenue Estimates are based on WSA letter dated May 27th, 2010.

(2) Other Income includes Violation Fees, ZipCash Fees, Interoperability Fees, and Statement Fees, & Net Rental Income from Property.

(3) 2011 Budgeted Operating Expenses include 100% of the Total Salaries/Wages/Retirement/Healthcare costs. Approximately \$8.4 million or 16.5% of these costs will be allocated to other funds. 2010 Budgeted Operating Expenses include approximately \$10.4 million or 18.2% of Total Salaries/Wages/Retirement/Healthcare costs that were allocated to other funds.





Dallas North Tollway North

**North Texas Tollway Authority  
Summary of Funds  
FY 2011**

<b>Departments</b>	<b>Operation and Maintenance Fund</b>	<b>Construction Fund</b>
<b>Administrative Services:</b>		
Administration	\$ 1,490,194	\$ -
Board	303,454	-
Business Diversity	545,097	-
Communications/Marketing	3,330,459	22,500
Finance	5,031,019	2,244,500
Shared Services	11,705,114	-
Government Affairs	498,671	-
Human Resources	1,586,315	-
Internal Audit	912,639	63,000
Legal Services	3,720,514	1,695,000
<b>Total Administrative Services</b>	<b>29,123,476</b>	<b>4,025,000</b>
<b>Operational Services:</b>		
Customer Service Center	31,835,048	-
Information Technology	13,822,894	256,500
Maintenance	25,251,000	-
Operations	1,027,086	-
Project Delivery	1,956,011	543,620,000
System & Incident Management	8,041,187	-
<b>Total Operational Services</b>	<b>81,933,226</b>	<b>543,876,500</b>
<b>FY 2011 Grand Totals</b>	<b>111,056,702</b>	<b>547,901,500</b>
<b>FY 2011 compared to FY 2010</b>		
<b>FY 2010 Grand Totals</b>	<b>112,618,802</b>	<b>826,343,000</b>
Increase/(Decrease)	(1,562,100)	(278,441,500)

	Reserve Maintenance Fund	Improvement Fund/Revolving	Total
\$	-	-	\$ 1,490,194
	-	-	303,454
	-	-	545,097
	-	-	3,352,959
	-	2,352,700	9,628,219
	1,404,950	700,000	13,810,064
	-	-	498,671
	2,163	-	1,588,478
	10,500	21,000	1,007,139
	100,000	1,800,000	7,315,514
	<b>1,517,613</b>	<b>4,873,700</b>	<b>39,539,789</b>
	-	-	31,835,048
	1,633,912	17,292,618	33,005,924
	27,339,978	5,609,483	58,200,461
	-	120,000	1,147,086
	-	48,440,000	594,016,011
	-	-	8,041,187
	<b>28,973,890</b>	<b>71,462,101</b>	<b>726,245,717</b>
	<b>30,491,503</b>	<b>76,335,801</b>	<b>765,785,506</b>
	<b>25,999,299</b>	<b>163,242,042</b>	<b>1,128,203,143</b>
	4,492,204	(86,906,241)	(362,417,637)

**North Texas Tollway Authority  
Summary of Funds  
FY 2010**

<b>Departments</b>	<b>Operation and Maintenance Fund</b>	<b>Construction Fund</b>
<b>Administrative Services:</b>		
Administration	\$ 1,655,214	\$ 4,500
Board	303,460	-
Business Diversity	514,453	-
Communications/Marketing	3,223,006	15,000
Finance	4,833,257	1,215,500
Shared Services	12,057,286	-
Government Affairs	589,455	-
Human Resources	1,470,294	-
Internal Audit	983,831	4,500
Legal Services	3,700,488	1,800,000
<b>Total Administrative Service</b>	<b>29,330,744</b>	<b>3,039,500</b>
<b>Operational Services:</b>		
Customer Service Center	27,246,233	-
Information Technology	13,210,708	353,500
Maintenance	23,543,839	-
Operations	1,235,797	-
Project Delivery	2,138,705	822,950,000
System & Incident Manageme	8,314,900	-
Toll Collection	6,684,162	-
Vault	913,714	-
<b>Total Operational Services</b>	<b>83,288,058</b>	<b>823,303,500</b>
<b>FY 2010 Grand Totals</b>	<b>112,618,802</b>	<b>826,343,000</b>

Reserve Maintenance Fund	Capital Improvement Fund/Revolving Account	Total
\$ -	\$ -	\$ 1,659,714
-	-	303,460
-	-	514,453
-	125,000	3,363,006
100,000	5,827,700	11,976,457
-	-	12,057,286
-	-	589,455
650	-	1,470,944
11,250	14,250	1,013,831
100,000	2,250,000	7,850,488
<b>211,900</b>	<b>8,216,950</b>	<b>40,799,094</b>
-	-	27,246,233
1,923,549	19,704,000	35,191,757
23,863,850	12,199,992	59,607,681
-	9,376,100	10,611,897
-	113,345,000	938,433,705
-	400,000	8,714,900
-	-	6,684,162
-	-	913,714
<b>25,787,399</b>	<b>155,025,092</b>	<b>1,087,404,049</b>
<b>25,999,299</b>	<b>163,242,042</b>	<b>1,128,203,143</b>

**NORTH TEXAS TOLLWAY AUTHORITY  
OPERATIONS AND MAINTENANCE FUND  
ACTUAL VS BUDGET LISTED BY DEPARTMENTS  
FY 2009 TO 2011**

	<b>2009</b>	
	<b>AMENDED BUDGET</b>	<b>ACTUAL</b>
Toll Revenue	\$ 265,051,729	\$ 290,404,547
Investment Income	9,000,000	14,057,326
Other Income	24,599,342	17,844,459
<b>Total Revenues</b>	<b>298,651,071</b>	<b>322,306,332</b>
<b>Increase from Previous Year</b>	<b>5.1%</b>	
<b>Percent of Actual to Budget</b>		<b>107.9%</b>
<b>ADMINISTRATIVE SERVICES (3)</b>		
Administration	2,317,011	2,079,668
Board	222,990	395,499
Business Diversity	675,660	374,912
Communications/Marketing	3,679,056	2,423,515
Finance	4,155,405	4,877,083
Shared Services	322,238	36,507
Government Affairs	618,133	421,572
Human Resources	12,428,000	9,982,527
Internal Audit	1,293,349	1,118,302
Legal Services	2,138,535	3,426,448
<b>Sub-total</b>	<b>27,850,377</b>	<b>25,136,033</b>
<b>OPERATIONAL SERVICES (3)</b>		
Customer Service Center	20,442,174	20,209,855
Information Technology	11,221,796	12,387,789
Maintenance	23,451,172	21,838,035
Operations	811,055	761,486
Project Delivery	1,532,200	1,339,642
System & Incident Management	6,658,926	6,946,264
Toll Collection	8,192,712	7,719,294
Vault	850,848	912,487
<b>Sub-total</b>	<b>73,160,883</b>	<b>72,114,852</b>
<b>TOTAL</b>	<b>101,011,260</b>	<b>97,250,885</b>
<b>Increase from Previous Year</b>	<b>5.2%</b>	
<b>Percent of Actual to Budget</b>		<b>96.3%</b>

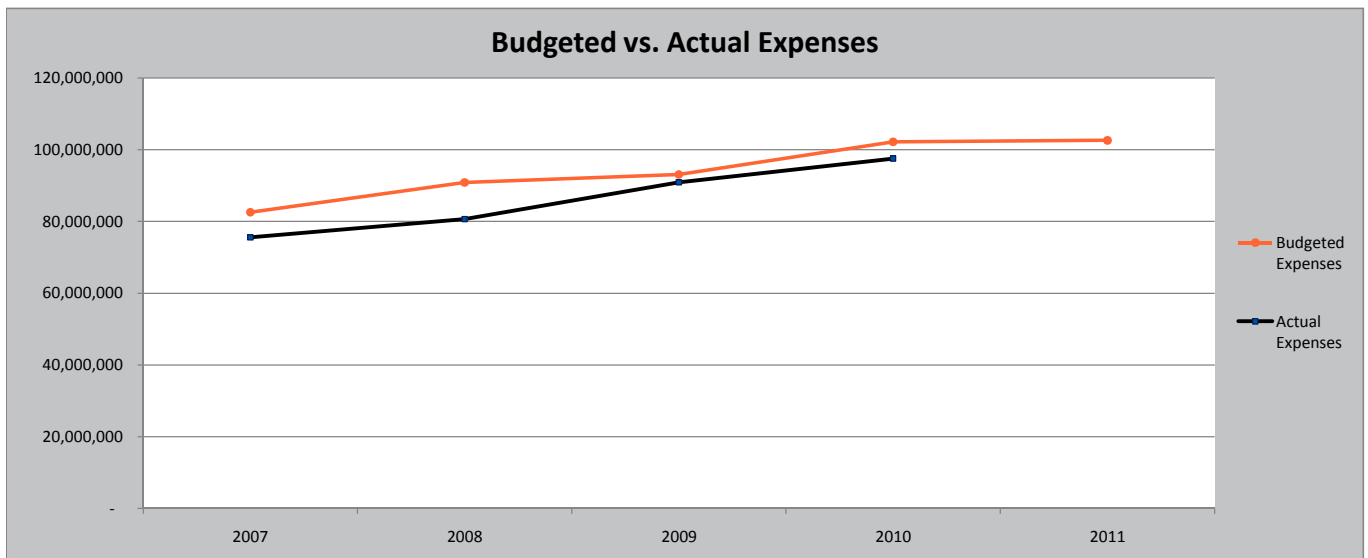
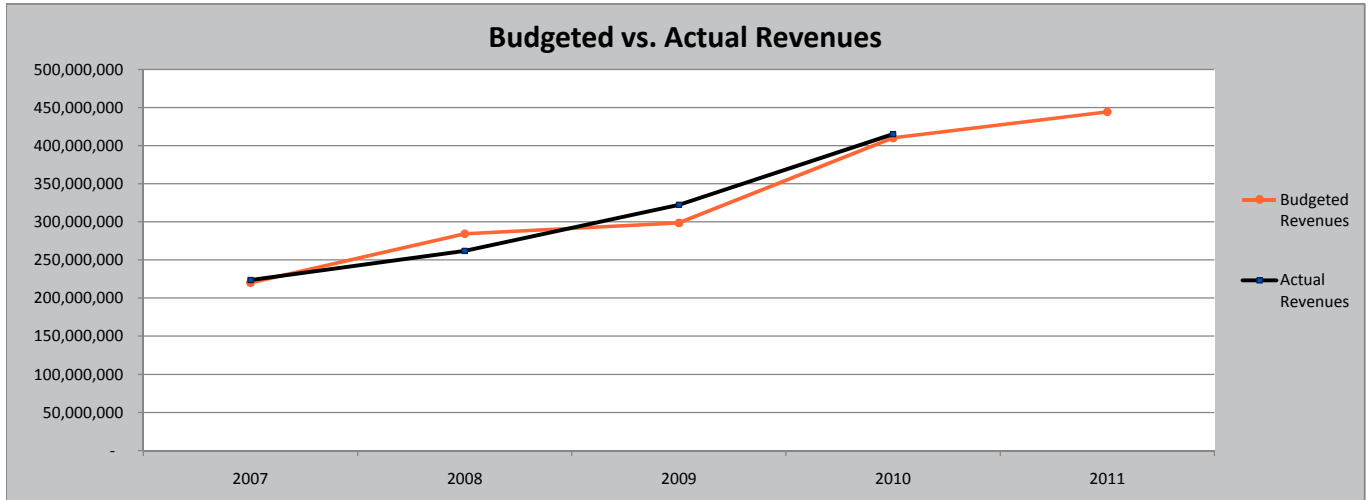
(1) Actual through June 2010

(2) Estimated FY 2011 toll revenue per Wilbur Smith & Associates May 2010 Traffic and Toll Revenue Estimate.

(3) For FY 2011 employees salaries and benefits have been budgeted 100% in the Operation and Maintenance Fund; FY 2009 and FY 2010 have been updated to reflect this percentage for comparison purposes.

2010			2011
BUDGET	Actual (1)	ESTIMATED	BUDGET
\$ 377,132,800	\$ 196,758,517	\$ 379,033,214 (2)	\$ 410,749,700
9,300,000	6,723,378	13,400,000	9,753,600
23,588,616	9,031,894	18,147,140	23,764,000
<u>410,021,416</u>	<u>212,513,789</u>	<u>410,580,354</u>	<u>444,267,300</u>
<b>37.3%</b>		<b>100.1%</b>	<b>8.4%</b>
1,655,214	467,937	1,213,864	1,490,194
303,460	62,930	236,348	303,454
514,453	229,165	496,524	545,097
3,223,006	940,452	3,037,646	3,330,459
4,833,257	1,914,863	4,648,870	5,031,019
259,750	64,290	139,295	11,705,114
589,455	196,384	435,499	498,671
13,267,830	4,456,204	11,555,109	1,586,315
983,831	352,409	863,553	912,639
3,700,488	502,838	3,589,482	3,720,514
<b>29,330,744</b>	<b>9,187,472</b>	<b>26,216,189</b>	<b>29,123,476</b>
27,246,233	13,394,239	27,288,478	31,835,048
13,210,708	5,363,042	13,169,924	13,822,894
23,543,839	10,134,674	23,458,460	25,251,000
1,235,797	323,803	1,001,573	1,027,086
2,138,705	630,128	1,965,277	1,956,011
8,314,900	2,885,906	8,252,796	8,041,187
6,684,162	2,801,140	6,069,137	-
913,714	361,991	784,313	-
<b>83,288,058</b>	<b>35,894,923</b>	<b>81,989,960</b>	<b>81,933,226</b>
<b>112,618,802</b>	<b>45,082,395</b>	<b>108,206,149</b>	<b>111,056,702</b>
<b>11.5%</b>		<b>96.1%</b>	<b>(1.4%)</b>

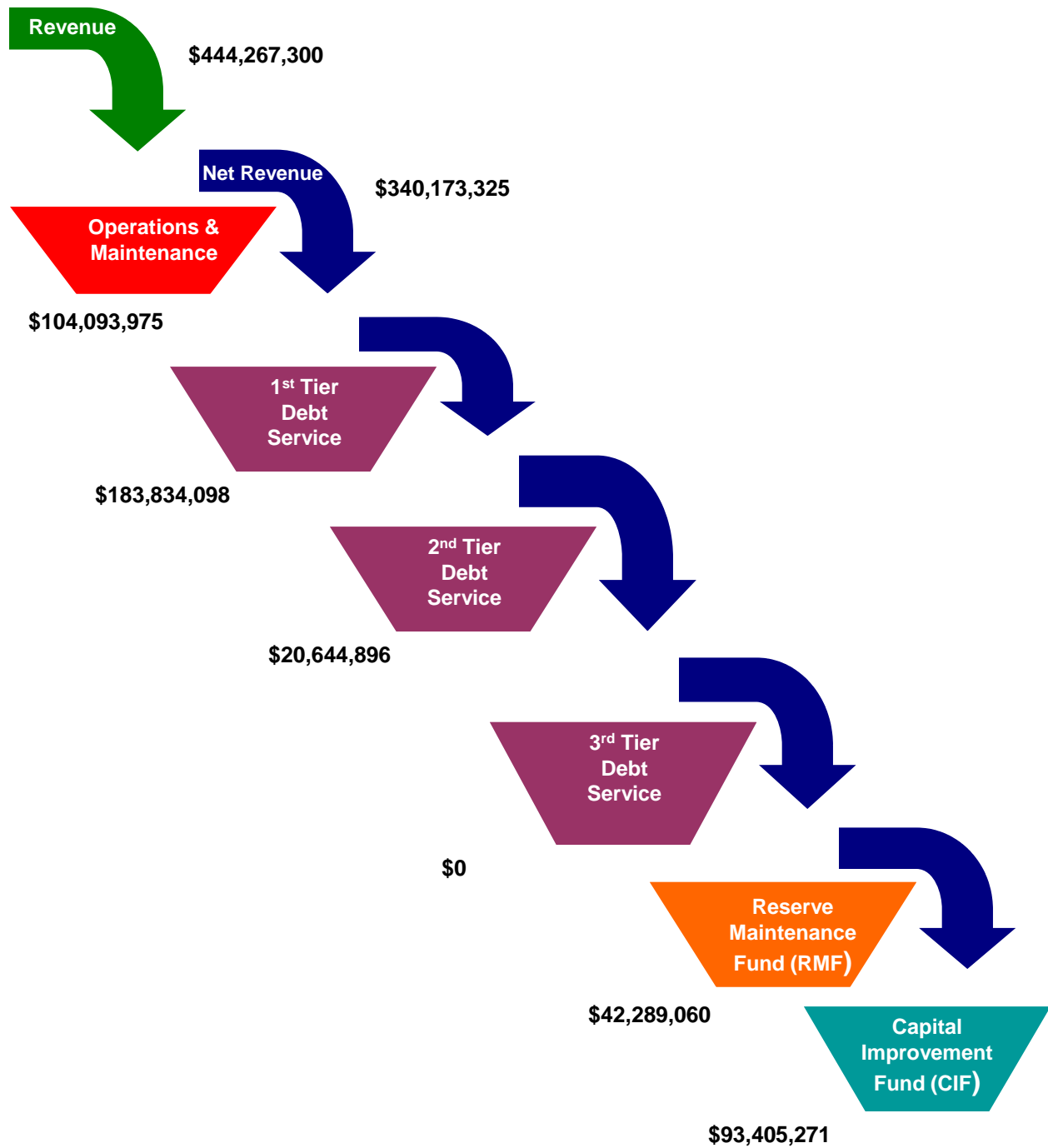
## Budget vs. Actual Revenues and Expenses





# NTTA System Flow of Funds

## Cash Flow Waterfall – FY2011



**North Texas Tollway Authority**  
**Proposed Operation and Maintenance Fund Budget by Account**  
**FY 2011**

Acct Description	Administration	Board	Business Diversity	Communications/Marketing	Customer Service Center	Finance
5010 Salaries and Wages-Direct	990,253	117,514	396,300	1,118,132	8,947,411	2,793,832
5011 Overtime	0	0	1,475	0	194,820	0
5014 Salaries and Wages-Comp Adj.	0	0	0	0	0	0
5020 Salaries and Wages-Internship	0	0	0	0	0	0
5030 Retirement Contributions	138,536	16,440	55,442	156,427	1,251,743	390,857
5031 Retirement Contr.-Internship	0	0	0	0	0	0
5034 Retirement Contr.-Comp. Adj.	0	0	0	0	0	0
5050 Travel Expenses	16,350	41,900	5,900	3,700	2,340	13,325
5051 Meeting Expenses	2,500	99,800	1,650	2,350	3,851	0
5060 Employees' Training	1,000	0	2,000	19,750	16,302	17,825
5070 Relocation of Personnel	0	0	0	0	0	0
5080 Uniforms	0	0	0	0	0	0
5090 TX Unemploy. Comp.Payments	0	0	0	0	0	0
5100 Police Services	0	0	0	0	0	0
5101 Police services, direct purchases	0	0	0	0	0	0
5110 General Consultant Fees	0	0	0	0	0	0
5120 Traffic Engineering Fees	0	0	0	0	0	1,135,000
5130 Legal Fees	0	0	0	0	0	0
5140 Auditing Fees	0	0	0	0	0	0
5150 Trustee Fees	0	0	0	0	0	151,525
5160 Tuition Reimbursement	0	0	0	0	0	0
5170 Public Information Fees	0	0	0	175,000	0	0
5180 Armored Car Services	0	0	0	0	13,455	0
5190 Professional Fees	300,000	0	2,500	558,000	3,732,436	472,280
5200 Mobile Equipment Expense	0	0	0	0	0	0
5300 Repair/Maint. Off.Furn&Equip.	0	0	0	0	0	0
5310 TollTags and Supplies	0	0	0	0	4,662,839	0
5360 Small Tools and Shop Supplies	0	0	0	0	0	0
5370 Outside Maintenance Services	0	0	0	0	11,575	0
5380 Rental of Equipment	0	0	0	0	88,355	0
5390 Rent	0	0	0	5,000	31,204	0
5400 Postage	0	0	0	0	3,346,719	0
5410 Telecommunications	0	0	0	0	0	0
5420 Printing/Office Supplies	6,000	16,500	6,500	8,550	69,899	20,700
5430 Dues & Subscriptions	32,555	0	42,880	19,900	332	8,460
5440 Recruitment	0	0	0	0	0	0
5450 Materials and Supplies	0	0	0	3,000	72,369	0
5470 Freight and Express	1,500	11,300	250	500	5,753	3,215
5490 Uncollectible Damage Claims	0	0	0	0	0	0
5550 Newspaper Notices	0	0	13,000	0	0	24,000
5560 Credit Card Fees	0	0	0	0	9,383,645	0
5600 Computer Software	0	0	0	0	0	0
5620 Maps & Pamphlets	0	0	0	193,000	0	0
5650 Magazine & Newspaper Ad.	0	0	0	235,000	0	0
5660 Television & Radio	0	0	0	540,000	0	0
5670 Prints & Photographic Supplies	0	0	0	15,650	0	0
5680 Promotional Expenses	1,500	0	17,200	276,500	0	0
5780 Security Services	0	0	0	0	0	0
5800 Electric Service	0	0	0	0	0	0
5820 Gas	0	0	0	0	0	0
5830 Water	0	0	0	0	0	0
5840 Temporary Contract Labor	0	0	0	0	0	0
5860 Safety Program	0	0	0	0	0	0
5901 Insurance Premiums	0	0	0	0	0	0
5940 Group Hospitalization	0	0	0	0	0	0
5950 Workers' Comp. & Emprls. Liab.	0	0	0	0	0	0
5981 Employee Benefits Liability	0	0	0	0	0	0
5986 Liability Claims	0	0	0	0	0	0
<b>Total</b>	<b>1,490,194</b>	<b>303,454</b>	<b>545,097</b>	<b>3,330,459</b>	<b>31,835,048</b>	<b>5,031,019</b>

**North Texas Tollway Authority**  
**Proposed Operation and Maintenance Fund Budget by Account**  
**FY 2011**

<b>Acct Description</b>	<b>Shared Services</b>	<b>Government Affairs</b>	<b>Human Resources</b>	<b>Information Technologies</b>	<b>Internal Audit</b>	<b>Legal Services</b>
5010 Salaries and Wages-Direct	254,395	211,879	937,906	4,390,049	655,346	554,437
5011 Overtime	0	0	969	36,700	0	0
5014 Salaries and Wages-Comp Adj.	912,098	0	0	0	0	0
5020 Salaries and Wages-Internship	0	0	35,040	0	0	0
5030 Retirement Contributions	35,590	29,642	131,213	614,168	91,683	77,566
5031 Retirement Contr.-Internship	0	0	1,402	0	0	0
5034 Retirement Contr.-Comp. Adj.	127,602	0	0	0	0	0
5050 Travel Expenses	100	35,500	5,235	10,431	14,600	12,600
5051 Meeting Expenses	0	1,500	4,500	0	0	0
5060 Employees' Training	0	0	169,084	34,097	23,430	8,000
5070 Relocation of Personnel	0	0	10,000	0	0	0
5080 Uniforms	0	0	0	0	0	0
5090 TX Unemploy. Comp.Payments	2,393,106	0	0	0	0	0
5100 Police Services	0	0	0	0	0	0
5101 Police services, direct purchases	0	0	0	0	0	0
5110 General Consultant Fees	0	0	0	0	0	0
5120 Traffic Engineering Fees	0	0	0	0	0	0
5130 Legal Fees	0	0	0	0	0	3,000,000
5140 Auditing Fees	0	0	0	0	115,500	0
5150 Trustee Fees	0	0	0	0	0	0
5160 Tuition Reimbursement	0	0	32,400	0	0	0
5170 Public Information Fees	0	0	0	0	0	0
5180 Armored Car Services	0	0	0	0	0	0
5190 Professional Fees	0	211,000	158,504	97,490	0	0
5200 Mobile Equipment Expense	0	0	0	0	0	0
5300 Repair/Maint. Off.Furn&Equip.	0	0	0	0	0	0
5310 TollTags and Supplies	0	0	0	0	0	0
5360 Small Tools and Shop Supplies	0	0	0	0	0	0
5370 Outside Maintenance Services	0	0	0	4,477,594	0	0
5380 Rental of Equipment	144,000	0	0	0	0	0
5390 Rent	0	0	0	0	0	0
5400 Postage	30,000	0	0	0	0	0
5410 Telecommunications	0	0	0	682,927	0	0
5420 Printing/Office Supplies	85,000	2,500	9,500	146,186	5,750	24,700
5430 Dues & Subscriptions	650	4,700	27,317	14,584	5,830	42,711
5440 Recruitment	0	0	25,500	0	0	0
5450 Materials and Supplies	0	0	0	50,500	0	0
5470 Freight and Express	0	200	700	0	500	500
5490 Uncollectible Damage Claims	0	0	0	0	0	0
5550 Newspaper Notices	0	0	0	0	0	0
5560 Credit Card Fees	0	0	0	0	0	0
5600 Computer Software	0	0	0	3,268,168	0	0
5620 Maps & Pamphlets	0	1,000	0	0	0	0
5650 Magazine & Newspaper Ad.	0	0	8,200	0	0	0
5660 Television & Radio	0	0	0	0	0	0
5670 Prints & Photographic Supplies	0	0	0	0	0	0
5680 Promotional Expenses	0	750	3,845	0	0	0
5780 Security Services	0	0	0	0	0	0
5800 Electric Service	0	0	0	0	0	0
5820 Gas	0	0	0	0	0	0
5830 Water	0	0	0	0	0	0
5840 Temporary Contract Labor	0	0	25,000	0	0	0
5860 Safety Program	0	0	0	0	0	0
5901 Insurance Premiums	0	0	0	0	0	0
5940 Group Hospitalization	7,436,793	0	0	0	0	0
5950 Workers' Comp. & Emprls. Liab.	285,780	0	0	0	0	0
5981 Employee Benefits Liability	0	0	0	0	0	0
5986 Liability Claims	0	0	0	0	0	0
<b>Total</b>	<b>11,705,114</b>	<b>498,671</b>	<b>1,586,315</b>	<b>13,822,894</b>	<b>912,639</b>	<b>3,720,514</b>

**North Texas Tollway Authority**  
**Proposed Operation and Maintenance Fund Budget by Account**  
**FY 2011**

Acct Description	Maintenance	Operations	Project Delivery	System & Incident Management
5010 Salaries and Wages-Direct	8,629,056	280,316	1,686,912	3,371,681
5011 Overtime	265,187	0	0	11,953
5014 Salaries and Wages-Comp Adj.	0	0	0	0
5020 Salaries and Wages-Internship	0	0	0	0
5030 Retirement Contributions	1,207,205	39,216	235,999	471,699
5031 Retirement Contr.-Internship	0	0	0	0
5034 Retirement Contr.-Comp. Adj.	0	0	0	0
5050 Travel Expenses	13,900	19,500	13,800	2,773
5051 Meeting Expenses	3,694	600	0	0
5060 Employees' Training	93,815	0	7,500	3,234
5070 Relocation of Personnel	0	0	0	0
5080 Uniforms	143,161	0	0	29,551
5090 TX Unemploy. Comp.Payments	0	0	0	0
5100 Police Services	0	0	0	3,242,295
5101 Police services, direct purchases	0	0	0	2,476
5110 General Consultant Fees	0	0	0	0
5120 Traffic Engineering Fees	0	0	0	0
5130 Legal Fees	0	0	0	0
5140 Auditing Fees	0	0	0	0
5150 Trustee Fees	0	0	0	0
5160 Tuition Reimbursement	0	0	0	0
5170 Public Information Fees	0	0	0	0
5180 Armored Car Services	0	0	0	0
5190 Professional Fees	551,469	674,000	0	10,805
5200 Mobile Equipment Expense	1,485,900	0	0	0
5300 Repair/Maint. Off.Furn&Equip.	15,000	0	0	0
5310 TollTags and Supplies	0	0	0	0
5360 Small Tools and Shop Supplies	102,658	0	0	0
5370 Outside Maintenance Services	6,488,278	0	0	0
5380 Rental of Equipment	144,922	0	0	0
5390 Rent	360,000	0	0	0
5400 Postage	0	0	0	6,967
5410 Telecommunications	0	0	0	0
5420 Printing/Office Supplies	14,900	554	5,000	10,010
5430 Dues & Subscriptions	20,510	12,000	4,800	1,536
5440 Recruitment	0	0	0	0
5450 Materials and Supplies	2,440,345	0	0	59,080
5470 Freight and Express	1,000	900	2,000	690
5490 Uncollectible Damage Claims	67,500	0	0	0
5550 Newspaper Notices	18,000	0	0	0
5560 Credit Card Fees	0	0	0	0
5600 Computer Software	0	0	0	0
5620 Maps & Pamphlets	0	0	0	0
5650 Magazine & Newspaper Ad.	0	0	0	0
5660 Television & Radio	0	0	0	0
5670 Prints & Photographic Supplies	0	0	0	0
5680 Promotional Expenses	0	0	0	0
5780 Security Services	0	0	0	12,939
5800 Electric Service	2,606,500	0	0	0
5820 Gas	95,000	0	0	0
5830 Water	483,000	0	0	0
5840 Temporary Contract Labor	0	0	0	0
5860 Safety Program	0	0	0	24,176
5901 Insurance Premiums	0	0	0	744,977
5940 Group Hospitalization	0	0	0	0
5950 Workers' Comp. & Emprls. Liab.	0	0	0	0
5981 Employee Benefits Liability	0	0	0	0
5986 Liability Claims	0	0	0	34,345
<b>Total</b>	<b>25,251,000</b>	<b>1,027,086</b>	<b>1,956,011</b>	<b>8,041,187</b>

**North Texas Tollway Authority**  
**Proposed Operation and Maintenance Fund Budget by Account**  
**FY 2011**

Acct Description	2011 Budget	2010 Budget	Increase or (Decrease)	
			Amount	Percent
5010 Salaries and Wages-Direct	35,335,419	40,611,349	(5,275,930)	(12.99%)
5011 Overtime	511,104	543,294	(32,190)	(5.92%)
5014 Salaries and Wages-Comp Adj.	912,098	1,198,155	(286,057)	(23.87%)
5020 Salaries and Wages-Internship	35,040	35,040	0	0.00%
5030 Retirement Contributions	4,943,426	5,661,219	(717,793)	(12.68%)
5031 Retirement Contr.-Internship	1,402	1,402	0	0.00%
5034 Retirement Contr.-Comp. Adj.	127,602	167,023	(39,421)	(23.60%)
5050 Travel Expenses	211,954	180,424	31,530	17.48%
5051 Meeting Expenses	120,445	136,594	(16,149)	(11.82%)
5060 Employees' Training	396,037	433,310	(37,273)	(8.60%)
5070 Relocation of Personnel	10,000	10,000	0	0.00%
5080 Uniforms	172,712	238,935	(66,223)	(27.72%)
5090 TX Unemploy. Comp.Payments	2,393,106	450,000	1,943,106	431.80%
5100 Police Services	3,242,295	3,168,370	73,925	2.33%
5101 Police services, direct purchases	2,476	6,000	(3,524)	(58.73%)
5110 General Consultant Fees	0	275,000	(275,000)	(100.00%)
5120 Traffic Engineering Fees	1,135,000	960,000	175,000	18.23%
5130 Legal Fees	3,000,000	3,000,000	0	0.00%
5140 Auditing Fees	115,500	200,000	(84,500)	(42.25%)
5150 Trustee Fees	151,525	151,525	0	100.00%
5160 Tuition Reimbursement	32,400	33,750	(1,350)	(4.00%)
5170 Public Information Fees	175,000	275,000	(100,000)	(36.36%)
5180 Armored Car Services	13,455	66,504	(53,049)	(79.77%)
5190 Professional Fees	6,768,484	7,186,723	(418,239)	(5.82%)
5200 Mobile Equipment Expense	1,485,900	1,353,100	132,800	9.81%
5300 Repair/Maint. Off.Furn&Equip.	15,000	15,000	0	0.00%
5310 TollTags and Supplies	4,662,839	3,986,143	676,696	100.00%
5360 Small Tools and Shop Supplies	102,658	85,592	17,066	19.94%
5370 Outside Maintenance Services	10,977,447	10,906,416	71,031	0.65%
5380 Rental of Equipment	377,277	380,390	(3,113)	(0.82%)
5390 Rent	396,204	467,800	(71,596)	(15.30%)
5400 Postage	3,383,686	3,035,978	347,708	11.45%
5410 Telecommunications	682,927	715,044	(32,117)	(4.49%)
5420 Printing/Office Supplies	432,249	497,601	(65,352)	(13.13%)
5430 Dues & Subscriptions	238,765	205,157	33,608	16.38%
5440 Recruitment	25,500	36,615	(11,115)	(30.36%)
5450 Materials and Supplies	2,625,294	2,307,545	317,749	13.77%
5470 Freight and Express	29,008	30,385	(1,377)	(4.53%)
5490 Uncollectible Damage Claims	67,500	67,500	0	0.00%
5550 Newspaper Notices	55,000	42,000	13,000	30.95%
5560 Credit Card Fees	9,383,645	6,127,493	3,256,152	53.14%
5600 Computer Software	3,268,168	2,759,016	509,152	18.45%
5620 Maps & Pamphlets	194,000	246,500	(52,500)	(21.30%)
5650 Magazine & Newspaper Ad.	243,200	243,000	200	0.08%
5660 Television & Radio	540,000	540,000	0	0.00%
5670 Prints & Photographic Supplies	15,650	15,500	150	0.97%
5680 Promotional Expenses	299,795	129,700	170,095	131.14%
5780 Security Services	12,939	65,541	(52,602)	(80.26%)
5800 Electric Service	2,606,500	2,016,000	590,500	29.29%
5820 Gas	95,000	103,900	(8,900)	(8.57%)
5830 Water	483,000	463,000	20,000	4.32%
5840 Temporary Contract Labor	25,000	25,000	0	0.00%
5860 Safety Program	24,176	23,498	678	2.89%
5901 Insurance Premiums	744,977	720,923	24,054	3.34%
5940 Group Hospitalization	7,436,793	9,559,561	(2,122,768)	(22.21%)
5950 Workers' Comp. & Emprls. Liab.	285,780	422,797	(137,017)	(32.41%)
5981 Employee Benefits Liability	0	370	(370)	(100.00%)
5986 Liability Claims	34,345	35,120	(775)	(2.21%)
<b>Total</b>	<b>111,056,702</b>	<b>112,618,802</b>	<b>(1,562,100)</b>	<b>(1.39%)</b>



President George Bush Turnpike Landscape at Coit



President George Bush Turnpike Landscape at Josey Lane

**North Texas Tollway Authority**  
**Proposed All Funds Budget / Estimate by Account**  
**FY 2011**

Acct	Description					
		Administration	Board	Business Diversity	Communications/ Marketing	Customer Service Center
1610-1630 & 2910	Construction & Engineering Cost (1)	0	0	0	0	0
	2910 CIF Projects (2)	0	0	0	0	0
	2910 RMF Projects (3)	0	0	0	0	0
	5010 Salaries and Wages-Direct	990,253	117,514	396,300	1,118,132	8,947,411
	5011 Overtime	0	0	1,475	0	194,820
	5014 Salaries and Wages-Comp Adj.	0	0	0	0	0
	5020 Salaries and Wages-Internship	0	0	0	0	0
	5030 Retirement Contributions	138,536	16,440	55,442	156,427	1,251,743
	5031 Retirement Contr.-Internship	0	0	0	0	0
	5034 Retirement Contr.-Comp. Adj.	0	0	0	0	0
	5050 Travel Expenses	16,350	41,900	5,900	3,700	2,340
	5051 Meeting Expenses	2,500	99,800	1,650	2,350	3,851
	5060 Employees' Training	1,000	0	2,000	19,750	16,302
	5070 Relocation of Personnel	0	0	0	0	0
	5080 Uniforms	0	0	0	0	0
	5090 TX Unemploy. Comp.Payments	0	0	0	0	0
	5100 Police Services	0	0	0	0	0
	5101 Police services, direct purchase	0	0	0	0	0
	5110 General Consultant Fees	0	0	0	0	0
	5120 Traffic Engineering Fees	0	0	0	0	0
	5130 Legal Fees	0	0	0	0	0
	5140 Auditing Fees	0	0	0	0	0
	5150 Trustee Fees	0	0	0	0	0
	5160 Tuition Reimbursement	0	0	0	0	0
	5170 Public Information Fees	0	0	0	175,000	0
	5180 Armored Car Services	0	0	0	0	13,455
	5190 Professional Fees	300,000	0	2,500	558,000	3,732,436
	5200 Mobile Equipment Expense	0	0	0	0	0
	5300 Repair/Maint. Off.Furn&Equip.	0	0	0	0	0
	5310 TollTags and Supplies	0	0	0	0	4,662,839
	5360 Small Tools and Shop Supplies	0	0	0	0	0
	5370 Outside Maintenance Services	0	0	0	0	11,575
	5380 Rental of Equipment	0	0	0	5,000	88,355
	5390 Rent	0	0	0	0	31,204
	5400 Postage	0	0	0	0	3,346,719
	5410 Telecommunications	0	0	0	0	0
	5420 Printing/Office Supplies	6,000	16,500	6,500	8,550	69,899
	5430 Dues & Subscriptions	32,555	0	42,880	19,900	332
	5440 Recruitment	0	0	0	0	0
	5450 Materials and Supplies	0	0	0	3,000	72,369
	5470 Freight and Express	1,500	11,300	250	500	5,753
	5490 Uncollectible Damage Claims	0	0	0	0	0
	5550 Newspaper Notices	0	0	13,000	0	0
	5560 Credit Card Fees	0	0	0	0	9,383,645
	5600 Computer Software	0	0	0	0	0
	5620 Maps & Pamphlets	0	0	0	193,000	0
	5650 Magazine & Newspaper Ad.	0	0	0	235,000	0
	5660 Television & Radio	0	0	0	540,000	0
	5670 Prints & Photographic Supplies	0	0	0	15,650	0
	5680 Promotional Expenses	1,500	0	17,200	299,000	0
	5780 Security Services	0	0	0	0	0
	5800 Electric Service	0	0	0	0	0
	5820 Gas	0	0	0	0	0
	5830 Water	0	0	0	0	0
	5840 Temporary Contract Labor	0	0	0	0	0
	5860 Safety Program	0	0	0	0	0
	5901 Insurance Premiums	0	0	0	0	0
	5940 Group Hospitalization	0	0	0	0	0
	5950 Workers' Comp. & Emplrs. Liab.	0	0	0	0	0
	5981 Employee Benefits Liability	0	0	0	0	0
	5986 Liability Claims	0	0	0	0	0
	<b>Total</b>	<b>1,490,194</b>	<b>303,454</b>	<b>545,097</b>	<b>3,352,959</b>	<b>31,835,048</b>

(1) for details see 169-175  
(2) for details see 187-189

(3) for details see 179-180



**North Texas Tollway Authority**  
**Proposed All Funds Budget / Estimate by Account**  
**FY 2011**

Acct	Description						Internal Audit
		Finance	Shared Services	Government Affairs	Human Resources	Information Technologies	
1610-1630 & 2910	Construction & Engineering Cost (1)	0	0	0	0	256,500	0
	2910 CIF Projects (2)	0	300,000	0	0	17,292,618	0
	2910 RMF Projects (3)	0	1,304,950	0	2,163	1,633,912	0
	5010 Salaries and Wages-Direct	2,793,832	254,395	211,879	937,906	4,390,049	655,346
	5011 Overtime	0	0	0	969	36,700	0
	5014 Salaries and Wages-Comp Adj.	0	912,098	0	0	0	0
	5020 Salaries and Wages-Internship	0	0	0	35,040	0	0
	5030 Retirement Contributions	390,857	35,590	29,642	131,213	614,168	91,683
	5031 Retirement Contr.-Internship	0	0	0	1,402	0	0
	5034 Retirement Contr.-Comp. Adj.	0	127,602	0	0	0	0
	5050 Travel Expenses	19,325	100	35,500	5,235	10,431	14,600
	5051 Meeting Expenses	0	0	1,500	4,500	0	0
	5060 Employees' Training	17,825	0	0	169,084	34,097	23,430
	5070 Relocation of Personnel	0	0	0	10,000	0	0
	5080 Uniforms	0	0	0	0	0	0
	5090 TX Unemploy. Comp.Payments	0	2,393,106	0	0	0	0
	5100 Police Services	0	0	0	0	0	0
	5101 Police services, direct purchase	0	0	0	0	0	0
	5110 General Consultant Fees	0	300,000	0	0	0	0
	5120 Traffic Engineering Fees	2,310,000	0	0	0	0	0
	5130 Legal Fees	0	0	0	0	0	0
	5140 Auditing Fees	0	0	0	0	0	210,000
	5150 Trustee Fees	151,525	0	0	0	0	0
	5160 Tuition Reimbursement	0	0	0	32,400	0	0
	5170 Public Information Fees	0	0	0	0	0	0
	5180 Armored Car Services	0	0	0	0	0	0
	5190 Professional Fees	3,888,480	200,000	211,000	158,504	97,490	0
	5200 Mobile Equipment Expense	0	0	0	0	0	0
	5300 Repair/Maint. Off.Furn&Equip.	0	0	0	0	0	0
	5310 TollTags and Supplies	0	0	0	0	0	0
	5360 Small Tools and Shop Supplies	0	0	0	0	0	0
	5370 Outside Maintenance Services	0	0	0	0	4,477,594	0
	5380 Rental of Equipment	0	144,000	0	0	0	0
	5390 Rent	0	0	0	0	0	0
	5400 Postage	0	30,000	0	0	0	0
	5410 Telecommunications	0	0	0	0	682,927	0
	5420 Printing/Office Supplies	20,700	85,000	2,500	9,500	146,186	5,750
	5430 Dues & Subscriptions	8,460	650	4,700	27,317	14,584	5,830
	5440 Recruitment	0	0	0	25,500	0	0
	5450 Materials and Supplies	0	0	0	0	50,500	0
	5470 Freight and Express	3,215	0	200	700	0	500
	5490 Uncollectible Damage Claims	0	0	0	0	0	0
	5550 Newspaper Notices	24,000	0	0	0	0	0
	5560 Credit Card Fees	0	0	0	0	0	0
	5600 Computer Software	0	0	0	0	3,268,168	0
	5620 Maps & Pamphlets	0	0	1,000	0	0	0
	5650 Magazine & Newspaper Ad.	0	0	0	8,200	0	0
	5660 Television & Radio	0	0	0	0	0	0
	5670 Prints & Photographic Supplies	0	0	0	0	0	0
	5680 Promotional Expenses	0	0	750	3,845	0	0
	5780 Security Services	0	0	0	0	0	0
	5800 Electric Service	0	0	0	0	0	0
	5820 Gas	0	0	0	0	0	0
	5830 Water	0	0	0	0	0	0
	5840 Temporary Contract Labor	0	0	0	25,000	0	0
	5860 Safety Program	0	0	0	0	0	0
	5901 Insurance Premiums	0	0	0	0	0	0
	5940 Group Hospitalization	0	7,436,793	0	0	0	0
	5950 Workers' Comp. & Emprls. Liab.	0	285,780	0	0	0	0
	5981 Employee Benefits Liability	0	0	0	0	0	0
	5986 Liability Claims	0	0	0	0	0	0
	<b>Total</b>	<b>9,628,219</b>	<b>13,810,064</b>	<b>498,671</b>	<b>1,588,478</b>	<b>33,005,924</b>	<b>1,007,139</b>

(1) for details see 169-175  
(2) for details see 187-189

(3) for details see 179-180

**North Texas Tollway Authority**  
**Proposed All Funds Budget / Estimate by Account**  
**FY 2011**

Acct	Description	Legal			Project	System & Incident
		Services	Maintenance	Operations	Delivery	Management
1610-1630 & 2910	Construction & Engineering Cost (1)	0	0	0	543,470,000	0
	2910 CIF Projects (2)	0	5,609,483	120,000	41,765,000	0
	2910 RMF Projects (3)	0	27,339,978	0	0	0
	5010 Salaries and Wages-Direct	554,437	8,629,056	280,316	1,686,912	3,371,681
	5011 Overtime	0	265,187	0	0	11,953
	5014 Salaries and Wages-Comp Adj.	0	0	0	0	0
	5020 Salaries and Wages-Internship	0	0	0	0	0
	5030 Retirement Contributions	77,566	1,207,205	39,216	235,999	471,699
	5031 Retirement Contr.-Internship	0	0	0	0	0
	5034 Retirement Contr.-Comp. Adj.	0	0	0	0	0
	5050 Travel Expenses	12,600	13,900	19,500	13,800	2,773
	5051 Meeting Expenses	0	3,694	600	0	0
	5060 Employees' Training	8,000	93,815	0	7,500	3,234
	5070 Relocation of Personnel	0	0	0	0	0
	5080 Uniforms	0	143,161	0	0	29,551
	5090 TX Unemploy. Comp.Payments	0	0	0	0	0
	5100 Police Services	0	0	0	0	3,242,295
	5101 Police services, direct purchase	0	0	0	0	2,476
	5110 General Consultant Fees	0	0	0	6,825,000	0
	5120 Traffic Engineering Fees	0	0	0	0	0
	5130 Legal Fees	6,595,000	0	0	0	0
	5140 Auditing Fees	0	0	0	0	0
	5150 Trustee Fees	0	0	0	0	0
	5160 Tuition Reimbursement	0	0	0	0	0
	5170 Public Information Fees	0	0	0	0	0
	5180 Armored Car Services	0	0	0	0	0
	5190 Professional Fees	0	551,469	674,000	0	10,805
	5200 Mobile Equipment Expense	0	1,485,900	0	0	0
	5300 Repair/Maint. Off.Furn&Equip.	0	15,000	0	0	0
	5310 TollTags and Supplies	0	0	0	0	0
	5360 Small Tools and Shop Supplies	0	102,658	0	0	0
	5370 Outside Maintenance Services	0	6,488,278	0	0	0
	5380 Rental of Equipment	0	144,922	0	0	0
	5390 Rent	0	360,000	0	0	0
	5400 Postage	0	0	0	0	6,967
	5410 Telecommunications	0	0	0	0	0
	5420 Printing/Office Supplies	24,700	14,900	554	5,000	10,010
	5430 Dues & Subscriptions	42,711	20,510	12,000	4,800	1,536
	5440 Recruitment	0	0	0	0	0
	5450 Materials and Supplies	0	2,440,345	0	0	59,080
	5470 Freight and Express	500	1,000	900	2,000	690
	5490 Uncollectible Damage Claims	0	67,500	0	0	0
	5550 Newspaper Notices	0	18,000	0	0	0
	5560 Credit Card Fees	0	0	0	0	0
	5600 Computer Software	0	0	0	0	0
	5620 Maps & Pamphlets	0	0	0	0	0
	5650 Magazine & Newspaper Ad.	0	0	0	0	0
	5660 Television & Radio	0	0	0	0	0
	5670 Prints & Photographic Supplies	0	0	0	0	0
	5680 Promotional Expenses	0	0	0	0	0
	5780 Security Services	0	0	0	0	12,939
	5800 Electric Service	0	2,606,500	0	0	0
	5820 Gas	0	95,000	0	0	0
	5830 Water	0	483,000	0	0	0
	5840 Temporary Contract Labor	0	0	0	0	0
	5860 Safety Program	0	0	0	0	24,176
	5901 Insurance Premiums	0	0	0	0	744,977
	5940 Group Hospitalization	0	0	0	0	0
	5950 Workers' Comp. & Emplrs. Liab.	0	0	0	0	0
	5981 Employee Benefits Liability	0	0	0	0	0
	5986 Liability Claims	0	0	0	0	34,345
	<b>Total</b>	<b>7,315,514</b>	<b>58,200,461</b>	<b>1,147,086</b>	<b>594,016,011</b>	<b>8,041,187</b>

(1) for details see 169-175  
(2) for details see 187-189

(3) for details see 179-180

**North Texas Tollway Authority**  
**Proposed All Funds Budget / Estimate by Account**  
**FY 2011**

Acct	Description	2011 Budget/ Estimate Total	2010 Budget/ Estimate Total	Increase or (Decrease)	
				Amount	Percent
1610-1630 & 2910	Construction & Engineering Cost (1)	543,726,500	823,303,500	(279,577,000)	(33.96%)
2910	CIF Projects (2)	65,087,101	101,830,092	(36,742,991)	(36.08%)
	RMF Projects (3)	30,281,003	25,788,049	4,492,954	17.42%
	Salaries and Wages-Direct	35,335,419	40,611,349	(5,275,930)	(12.99%)
	Overtime	511,104	543,294	(32,190)	(5.92%)
	Salaries and Wages-Comp Adj.	912,098	1,198,155	(286,057)	(23.87%)
	Salaries and Wages-Internship	35,040	35,040	-	0.00%
	Retirement Contributions	4,943,426	5,661,219	(717,793)	(12.68%)
	Retirement Contr.-Internship	1,402	1,402	-	0.00%
	Retirement Contr.-Comp. Adj.	127,602	167,023	(39,421)	(23.60%)
	Travel Expenses	217,954	190,924	27,030	14.16%
	Meeting Expenses	120,445	136,594	(16,149)	(11.82%)
	Employees' Training	396,037	433,310	(37,273)	(8.60%)
	Relocation of Personnel	10,000	10,000	-	0.00%
	Uniforms	172,712	238,935	(66,223)	(27.72%)
	TX Unemploy. Comp.Payments	2,393,106	450,000	1,943,106	431.80%
	Police Services	3,242,295	3,568,370	(326,075)	(9.14%)
	Police services, direct purchase	2,476	6,000	(3,524)	(58.73%)
	General Consultant Fees	7,125,000	53,195,000	(46,070,000)	(86.61%)
	Traffic Engineering Fees	2,310,000	2,590,000	(280,000)	(10.81%)
	Legal Fees	6,595,000	7,150,000	(555,000)	(7.76%)
	Auditing Fees	210,000	230,000	(20,000)	(8.70%)
	Trustee Fees	151,525	151,525	-	0.00%
	Tuition Reimbursement	32,400	33,750	(1,350)	(4.00%)
	Public Information Fees	175,000	275,000	(100,000)	(36.36%)
	Armored Car Services	13,455	66,504	(53,049)	(79.77%)
	Professional Fees	10,384,684	12,693,923	(2,309,239)	(18.19%)
	Mobile Equipment Expense	1,485,900	1,353,100	132,800	9.81%
	Repair/Maint. Off.Furn&Equip.	15,000	15,000	-	0.00%
	TollTags and Supplies	4,662,839	3,986,143	676,696	16.98%
	Small Tools and Shop Supplies	102,658	85,592	17,066	19.94%
	Outside Maintenance Services	10,977,447	10,906,416	71,031	0.65%
	Rental of Equipment	382,277	380,390	1,887	0.50%
	Rent	391,204	467,800	(76,596)	(16.37%)
	Postage	3,383,686	3,035,978	347,708	11.45%
	Telecommunications	682,927	715,044	(32,117)	(4.49%)
	Printing/Office Supplies	432,249	497,601	(65,352)	(13.13%)
	Dues & Subscriptions	238,765	205,157	33,608	16.38%
	Recruitment	25,500	36,615	(11,115)	(30.36%)
	Materials and Supplies	2,625,294	2,307,545	317,749	13.77%
	Freight and Express	29,008	30,385	(1,377)	(4.53%)
	Uncollectible Damage Claims	67,500	67,500	-	0.00%
	Newspaper Notices	55,000	42,000	13,000	30.95%
	Credit Card Fees	9,383,645	6,127,493	3,256,152	53.14%
	Computer Software	3,268,168	2,759,016	509,152	18.45%
	Maps & Pamphlets	194,000	246,500	(52,500)	(21.30%)
	Magazine & Newspaper Ad.	243,200	243,000	200	0.08%
	Television & Radio	540,000	540,000	-	0.00%
	Prints & Photographic Supplies	15,650	15,500	150	0.97%
	Promotional Expenses	322,295	144,700	177,595	122.73%
	Security Services	12,939	65,541	(52,602)	(80.26%)
	Electric Service	2,606,500	2,016,000	590,500	29.29%
	Gas	95,000	103,900	(8,900)	(8.57%)
	Water	483,000	463,000	20,000	4.32%
	Temporary Contract Labor	25,000	25,000	-	0.00%
	Safety Program	24,176	23,498	678	2.89%
	Insurance Premiums	744,977	720,923	24,054	3.34%
	Group Hospitalization	7,436,793	9,559,561	(2,122,768)	(22.21%)
	Workers' Comp. & Emplrs. Liab.	285,780	422,797	(137,017)	(32.41%)
	Employee Benefits Liability	-	370	(370)	(100.00%)
	Liability Claims	34,345	35,120	(775)	(2.21%)
	<b>Total</b>	<b>765,785,506</b>	<b>1,128,203,143</b>	<b>(362,417,637)</b>	<b>(32.12%)</b>

(1) for details see 169-175  
(2) for details see 187-189

(3) for details see 179-180

**North Texas Tollway Authority**  
**FY 2011 Staffing Summary**

	Approved in 2010 Budget	Change in 2010	Ending in 2010	Requested for 2011 *	Projected 2011 Budget		
					Full Time	Part Time	On Call
<b>Administrative Services</b>							
Administration	7	(1)	6	1	7	-	-
Board	2	-	2	-	2	-	-
Business Diversity	6	-	6	-	6	-	-
Communications/Marketing	14	-	14	1	15	1	2
Finance	43	(2)	41	1	42	-	-
Government Affairs	3	(1)	2	1	3	-	-
Human Resources	13	-	13	-	13	-	-
Internal Audit	8	-	8	-	8	-	-
Legal Services	5	-	5	-	5	-	-
<b>Total Administrative Services</b>	<b>101</b>	<b>(4)</b>	<b>97</b>	<b>4</b>	<b>101</b>	<b>1</b>	<b>2</b>
<b>Operational Services</b>							
Customer Service Center	251	(2)	249	2	251	3	11
Information Technology	67	-	67	10	77	-	-
Maintenance	187	-	187	4	191	-	-
Operations	3	-	3	-	3	-	-
Project Delivery	15	(1)	14	-	14	-	-
System & Incident Management	73	-	73	7	80	1	-
Toll Collection	156	(156)	-	-	-	-	-
Vault	20	(20)	-	-	-	-	-
<b>Total Operational Services</b>	<b>772</b>	<b>(179)</b>	<b>593</b>	<b>23</b>	<b>616</b>	<b>4</b>	<b>11</b>
<b>Total</b>	<b>873</b>	<b>(183)</b>	<b>690</b>	<b>27</b>	<b>717</b>	<b>5</b>	<b>13</b>

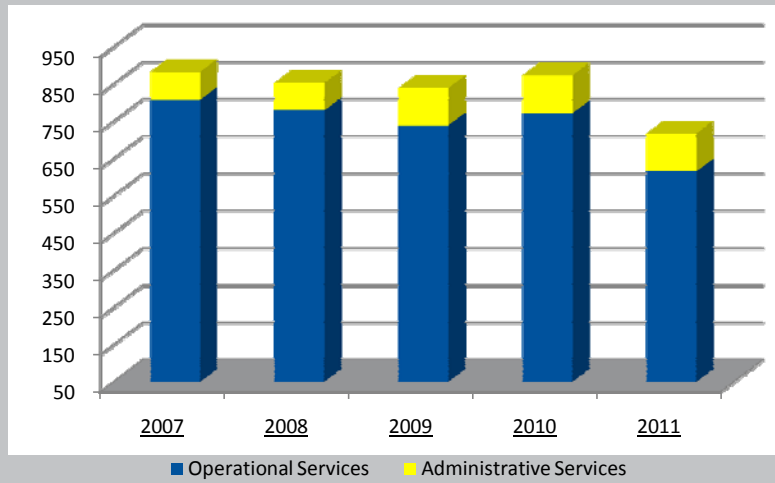
**North Texas Tollway Authority**  
**FY 2007 - 2011 FTE Staffing Summary History**

	<b>2007 Budget</b>	<b>2008 Budget</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>Proposed 2011 Budget</b>	<b>Change in Budgeted FTEs 2010 to 2011</b>
<b><u>Administrative Services</u></b>						
Administration	7	9	8	7	7	-
Board	-	-	1	2	2	-
Business Diversity	1	2	5	6	6	-
Business Solutions	4	-	-	-	-	-
Communications/Marketing	12	12	15	14	15	1
Finance	28	29	38	43	42	(1)
Government Affairs	2	3	3	3	3	-
Human Resources	14	13	15	13	13	-
Internal Audit	-	2	12	8	8	-
Legal Services	7	3	3	5	5	-
<b>Total Administrative Services</b>	<b>75</b>	<b>73</b>	<b>100</b>	<b>101</b>	<b>101</b>	<b>-</b>
<b><u>Operational Services</u></b>						
Customer Service Center	119	144	224	251	251	-
Engineering	17	-	-	-	-	-
Information Technology	24	32	51	67	77	10
Maintenance	101	197	193	187	191	4
Operations	-	-	3	3	3	-
Planning	-	2	-	-	-	-
Project Delivery	4	6	13	15	14	(1)
Project Evaluation	-	4	6	-	-	-
System & Incident Management	30	51	63	73	80	7
Toll Collection	480	321	173	156	-	(156)
Vault	33	23	13	20	-	(20)
<b>Total Operational Services</b>	<b>808</b>	<b>780</b>	<b>739</b>	<b>772</b>	<b>616</b>	<b>(156)</b>
<b>Grand Total</b>	<b>883</b>	<b>853</b>	<b>839</b>	<b>873</b>	<b>717</b>	<b>(156)</b>

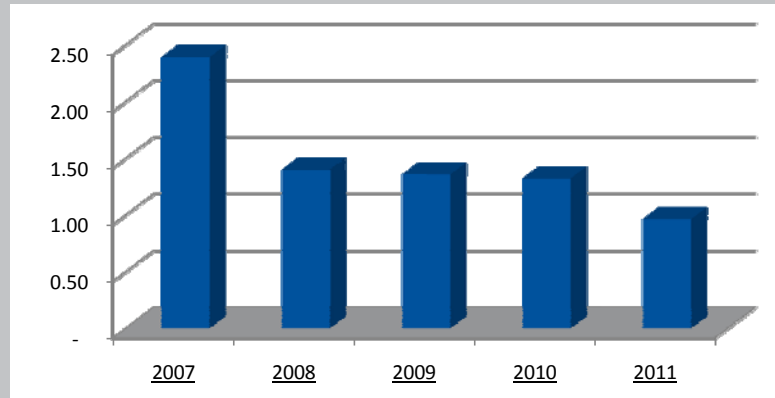
FTEs - Full Time Employees

North Texas Tollway Authority  
FY 2011 Informaional Graphs

Staffing Summary

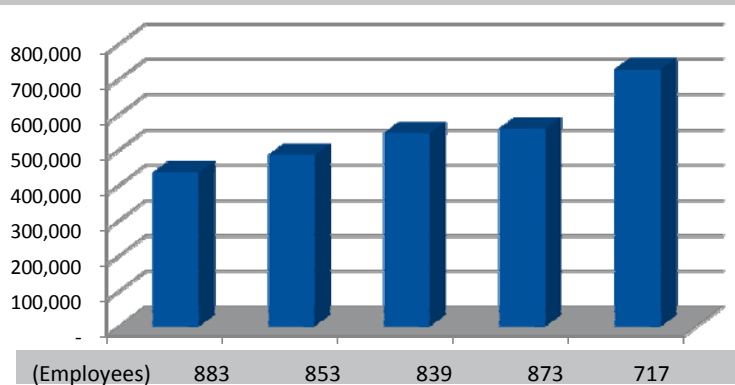


Budgeted Employees per Lane Mile



(Lane Miles) 369 609 618 660 744

Transactions per Budgeted Employee



(Employees) 883 853 839 873 717

# DEPARTMENTAL BUDGETS SECTION



NTTA Gantry Column



**North Texas Tollway Authority**  
**Operation & Maintenance Fund Budget Comparisons**  
**FY 2011 to 2010**

Departments	2010	2011	2011 Budget to 2010 Budget	
	Budget	Budget	Amount	Percent
<b>Administrative Services:</b>				
Administration	\$ 1,655,214	\$ 1,490,194	\$ (165,020)	(10.0%)
Board	303,460	303,454	(6)	(0.0%)
Business Diversity	514,453	545,097	30,644	6.0%
Communications/Marketing	3,223,006	3,330,459	107,453	3.3%
Finance	4,833,257	5,031,019	197,762	4.1%
Shared Services	12,057,286	11,705,114	(352,172)	(2.9%)
Government Affairs	589,455	498,671	(90,784)	(15.4%)
Human Resources	1,470,294	1,586,315	116,021	7.9%
Internal Audit	983,831	912,639	(71,192)	(7.2%)
Legal Services	3,700,488	3,720,514	20,026	0.5%
<b>Total Administrative Services</b>	<b>29,330,744</b>	<b>29,123,476</b>	<b>(207,268)</b>	<b>(0.7%)</b>
<b>Operational Services:</b>				
Customer Service Center	27,246,233	31,835,048	4,588,815	16.8%
Information Technology	13,210,708	13,822,894	612,186	4.6%
Maintenance	23,543,839	25,251,000	1,707,161	7.3%
Operations	1,235,797	1,027,086	(208,711)	(16.9%)
Project Delivery	2,138,705	1,956,011	(182,694)	(8.5%)
System & Incident Management	8,314,900	8,041,187	(273,713)	(3.3%)
Toll Collection	6,684,162	-	(6,684,162)	(100.0%)
Vault	913,714	-	(913,714)	(100.0%)
<b>Total Operational Services</b>	<b>83,288,058</b>	<b>81,933,226</b>	<b>(1,354,832)</b>	<b>(1.6%)</b>
<b>Grand Totals</b>	<b>112,618,802</b>	<b>111,056,702</b>	<b>(1,562,100)</b>	<b>(1.4%)</b>

**North Texas Tollway Authority  
Calculation of Deposit to Operation Maintenance Fund  
FY 2011**

Operation Maintenance Fund Balance as of 12/31/2010	\$ 17,036,700
Estimated Expenditures from 2011 Operating Budget	<u>(111,056,702)</u>
Estimated Balance at 12/31/2011	(94,020,002)
Required Balance per Trust Agreement at 12/31/2011 (1/6 of 2011 Operating Budget)	18,509,450
<b>Deposit to Operations and Maintenance Fund for FY 2011</b>	<b><u><u>\$ 112,529,452</u></u></b>

# EXECUTIVE SUMMARY

## Administration Department

### 2011 Budget

#### Executive Staff

Allen Clemson, Executive Director  
Deputy Executive Director - Vacant  
Kimberly Tolbert, Assistant Executive Director, Administrative Services

#### Department Description

The Administration Department directs and oversees the strategic planning process; communication and implementation of directives and policies of the NTTA Board of Directors; oversees all aspects of NTTA's operations; sets the tone, values and culture of the organization; and manages communications with local, regional, state and national transportation partners.

#### Accomplishments for 2010

- **Organizational Assessment** - The organizational assessment is currently underway and seeks to review various department functional areas including staffing and workforce management and to recommend an organizational structure that guides the organization through long-term and short-term strategic goals. The Administration Department has guided and provided oversight of the organizational assessment at the Board's direction.
- **Strategic Plan** – The Administration Department is currently coordinating the activities required for updating the 2009-2013 NTTA strategic plan by fourth quarter 2010. The updated Plan will include input from the Board of Directors and incorporate alignment components to the completed organizational assessment.
- **Employee Engagement** - The employee engagement balanced scorecard initiative was developed and implemented in coordination with the new internal communications plan. Employee engagement initiatives implemented this year included the employee engagement survey, employee "Plug-in" (town hall) sessions, and the NTTA Employee Wall of Honor. Management also created employee committees to provide ample opportunity for employees to provide input on employee-related topics and issues.
- **Policies and Procedures** – The Policy Manual/Administrative Guide will be distributed to all departments in 2010. In order to promote the strategic goal of open, honest communication, all policies, procedures, and business rules referenced in the Policy Manual/Administrative Guide will be accessible to employees on the Intranet. The Administration Department also developed and implemented a comprehensive procedure to review, approve, distribute, and implement policies and procedures adopted by the NTTA Board of Directors and the Executive Director. In order to streamline this procedure, the Administration Department researched alternatives and completed the scope for a policy management tracking tool, which is scheduled to come on line in 2010 and be fully implemented in FY2011.
- **Board Continuing Education Program** – The Board Continuing Education Program was developed to provide Board members with an opportunity to explore various aspects of the NTTA in depth outside of the "On Boarding" program and committee and Board meetings. The courses to be offered were identified by department directors. The Board Continuing Education Program is scheduled to be implemented in third quarter 2010.

## Goals and Objectives for 2011

- The Administration Department will:
  - Continue to lead the balanced scorecard strategy and associated activities in coordination with required updates to the Board-adopted five year strategic plan.
  - Implement the alignment of the NTTA strategic plan and the organizational assessment.
  - Guide and recommend the concepts for improvement from the results of the organizational assessment.
  - Streamline the policy/procedure review, approval, management, and distribution procedure through full implementation of the Policy and Procedure Manager software.
  - Continue to implement employee engagement initiatives to support the Authority's Strategic Communications Plan which includes internal communications.
  - Lead and coordinate the 360 degree assessment of the management team and spearhead the implementation of the leadership development program and executive accountability model. Funds to support these efforts have been allocated in the Human Resources Department proposed 2011 budget.

## Major Budget Items for 2011

- The department's FY2011 budget has decreased (10.0%) from \$ 1,655,214 in FY2010 to \$1,490,194 in FY2011 due to a decrease in expenses for travel, meetings, general consultant fees, employees' training, dues and subscriptions, and freight and express expenditures. Additional details about these budget variances are addressed below.
  - Travel expenses decreased (20.4%) from \$20,550 to \$16,350, due to minimizing travel costs to cover only major industry related travel for the Executive Director and Deputy Executive Director.
  - Meeting expenses decreased (50.0%) from \$5,000 to \$2,500, due to the historically low expenditures in this account. Additionally, employee training expenses decreased from \$3,500 to \$1,000, a decrease of (71.4%). Due to the implementation of NTTA-U, a significant portion of staff training will be handled in-house.
  - Dues and subscriptions expenses decreased (5.2%) from \$34,350 to \$32,555, due to the elimination of the COMTO membership that has been allocated in the Business Diversity Department budget. Memberships in the Metroplex Mayors Association and Women's Transportation Seminar were added for FY2011.
  - Freight and Express expenses decreased (53.1%) from \$3,200 to \$1,500, due to the historically low expenditures in this account.
- Professional fees increased 15.2% from \$260,500 to \$300,000, to allocate funds for implementation activities associated with the strategic plan and the organizational assessment.
- Funds for General Consultant fees in the amount of \$275,000 in FY2010 were eliminated in FY2011 due to the historically low expenditures in this account and there are no anticipated expenditures earmarked for general consultant fees in the upcoming year.

- We propose to realign Administration Department staff roles and responsibilities by eliminating the Executive Assistant position for the Executive Director and change the scope of responsibilities of the part-time Administrative Technician position to a full-time Management Analyst position. The Management Analyst position will provide day-to-day operational support to the Assistant Executive Director of Administrative Services and the Executive Director. The proposed realignment of staff will result in a decrease of \$11,530 in salaries/wages and retirement contributions.

**Other Funds**

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

**Position Summary**

<b>Full-Time Positions</b>	<b>2010</b>	<b>2011</b>	<b>Difference</b>
Administrative Specialist	1	1	-
AED Administrative Services	1	1	-
Deputy Executive Director	1	1	-
Executive Assistant	2	1	(1)
Executive Director	1	1	-
Management Analyst	0	1	1
Senior Project Manager	1	1	-
<b>Total Full-Time Positions</b>	<b>7</b>	<b>7</b>	<b>-</b>
<b>Part-Time &amp; On-Call Positions</b>	<b>2010</b>	<b>2011</b>	<b>Difference</b>
Administrative Support P/T	1	0	(1)
<b>Total Part-Time &amp; On-Call Positions</b>	<b>1</b>	<b>0</b>	<b>(1)</b>

**Organizational Chart**

**Administration Department**



**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Administration (0100)	<b>OMF Budget</b>
<b>Budget Year:</b>	2011	<b>Fund 2300</b>

Acct	Name	2009 Actuals	2010 Budget	2011 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$935,018	\$919,004	\$990,253	\$71,249	7.75%
5011	Overtime	\$1,136	\$0	\$0	\$0	0.00%
5030	Retirement Contributions	\$105,812	\$128,110	\$138,536	\$10,426	8.14%
5050	Travel Expenses	\$33,725	\$20,550	\$16,350	(\$4,200)	(20.44%)
5051	Meeting Expenses	\$873	\$5,000	\$2,500	(\$2,500)	(50.00%)
5060	Employees' Training	\$1,515	\$3,500	\$1,000	(\$2,500)	(71.43%)
5110	General Consultant Fees	\$52,403	\$275,000	\$0	(\$275,000)	(100.00%)
5190	Professional Fees	\$358,793	\$260,500	\$300,000	\$39,500	15.16%
5420	Printing/Office Supplies	\$23,169	\$6,000	\$6,000	\$0	0.00%
5430	Dues & Subscriptions	\$31,215	\$34,350	\$32,555	(\$1,795)	(5.23%)
5470	Freight and Express	\$4,225	\$3,200	\$1,500	(\$1,700)	(53.13%)
5680	Promotional Expenses	\$0	\$0	\$1,500	\$1,500	100.00%
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0.00%
	<b>Total Expenses</b>	<b>\$1,547,884</b>	<b>\$1,655,214</b>	<b>\$1,490,194</b>	<b>(\$165,020)</b>	<b>(9.97%)</b>

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Administration (0100)	<b>Summary of Funds</b>
<b>Budget Year:</b>	2011	

Acct	Name	OMF 2300	CF	RMF 2400	CIF	CIF/FSF	Total Budget
5010	Salaries and Wages-Direct	\$990,253	\$0	\$0	\$0	\$0	\$990,253
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Retirement Contributions	\$138,536	\$0	\$0	\$0	\$0	\$138,536
5050	Travel Expenses	\$16,350	\$0	\$0	\$0	\$0	\$16,350
5051	Meeting Expenses	\$2,500	\$0	\$0	\$0	\$0	\$2,500
5060	Employees' Training	\$1,000	\$0	\$0	\$0	\$0	\$1,000
5110	General Consultant Fees	\$0	\$0	\$0	\$0	\$0	\$0
5190	Professional Fees	\$300,000	\$0	\$0	\$0	\$0	\$300,000
5420	Printing/Office Supplies	\$6,000	\$0	\$0	\$0	\$0	\$6,000
5430	Dues & Subscriptions	\$32,555	\$0	\$0	\$0	\$0	\$32,555
5470	Freight and Express	\$1,500	\$0	\$0	\$0	\$0	\$1,500
5680	Promotional Expenses	\$1,500	\$0	\$0	\$0	\$0	\$1,500
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	<b>FY 2011 Total</b>	<b>\$1,490,194</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,490,194</b>
	<b>FY 2010 Total</b>	<b>\$1,655,214</b>	<b>\$4,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,659,714</b>

# **EXECUTIVE SUMMARY**

## **Board Department**

### **2011 Budget**

#### **Executive Staff**

Board of Directors  
Ruby Franklin, Secretary to the Board

#### ***Department Description***

The Board of Directors monitors and provides oversight of the NTTA's annual budget process; advocates the agency's legislative agenda; reviews and monitors all activities related to the financing of projects and internal audit functions. The Board of Directors also monitors and provides oversight for the planning, design, construction and operation of NTTA projects, including final approval of contracts over \$300,000.

#### **Accomplishments for 2010:**

- Innovative Financing (TIGER Grant, TIFIA Loan)
- Conversion to All-Electronic Toll Collection
- Lewisville Lake Toll Bridge (Texas Public Works Association's "Project of the Year")
- Advancement of Southwest Parkway/Chisholm Trail
- State Highway 161 (Phase 3 open to traffic; began Phase 4 construction)
- Sam Rayburn Tollway construction
- Continued President George Bush Turnpike - Eastern Extension (PGBT-EE)
- State Highway 360 studies underway
- State Highway 170 studies underway
- Dallas North Tollway Phase 4B/5A
- Bond refinancing
- Organization study underway
- NTTA ethics hotline and Ombudsman
- Established Friends of the NTTA
- Established Drive To Excellence Award
- Established Minority and Women-owned Business Enterprise (M/WBE) goals
- Established Disadvantaged Business Enterprise (DBE) Program

#### **Goals and Objectives for 2011**

- Continue to support and guide the NTTA's policy development and review process
- Continue to participate in initiatives to NTTA's stakeholders
- Attend approximately fifty Board/Special Called Board/Committee meetings and eight Board workshops/retreats
- Participate in International Bridge Tunnel and Turnpike Association (IBTTA) meetings
- Participate in political outreach



**Major Budget Items for 2011**

- The department’s overall budget remained flat from FY2010 to FY 2011.
- Freight and Express was increased 7.6% from \$10,500 to \$11,300.00 based on 2010 usage.
- Printing/Office Supplies has decreased (18.2%) from \$20,160 in 2010 to \$16,500 in 2011 relative to 2010 expenditures.

**Other Funds**

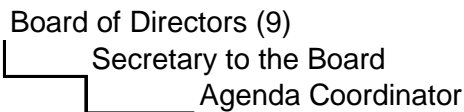
- **CF**           **\$0**
- **RMF**         **\$0**
- **CIF**          **\$0**
- **CIF/FSF**   **\$0**

**Position Summary**

<b>Board</b>			
<b>Full-Time Positions</b>	<b>2010</b>	<b>2011</b>	<b>Difference</b>
Agenda Coordinator	1	1	-
Secretary to the Board	1	1	-
<b>Total Full-Time Positions</b>	<b>2</b>	<b>2</b>	<b>-</b>

**Organization Chart**

**Board Department**



**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Board (0110)	<b>OMF Budget</b>
<b>Budget Year:</b>	2011	<b>Fund 2300</b>

Acct	Name	2009 Actuals	2010 Budget	2011 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$57,721	\$115,061	\$117,514	\$2,453	2.13%
5011	Overtime	\$0	\$0	\$0	\$0	0.00%
5030	Retirement Contributions	\$7,728	\$16,039	\$16,440	\$401	2.50%
5050	Travel Expenses	\$19,324	\$41,900	\$41,900	\$0	0.00%
5051	Meeting Expenses	\$71,791	\$99,800	\$99,800	\$0	0.00%
5400	Postage	\$0	\$0	\$0	\$0	0.00%
5420	Printing/Office Supplies	\$7,236	\$20,160	\$16,500	(\$3,660)	(18.15%)
5470	Freight and Express	\$6,834	\$10,500	\$11,300	\$800	7.62%
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0.00%
	<b>Total Expenses</b>	<b>\$170,634</b>	<b>\$303,460</b>	<b>\$303,454</b>	<b>(\$6)</b>	<b>0%</b>

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Board (0110)	<b>Summary of Funds</b>
<b>Budget Year:</b>	2011	

Acct	Name	OMF 2300	CF	RMF 2400	CIF	CIF/FSF	Total Budget
5010	Salaries and Wages-Direct	\$117,514	\$0	\$0	\$0	\$0	\$117,514
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Retirement Contributions	\$16,440	\$0	\$0	\$0	\$0	\$16,440
5050	Travel Expenses	\$41,900	\$0	\$0	\$0	\$0	\$41,900
5051	Meeting Expenses	\$99,800	\$0	\$0	\$0	\$0	\$99,800
5400	Postage	\$0	\$0	\$0	\$0	\$0	\$0
5420	Printing/Office Supplies	\$16,500	\$0	\$0	\$0	\$0	\$16,500
5470	Freight and Express	\$11,300	\$0	\$0	\$0	\$0	\$11,300
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	<b>FY 2011 Total</b>	<b>\$303,454</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$303,454</b>
	<b>FY 2010 Total</b>	<b>\$303,460</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$303,460</b>

# **EXECUTIVE SUMMARY**

## **Business Diversity Department**

### **2011 Budget**

#### **Executive Staff**

Anthony Coleman, Director of Business Diversity Department

LaRhonda Hytchye, Interim Assistant Director of Business Diversity Department

#### **Department Description**

The purpose of the Business Diversity Department (BDD) is to strengthen the North Texas Tollway Authority through the inclusion of Disadvantaged, Minority, Women-Owned, and Small Business Enterprises (D/M/W/SBEs) in the procurement of goods and services. A continuing goal of the BDD is to maximize the participation of D/M/W/SBEs in all phases of the Authority's purchasing and contracting opportunities. The four major focus areas for the BDD include: expanding outreach efforts and marketing initiatives, aligning policies and procedures with the business environment and industry best practices, streamlining compliance and reporting processes and building capacity of qualified DM/W/SBEs.

#### **Accomplishments for 2010**

- The BDD drafted and implemented the NTTA's Disadvantaged, Minority, Women-Owned, and Small Business Enterprises (Diversity) Policy. This policy incorporates the objectives and requirements of state and federal laws relating to procurement and contracts, and outlines the specific programs established by the NTTA to ensure participation of Disadvantaged, Minority, Women-Owned and Small Businesses in the NTTA procurement opportunities.
- The BDD formalized and presented to the Board its first independent Disadvantaged Business Enterprise (DBE) Program and proposed triennial DBE goal for the Federal Fiscal Year (FFY) 2011-2013. The triennial DBE goal was developed in accordance with the two-step process as specified in 49 C.F.R. § 26.45. Implementation of the DBE Program and proposed goal is pending final U.S. Department of Transportation (DOT) approval.
- The BDD completed the development of Minority/Women Business Enterprise (M/WBE) industry-specific goals in 2010 with an annual goal setting process.
- The BDD fully implemented the pilot Relationships and Opportunities Advancing Diversity (ROAD) Program. The ROAD Program provides opportunities for new and emerging D/M/W/SBE firms to have expanded access to resources, technical knowledge and business management and operations processes by partnering with larger, more established firms offering similar services. The ROAD Program also promotes and facilitates relationships between prime contractors and consultants to foster opportunities for D/M/WBEs to participate in large contracts with the NTTA. Outreach for the second ROAD class will commence 4<sup>th</sup> Quarter 2010.
- The BDD developed framework, goals, and objectives for an Inaugural Women's Forum. This event is designed to focus on issues in the women's business community, discuss alternative methods to remedy concerns, strengthen relationships and communicate upcoming NTTA initiatives. The Program is open to women-owned businesses in transportation and related fields.
- Through the 2<sup>nd</sup> Quarter of 2010, increased D/M/WBE vendor registrations by 10% over 2009 levels through various outreach efforts within the department.
- The BDD Compliance Tracking Software has been advertised and a vendor has been selected. The software is anticipated to be fully implemented by the 1<sup>st</sup> Quarter of 2011.

- BDD launched a new webpage in June 2010. Vendors are given online access to compliance & contracting handbook and manual, compliance reporting forms, dates of various outreach events such as monthly Business Chat Sessions, Vendor Outreach Symposium (VOS), and related Frequently Asked Questions.

### **Goals and Objectives for 2011**

- To further efforts to emphasize important issues in the women's business community by turning its initial Women's Forum into an annual event. This annual event will provide information about upcoming NTTA initiatives and will provide an outlet for dialogue where concerns can be remedied and relationships strengthened.
- To strengthen outreach efforts by creating a Business Diversity e-Newsletter that will spotlight NTTA D/M/WBE contractors, provide updates on BDD events, and highlight upcoming procurement opportunities for potential vendors.
- To continue capacity building efforts BDD will host its first ROAD Program Graduation. The department will announce the accomplishments of the pilot ROAD Program participants.
- To strengthen outreach efforts and increase D/M/WBE participation by 5% over 2010 levels in NTTA's procurement process.
- To expand outreach efforts and marketing initiatives and continue to facilitate the capacity building of qualified disadvantaged, minority, women-owned and small businesses.

### **Major Budget Items for 2011**

- The department's overall 2011 budget has increased 6.0% from \$514,453 in FY 2010 to \$545,097 in FY 2011 due to an increase in outreach efforts for disadvantaged, minority, women-owned and small businesses, training and new department initiatives.
- Printing and office supplies increased 85.7% in FY 2011, from \$3,500 in FY 2010 to \$6,500 in FY 2011 as a result of additional printing for outreach materials.
- Travel expenses increased 136.0% in FY 2011, from \$2,500 in FY 2010 to \$5,900 in FY 2011 in order to facilitate the D/M/WBE and SBE Programs and gain knowledge of various programs and best practices and attend annual required training.
- Meeting expenses increased 10.0% in FY 2011, from \$1,500 in FY 2010 to \$1,650 in FY 2011 in order to facilitate BDD's current initiatives and accommodate miscellaneous expenses for new initiatives and staffing of the Business Diversity Advisory Council (BDAC).
- Promotional expenses decreased (20.7%) in FY 2011, from \$21,700 in FY 2010 to \$17,200 in FY 2011 as a result of the BDD improved categorization of expenses.
- Professional fee expenses increased 100.0% from \$0 in FY 2010 to \$2,500 in FY 2011 as a result of the implementation of the new e-Newsletter. The funds allocated in this account will cover the costs associated with designing the publication.
- Newspaper notice expenses increased 100.0% from \$0 in FY 2010 to \$13,000 in FY 2011 in order to enhance outreach by publishing notices in minority publications. Additionally, funds

allocated in this account will cover the costs associated with publishing the DBE triennial goal and M/WBE industry-specific goals in publications across the NTTA's four member counties.

**Other Funds**

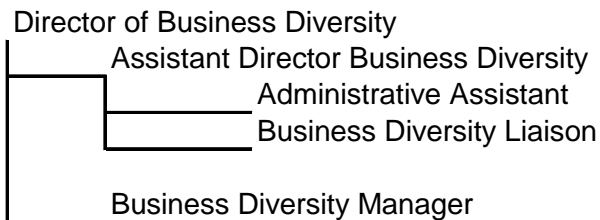
- CF                 \$0
- RMF               \$0
- CIF                \$0
- CIF/FSF          \$0

**Position Summary**

<b>Business Diversity</b>			
<b>Full-Time Positions</b>	<b>2010</b>	<b>2011</b>	<b>Difference</b>
Administrative Assistant	1	1	-
Assistant Director Business Diversity	1	1	-
Business Diversity Liaison	2	2	-
Business Diversity Manager	1	1	-
Director of Business Diversity	1	1	-
<b>Total Full-Time Positions</b>	<b>6</b>	<b>6</b>	<b>-</b>

**Organization Chart**

**Business Diversity Department**



**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Business Diversity (3400)	<b>OMF Budget</b>
<b>Budget Year:</b>	2011	<b>Fund 2300</b>

Acct	Name	2009 Actuals	2010 Budget	2011 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$93,812	\$385,136	\$396,300	\$11,164	2.90%
5011	Overtime	\$0	\$0	\$1,475	\$1,475	100.00%
5030	Retirement Contributions	\$12,447	\$53,687	\$55,442	\$1,755	3.27%
5050	Travel Expenses	\$2,500	\$2,500	\$5,900	\$3,400	136.00%
5051	Meeting Expenses	\$43	\$1,500	\$1,650	\$150	10.00%
5060	Employees' Training	\$300	\$2,000	\$2,000	\$0	0.00%
5190	Professional Fees	\$6,596	\$0	\$2,500	\$2,500	100.00%
5420	Printing/Office Supplies	\$951	\$3,500	\$6,500	\$3,000	85.71%
5430	Dues & Subscriptions	\$6,555	\$44,180	\$42,880	(\$1,300)	(2.94%)
5470	Freight and Express	\$491	\$250	\$250	\$0	0.00%
5550	Newspaper Notices	\$0	\$0	\$13,000	\$13,000	100.00%
5680	Promotional Expenses	\$19,500	\$21,700	\$17,200	(\$4,500)	(20.74%)
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0.00%
	<b>Total Expenses</b>	<b>\$143,195</b>	<b>\$514,453</b>	<b>\$545,097</b>	<b>\$30,644</b>	<b>6%</b>

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Business Diversity (3400)	<b>Summary of Funds</b>
<b>Budget Year:</b>	2011	

Acct	Name	OMF 2300	CF	RMF 2400	CIF 2500	CIF/FSF	Total Budget
5010	Salaries and Wages-Direct	\$396,300	\$0	\$0	\$0	\$0	\$396,300
5011	Overtime	\$1,475	\$0	\$0	\$0	\$0	\$1,475
5030	Retirement Contributions	\$55,442	\$0	\$0	\$0	\$0	\$55,442
5050	Travel Expenses	\$5,900	\$0	\$0	\$0	\$0	\$5,900
5051	Meeting Expenses	\$1,650	\$0	\$0	\$0	\$0	\$1,650
5060	Employees' Training	\$2,000	\$0	\$0	\$0	\$0	\$2,000
5190	Professional Fees	\$2,500	\$0	\$0	\$0	\$0	\$2,500
5420	Printing/Office Supplies	\$6,500	\$0	\$0	\$0	\$0	\$6,500
5430	Dues & Subscriptions	\$42,880	\$0	\$0	\$0	\$0	\$42,880
5470	Freight and Express	\$250	\$0	\$0	\$0	\$0	\$250
5550	Newspaper Notices	\$13,000	\$0	\$0	\$0	\$0	\$13,000
5680	Promotional Expenses	\$17,200	\$0	\$0	\$0	\$0	\$17,200
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	<b>FY 2011 Total</b>	<b>\$545,097</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$545,097</b>
	<b>FY 2010 Total</b>	<b>\$514,453</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$514,453</b>



# **EXECUTIVE SUMMARY**

## **Communications and Marketing Department**

### **2011 Budget**

#### **Executive Staff**

Kim Jackson, Director of Communications and Marketing

Christine Connelly, Assistant Director of Communications and Marketing

#### **Department Description**

- The NTTA Communications and Marketing Department supports the Authority's strategic goals and objectives through quantifiable communications with internal and external audiences.
- The departmental mission is to communicate effectively and influence and assist others within the Authority to do the same.
- The department includes five areas of focus to reach key audiences and to provide communication support to internal departments.
  - Strategy and planning: Communications plans, messaging, strategic plans, research and surveys, environmental initiatives, annual summary report, website communications, customer feedback and response.
  - Internal Communications: Employee engagement and communication planning, intranet, e-newsletter, internal events, community involvement.
  - Marketing and Advertising: Grassroots customer outreach, broad-based and targeted advertising, Regional TollTag Partners, chambers of commerce and external stakeholder initiatives, sponsorships and promotions, retail partnerships.
  - Project Communications: Construction and maintenance communication, public involvement, and project-related events.
  - Public Information: Media relations, speaker's bureau, external e-newsletters, social media.

#### **Accomplishments for 2010**

The Communications and Marketing Department has achieved and/or expects to achieve the following business objectives by the end of 2010:

- Increase TollTag penetration rate to 81% for the current NTTA System and achieve a 70% TollTag penetration rate on new projects after the first year they are open to traffic. Current May 2010 numbers show an 83% TollTag penetration rate and a 20% increase in TollTag distribution.
- Convert 3% of existing cash/ZipCash customers to TollTag customers and provide additional avenues to obtain TollTags. This is reflected in the increase in TollTags.
- Solicit \$100,000 in sponsorships, either cash or in-kind.
- Reduce toll revenue leakage through multiple education-focused communications initiatives including Ombudsman promotion, ZipCash initiatives and all-ETC outreach.
- Reinforce the benefits of NTTA toll projects and inform customers and stakeholders of project progress.
- Expand the Regional TollTag Partner and retail vendor programs by 10% to increase TollTag penetration.
- Create and implement a Strategic Communications Plan to serve as a framework for guiding internal and external communications. The plan directly ties communications

strategies and objectives to business objectives outlined in the balanced scorecard initiative. This was completed in the first quarter and briefed to the board.

- Overhaul and re-launch NTTA.org and intranet sites with improved appearance, usability and navigation. The redesigned websites add functionality and information to drive revenue, increase efficiencies, educate customers, and engage employees. This will be completed in the fourth quarter of 2010.
- Expand e-newsletter distribution by 40% beyond TollTag customers in order to share NTTA's news and messages with potential customers and convert them to TollTag accounts. This has been achieved.
- Build partnership with Dallas Cowboys to create and sell a specially designed TollTag featuring the Dallas Cowboys "star" logo sold to customers at a premium to increase revenue and TollTag distribution.
- Partner with ACE Cash Express to provide additional locations for customers to pay their ZipCash invoices and to open and load cash-backed TollTag accounts. Completed and the accounts and payments continue to grow.
- Expand financial information available through NTTA.org to elevate transparency with stakeholders and support NTTA's financial business objectives.
- Collaborate with organizations, such as Mothers Against Drunk Driving, to improve safety on NTTA roads and increase safety communication among customers and employees.
- Create topic-specific web pages for Government Affairs, Business Diversity, all-ETC, ZipCash/administrative fees, and investor information. The pages are designed to educate customers and stakeholders.
- Expand social media presence by launching Twitter campaign and posting videos and other interactive elements to websites and other social media outlets.
- Develop and implement strategies to support the NTTA's employee engagement initiatives based on the balanced scorecard implementation strategy.
- Increase project communication outreach through expanded public involvement, street/lane/ramp closures, and project outreach via website, phone lines, e-mail notification, and social media efforts.
- Increase outreach to Spanish-language audiences by developing and distributing a bilingual brochure regarding NTTA projects, and by recruiting and training bilingual spokespersons.
- Increase NTTA's grassroots community involvement through employee volunteer events and community relations efforts with organizations that support NTTA's mission and key messages.

### **Goals and Objectives for 2011**

- The Communications and Marketing Department will support major organizational initiatives including all-ETC, Toll Rate Increase, opening of the President George Bush Turnpike Eastern Extension and segments 4 and 5 of the Sam Rayburn Tollway, communication on projects under construction such as PGBT WE and Southwest Parkway/Chisholm Trail Parkway and expanded outreach and TollTag penetration in Denton and Tarrant counties.
- The department focuses on four objectives, outlined in the Strategic Communications Plan, designed to provide streamlined, effective and quantifiable communications to assist the NTTA in achieving its mission and strategic goals.
  - Educate the customer/stakeholder/Educate and engage the employees
  - Concentrate on core business

- Speak with one voice
- Elevate and promote transparency
- Strategies and tactics supporting these objectives as outlined in the strategic communication plan are presented below.
  - **Educate the customer/educate and engage the employees**
    - Increase outreach regarding project development, construction progress, maintenance efforts, and other project-related events by:
      - 20% annual increase in subscribers (5% per quarter) to project e-mail lists.
      - 10% increase in web hits on project pages.
    - Increase educational information to customers regarding NTTA policies, procedures and initiatives to improve tone of customer dialog by:
      - Measuring customer knowledge in 2011 through focus groups and the biennial customer/stakeholders surveys.
    - Increase outreach to unbanked/under-banked market to convert these customers to cash-backed TollTag accounts by:
      - Determining the baseline from the 2010 ACE Cash Express program implemented in April 2010.
    - Facilitate two-way communication between executives and staff to enhance ongoing feedback and promote the desired culture by:
      - 10% increase participation of employees in quarterly town hall meetings and community initiatives.
      - 5% increase in positive/neutral e-mails to [EmployeeFeedback@ntta.org](mailto:EmployeeFeedback@ntta.org).
      - 10% increase in volunteer participation by NTTA employees to encourage community involvement and support strategic initiatives.
  - **Concentrate on core business**
    - 85% increase in overall TollTag penetration rate to generate additional revenue and corresponding operational savings by:
      - Refocusing on grassroots initiatives for a higher volume of TollTag distribution.
      - 2% increase in on-time ZipCash payments and reduction in customers reaching violation phase.
      - 12% increase in outreach which will expand our e-newsletter and news release distribution to proactively communicate our core business.
      - 2% decrease in ZipCash customers to offset the higher costs associated with ZipCash collection.
      - 3% reduction of ZipCash transactions reaching violation phase.
      - 5% channel migration to self help option on the NTTA website to decrease operational expenses in the call center.
        - Implement web traffic metrics on key pages and establish traffic benchmarks.
        - Establish baseline and goals for web hits to promotion related pages.
        - Increase in customer knowledge in 2011 focus groups and surveys.

- **Speak with one voice**
  - 20% increase in social media outreach to create a two-way dialogue with customers by:
    - Tracking the number of friends and followers, YouTube views per video, Facebook comments and Twitter tweets and re-tweets.
  - 5% improvement in safety on NTTA roads by promoting WWD Task Force initiatives, Safe-T Buzz program, Roadway Customer Service, and community partnerships through improved media coverage of safety initiatives.
- **Elevate and Promote Transparency**
  - Elevate multicultural outreach to support NTTA's business diversity efforts by:
    - Establishing a baseline and goals for web hits on business web pages following distribution of new diversity e-newsletter and press releases.
    - Tracking coverage in multicultural media outlets (paid and unpaid).
  - Reinforce strategic plan and support desired culture in all internal communications outlets and venues by:
    - Establishing benchmarks for response to employee communications surveys and promotions.
    - Establishing annual goals in coordination with biennial survey response.

### Major Budget Items for 2011

- The department's FY 2011 budget increased slightly by 3.3% from \$3,223,006 in FY 2010 to \$3,330,459 in FY 2011.
- Expenses were reduced in several areas and funding reallocated to grassroots promotions to deliver 85% TollTag penetration rates and increased TollTag usage geographically.
- **Salaries and Wages** increased from \$1,017,068 to \$1,118,182 an increase of 9.9% in part due to the addition of a project communications specialist (who will be charged to Construction Funds) to increase public involvement and project information and to support PMC efforts with NTTA staff oversight.
- **Meeting expenses** increased from \$2,210 to \$2,350 an increase of 6.3% to expand outreach with chambers of commerce and trade associations.
- **Employees' Training** decreased from \$23,400 to \$19,750 a decrease of (15.6%) due to a reduced scope for media and presentation training.
- **Public Information Fees** decreased from \$275,000 to \$175,000 a decrease (36.4%) due to a reduction in Tag Wagon sponsorships for events. Grassroots outreach efforts have been shifted to office visits and customer rewards programs to increase ROI and maximize the use of staff time.
- **Printing and Office Supplies** decreased from \$9,540 to \$8,550 a decrease of (9.5%)
- **Dues and Subscriptions** decreased from \$23,400 to \$19,900 a decrease of (15.0%) largely due to better rates for membership in corridor Chambers of Commerce.
- **Maps and Pamphlets** decreased from \$245,000 to \$193,000 a decrease of (21.2%) due to decreased campaign printing requirements i.e. al-ETC will wrap up in 2011. NTTA will print toll rate brochures in conjunction with the 2011 toll rate increase and a customer system reflecting the addition of new open to traffic projects such as the Sam Rayburn Tollway U.S. 75 and DNT interchanges and the eastern extension of the President George Bush Turnpike. In addition, outreach brochures on ZipCash and TollTag customers will continue to increase. Staff is working with DMV to supply buck slips with

all new license plates to remind customers to keep their information updated which should result in operational savings.

- **Promotional Expenses** increased from \$103,000 to \$276,500 an increase of 168.5%. This shift in expenses reflects a shift in communications and marketing efforts to continue to attract new customers and to increase usage by existing customers; increase outreach opportunities geographically; increase strategic alliances to distribute TollTags similar to the ACE Check Cashing initiative, and improve NTTA's image in the community. Following are new initiatives for 2011 focused on the initiatives listed above:
  - Customer Rewards Programs: Quarterly customer-focused promotions centered on increasing revenues and improving efficiencies by rewarding new and existing TollTag customers for their loyalty and continued patronage. This is intended to increase the monthly spend of TollTag customers by 5% to \$16.50 per month and contribute to an 85% TollTag penetration rate.
  - Marketing Sponsorships and Promotions: Co-branded marketing sponsorships to be used to secure licensing and logo rights. This is to increase ridership on new NTTA roadways to 70% in the first year and increase NTTA's geographic reach in Denton and Tarrant counties.
  - Community Sponsorships: Strategic community partnerships and events with organizations, such as MADD and the North Texas Clean Air Coalition, that support NTTA key messages and mission. Aligning NTTA with causes that support the Authority's key messages positions NTTA as a community leader and reinforces NTTA's commitment to safety and sustainability.

**Other Funds**

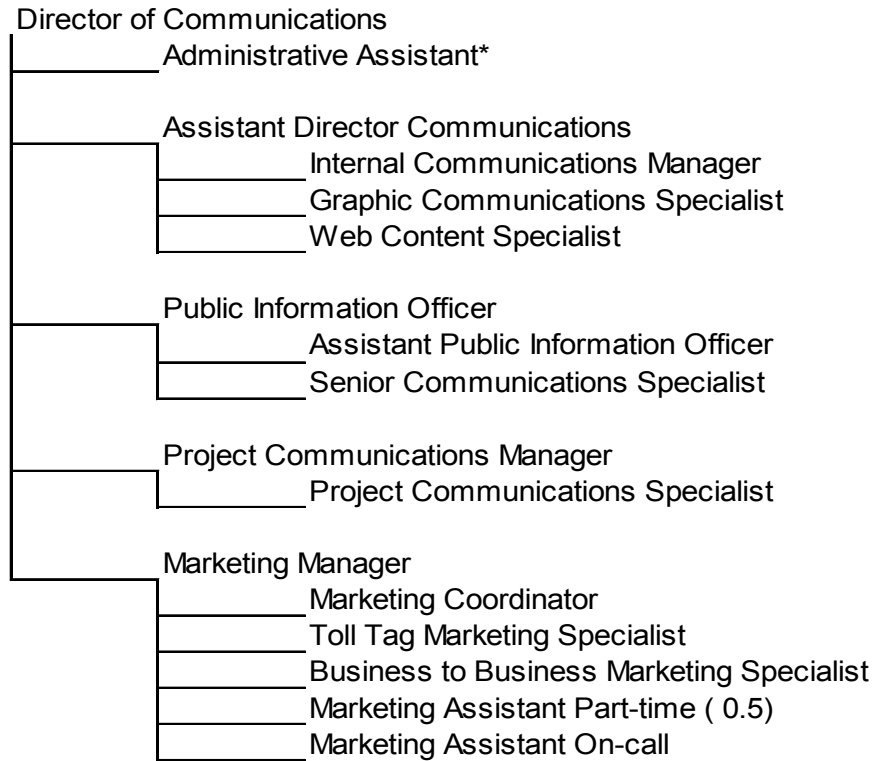
- **CF**                    **\$22,500**
- **RMF**                    **\$0**
- **CIF**                    **\$0**
- **CIF/FSF**            **\$0**

## Position Summary

<b>Communications</b>			
<b>Full-Time Positions</b>	<b>2010</b>	<b>2011</b>	<b>Difference</b>
Administrative Assistant	1	1	-
Assistant Director Communications	1	1	-
Assistant Public Information Officer	1	1	-
B to B Marketing Specialist	1	1	-
Director of Communications	1	1	-
Graphic Communications Specialist	1	1	-
Internal Communications Manager	1	1	-
Marketing Coordinator	1	1	-
Marketing Manager	1	1	-
Project Communications Manager	1	1	-
Project Communications Specialist	0	1	1
Public Information Officer	1	1	-
Sr. Communications Specialist	1	1	-
Toll Tag Marketing Specialist	1	1	-
Web Content Specialist	1	1	-
<b>Total Full-Time Positions</b>	<b>14</b>	<b>15</b>	<b>1</b>
<b>Part-Time &amp; On-Call Positions</b>	<b>2010</b>	<b>2011</b>	<b>Difference</b>
Marketing Assistant P/T	1	1	-
Marketing Assistant O/C	2	2	-
<b>Total Part-Time &amp; On-Call Positions</b>	<b>3</b>	<b>3</b>	<b>-</b>

## Organization Chart

### Communication and Marketing Department



\*Position shared with Assistant Director

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Communications (1300)	<b>OMF Budget</b>
<b>Budget Year:</b>	2011	<b>Fund 2300</b>

Acct	Name	2009 Actuals	2010 Budget	2011 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$921,505	\$1,017,068	\$1,118,132	\$101,064	9.94%
5011	Overtime	\$119	\$0	\$0	\$0	0.00%
5030	Retirement Contributions	\$122,902	\$141,778	\$156,427	\$14,649	10.33%
5050	Travel Expenses	\$529	\$3,700	\$3,700	\$0	0.00%
5051	Meeting Expenses	\$325	\$2,210	\$2,350	\$140	6.33%
5060	Employees' Training	\$19,420	\$23,400	\$19,750	(\$3,650)	(15.60%)
5110	General Consultant Fees	\$1,879	\$0	\$0	\$0	0.00%
5170	Public Information Fees	\$159,788	\$275,000	\$175,000	(\$100,000)	(36.36%)
5190	Professional Fees	\$208,439	\$585,000	\$558,000	(\$27,000)	(4.62%)
5380	Rental of Equipment	\$0	\$0	\$5,000	\$5,000	100.00%
5420	Printing/Office Supplies	\$11,919	\$9,450	\$8,550	(\$900)	(9.52%)
5430	Dues & Subscriptions	\$20,465	\$23,400	\$19,900	(\$3,500)	(14.96%)
5450	Materials and Supplies	\$804	\$3,000	\$3,000	\$0	0.00%
5470	Freight and Express	\$263	\$500	\$500	\$0	0.00%
5620	Maps & Pamphlets	\$72,413	\$245,000	\$193,000	(\$52,000)	(21.22%)
5650	Magazine & Newspaper Ad.	\$222,469	\$235,000	\$235,000	\$0	0.00%
5660	Television & Radio	\$483,965	\$540,000	\$540,000	\$0	0.00%
5670	Prints & Photographic Supplies	\$4,221	\$15,500	\$15,650	\$150	0.97%
5680	Promotional Expenses	\$139,960	\$103,000	\$276,500	\$173,500	168.45%
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0.00%
	<b>Total Expenses</b>	<b>\$2,391,385</b>	<b>\$3,223,006</b>	<b>\$3,330,459</b>	<b>\$107,453</b>	<b>3.33%</b>



**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Communications (1300)	<b>Summary of Funds</b>
<b>Budget Year:</b>	2011	

Acct	Name	OMF 2300	CF	RMF 2400	CIF 2500	CIF/FSF	Total Budget
5010	Salaries and Wages-Direct	\$1,118,132	\$0	\$0	\$0	\$0	\$1,118,132
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Retirement Contributions	\$156,427	\$0	\$0	\$0	\$0	\$156,427
5050	Travel Expenses	\$3,700	\$0	\$0	\$0	\$0	\$3,700
5051	Meeting Expenses	\$2,350	\$0	\$0	\$0	\$0	\$2,350
5060	Employees' Training	\$19,750	\$0	\$0	\$0	\$0	\$19,750
5110	General Consultant Fees	\$0	\$0	\$0	\$0	\$0	\$0
5170	Public Information Fees	\$175,000	\$0	\$0	\$0	\$0	\$175,000
5190	Professional Fees	\$558,000	\$0	\$0	\$0	\$0	\$558,000
5380	Rental of Equipment	\$5,000	\$0	\$0	\$0	\$0	\$5,000
5420	Printing/Office Supplies	\$8,550	\$0	\$0	\$0	\$0	\$8,550
5430	Dues & Subscriptions	\$19,900	\$0	\$0	\$0	\$0	\$19,900
5450	Materials and Supplies	\$3,000	\$0	\$0	\$0	\$0	\$3,000
5470	Freight and Express	\$500	\$0	\$0	\$0	\$0	\$500
5620	Maps & Pamphlets	\$193,000	\$0	\$0	\$0	\$0	\$193,000
5650	Magazine & Newspaper Ad.	\$235,000	\$0	\$0	\$0	\$0	\$235,000
5660	Television & Radio	\$540,000	\$0	\$0	\$0	\$0	\$540,000
5670	Prints & Photographic Supplies	\$15,650	\$0	\$0	\$0	\$0	\$15,650
5680	Promotional Expenses	\$276,500	\$22,500	\$0	\$0	\$0	\$299,000
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	<b>FY 2011 Total</b>	<b>\$3,330,459</b>	<b>\$22,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,352,959</b>
	<b>FY 2010 Total</b>	<b>\$3,223,006</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$125,000</b>	<b>\$0</b>	<b>\$3,363,006</b>

# **EXECUTIVE SUMMARY**

## **Finance Department**

### **2011 Budget**

#### **Executive Staff**

Janice D. Davis, Chief Financial Officer  
E. Ray Zies, Controller

#### **Department Description**

The purpose of the Finance Department is to contribute to the overall mission of the North Texas Tollway Authority of providing fiscally sound toll facilities by managing all financial functions of the Authority including Cash and Debt Management, Accounting, Budgeting, Procurement Services and Shared Services.

#### **Accomplishments for 2010**

- The Finance Department successfully issued \$400,000,000 of deeply subordinated debt out of the Capital Improvement Fund as the System's contribution for PGBT Western Extension and the Southwest Parkway/Chisholm Trail (if accepted as a project).
- The Finance Department, along with the operating departments, compiled and presented to the Board a Five Year Capital Plan as a tool to help the Authority with its long-term objectives.
- For the first time ever, the Authority submitted its 2010 Budget to the Government Finance Officers' Association (GFOA) for consideration of its Excellence in Budgeting award and won the Distinguished Budget Presentation Award. This award is valid for one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.
- The Finance Department developed the first ever Rainy Day Fund Policy, which was adopted by the Board.
- The Finance Department initiated the first ever Direct and Indirect Cost Allocation Plans, calculated in compliance with the Office of Management and Budget's Circular A-87.
- The Finance Department, along with the Information Technology Department, completed Phase I of the PeopleSoft Implementation, which included an assessment of the current financial system and the creation of a master project plan.
- Phase 2 of the PeopleSoft Implementation is expected to be completed by December 31, 2010. Phase 2 includes the implementation of the Uniform Chart of Accounts, implementation of commitment control, asset management, purchasing, accounts payable, e-Supplier and Hyperion to serve as the budgeting tool for the Authority. The implementation of Hyperion will allow us to move away from a custom developed PeopleSoft budget module.

#### **Goals and Objectives for 2011**

- Phases 3 and 4 of the PeopleSoft Implementation will be completed in 2011. Phase 3 includes a two month stabilization of the Phase 2 implementation and related post production support. Phase 4 includes the implementation of Supplier Contract Management, Project Costing and Time & Labor. The implementation of the Supplier Contract Management and Project Costing will help the Authority move away from the manual processes and shadow systems that it operated in the past and allow PeopleSoft to truly be the book of record for the Authority.
- Once the PeopleSoft Implementation is completed, the Finance Department will realign the current organizational structure to better fit the best practices and functionality of PeopleSoft, including improved financial reporting.
- The Finance Department will continue developing new financial/accounting policies as needed and begin preparing a comprehensive accounting procedures and guidelines manual used to identify and clarify roles, procedures, and policies of the accounting/finance function within the Authority.

- The Finance Department will continue to explore financing alternatives to allow the Authority to maintain its role as a regional partner in the development and implementation of the region's mobility needs.
- The Finance Department will continue developing and training Finance Department personnel to achieve and maintain a high level of professionalism within the Department to allow us to better serve our internal and external customers.

## Major Budget Items for 2011

### Finance

- The department's 2011 budget for all funds has decreased by 18.8% from \$11,976,457 in FY 2010 to \$9,728,219 in FY 2011 due mainly to a decrease in Traffic Engineering Fees and Professional Fees for Financial Advisors and Bond Counsel in the Feasibility Study Fund.
- The department's 2011 OMF budget increased by 4.1% from \$4,833,257 in 2010 to \$5,031,019 in 2011.
- Total salaries for FY 2010 were \$2,773,404 compared to \$2,793,832 for FY 2011.
- Traffic Engineering Fees increased 18.2% from \$960,000 to \$1,135,000 engineering fees for monitoring short-term, mid-term and long-term system performance.
- With the completion of the conversion to All-ETC as of the end of 2010, the Revenue Reconciliation Manager's position has been eliminated in the 2011 budget. During 2010, the five (5) Revenue Reconciliation positions were reclassified. Four (4) of the positions were converted to Accounting Specialists and one of the specialists moved to a procurement position in the Finance Department.

### Shared Services

- Shared Services is a division within Finance, where agency wide expenditures and contingency amounts are budgeted. The contingency budgets are amounts from all departments that require additional Executive Director sign-off to utilize. Once these expenses are approved, a budget transfer will be made to the authorized department.
- The division's 2011 OMF budget decreased by \$352,171 or (2.9%) from \$12,057,286 in 2010 to \$11,705,114 in 2011.
- The following agency-wide budget items previously reported under the HR budget have been moved to the Shared Services Budget in 2011.
  - Compensation adjustments - \$912,098
  - Retirement Contributions Comp. Adj. - \$127,603
  - Unemployment Compensation -\$2,393,106
  - Group Hospitalization - \$7,436,793
  - Worker's Compensation - \$285,790
- The following budget items decreased or increased in 2011 primarily due to the elimination of Toll Collection and Vault departments as a result of the conversion to All-ETC.
  - Texas Unemployment increased by \$1,943,106 or 431.8 %.
  - Workers Comp & Employers Liability decreased by \$137,017 or (32.4 %).
  - Salaries and Retirement Comp. Adj. decreased by \$325,477 or (23.8%).
  - Group Hospitalization decreased by \$2,122,768 or (22.2%).

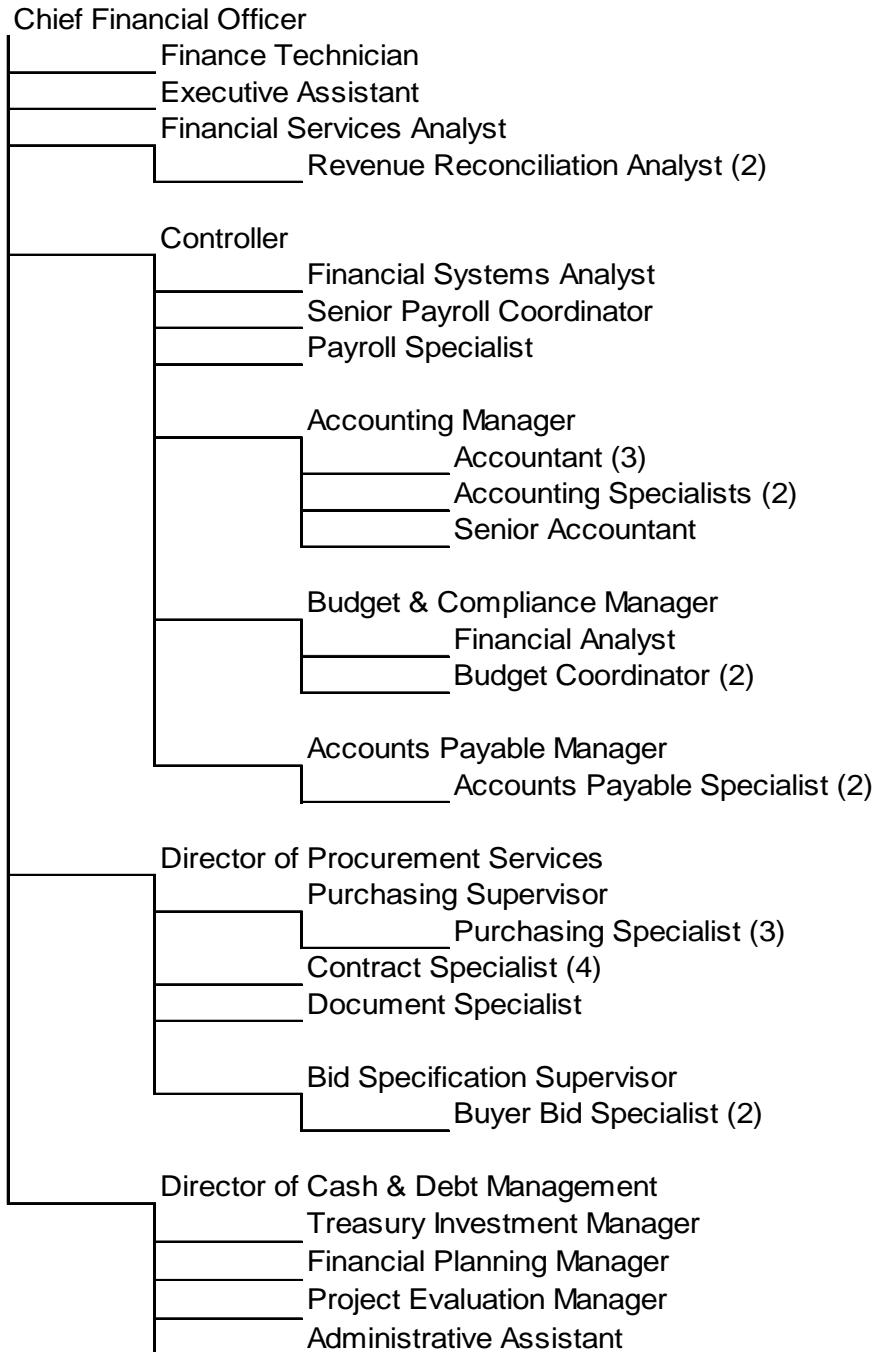
Other Funds	Finance	Shared Services
• CF	\$2,244,500	\$0
• RMF	\$ 0	\$1,404,950
• CIF	\$ 477,700	\$700,000
• CIF/FSF	\$1,875,000	\$0

## Position Summary

<b>Finance</b>			
<b>Full-Time Positions</b>	<b>2010</b>	<b>2011</b>	<b>Difference</b>
<b>Finance</b>			
Accountant	4	3	(1)
Accounting Manager	1	1	-
Accounting Specialists	0	4	4
Accounts Payable Manager	1	1	-
Accounts Payable Specialist	2	2	-
Budget & Compliance Manager	1	1	-
Budget Coordinator	2	2	-
Chief Financial Officer	1	1	-
Controller	1	1	-
Executive Administrative Assistant	1	1	-
Financial Analyst	1	1	-
Financial Services Analyst	1	1	-
Financial Systems Analyst	1	1	-
Financial Technician	1	1	-
Payroll Specialist	1	1	-
Revenue Audit Manager	1	0	(1)
Revenue Reconciliation Analyst	2	0	(2)
Revenue Reconciliation Specialist	3	0	(3)
Senior Accountant	0	1	1
Senior Payroll Coordinator	1	1	-
<b>Procurement Services</b>			
Bid Specification Supervisor	1	1	-
Buyer Bid Specialist	2	2	-
Contract Manager	1	0	(1)
Contract Specialist	3	4	1
Director of Procurement Services	1	1	-
Document Specialist	1	1	-
Purchasing Specialist	2	3	1
Purchasing Supervisor	1	1	-
<b>Cash &amp; Debt Management</b>			
Administrative Assistant	1	1	-
Director of Cash & Debt Management	1	1	-
Financial Planning Manager	1	1	-
Project Evaluation Manager	1	1	-
Treasury Investment Manager	1	1	-
<b>Total Full-Time Positions</b>	<b>43</b>	<b>42</b>	<b>(1)</b>

# Organization Chart

## Finance Department



**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Finance (0200)	<b>OMF Budget</b>
<b>Budget Year:</b>	2011	<b>Fund 2300</b>

Acct	Name	2009 Actuals	2010 Budget	2011 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$1,438,497	\$2,773,404	\$2,793,832	\$20,428	0.74%
5011	Overtime	\$14,029	\$1,912	\$0	(\$1,912)	(100.00%)
5030	Retirement Contributions	\$189,349	\$386,611	\$390,857	\$4,246	1.10%
5050	Travel Expenses	\$10,667	\$13,325	\$13,325	\$0	0.00%
5060	Employees' Training	\$30,924	\$17,825	\$17,825	\$0	0.00%
5120	Traffic Engineering Fees	\$603,884	\$960,000	\$1,135,000	\$175,000	18.23%
5150	Trustee Fees	\$7,171	\$151,525	\$151,525	\$0	0.00%
5190	Professional Fees	\$1,163,147	\$472,280	\$472,280	\$0	0.00%
5380	Rental of Equipment	\$0	\$0	\$0	\$0	0.00%
5400	Postage	\$0	\$0	\$0	\$0	0.00%
5420	Printing/Office Supplies	\$15,029	\$20,700	\$20,700	\$0	0.00%
5430	Dues & Subscriptions	\$5,476	\$8,460	\$8,460	\$0	0.00%
5470	Freight and Express	\$4,522	\$3,215	\$3,215	\$0	0.00%
5550	Newspaper Notices	\$2,831	\$24,000	\$24,000	\$0	0.00%
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0.00%
	<b>Total Expenses</b>	<b>\$3,485,526</b>	<b>\$4,833,257</b>	<b>\$5,031,019</b>	<b>\$197,762</b>	<b>4.09%</b>

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Finance (0200)	<b>Summary of Funds</b>
<b>Budget Year:</b>	2011	

ACCT	Name	OMF 2300	CF	RMF 2400	CIF	CIF/FSF	Total Budget
5010	Salaries and Wages-Direct	\$2,793,832	\$0	\$0	\$0	\$0	\$2,793,832
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Retirement Contributions	\$390,857	\$0	\$0	\$0	\$0	\$390,857
5050	Travel Expenses	\$13,325	\$6,000	\$0	\$0	\$0	\$19,325
5060	Employees' Training	\$17,825	\$0	\$0	\$0	\$0	\$17,825
5120	Traffic Engineering Fees	\$1,135,000	\$0	\$0	\$200,000	\$975,000	\$2,310,000
5150	Trustee Fees	\$151,525	\$0	\$0	\$0	\$0	\$151,525
5190	Professional Fees	\$472,280	\$2,238,500	\$0	\$277,700	\$900,000	\$3,888,480
5380	Rental of Equipment	\$0	\$0	\$0	\$0	\$0	\$0
5400	Postage	\$0	\$0	\$0	\$0	\$0	\$0
5420	Printing/Office Supplies	\$20,700	\$0	\$0	\$0	\$0	\$20,700
5430	Dues & Subscriptions	\$8,460	\$0	\$0	\$0	\$0	\$8,460
5470	Freight and Express	\$3,215	\$0	\$0	\$0	\$0	\$3,215
5550	Newspaper Notices	\$24,000	\$0	\$0	\$0	\$0	\$24,000
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	<b>FY 2011 Total</b>	<b>\$5,031,019</b>	<b>\$2,244,500</b>	<b>\$0</b>	<b>\$477,700</b>	<b>\$1,875,000</b>	<b>\$9,628,219</b>
	<b>FY 2010 Total</b>	<b>\$4,833,257</b>	<b>\$1,215,500</b>	<b>\$100,000</b>	<b>\$597,700</b>	<b>\$5,230,000</b>	<b>\$11,976,457</b>

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Fin.-Shared Services (2400)	<b>OMF Budget</b>
<b>Budget Year:</b>	2011	<b>Fund 2300</b>

Acct	Name	2009 Actuals	2010 Budget	2011 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$0	\$0	\$254,395	\$254,395	100.00%
5011	Overtime	\$0	\$0	\$0	\$0	0.00%
5014	Salaries and Wages-Comp Adj.	\$0	\$1,198,155	\$912,098	(\$286,057)	(23.87%)
5030	Retirement Contributions	\$0	\$0	\$35,590	\$35,590	100.00%
5034	Retirement Contr.-Comp. Adj.	\$0	\$167,023	\$127,602	(\$39,421)	(23.60%)
5050	Travel Expenses	\$0	\$100	\$100	\$0	0.00%
5090	TX Unemploy. Comp.Payments	\$242,889	\$450,000	\$2,393,106	\$1,943,106	431.80%
5110	General Consultant Fees	\$0	\$0	\$0	\$0	0.00%
5190	Professional Fees	\$0	\$0	\$0	\$0	0.00%
5380	Rental of Equipment	\$107,552	\$144,000	\$144,000	\$0	0.00%
5400	Postage	\$15,426	\$30,000	\$30,000	\$0	0.00%
5420	Printing/Office Supplies	\$62,840	\$85,000	\$85,000	\$0	0.00%
5430	Dues & Subscriptions	\$624	\$650	\$650	\$0	0.00%
5940	Group Hospitalization	\$7,216,765	\$9,559,561	\$7,436,793	(\$2,122,768)	(22.21%)
5950	Workers' Comp. & Emplrs. Liab.	\$92,386	\$422,797	\$285,780	(\$137,017)	(32.41%)
5990	Inflation Adjustment	\$35	\$0	\$0	\$0	0.00%
	<b>Total Expenses</b>	<b>\$7,738,517</b>	<b>\$12,057,286</b>	<b>\$11,705,114</b>	<b>(\$352,172)</b>	<b>(2.92%)</b>



**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Fin - Shared Services (2400)	<b>Summary of Funds</b>
<b>Budget Year:</b>	2011	

ACCT	Name	OMF 2300	CF	RMF 2400	CIF	CIF/FSF 1300	Total Budget
2910	Cap. Exp. transf. to/fr Const.	\$0	\$0	\$1,304,950	\$300,000	\$0	\$1,604,950
5010	Salaries and Wages-Direct	\$254,395	\$0	\$0	\$0	\$0	\$254,395
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5014	Salaries and Wages-Comp Adj.	\$912,098	\$0	\$0	\$0	\$0	\$912,098
5030	Retirement Contributions	\$35,590	\$0	\$0	\$0	\$0	\$35,590
5034	Retirement Contr.-Comp. Adj.	\$127,602	\$0	\$0	\$0	\$0	\$127,602
5050	Travel Expenses	\$100	\$0	\$0	\$0	\$0	\$100
5090	TX Unemploy. Comp.Payments	\$2,393,106	\$0	\$0	\$0	\$0	\$2,393,106
5110	General Consultant Fees	\$0	\$0	\$0	\$300,000	\$0	\$300,000
5190	Professional Fees	\$0	\$0	\$100,000	\$100,000	\$0	\$200,000
5380	Rental of Equipment	\$144,000	\$0	\$0	\$0	\$0	\$144,000
5400	Postage	\$30,000	\$0	\$0	\$0	\$0	\$30,000
5420	Printing/Office Supplies	\$85,000	\$0	\$0	\$0	\$0	\$85,000
5430	Dues & Subscriptions	\$650	\$0	\$0	\$0	\$0	\$650
5940	Group Hospitalization	\$7,436,793	\$0	\$0	\$0	\$0	\$7,436,793
5950	Workers' Comp. & Emplrs. Liab.	\$285,780	\$0	\$0	\$0	\$0	\$285,780
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	<b>FY 2011 Total</b>	<b>\$11,705,114</b>	<b>\$0</b>	<b>\$1,404,950</b>	<b>\$700,000</b>	<b>\$0</b>	<b>\$13,810,064</b>
	<b>FY 2010 Total</b>	<b>\$12,057,286</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,057,286</b>

# **EXECUTIVE SUMMARY**

## **Government Affairs Department**

### **2011 Budget**

#### **Executive Staff**

Carrie Rogers, Director

#### **Department Description**

- The purpose of the Government Affairs Department is to oversee governmental relations activities and develop and execute strategy, objectives and initiatives which support the mission of the NTTA; assist in managing the image of the agency, monitor public policy, and maintain positive relationships with local, state and federal elected and community officials. This is accomplished by managing the legislative process; working with staff, legislative consultants and elected officials; analyzing legislation; attending meetings and updating staff on issues, reviewing government notices and communications; developing and distributing newsletters, executive summaries and reports. The Government Affairs Department is also responsible for implementing the legislative platform throughout the legislative session, working with other departments and representing the agency to elected officials and other external stakeholders to promote policy changes which impact the NTTA.

#### **Accomplishments for 2010**

- Completed External Communications Plan with Communications Department to enhance proactive and reactive outreach to stakeholders, as well as coordinate the NTTA's message, with its strategic initiatives.
- Implemented Government Affairs web page to provide an accessible tool to external stakeholders and promote the role of Government Affairs within the NTTA's service area, including direct links to information on how to do business with the NTTA; the NTTA's billing process; the NTTA's current and past legislative programs; and the NTTA's financial reports.
- Board approved 2011 legislative program to support the NTTA's mission to provide fiscal and responsible tolling solutions to North Texas.
- Successfully advocated for federal monies allocated through the American Recovery and Reinvestment Act (ARRA) of 2009 and award of a Transportation Investment Generating Economic Recovery (TIGER) Grant for State Highway (SH) 161.
- Elevated promotion of the Business Diversity Department's progress over 2009 and of its initiatives to stakeholders and interested communities throughout North Texas, including the quarterly Vendor Outreach Symposiums, the inaugural Women's Forum and the 2<sup>nd</sup> Wednesdays Business Chats.
- Worked in collaboration with the Communications and Customer Service departments to develop and promote communications regarding the NTTA's toll collection and administrative fees, including addition of a direct link on the new Government Affairs web page to the NTTA's billing cycle process.
- Worked in collaboration with the Finance and Communications departments to implement targeted communication to the NTTA's member counties and Dallas-Fort Worth legislative delegation regarding the NTTA's enhanced financial reporting and related initiatives, including the NTTA's new online investor web page and 5-Year Capital Plan approved by the Board of Directors in July 2010.
- Developed federal legislative position with partner agencies in advance of a comprehensive transportation legislative overhaul anticipated in the next Congressional session.

- Increased legislative outreach to all Dallas-Fort Worth legislators, NTTA member counties and regional leadership by 15,000 points over 2009 (25,000) to 40,000 points of contact through consistent and targeted communication by issue and/or project, including the NTTA's acceptance of the SH 161 project, progress on the PGBT Eastern Extension and Southwest Parkway/Chisholm Trail, the conversion to all-ETC, the NTTA's legislative goals for the 82<sup>nd</sup> Texas Legislature in 2011, the NTTA's TIGER Grant for SH 161, all Business Diversity initiatives and communications regarding the NTTA's billing process. These points are contact are in addition to regular communication of the NTTA Board's monthly meeting agendas and the NTTA's monthly project delivery reports.
- Provided legislative training for Staff Directors and "Legislative Open House" for all employees to expand their role and knowledge of the legislative process.

### **Goals and Objectives for 2011**

- The proposed 2011 Government Affairs budget supports the Department's strategic planning goals of:
  - Effectively monitor and address legislation impacting the NTTA during the 82<sup>nd</sup> Texas Legislature.
  - Increase role at the federal level in anticipated federal legislation reauthorization during the 112<sup>th</sup> Congress by advocating for policies which support the mission of local tolling authorities similar to the NTTA.
  - Enhance consistent and targeted outreach to local, state and federal officials to reach 45,000 points of contact for elected officials, a 12% increase of 5,000 points of contact over 2010. Outreach will focus on major initiatives identified for 2011, including the NTTA's legislative program for the 82<sup>nd</sup> Texas Legislature; new and ongoing Business Diversity initiatives; communication regarding the NTTA's billing process; completion of the All-ETC Conversion; completion of the PGBT Eastern Extension; anticipated commencement of construction on the main lanes of Southwest Parkway/Chisholm Trail Parkway and near completion of the final segment of the Sam Rayburn Tollway.
- Complete legislative research materials for 82<sup>nd</sup> Texas Legislature to provide a comprehensive resource on legislative issues to the NTTA team during the session.
- Implement a tracking tool for the Government Affairs internet page to monitor hits to the site in order to observe areas of interest and frequency.

### **Major Budget Items for 2011**

- The department's proposed FY2011 budget of \$498,671 is a \$90,784 (15.4%) decrease from \$589,455 current year's budget FY2010.
- The reduction is largely attributed to a decrease in salary and retirement contributions for an unfunded Assistant Director position.

### **Other Funds**

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

## Position Summary

<b>Government Affairs</b>			
<b>Position</b>	<b>2010</b>	<b>2011</b>	<b>Difference</b>
Administrative Assistant	1	1	-
Assistant Director Government Affairs	1	0	(1)
Director of Government Affairs	1	1	-
Support Analyst	0	1	1
<b>Total Full-Time Positions</b>	<b>3</b>	<b>3</b>	<b>0</b>
Government Affairs Specialist P/T	1	0	(1)
<b>Total Part-Time O/C Positions</b>	<b>1</b>	<b>0</b>	<b>(1)</b>

## Organization Chart

### Government Affairs Department



**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Government Affairs (3000)	<b>OMF Budget</b>
<b>Budget Year:</b>	2011	<b>Fund 2300</b>

Acct	Name	2009 Actuals	2010 Budget	2011 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$150,455	\$300,385	\$211,879	(\$88,506)	(29.46%)
5011	Overtime	\$29	\$0	\$0	\$0	0.00%
5030	Retirement Contributions	\$20,126	\$41,874	\$29,642	(\$12,232)	(29.21%)
5050	Travel Expenses	\$19,706	\$24,500	\$35,500	\$11,000	44.90%
5051	Meeting Expenses	\$1,189	\$3,000	\$1,500	(\$1,500)	(50.00%)
5190	Professional Fees	\$210,326	\$210,000	\$211,000	\$1,000	0.48%
5420	Printing/Office Supplies	\$535	\$2,000	\$2,500	\$500	25.00%
5430	Dues & Subscriptions	\$656	\$4,696	\$4,700	\$4	0.09%
5470	Freight and Express	\$213	\$500	\$200	(\$300)	(60.00%)
5620	Maps & Pamphlets	\$0	\$1,500	\$1,000	(\$500)	(33.33%)
5680	Promotional Expenses	\$110	\$1,000	\$750	(\$250)	(25.00%)
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0.00%
	<b>Total Expenses</b>	<b>\$403,345</b>	<b>\$589,455</b>	<b>\$498,671</b>	<b>(\$90,784)</b>	<b>(15.40%)</b>

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Government Affairs (3000)	<b>Summary of Funds</b>
<b>Budget Year:</b>	2011	

Acct	Name	OMF 2300	CF	RMF 2400	CIF 2500	CIF/FSF	Total Budget
5010	Salaries and Wages-Direct	\$211,879	\$0	\$0	\$0	\$0	\$211,879
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Retirement Contributions	\$29,642	\$0	\$0	\$0	\$0	\$29,642
5050	Travel Expenses	\$35,500	\$0	\$0	\$0	\$0	\$35,500
5051	Meeting Expenses	\$1,500	\$0	\$0	\$0	\$0	\$1,500
5190	Professional Fees	\$211,000	\$0	\$0	\$0	\$0	\$211,000
5420	Printing/Office Supplies	\$2,500	\$0	\$0	\$0	\$0	\$2,500
5430	Dues & Subscriptions	\$4,700	\$0	\$0	\$0	\$0	\$4,700
5470	Freight and Express	\$200	\$0	\$0	\$0	\$0	\$200
5620	Maps & Pamphlets	\$1,000	\$0	\$0	\$0	\$0	\$1,000
5680	Promotional Expenses	\$750	\$0	\$0	\$0	\$0	\$750
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	<b>FY 2011 Total</b>	<b>\$498,671</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$498,671</b>
	<b>FY 2010 Total</b>	<b>\$589,455</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$589,455</b>

# **EXECUTIVE SUMMARY**

## **Human Resources Department**

### **2011 Budget**

#### **Executive Staff**

Nina Arias, Director of Human Resources  
Joni Lee, Assistant Director of Human Resources

#### **Department Description**

- The mission of the NTTA Human Resources Department is to foster a dynamic organization and motivated workforce to assist the NTTA in achieving its mission and to support its strategic goals to internal and external stakeholders.
- The department plans and implements the strategic direction and administration of human resources management programs, compensation, benefits, recruitment and training initiatives. In addition, the department is responsible for the effective management of employee relation issues, maintaining position classifications and pay plan system, updating and ensuring compliance with federal, state and local laws and regulations as well as NTTA policy and procedures; administers employee benefit programs including health insurance, worker's compensation and retirement.
- Human Resources is divided into functional units that partner with both internal and external customers.
  - Compensation and Benefits Services
  - Employee Development and Training Services
  - Employment Sourcing and Recruitment Services
  - Employee Relations and Wellness

#### **Human Resources has completed and is expected to complete the following for 2010**

- Implemented the 2009 Merit/Goals Program in accordance with Board-adopted FY2010 Budget
- Implemented NTTA University Learning Management Self Service Learning and Training Component to support organizational goals
- Streamlined departmental processes and reduced the use of paper forms by 35%
- Revamped the Employee Service Award Presentation and Recognition Program to recognize continued dedicated service throughout the year and at the annual employee awards program
- Assisted the Executive Director with building an effective scope for the Organizational Assessment to meet the Board of Directors' objectives and as part of the strategic plan of building a highly qualified, energized, and focused team
- HR will complete the 2<sup>nd</sup> phase of the total compensation strategy in line with the NTTA's business objectives and allocated budgetary resources
- Implemented a Diversity Program and Authority wide training focused on creating a diverse and inclusive working environment, where employees are able to fulfill their potential and maximize their contribution to the organization

- Conducted an organization-wide employee satisfaction and engagement survey and will work with executive management to develop action plans to address issues identified
- Developed Human Capital Performance Measurements and Metrics in line with the organization's values
- Revised and updated the NTTA Human Resources handbook
- Completed performance evaluation training for supervisors and managers to increase quality and effectiveness of employee reviews

### **Goals and Objectives for 2011**

- In 2011, the Human Resources Department will lead and oversee the completion of leadership development programs and provide support through its training and development initiatives related to the Administration Department's 360 Degree Assessment Project for senior staff and the implementation of the executive accountability model.
- The Human Resources Department will implement the NTTA Human Capital Performance Measurements and Metrics program developed in 2010. These metrics will be linked to the values of the NTTA including Integrity, Leadership, Excellence, Teamwork, and Accountability to ensure a highly qualified, energized and focused team to advance the mission of the NTTA. Effective Human Capital management is critical to ensuring the survival and success of the organization in terms of performance issues, turnover, carrying out the mission of the organization and employment related lawsuits. Accountability, transparency, and engagement are the result of using performance management processes across the organization.
- Human Resources will continue to build the workforce by recruiting and retaining the right people. We will continue to identify staff, management, and executive competencies, analyze gaps and address them.
- Human Resources will partner with the Information Technology Department in the implementation of the Time and Labor Absence Management solution in order for supervisors to remain compliant with labor laws and provide consistency, accountability and automation in how employees report time and absences and how a supervisor manages employees reported time and absences.
- Human Resources will partner with the Information Technology Department in the enhancement of PeopleSoft to implement Electronic Learning Management Phase II and eProfile Manager which will provide comprehensive employee data management capabilities, deployment to lower administrative costs associated with employee profile management, and streamline processes.

### **Major Budget Items for 2011**

- The department's overall 2010 budget has increased by 7.9% from \$1,470,294 in FY 2010 to \$1,586,315 in FY 2011.



- The following agency-wide budget items previously reported under the HR budget have been moved to the Shared Services Budget in 2011.
  - Compensation adjustments - \$912,098
  - Retirement Contributions Comp. Adj. - \$127,603
  - Unemployment Compensation -\$2,393,106
  - Group Hospitalization - \$7,436,793
  - Worker's Compensation - \$285,790
- Salaries and retirement cost increased 3.1% from \$1,073,081 to \$1,106,530 primarily due to the reclassification of one position
- Professional Fees increased 95.4% from \$81,100 to \$158,504 due to a proposed internal compensation study which will help with any new implementation and position scopes. Also the pre-employment background checks were previously budgeted in the Recruitment and have been moved to Professional Fees to align more appropriately with the correct cost center for these expenses.
- Salaries and retirement cost increased 3.1% from \$1,073,081 to \$1,073,530 primarily due to the reclassification of one position. Professional Fees increased 95.4% from \$81,000 to \$158,504 due to a proposed internal compensation study which will help with any new implementation and position scopes. Also the pre-employment background checks were previously budgeted in Recruitment and have been moved to Professional Fees to align more appropriately with the correct cost center for these expenses.
- Printing and Office Supplies decreased (12.3%) from \$10,834 to \$9,500. The variance is due to a special project conducted in 2010, which required the purchase of filing supplies for the records room reorganization. The reorganization will be completed in 2010 and no additional funds will be need for this project in 2011.
- Employee Training increased 12.7% from \$150,040 to \$169,084.
- Outside Maintenance decreased (100.0%) from \$400 to \$0.
- Recruitment decreased (30.4%) from \$36,615 to \$25,500.
- Employee Liability decreased (100.0%) from \$370 to \$0.

**Other Funds**

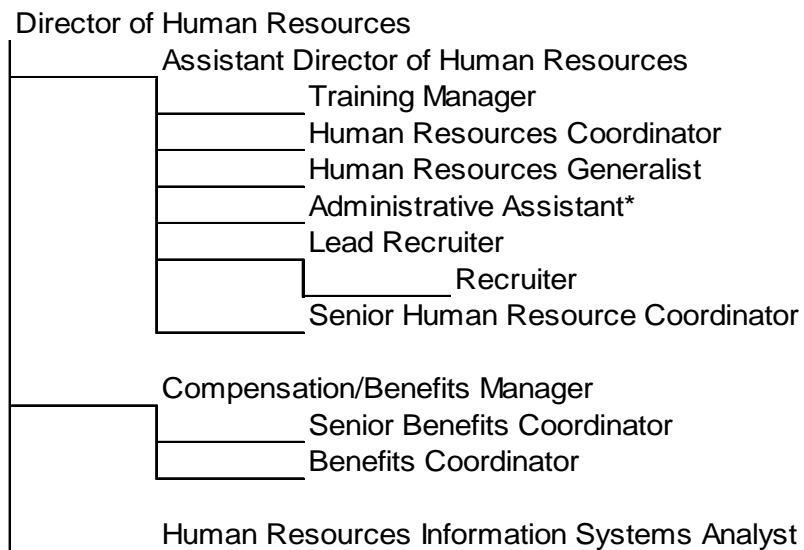
- **CF**               **\$0**
- **RMF**             **\$2,163**
- **CIF**              **\$0**
- **CIF/FSF**       **\$0**

## Position Summary

Human Resources			
Full-Time Positions	2010	2011	Difference
Administrative Assistant	1	1	-
Assistant Director of HR	1	1	-
Benefits Coordinator	1	1	-
Compensation/Benefits Manager	1	1	-
Director of HR	1	1	-
HR Coordinator	0	1	1
HR Generalist	1	1	-
HRIS Systems Analyst	1	1	-
Lead Recruiter	1	1	-
Receptionist	1	0	(1)
Recruiter	1	1	-
Senior HR Coordinator	1	1	-
Sr. Benefits Coordinator	1	1	-
Training Manager	1	1	-
<b>Total Full-Time Positions</b>	<b>13</b>	<b>13</b>	<b>-</b>

## Organization Chart

### Human Resources Department



\* Position shared with Director of Human Resources

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Human Resources (0300)	<b>OMF Budget</b>
<b>Budget Year:</b>	2011	<b>Fund 2300</b>

Acct	Name	2009 Actuals	2010 Budget	2011 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$963,442	\$908,819	\$937,906	\$29,087	3.20%
5011	Overtime	\$3,825	\$1,131	\$969	(\$162)	(14.32%)
5020	Salaries and Wages-Internship	\$33,480	\$35,040	\$35,040	\$0	0.00%
5030	Retirement Contributions	\$126,495	\$126,689	\$131,213	\$4,524	3.57%
5031	Retirement Contr.-Internship	\$1,213	\$1,402	\$1,402	\$0	0.00%
5050	Travel Expenses	\$2,734	\$5,235	\$5,235	\$0	0.00%
5051	Meeting Expenses	\$62	\$4,500	\$4,500	\$0	0.00%
5060	Employees' Training	\$127,420	\$150,040	\$169,084	\$19,044	12.69%
5070	Relocation of Personnel	\$0	\$10,000	\$10,000	\$0	0.00%
5160	Tuition Reimbursement	\$20,789	\$33,750	\$32,400	(\$1,350)	(4.00%)
5190	Professional Fees	\$197,256	\$81,100	\$158,504	\$77,404	95.44%
5370	Outside Maintenance Services	\$384	\$400	\$0	(\$400)	(100.00%)
5420	Printing/Office Supplies	\$4,439	\$10,834	\$9,500	(\$1,334)	(12.31%)
5430	Dues & Subscriptions	\$5,649	\$26,669	\$27,317	\$648	2.43%
5440	Recruitment	\$81,290	\$36,615	\$25,500	(\$11,115)	(30.36%)
5470	Freight and Express	\$304	\$700	\$700	\$0	0.00%
5650	Magazine & Newspaper Ad.	\$0	\$8,000	\$8,200	\$200	2.50%
5680	Promotional Expenses	\$0	\$4,000	\$3,845	(\$155)	(3.88%)
5840	Temporary Contract Labor	\$21,320	\$25,000	\$25,000	\$0	0.00%
5981	Employee Benefits Liability	\$0	\$370	\$0	(\$370)	(100.00%)
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0.00%
	<b>Total Expenses</b>	<b>\$1,590,102</b>	<b>\$1,470,294</b>	<b>\$1,586,315</b>	<b>\$116,021</b>	<b>7.89%</b>

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Human Resources (0300)	<b>Summary of Funds</b>
<b>Budget Year:</b>	2011	

Acct	Name	OMF 2300	CF	RMF 2400	CIF 2500	CIF/FSF	Total Budget
2910	Cap. Exp. transf. to/fr Const.	\$0	\$0	\$2,163	\$0	\$0	\$2,163
5010	Salaries and Wages-Direct	\$937,906	\$0	\$0	\$0	\$0	\$937,906
5011	Overtime	\$969	\$0	\$0	\$0	\$0	\$969
5020	Salaries and Wages-Internship	\$35,040	\$0	\$0	\$0	\$0	\$35,040
5030	Retirement Contributions	\$131,213	\$0	\$0	\$0	\$0	\$131,213
5031	Retirement Contr.-Internship	\$1,402	\$0	\$0	\$0	\$0	\$1,402
5050	Travel Expenses	\$5,235	\$0	\$0	\$0	\$0	\$5,235
5051	Meeting Expenses	\$4,500	\$0	\$0	\$0	\$0	\$4,500
5060	Employees' Training	\$169,084	\$0	\$0	\$0	\$0	\$169,084
5070	Relocation of Personnel	\$10,000	\$0	\$0	\$0	\$0	\$10,000
5160	Tuition Reimbursement	\$32,400	\$0	\$0	\$0	\$0	\$32,400
5190	Professional Fees	\$158,504	\$0	\$0	\$0	\$0	\$158,504
5370	Outside Maintenance Services	\$0	\$0	\$0	\$0	\$0	\$0
5420	Printing/Office Supplies	\$9,500	\$0	\$0	\$0	\$0	\$9,500
5430	Dues & Subscriptions	\$27,317	\$0	\$0	\$0	\$0	\$27,317
5440	Recruitment	\$25,500	\$0	\$0	\$0	\$0	\$25,500
5470	Freight and Express	\$700	\$0	\$0	\$0	\$0	\$700
5650	Magazine & Newspaper Ad.	\$8,200	\$0	\$0	\$0	\$0	\$8,200
5680	Promotional Expenses	\$3,845	\$0	\$0	\$0	\$0	\$3,845
5840	Temporary Contract Labor	\$25,000	\$0	\$0	\$0	\$0	\$25,000
5981	Employee Benefits Liability	\$0	\$0	\$0	\$0	\$0	\$0
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	<b>FY 2011 Total</b>	<b>\$1,586,315</b>	<b>\$0</b>	<b>\$2,163</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,588,478</b>
	<b>FY 2010 Total</b>	<b>\$1,470,294</b>	<b>\$0</b>	<b>\$650</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,470,944</b>

# **EXECUTIVE SUMMARY**

## **Internal Audit Department**

### **2011 Budget**

#### **Executive Staff**

- Magdalena Kovats, Director of Internal Audit

#### **Department Description**

- The Internal Audit Department is an independent, objective, assurance, and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve effectiveness of risk management, control, and governance processes.

#### **Accomplishments for 2010**

- During early 2010 NTTA identified the need for and determined that an Ombudsman role would be included in the Customer Service escalation process. The Internal Audit Department assumed the role of the Ombudsman which included establishing the process and assigning a staff member to assume the role in addition to their internal audit responsibilities.

#### **Goals and Objectives for 2011**

- The Internal Audit Department will continue to complete assurance and consulting projects identified by a risk based assessment and requests by management. Additionally, the workplan will be reviewed during the year to determine whether risks have changed and adjust the workplan accordingly.
- The Internal Audit Department will continue to monitor the NTTA ethics hotline and perform the Ombudsman role/responsibilities. The Ombudsman role is relatively new and we are still in the process of assessing the utilization of this role. Additionally, since the announcement and posting of the ethics hotline information to the public, there has been an increase in the volume of items needing to be researched. Internal Audit will monitor the requirements of both of these functions and determine whether a reorganization of the department is warranted.
- The Internal Audit Department will continue direct and open communication with members of the Board of Directors related to opportunities identified or other relevant information. On an as needed basis, Audit will communicate directly with members of the Board.

#### **Major Budget Items for 2011**

- The department's overall 2011 budget has decreased (7.2%) from \$983,831 million in FY 2010 to \$912,639 million in FY 2011.
- Employees training increased \$3,500 or 17.6% based upon changes in staffing.

#### **Other Funds**

- **CF**                **\$63,000**
- **RMF**             **\$10,500**
- **CIF**              **\$21,000**
- **CIF/FSF**        **\$0**

## Position Summary

<b>Internal Audit</b>			
<b>Full-Time Positions</b>	<b>2010</b>	<b>2011</b>	<b>Difference</b>
Administrative Assistant	1	1	-
Assistant Director of Internal Audit	0	1	1
Director of Internal Audit	1	1	-
Information Technology Auditor	2	2	-
Internal Audit Manager	1	0	(1)
Internal Auditor	2	2	-
Senior Internal Auditor	1	1	-
<b>Total Full-Time Positions</b>	<b>8</b>	<b>8</b>	<b>-</b>

## Organization Chart

### Internal Audit Department

Director of Internal Audit

_____	Assistant Director of Internal Audit
_____	Senior Internal Auditor
_____	Internal Auditor (2)
_____	Information Technology Auditor (2)
_____	Administrative Assistant

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Internal Audit (3100)	<b>OMF Budget</b>
<b>Budget Year:</b>	2011	<b>Fund 2300</b>

<b>Acct</b>	<b>Name</b>	<b>2009 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>Variance</b>	<b>Variance %</b>
5010	Salaries and Wages-Direct	\$551,365	\$647,452	\$655,346	\$7,894	1.22%
5011	Overtime	\$0	\$0	\$0	\$0	0.00%
5030	Retirement Contributions	\$73,650	\$90,255	\$91,683	\$1,428	1.58%
5050	Travel Expenses	\$185	\$14,114	\$14,600	\$486	3.44%
5060	Employees' Training	\$8,376	\$19,930	\$23,430	\$3,500	17.56%
5140	Auditing Fees	\$218,015	\$200,000	\$115,500	(\$84,500)	(42.25%)
5190	Professional Fees	\$265,379	\$0	\$0	\$0	0.00%
5370	Outside Maintenance Services	\$0	\$0	\$0	\$0	0.00%
5420	Printing/Office Supplies	\$374	\$5,750	\$5,750	\$0	0.00%
5430	Dues & Subscriptions	\$937	\$5,830	\$5,830	\$0	0.00%
5470	Freight and Express	\$22	\$500	\$500	\$0	0.00%
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0.00%
	<b>Total Expenses</b>	<b>\$1,118,303</b>	<b>\$983,831</b>	<b>\$912,639</b>	<b>(\$71,192)</b>	<b>(7.24%)</b>

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Internal Audit (3100)	<b>Summary of Funds</b>
<b>Budget Year:</b>	2011	

Acct	Name	OMF 2300	CF	RMF 2400	CIF 2500	CIF/FSF	Total Budget
5010	Salaries and Wages-Direct	\$655,346	\$0	\$0	\$0	\$0	\$655,346
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Retirement Contributions	\$91,683	\$0	\$0	\$0	\$0	\$91,683
5050	Travel Expenses	\$14,600	\$0	\$0	\$0	\$0	\$14,600
5060	Employees' Training	\$23,430	\$0	\$0	\$0	\$0	\$23,430
5140	Auditing Fees	\$115,500	\$63,000	\$10,500	\$21,000	\$0	\$210,000
5190	Professional Fees	\$0	\$0	\$0	\$0	\$0	\$0
5370	Outside Maintenance Services	\$0	\$0	\$0	\$0	\$0	\$0
5420	Printing/Office Supplies	\$5,750	\$0	\$0	\$0	\$0	\$5,750
5430	Dues & Subscriptions	\$5,830	\$0	\$0	\$0	\$0	\$5,830
5470	Freight and Express	\$500	\$0	\$0	\$0	\$0	\$500
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	<b>FY 2011 Total</b>	<b>\$912,639</b>	<b>\$63,000</b>	<b>\$10,500</b>	<b>\$21,000</b>	<b>\$0</b>	<b>\$1,007,139</b>
	<b>FY 2010 Total</b>	<b>\$983,831</b>	<b>\$4,500</b>	<b>\$11,250</b>	<b>\$11,250</b>	<b>\$3,000</b>	<b>\$1,013,831</b>



# **EXECUTIVE SUMMARY**

## **Legal Services Department**

### **2011 Budget**

#### **Executive Staff**

John B. Dahill, General Counsel  
Robert Schell, Assistant Director of General Counsel

#### **Department Description**

The purpose of the Legal Services Department is to contribute to the overall mission of the North Texas Tollway Authority of providing fiscally sound toll facilities by managing all legal functions of the Authority.

#### **Accomplishments for 2010**

- In 2010 the Legal Services Department was fully staffed with the hiring of the Assistant Director of General Counsel (Assistant General Counsel) and an administrative assistant.
- The Legal Services Department completed its procurement and implementation of a matter management solution, which will aid the Department in tracking all matters handled by internal and outside counsel, including status and budget. The matter management solution will also assist in the comparative analysis of performance of both internal and outside counsel.

#### **Goals and Objectives for 2011**

- The Legal Services Department will continue to optimize communications with and provide legal support to and among all NTTA departments.
- The Legal Services Department will continue to foster and engage in continued respected leadership and partnership in the regions' transportation network.
- The Legal Services Department will continue to initiate proactive legal strategies to avoid unnecessary or extensive litigation.
- The Legal Services Department will continue to ensure compliance with applicable laws.
- The Legal Services Department will continue to engage in innovative legal problem solving consistent with the Authority's overall organizational goals and objectives' purpose.
- The Legal Services Department will continue to engage in cooperative assignment, review and discussion of legal matters with outside counsel as tasks and functions may require.
- The Legal Services Department will address legal concerns of the Authority under the direction of the Board of Directors and in cooperation with the Executive Director and other staff as necessitated by the NTTA's mission, directives, and business needs.

#### **Major Budget Items for 2011**

- The department's overall 2011 budget has increased .5% from \$3.70 million in FY 2010 to \$3.72 million in FY 2011 due travel for legislative purposes.
- Dues and Subscriptions increased 271.0% from \$11,511 to \$42,711 as a result of the purchase and implementation in 2010 of a matter management solution.

#### **Other Funds**

- **CF**                **\$1,695,000**
- **RMF**                **\$ 100,000**
- **CIF**                 **\$ 300,000**
- **CIF/FSF**           **\$1,500,000**

## Position Summary

<b>Legal Services Department</b>			
<b>Full-Time Positions</b>	<b>2010</b>	<b>2011</b>	<b>Difference</b>
Assistant General Counsel	1	1	-
Executive Administrative Assistant	1	1	-
General Counsel	1	1	-
Paralegal	1	1	-
Records Retention Manager	1	1	-
<b>Total Full-Time Positions</b>	<b>5</b>	<b>5</b>	<b>-</b>

## Organization Chart

### Legal Department

Assistant Executive Director General Counsel
Assistant Director General Counsel
Paralegal
Records Retention Coordinator
Executive Assistant

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Legal Services (400)	<b>OMF Budget</b>
<b>Budget Year:</b>	2011	<b>Fund 2300</b>

<b>Acct</b>	<b>Name</b>	<b>2009 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>Variance</b>	<b>Variance %</b>
5010	Salaries and Wages-Direct	\$80,060	\$571,114	\$554,437	(\$16,677)	(2.92%)
5011	Overtime	\$1,247	\$0	\$0	\$0	0.00%
5030	Retirement Contributions	\$15,452	\$79,613	\$77,566	(\$2,047)	(2.57%)
5050	Travel Expenses	\$48	\$5,050	\$12,600	\$7,550	149.50%
5060	Employees' Training	\$225	\$8,000	\$8,000	\$0	0.00%
5130	Legal Fees	\$3,279,266	\$3,000,000	\$3,000,000	\$0	0.00%
5370	Outside Maintenance Services	\$0	\$0	\$0	\$0	0.00%
5420	Printing/Office Supplies	\$80	\$24,700	\$24,700	\$0	0.00%
5430	Dues & Subscriptions	\$9,234	\$11,511	\$42,711	\$31,200	271.05%
5470	Freight and Express	\$649	\$500	\$500	\$0	0.00%
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0.00%
	<b>Total Expenses</b>	<b>\$3,386,261</b>	<b>\$3,700,488</b>	<b>\$3,720,514</b>	<b>\$20,026</b>	<b>0.54%</b>

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Legal Services (0400)	<b>Summary of Funds</b>
<b>Budget Year:</b>	2011	

Acct	Name	OMF 2300	CF	RMF 2400	CIF 2500	CIF/FSF	Total Budget
5010	Salaries and Wages-Direct	\$554,437	\$0	\$0	\$0	\$0	\$554,437
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Retirement Contributions	\$77,566	\$0	\$0	\$0	\$0	\$77,566
5050	Travel Expenses	\$12,600	\$0	\$0	\$0	\$0	\$12,600
5060	Employees' Training	\$8,000	\$0	\$0	\$0	\$0	\$8,000
5130	Legal Fees	\$3,000,000	\$1,695,000	\$100,000	\$300,000	\$1,500,000	\$6,595,000
5370	Outside Maintenance Services	\$0	\$0	\$0	\$0	\$0	\$0
5420	Printing/Office Supplies	\$24,700	\$0	\$0	\$0	\$0	\$24,700
5430	Dues & Subscriptions	\$42,711	\$0	\$0	\$0	\$0	\$42,711
5470	Freight and Express	\$500	\$0	\$0	\$0	\$0	\$500
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	<b>FY 2011 Total</b>	<b>\$3,720,514</b>	<b>\$1,695,000</b>	<b>\$100,000</b>	<b>\$300,000</b>	<b>\$1,500,000</b>	<b>\$7,315,514</b>
	<b>FY 2010 Total</b>	<b>\$3,700,488</b>	<b>\$1,800,000</b>	<b>\$100,000</b>	<b>\$250,000</b>	<b>\$2,000,000</b>	<b>\$7,850,488</b>

# **EXECUTIVE SUMMARY**

## **Customer Service Center Department**

### **2011 Budget**

#### **Executive Staff**

John Bannerman, Director of Customer Service Center  
Clarence Moore, Assistant Director

#### **Department Description**

Mission: The purpose of the NTTA Customer Service Center is to deliver effective and friendly world-class customer and toll collection services in an exceptionally fun environment.

#### **Accomplishments for 2010**

- Recognized by the IBTTA and awarded the 2010 Toll Excellence Award in Customer Service for the 'Customer Driven Management' program. This program reduces management costs and increases customer loyalty.
- Collection revenue was increased from \$16,270,261.82 in 2009 to a projected 19,800,000.00 representing a 21.7% increase in 2010.
- Escalations were reduced to 0.0003% of total contacts.
- Customer Satisfaction rated at 4.84 (On a 5-point scale with 5 being the highest).
- Customer Loyalty rated at 4.75 (On a 5-point scale with 5 being the highest).
- Successfully relocated 126 call center employees from three (3) locations to the 5910 building space previously occupied by Southwest Credit Systems. This move reduced the call center agent footprint by approximately half and resulted in increased morale and teamwork. An immediate improvement was made in Service Level, CDM customer satisfaction survey scores and Average Speed of Answer.
- Initiated an "Employee of the Month" program to recognize employees for consistent levels of outstanding performance in various performance metrics.
- 2009 Employee Recognition Awards recipients (*presented at the 2010 Employee Awards Banquet*):
  - Customer Service Award - Deloyce Conerly, CSC Receptionist
  - The Innovation Award - CSC SharePoint Team (Team members: Renee Sanders, CSC Performance and Quality Manager, Julie Sullivan, CSC Training Coordinator and Shaun Heiskell, IT Enterprise Applications).

#### **Goals and Objectives for 2011**

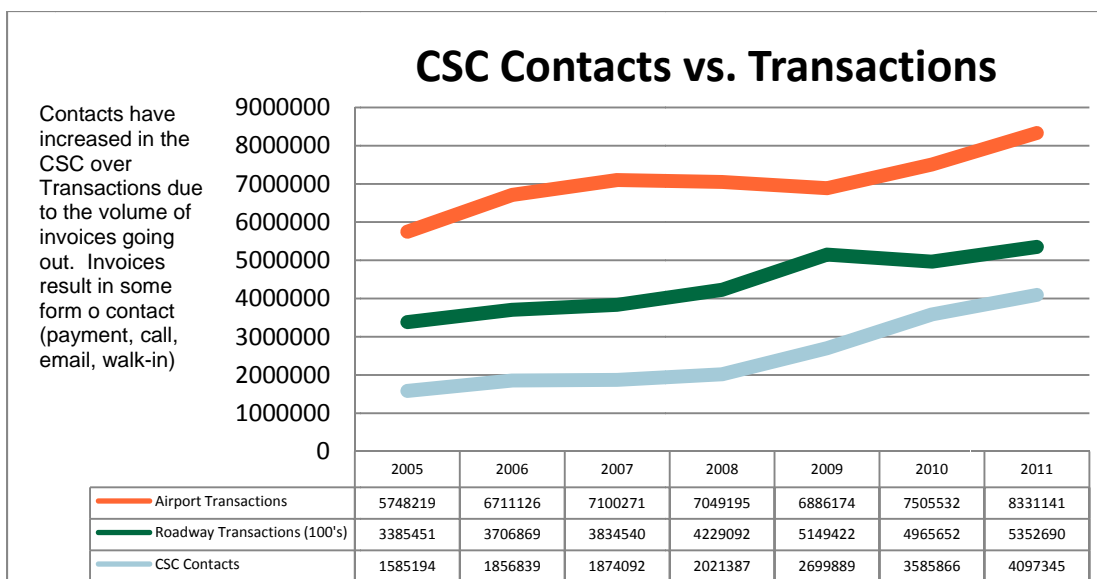
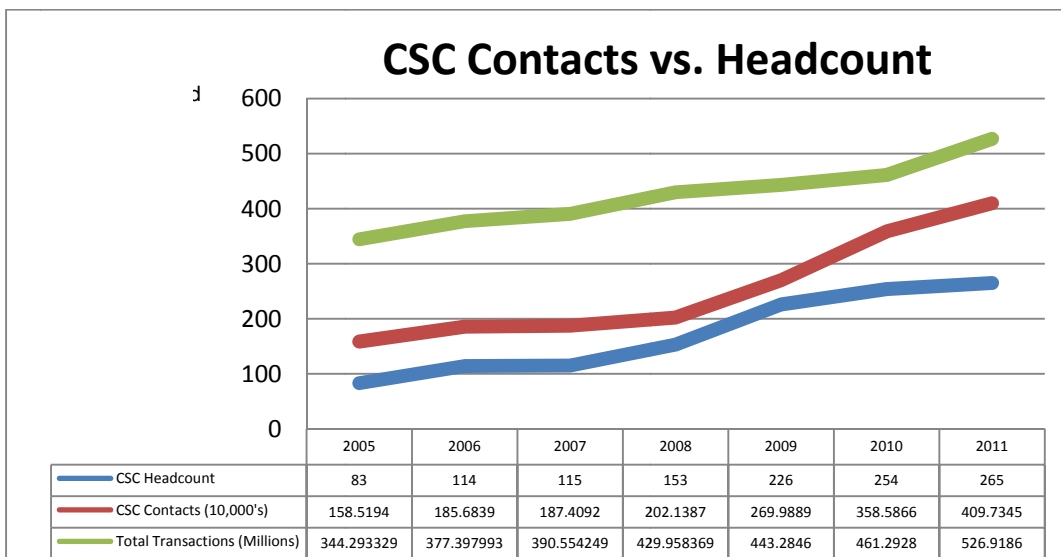
- The CSC will continue to focus on customer satisfaction by educating customers on the All-ETC transition and the advantages of establishing a TollTag account for the convenience, reliability and benefits of using our services.
- Continue to promote the use of TollTags as the preferred toll payment method.
- Active TollTag accounts are expected to increase by 120,785 from approximately 1,098,044 to 1,218,829, an increase of 10.0%
- Active TollTags are expected to increase by 231,081 from approximately 2,100,740 to 2,331,821, an increase of 10.0%
- Enhance the collection process by implementing competing outside Collection Agencies and empowering them to collect at the lowest Administration Fee that maximizes the rates on a per account basis.
- Implement a process to improve the monitoring of outside collection agency practices to ensure the quality and responsibility meets or exceeds the CSC mission statement.

- Implement Lockbox services process in order to make payments timelier and lower internal costs (from \$0.77 per transaction to \$0.25 per transaction) totaling approximately \$593,157.48 in annual savings.
- Adhere to Business Rules and Service Levels to 'exceed' established levels of service.
- Prepare Guidelines and SOP's for all areas within the CSC including a change control process.
- Implement the CSC System Upgrade to improve business operations and increase efficiencies.
- Conversion to the 30/30 invoice processing will decrease invoices processing allowing for a 30.0% growth in account contacts to be absorbed by savings in ZipCash contacts (FTE's only)
- Channel Migration - Shift 5.0% of contacts from highest cost channel to lower cost channel.
- Increase quality of the Image Review Process by insuring training and monitoring of staff is meeting established efficiency goals in addition to reducing backlog of images.
- Assess feasibility and cost benefit of Out-of-State License Plate Lookup.
- Hiring Process - maintain a culture that attracts and retains talented people. Changes to the 2011 CSC Organization Chart will include: Contact Center Assistant Director, Contact Center Manager.
- Continue to deliver effective training. Utilize on-line training tools such as Total Training Network (TTN), NTTA-U and external training providers including STAR-12 to train and develop staff both during and after hours at their own pace.
- Develop Career Path initiatives for continued development of skills for long-term career success. Emphasize leadership and management training as well as the benefits of higher education and utilizing tuition reimbursement.
- Decrease employee turnover by .4%. Decrease employee turnover from 13.2% to 12.8%
- Continue to utilize the CDM Employee Satisfaction Survey tool to gauge employee and customer feedback of customer services provided by the CSC.
- Collection Target Impact: Increase collections by 20%

### Major Budget Items for 2011

- The department's 2011 OMF budget increased from \$27,246,233 million in FY 2010 to \$31,835,048 million in FY 2011. The increase of 16.8% is due to an increase in Credit Card fees for ZipCash and Violation payments made. Postage increased due to ZipCash and Violation invoicing as well as TollTag purchases due to increased tag penetration resulting from the transition to All-ETC.
  - Travel Expenses – 368.0% increase over 2010 budget for mileage, parking for court appearances, and conference travel increase)
  - Professional Fees - 14.3% increase over 2010 budget due to the outsourcing of image review (\$974,480.00), lockbox payment processing (\$289,681.00) and out of state lookups (\$107,942.00). Cost is partially offset by a reduction in invoice printing due to the 30/30 invoice process, saving approximately \$200,000.00 in 2011.
  - TollTags and Supplies – 17.0% increase over 2010 budget due to increase tag penetration resulting from All ETC initiative.
  - Postage – 11.3% increase over 2010 budget due to ZipCash and Violation invoicing includes a 30% reduction using the 30/30 invoice process (it would have been more than a 50% increase without the 30/30 invoicing process)
  - Freight and Express – 567.0% increase over 2010 budget due to addition of line item for TollTag shipments, not previously in CSC budget.
  - Credit Card Fees – 53.1% increase over 2010 budget due to ZipCash and Violation payments made via credit card.
  - Meeting Expenses – (72.5%) decreases from 2010 budget due to internal cuts to Booster events for employees.

- Employees Training – (42.4%) decrease from 2010 budget due to cuts in outsourced training.
- Uniforms – (100.0%) decrease from 2010 budget due to elimination of employee uniform associated with Booster events.
- Outside Maintenance Services – (11.4%) decrease from 2010 budget due to a new contract negotiation for outsource printing and no longer carrying a maintenance agreement on one of the invoice folders.
- Rental of Equipment – (4.7%) decrease from 2010 budget due to new contract negotiations.
- Rent – (67.4%) decrease from 2010 budget due to mid-year closing of the Inwood location.
- Printing/Office Supplies – (32.1%) decrease from 2010 budget due to outsource printing.
- Dues & Subscriptions – (80.1%) decrease from 2010 budget due to non-renewal of dues for the Legion of Valor membership.



**Other Funds**

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

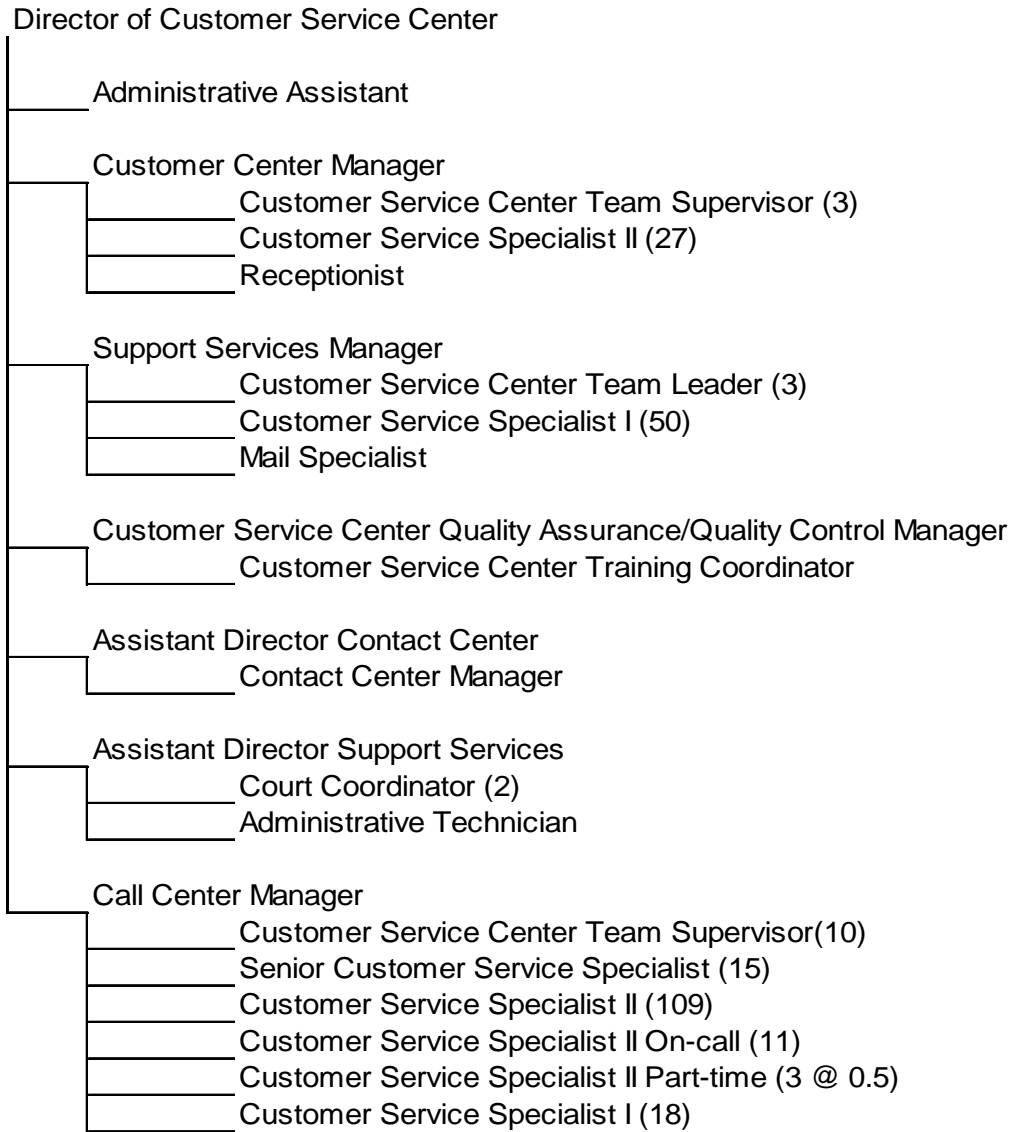
**Position Summary**

<b>Customer Service Center</b>			
<b>Full-Time Positions</b>	<b>2010</b>	<b>2011</b>	<b>Difference</b>
Administrative Assistant	1	1	-
Administrative Technician	1	1	-
Assistant Director	1	2	1
Call Center Manager	1	1	-
Contact Center Manager	0	1	1
Court Coordinator	2	2	-
Customer Center Manager	1	1	-
Customer Service Specialist I	68	68	-
Customer Service Specialist II	137	136	(1)
Director of Customer Service	1	1	-
Mail Specialist	2	1	(1)
CSC QA/QC Manager	1	1	-
Receptionist	1	1	-
Senior Customer Service Specialist	15	15	-
Support Services Manager	1	1	-
Team Supervisor	13	13	-
Team Leader	3	3	-
Training Coordinator	1	1	-
Assistant Director Support Services	1	1	-
<b>Total Full-Time Positions</b>	<b>251</b>	<b>251</b>	<b>-</b>
<b>Part-Time &amp; On-Call Positions</b>	<b>2010</b>	<b>2011</b>	<b>Difference</b>
Customer Service Specialist Part-Time	4	3	(1)
Customer Service Specialist On-Call	14	11	(3)
<b>Total Part-Time &amp; On-Call Positions</b>	<b>18</b>	<b>14</b>	<b>(4)</b>



## Organization Chart

### Customer Service Center Department



**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Customer Service Center (2900)	<b>OMF Budget</b>
<b>Budget Year:</b>	2011	<b>Fund 2300</b>

Acct	Name	2009 Actuals	2010 Budget	2011 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$6,806,869	\$8,974,964	\$8,947,411	(\$27,553)	(0.31%)
5011	Overtime	\$630,850	\$200,000	\$194,820	(\$5,180)	(2.59%)
5030	Retirement Contributions	\$985,116	\$1,251,110	\$1,251,743	\$633	0.05%
5050	Travel Expenses	(\$87)	\$500	\$2,340	\$1,840	368.00%
5051	Meeting Expenses	\$0	\$14,000	\$3,851	(\$10,149)	(72.49%)
5060	Employees' Training	\$14,828	\$28,320	\$16,302	(\$12,018)	(42.44%)
5080	Uniforms	\$8,471	\$13,288	\$0	(\$13,288)	(100.00%)
5180	Armored Car Services	\$0	\$0	\$13,455	\$13,455	100.00%
5190	Professional Fees	\$1,751,527	\$3,264,665	\$3,732,436	\$467,771	14.33%
5310	TollTags and Supplies	\$0	\$3,986,143	\$4,662,839	\$676,696	16.98%
5370	Outside Maintenance Services	\$8,279	\$13,061	\$11,575	(\$1,486)	(11.38%)
5380	Rental of Equipment	\$78,366	\$92,668	\$88,355	(\$4,313)	(4.65%)
5390	Rent	\$127,363	\$95,800	\$31,204	(\$64,596)	(67.43%)
5400	Postage	\$2,278,920	\$3,005,978	\$3,346,719	\$340,741	11.34%
5420	Printing/Office Supplies	\$415,628	\$102,883	\$69,899	(\$32,984)	(32.06%)
5430	Dues & Subscriptions	\$1,695	\$1,670	\$332	(\$1,338)	(80.12%)
5450	Materials and Supplies	\$21,910	\$72,830	\$72,369	(\$461)	(0.63%)
5470	Freight and Express	\$70	\$860	\$5,753	\$4,893	568.95%
5550	Newspaper Notices	\$2,715	\$0	\$0	\$0	0.00%
5560	Credit Card Fees	\$7,076,503	\$6,127,493	\$9,383,645	\$3,256,152	53.14%
5990	Inflation Adjustment	(\$84)	\$0	\$0	\$0	0.00%
	<b>Total Expenses</b>	<b>\$20,208,939</b>	<b>\$27,246,233</b>	<b>\$31,835,048</b>	<b>\$4,588,815</b>	<b>16.84%</b>

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Customer Service Center	<b>Summary of Funds</b>
<b>Budget Year:</b>	2011	

Acct	Name	OMF 2300	CF	RMF 2400	CIF 2500	CIF/FSF	Total Budget
5010	Salaries and Wages-Direct	\$8,947,411	\$0	\$0	\$0	\$0	\$8,947,411
5011	Overtime	\$194,820	\$0	\$0	\$0	\$0	\$194,820
5030	Retirement Contributions	\$1,251,743	\$0	\$0	\$0	\$0	\$1,251,743
5050	Travel Expenses	\$2,340	\$0	\$0	\$0	\$0	\$2,340
5051	Meeting Expenses	\$3,851	\$0	\$0	\$0	\$0	\$3,851
5060	Employees' Training	\$16,302	\$0	\$0	\$0	\$0	\$16,302
5080	Uniforms	\$0	\$0	\$0	\$0	\$0	\$0
5180	Armored Car Services	\$13,455	\$0	\$0	\$0	\$0	\$13,455
5190	Professional Fees	\$3,732,436	\$0	\$0	\$0	\$0	\$3,732,436
5310	TollTags and Supplies	\$4,662,839	\$0	\$0	\$0	\$0	\$4,662,839
5370	Outside Maintenance Services	\$11,575	\$0	\$0	\$0	\$0	\$11,575
5380	Rental of Equipment	\$88,355	\$0	\$0	\$0	\$0	\$88,355
5390	Rent	\$31,204	\$0	\$0	\$0	\$0	\$31,204
5400	Postage	\$3,346,719	\$0	\$0	\$0	\$0	\$3,346,719
5420	Printing/Office Supplies	\$69,899	\$0	\$0	\$0	\$0	\$69,899
5430	Dues & Subscriptions	\$332	\$0	\$0	\$0	\$0	\$332
5450	Materials and Supplies	\$72,369	\$0	\$0	\$0	\$0	\$72,369
5470	Freight and Express	\$5,753	\$0	\$0	\$0	\$0	\$5,753
5550	Newspaper Notices	\$0	\$0	\$0	\$0	\$0	\$0
5560	Credit Card Fees	\$9,383,645	\$0	\$0	\$0	\$0	\$9,383,645
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	<b>FY 2011 Total</b>	<b>\$31,835,048</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$31,835,048</b>
	<b>FY 2010 Total</b>	<b>\$27,246,233</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27,246,233</b>

# EXECUTIVE SUMMARY

## Information Technology Department

### 2011 Budget

#### Executive Staff

- Dave Pounds, Director of Information Technology
- Barry Weems, Assistant Director of IT for Roadway Systems
- Keven Sticher, Assistant Director of IT for Enterprise Systems and Operations

#### Department Description

- The mission statement of the Information Technology (IT) Department is to “advance innovative reliable solutions.” Operationally, to support that mission statement, the IT Department installs, integrates, manages, maintains, supports hardware, software, telecommunications, and network functions for the NTTA.
- Beginning in 2009, the IT Department organization was modified around three major areas of operations:
  - **Business Applications.** The Business Applications area is divided into three groups: *RITE Applications* is focused on all tolling back office systems; *Enterprise Applications* is focused on all other applications, with primary attention to PeopleSoft HR and Financials, Hansen Asset Management, Enterprise Project Delivery System (EPDS); and, the *Geographic Information Systems (GIS)* group develops and maintains the GIS information vital to the NTTA, with specific emphasis on the Project Delivery Department and the Maintenance Department.
  - **Roadway Systems Operations and Support.** Currently, the Roadway Systems group is divided into three groups. First, *Roadway Systems* is focused on the installation and support of the tolling system at the lane level. Currently, they maintain all installed equipment on President George Bush Turnpike (PGBT), Dallas North Tollway (DNT), Sam Rayburn Tollway (SRT), Mountain Creek Lake Bridge (MCLB), Addison Airport Toll Tunnel (AATT), Lewisville Lake Toll Bridge (LLTB), and Phases 2 and 3 of PGBT Western Extension. In addition, this group played a major role in the All Electronic Toll Collection (All-ETC) conversion of PGBT completed in 2009. In 2010, they are performing the same conversion tasks on DNT, MCLB and AATT. Second, the *Parking Projects* group supports Dallas/Fort Worth International Airport and Dallas Love Field parking operations where NTTA TollTags are interoperable with the airports’ parking systems. Third, the *Intelligent Transportation System (ITS)* group has been established to manage and support the extensive closed circuit television (CCTV) and incident detection system (IDS) deployed on all NTTA roadways.
  - **Enterprise Systems and Operations.** This area includes three groups: the *Help Desk* is primarily focused on the deployment and support of user workstations and the associated desktop applications; *Enterprise Communications* is focused on all aspects of the network to include routers, switches, cabling, telephones and telephone service; and, *Enterprise Systems* which is responsible for all servers, software systems, and storage devices that provide enterprise services such as email, printing, individual and group network file storage. The Enterprise Systems group is also responsible for all backups and patching.
- Underpinning and over-watching all of these groups is the Information Security group which assists by ensuring that information security is a consideration in every aspect of

our operations. This group is responsible for conducting risk and vulnerability assessments, payment card industry (PCI) compliance reviews, network monitoring, and security awareness training.

- Also, in the 2010 budget, we added more staff in the areas of RITE and enterprise application support, information security, ITS management, system support, and network support to meet the technology demands of the NTTA driven by All Electronic Toll Collection (All-ETC), continued growth of the Customer Support Center, the Customer Support Center software upgrade project, the PCI compliance project, and the reimplementation of PeopleSoft Financials.
- Over the last three years, core competency positions were identified that represented vulnerabilities for the IT Department because those areas were being performed in part or solely by consultants.
  - In 2009, four consultant positions were converted to NTTA employee positions. In 2010, we have continued the process with the identification of ten additional core competency positions – database management, GIS analysis, reports administration, and roadway technical support – for conversion to NTTA staff positions. Those ten new positions have allowed us to realize a savings of 16.5 consultant positions.
  - With the core competency position conversions and the additional staff positions that were also added in 2009 and 2010, the strength of the organization has allowed for the elimination of another 13 consultant positions representing an annual savings of approximately \$2.7M.
- With continued emphasis on lane performance and revenue assurance associated with All-ETC, we gained approval to replace our legacy violation enforcement system (VES). This new Video Tolling System is being procured and installed beginning in 2010, with completion scheduled for mid 2011.
- In total, the 2010 budget added 16 positions to the IT Department, which enabled us to convert 10 consulting positions and eliminate 6.5 other consulting positions, with a net annualized savings of approximately \$1.2M. The additional personnel are enabling us to develop internal core competencies in application and system support that historically have been provided by consultants.

### **2011 Budget Initiatives**

- The proposed FY 2011 OMF budget is \$13,822,894, which reflects an increase of \$612,186 or 4.6% over the final FY 2010 budget. This increase is due in large part to the addition of seven core competency positions and three new positions. However, this increase in staff will yield a reduction of seven consultant positions and associated consulting services fees of over \$677,000. The three new positions totaling \$297,451 have been budgeted in a contingency account that will require Executive Director sign-off prior to hiring. The other area that accounts for a large portion of the increase is Computer Software, where we have added new costs for Microsoft and Oracle software support.
- Assumptions for 2011. The following assumptions provided the framework for preparation of this budget:
  - All-ETC will be completed by December 2010 on DNT, MCLB, and AATT, with final construction and demolition of old facilities occurring in 2011.
  - Performance of tolling equipment on PGBT, DNT, SRT, MCLB, AATT, and LLTB will continue to receive intense scrutiny because of All-ETC and the revenue assurance requirements at the lane.
  - CSC Software Upgrade project will be essentially complete by end of second quarter of 2011.

- VES system replacement will be completed in 2011.
  - Phases 3 and 4 of the PeopleSoft Reimplementation project will occur in 2011.
  - PGBT Eastern Extension will open to traffic in late 2011.
  - Segment 4 of Sam Rayburn Tollway is due to open to traffic in January 2012.
- **Organizational Changes.** To continue the implementation of the IT Department organizational concept described above to further strengthen the three areas of operation and continue the conversion of core competency positions from consultants to NTTA employees, the following personnel actions are included in the 2011 Budget:
    - **Core competency conversions:** We have identified seven (7) positions currently held by consultants that perform functions that are part of our core day-to-day operations. We feel these positions are necessary for the foreseeable future and should be added to the NTTA IT Department. These positions include:
      - **Network Engineer. (2)** Positions are currently in the HNTB GEC IT Team. These two positions are providing network support for over 800 network devices deployed to supporting tolling, ITS and surveillance video. With the demands of network segmentation and monitoring associated with PCI Compliance, it is extremely important that we have enough manpower to continue on our path to success. The loss of these positions would leave the NTTA very vulnerable with only two qualified CISCO network engineer positions.
      - **Geographic Information Systems (GIS) Analyst. (2)** Positions are currently in the HNTB GEC IT Team. These two positions are providing GIS services to support the Command Center, the Maintenance Department, Project Delivery, the Communications Department, the Customer Service Department, Dallas Love Field, and others to provide detailed and accurate maps, applications for mapping and viewing all assets currently in Hansen (the NTTA's asset and maintenance management system), a map application for the Command Center that will eventually be integrated with surveillance camera views, ITS IDS camera views, building floor plans, and a planned CAD system. With our first true GIS manager as an employee, we have discovered a large demand for GIS services we had never identified while using consultants. Converting these two positions to employees will provide us with the appropriate manpower to continue to provide current support and build on our successes. We have enough work planned at this point to keep the manager and three analysts busy for the next three to five year.
      - **Enterprise Application Lead Support Analyst. (1)** Position is currently in the HNTB GEC IT Team. This position provides system administration support to the Meridian Proliance software installation known as the Enterprise Project Delivery System (EPDS). Our intention is to move system administration of this system to the Enterprise Applications group with all of the other non-RITE applications. With current workloads and responsibilities to PeopleSoft, Hansen, maintenance of all websites, and the appraisal/goals system, the group is struggling to keep up with both support and systems implementation. They are in dire need of more system administration staff. This will be particularly true as we retire CapitalSoft and integrate EPDS with PeopleSoft.
      - **Report Writer. (1)** Position is currently in the HNTB GEC IT Team. We have a requirement to continue to provide support to the EPDS system which includes COGNOS reporting software and analytics. Project

Delivery depends on the system reports and the metrics analysis that are provided through EPDS, using the COGNOS reporting platform. We do not currently have the appropriate skills on our staff to adequately support the needs of the PMO.

- **ITS Support Specialist. (1)** Position is currently in the HNTB GEC IT Team. This position provides support to our Intelligent Transportation System (ITS) Program primarily in the planning, design and implementation of ITS on NTTA roadways. As we move away from consultant support, we need to change this position so that we can support the implementation and the operation of the system. Currently, we do not have any dedicated positions focused on supporting our customer, primarily the SIM Department and the Command Center. We have one person working part time to provide support to over 100 ITS locations. We will be adding more ITS locations with the addition of the Eastern and Western Extensions of the PGBT.

The following chart summarizes the current costs of the consulting positions to be replaced by NTTA employee positions and the projected costs of the NTTA employee positions. The NTTA employee position salaries are calculated using a base salary and a multiplier of 1.35 to account for benefits, insurance, etc.

<b>Core Competency Position</b>	<b>Quantity</b>	<b>Current Cost</b>	<b>NTTA Employee Cost per Position</b>	<b>Extended Cost</b>
Network Engineer	2	\$ 410,000.00	\$ 93,600.00	\$ 187,200.00
GIS Analyst	2	\$ 274,000.00	\$ 79,300.00	\$ 158,600.00
Report Writer	1	\$ 188,000.00	\$ 84,500.00	\$ 84,500.00
ITS Support Specialist	1	\$ 192,000.00	\$ 60,000.00	\$ 60,000.00
Enterprise Application Support Lead	1	\$ 188,000.00	\$ 84,500.00	\$ 84,500.00
		\$1,252,000.00		\$ 574,800.00
			<b>Approximate Savings</b>	<b>\$ 677,200.00</b>

- **Strengthen other core areas with the addition of new positions.** In conjunction with the identification and conversion of core competency positions, we have identified areas of functionality and responsibility where we currently do not have enough resources to accomplish all of the required tasks or that the span of control is extended and management assistance is needed. We are proposing the following new positions:
  - **Assistant Director of IT, Business Applications. (1)** To complete the organization of the IT Department around the concept of three operational groups, we need the third Assistant Director that will be responsible for all business applications. This will allow us to have each major functional group of the IT Department, Enterprise Systems and Operations, Business Applications, and Roadway Systems Group headed by an Assistant Director. This will also allow the Director of IT to spend more time on strategic issues and ensure the organization is focusing on the appropriate strategic goals and issues.





- **All ETC Conversion** – The conversion of PGBT to All-ETC occurred in 2009. The conversion of DNT, AATT, and MCLB will take place in 2010 with some construction work continuing into 2011. With the elimination of cash collection, the continuous and aggressive maintenance of our electronic toll collection systems will be critical to the minimization of revenue leakage at the lane level, which is critical to the success of the NTTA.
- **Information Security and PCI Compliance** – To maintain our PCI compliance, we must continue to conduct assessments both internally and with outside experts to identify any areas of weakness in our network and applications infrastructure where we can improve our use of existing tools and technology, apply additional technology, or dedicate resources to ensure our networks, applications and databases remain secure. Our credit card transaction counts will continue to rise, with projections indicating they could triple to around 19 million over the next five years. Protecting the credit card information through continuous vigilance and comprehensive defenses will remain the highest priority of the NTTA's information security efforts.
- **Data Warehouse** – The increasing demand for business intelligence indicates that we need to build a data warehouse from which we can do most of our routine reporting and relieve the pressure from the production systems. Currently, data requests must be run during off-peak times to ensure production system availability and performance are not impacted. This creates delays in the delivery of the requested data, which affects the requestor ability to respond to open records requests, traffic analysis, financial analysis and reconciliation, lane equipment performance, etc. A data warehouse would allow all of those data requests to be filled at any time without impacting system availability or performance. This would also allow us to more easily do historical reporting to compare year over year results.
- **Disaster Recovery (DR)** – Disaster recovery remains high on the priority list, but we still need to establish a true disaster recovery site. We have redundancy established for email and Call Center phone service at one of our mainline tolling plazas, and we continue our backup strategy with tapes rotating off site to two separate locations. However, it is essential to protect our operations with a disaster recovery site.
- **Intelligent Transportation Systems** – The ITS team will continue the planning and coordination process for PGBT Eastern Extension, Southwest Parkway, Chisholm Trail, and PGBT Western Extension. We will also continue with the ITS Set C project, which is beginning in 2010 if approved by the Board. Set C is designed to close the video coverage gaps on DNT and PGBT; get dynamic message signs installed where necessary; add supplemental travel time sensors; and, deal with some fiber infrastructure issues. \$2.5m has been included in CIF for 2011.

## Other Funds

- **CF**               **\$256,500**
- **RMF**             **\$1,633,912**
- **CIF**             **\$17,292,618**
- **CIF/FSF**       **\$0**

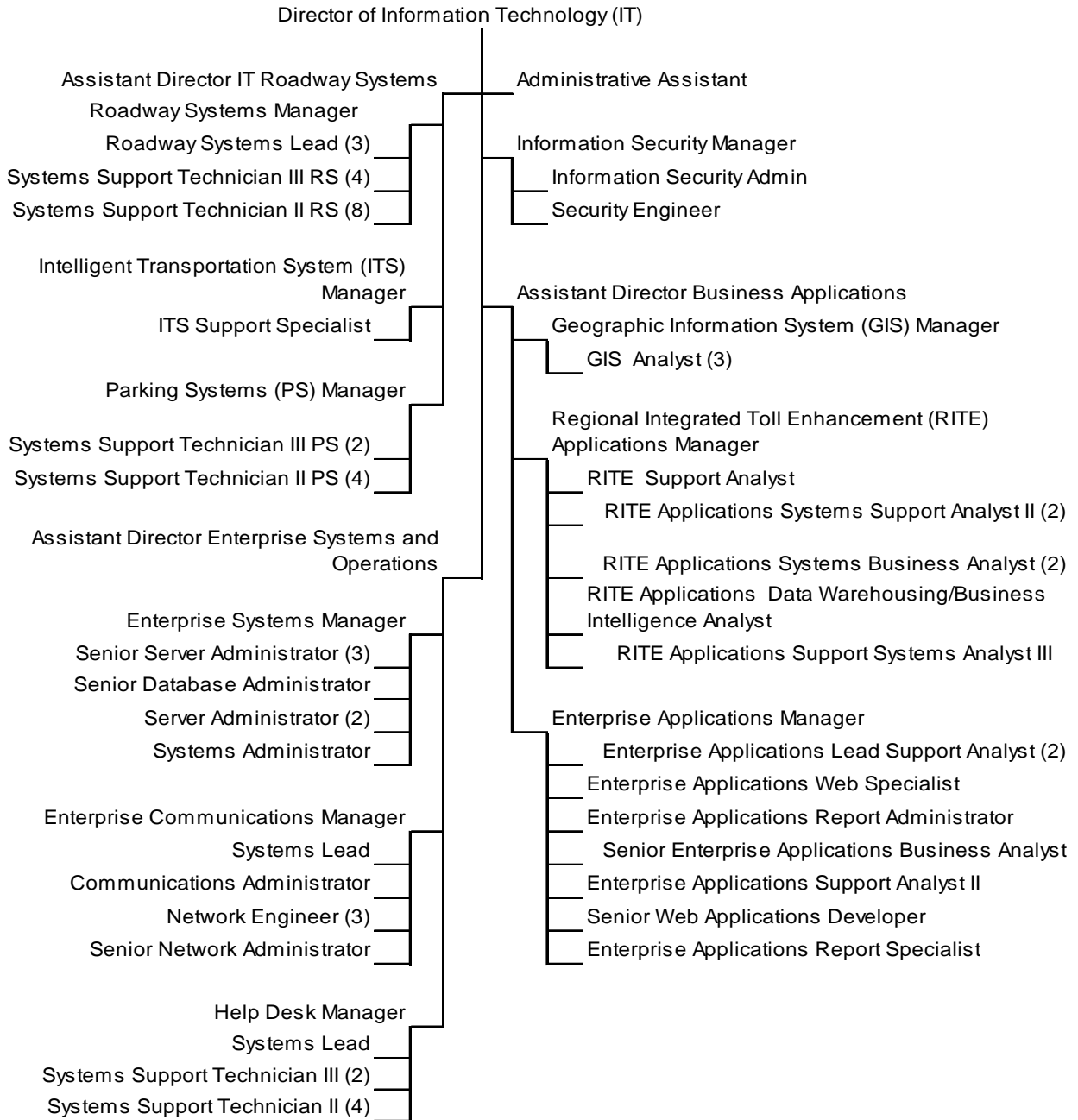
## Position Summary

Information Technology			
Full-Time Positions	2010	2011	Difference
Admin. Asst./IT	1	1	-
Assistant Director Business Applications	0	1	1
Assistant Director/IT Roadway Systems	1	1	-
Asst.Dir. IT Roadway Systems	1	1	-
Communications Administrator	1	1	-
Director of IT	1	1	-
Enterprise Applications Lead Support Analyst	1	2	1
Enterprise Applications Manager	1	1	-
Enterprise Applications Report Administrator	1	1	-
Enterprise Applications Support Analyst II	1	1	-
Enterprise Applications Web Specialist	1	1	-
Enterprise Comm Manager	1	1	-
Enterprise Systems Manager	1	1	-
GIS Analyst	1	3	2
GIS Manager	1	1	-
Help Desk Manager	1	1	-
Information Security Admin.	1	1	-
Information Security Manager	1	1	-
ITS Manager	1	1	-
ITS Support Specialist	0	1	1
Network Engineer	1	3	2
Parking Systems Manager	1	1	-
Enterprise Applications Report Specialist	0	1	1
RITE Applications Manager	1	1	-
RITE Apps DW/BI Analyst	0	1	1
RITE Systems Business Analyst	2	2	-
RITE Systems Support Analyst	1	1	-
RITE Systems Support Analyst II	3	2	-
RITE Systems Support Analyst II	0	1	
Roadway Systems Lead	3	3	-
Roadway Systems Manager	1	1	-
Security Engineer	1	1	-
Server Administrator	2	2	-
Sr. Database Administrator	1	1	-
Sr. Ent. App. Business Analyst	1	1	-
Sr. Network Administrator	1	1	-
Sr. Server Administrator	2	3	1
Sr. Web Applications Developer	1	1	-
Systems Administrator	1	1	-
Systems Lead	2	2	-
Systems Support Tech II	12	12	-

Systems Support Tech II - PS	4	4	-
Systems Support Tech III	2	2	-
Systems Support Tech III - PS	2	2	-
Systems Support Tech III RW	4	4	-
<b>Total Full-Time Positions</b>	<b>67</b>	<b>77</b>	<b>10</b>

## Organization Chart

### Information Technology Department



**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Information Technologies (0700)	<b>OMF Budget Summary</b>
<b>Budget Year:</b>	2011	<b>Fund 2300</b>

Acct	Name	2009 Actuals	2010 Budget	2011 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$1,576,344	\$3,887,544	\$4,390,049	\$502,505	12.93%
5011	Overtime	\$35,475	\$44,200	\$36,700	(\$7,500)	(16.97%)
5030	Retirement Contributions	\$213,924	\$541,924	\$614,168	\$72,244	13.33%
5050	Travel Expenses	\$3,826	\$11,000	\$10,431	(\$569)	(5.17%)
5051	Meeting Expenses	\$0	\$0	\$0	\$0	0.00%
5060	Employees' Training	\$7,199	\$38,975	\$34,097	(\$4,878)	(12.52%)
5190	Professional Fees	\$122,459	\$100,000	\$97,490	(\$2,510)	(2.51%)
5320	Rep/Maint TC Equip.	\$0	\$0	\$0	\$0	0.00%
5370	Outside Maintenance Services	\$6,844,917	\$4,904,625	\$4,477,594	(\$427,031)	(8.71%)
5410	Telecommunications	\$567,572	\$715,044	\$682,927	(\$32,117)	(4.49%)
5420	Printing/Office Supplies	\$188,815	\$150,070	\$146,186	(\$3,884)	(2.59%)
5430	Dues & Subscriptions	\$2,850	\$6,510	\$14,584	\$8,074	124.02%
5450	Materials and Supplies	\$85,701	\$51,800	\$50,500	(\$1,300)	(2.51%)
5600	Computer Software	\$1,617,372	\$2,759,016	\$3,268,168	\$509,152	18.45%
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0.00%
	<b>Total Expenses</b>	<b>\$11,266,454</b>	<b>\$13,210,708</b>	<b>\$13,822,894</b>	<b>\$612,186</b>	<b>4.63%</b>

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Information Technologies (0700)	<b>Summary of Funds</b>
<b>Budget Year:</b>	2011	

Acct	Name	OMF 2300	CF	RMF 2400	CIF 2500	CIF/FSF	Total Budget
2910	Cap. Exp. transf. to/fr Const.	\$0	\$256,500	\$1,633,912	\$17,292,618	\$0	\$19,183,030
5010	Salaries and Wages-Direct	\$4,390,049	\$0	\$0	\$0	\$0	\$4,390,049
5011	Overtime	\$36,700	\$0	\$0	\$0	\$0	\$36,700
5030	Retirement Contributions	\$614,168	\$0	\$0	\$0	\$0	\$614,168
5050	Travel Expenses	\$10,431	\$0	\$0	\$0	\$0	\$10,431
5051	Meeting Expenses	\$0	\$0	\$0	\$0	\$0	\$0
5060	Employees' Training	\$34,097	\$0	\$0	\$0	\$0	\$34,097
5190	Professional Fees	\$97,490	\$0	\$0	\$0	\$0	\$97,490
5320	Rep/Maint TC Equip.	\$0	\$0	\$0	\$0	\$0	\$0
5370	Outside Maintenance Services	\$4,477,594	\$0	\$0	\$0	\$0	\$4,477,594
5410	Telecommunications	\$682,927	\$0	\$0	\$0	\$0	\$682,927
5420	Printing/Office Supplies	\$146,186	\$0	\$0	\$0	\$0	\$146,186
5430	Dues & Subscriptions	\$14,584	\$0	\$0	\$0	\$0	\$14,584
5450	Materials and Supplies	\$50,500	\$0	\$0	\$0	\$0	\$50,500
5600	Computer Software	\$3,268,168	\$0	\$0	\$0	\$0	\$3,268,168
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	<b>FY 2011 Total</b>	<b>\$13,822,894</b>	<b>\$256,500</b>	<b>\$1,633,912</b>	<b>\$17,292,618</b>	<b>\$0</b>	<b>\$33,005,924</b>
	<b>FY 2010 Total</b>	<b>\$13,210,708</b>	<b>\$353,500</b>	<b>\$1,923,549</b>	<b>\$19,704,000</b>	<b>\$0</b>	<b>\$35,191,757</b>

# EXECUTIVE SUMMARY

## Maintenance Department

### 2011 Budget

#### Executive Staff

J.C. Wood Jr., P.E., Director  
 Eric Hemphill, P.E., Assistant Director of Operations  
 Victor Pavloff, P.E., Assistant Director of Infrastructure Engineering

#### Department Description

The purpose of the Maintenance Department is to contribute to the overall mission of the North Texas Tollway Authority of enhancing mobility through responsible and innovative tolling solutions by managing resources and creating business processes to continuously develop and implement asset management practices in the areas of Infrastructure engineering, roadway and facility maintenance, support services, and landscape.

The Department is responsible for asset management of the Dallas North Tollway, Mountain Creek Lake Toll Bridge, Addison Airport Toll Tunnel, President George Bush Turnpike, Sam Rayburn Tollway, President George Bush Turnpike Western Extension (SH 161), and Lewisville Lake Toll Bridge including roadways, structures, buildings, roadway illumination, signing, fencing, traffic signals, safety devices, rights-of-way and authority wide responsibility for fleet and warehousing.

#### Accomplishments for 2010

- The Maintenance Department is on track to meet the goal of increasing core competency and reducing cost by replacing five onsite full time consulting staff with five full time NTTA employees.

<b>Core Competency Position</b>	<b>Quantity</b>	<b>2009 Consultant Costs</b>	<b>2010 NTTA Employee Cost per Position</b>
Project Engineer	1	\$ 251,595.00	\$ 126,978.00
Project Manager	1	\$ 182,777.00	\$ 126,978.00
Operations Engineer	1	\$ 267,797.00	\$ 158,231.00
CMMS Support	1	\$ 184,630.00	\$ 109,091.00
Landscape Architect	1	\$ 261,354.00	\$ 138,603.00
		\$ 1,148,153.00	\$ 659,881.00
		<b>Approximate Savings</b>	<b>\$ 488,272.00</b>

- The Maintenance Department added a full time night crew improving internal support, reducing overtime, and minimizing traffic impacts to customers.
- The Maintenance Department remains committed to safety with the purchase and utilization of a mobile safety barrier, and by implementing a new safety program which increases accountability, training, and incident response processes.
- Maintenance Department leadership was recognized by the Texas Public Works Association for management and community involvement fulfilling the goal of leadership in peer industry organizations.

- A “travel index” was developed which allows the Authority to compare the actual service received by customers to a “desired level”.
- The Maintenance Department forces successfully constructed the new boardroom entrance pavilion.

### **Goals and Objectives for 2011**

- The Maintenance Department will assume maintenance responsibility for the Gleneagles Complex and allow the NTTA to reduce the need for the existing property management consultant (Colliers).
- The Maintenance Department will continue to lead efforts to integrate a “total cost” (life-cycle) approach to the development of new projects as well as the implementation of rehabilitation or modification projects.
- The Maintenance Department will continue to use the Government Accounting Standards Board Statement 34 Modified Approach to assess the condition and budget for maintenance of the Authority’s assets by conducting annual and special inspections, reporting on results, and budgeting for deficiencies.
- Continue to use and train our staff on our computer maintenance management work order system to validate and improve the Department’s continuous improvement processes and recognition programs.
- The Maintenance Department will continue to utilize the Maintenance Rating and Supporting Success Programs to measure and encourage quality in the operations of the Maintenance Department. (MRP Scores Year to Date – TRM 95.2 In-House Forces 94.5)
- Continue collaboration with the Texas Transportation Institute and other industry leaders to improve the safety of our employees, contractors, and traveling public.
- The Maintenance Department will continue to provide appropriate training opportunities for all employees including the promotion of technical and professional certifications, continuing education and training for crews and managers.
- Implement the maintenance performance metrics (quality and cost) resulting from the Department Strategic Plan.
- Implement modified “on-call” system to decrease incident response time.
- Provide roadway maintenance service for the expansion of SH 161 and the PGBT Eastern Extension.

### **Major Budget Items for 2011**

- The Department’s overall 2011 OMF budget has increased 7.3% or \$1,707,161 from \$23,543,839 in FY 2010 to \$25,251,000 in FY2011. The largest increase is a result of the Department assuming maintenance and operations responsibility of the Gleneagles Campus. The total increase for this initiative was \$896,000 or 52.5% of the increase in the Department budget. The impact to each account will be explained below.
- Salaries increased primarily as a result of a proposed increase of 4 FTEs for FY 2011 with an increase of 5.4% or \$443,020. Two of the proposed FTEs (\$106,340) are associated with the Department assuming maintenance and operations responsibility of the Gleneagles Campus.
- Professional Fees are being reduced 44.6% from \$995,110 to \$551,469 as a result of bringing core competencies in-house and reducing the number of onsite consultants.
- Mobile Equipment expenses are increasing 9.8% from \$1,353,100 to \$1,485,900 as a result of expected increased costs of fuel and additional fuel and maintenance for an expanding fleet.
- Small Tools and Shop Supplies are increasing 19.9% from \$85,592 to \$102,658 to allow for the purchase of additional items to increase the efficiency and effectiveness of the operation divisions and for the addition of tools required for maintenance of the DNT Phase 3 landscape starting in the Summer of 2011.

- Outside Maintenance Services are increasing 8.8% or \$522,570 from \$5,965,708 to \$6,488,278. \$368,660 of the increase is a result of the Department assuming operational control and maintenance of the Gleneagles Campus. \$144,550 of the increase is included for the Total Routine Maintenance of the PGBT Eastern Extension scheduled to open December 2011.
- Materials and Supplies are increasing 18.6% from \$2,057,400 to \$2,440,345 as a result of the increasing number of lane miles requiring snow and ice mitigation materials and the addition of maintenance of the DNT Phase 3 landscape in the summer of 2011.
- Electrical Service is increasing 29.3% from \$2,016,000 to \$2,606,500. The majority of the increase is a result of the Maintenance Department assuming budgetary responsibility of the Gleneagles Campus including utilities.

#### Maintenance Department Projected Lane Mile Costs

	2010	2011	Difference	% Dif
Roadway	\$7,408,300.00	\$7,873,508.00	\$465,208.00	6.3%
Facilities	\$1,975,847.00	\$2,129,119.00	\$153,272.00	7.8%
Support Services	\$2,675,470.00	\$2,941,117.00	\$265,647.00	9.9%
Landscape	\$242,204.00	\$264,250.00	\$22,046.00	9.1%
<b>In House Operations Subtotal</b>	<b>\$12,301,821.00</b>	<b>\$13,207,994</b>	<b>\$906,173.00</b>	<b>7.4%</b>
Admin/Infrastructure	\$8,659,118.00	\$8,858,506	\$199,388.00	2.3%
<b>Sub Total w/o Utilities</b>	<b>\$20,960,939.00</b>	<b>\$22,066,500</b>	<b>\$1,105,561.00</b>	<b>5.3%</b>
Utilities	\$2,582,900.00	\$3,184,500	\$601,600.00	23.3%
<b>Total OMF Budget</b>	<b>\$23,543,839.00</b>	<b>\$25,251,000</b>	<b>\$1,707,161.00</b>	<b>7.3%</b>

In House Operations Lane-Miles (DNT, AATT, MCLB, SRT, LLTB)	474.9	500.3	25	5.4%
<b>In House Operations \$/LM</b>	<b>\$25,907</b>	<b>\$26,400</b>	<b>\$493</b>	<b>1.9%</b>
System Lane-miles (DNT, AATT, MCLB, SRT, PGBT, LLTB)	659.6	690.0	30.4	4.6%
Maint Dept Total \$/LM without Utilities	\$31,779	\$31,980	\$201	0.6%
Maint Dept Total \$/LM with Utilities	\$35,695	\$36,596	\$901	2.5%

Notes:

1. Projected \$/LM from 9-28-10 Budget Submittal

2. The 744.1 of System Lane-miles for 2011 have been adjusted to reflect only a 1/12<sup>th</sup> of the 59.0 PGBT EE lane-miles. (only 1 month of PGBT EE maintenance is in 2011 Budget)

#### Other Funds

- **CF**                 **\$0**
- **RMF**               **\$27,339,978**
- **CIF**                **\$ 5,609,483**
- **CIF/FSF**         **\$0**



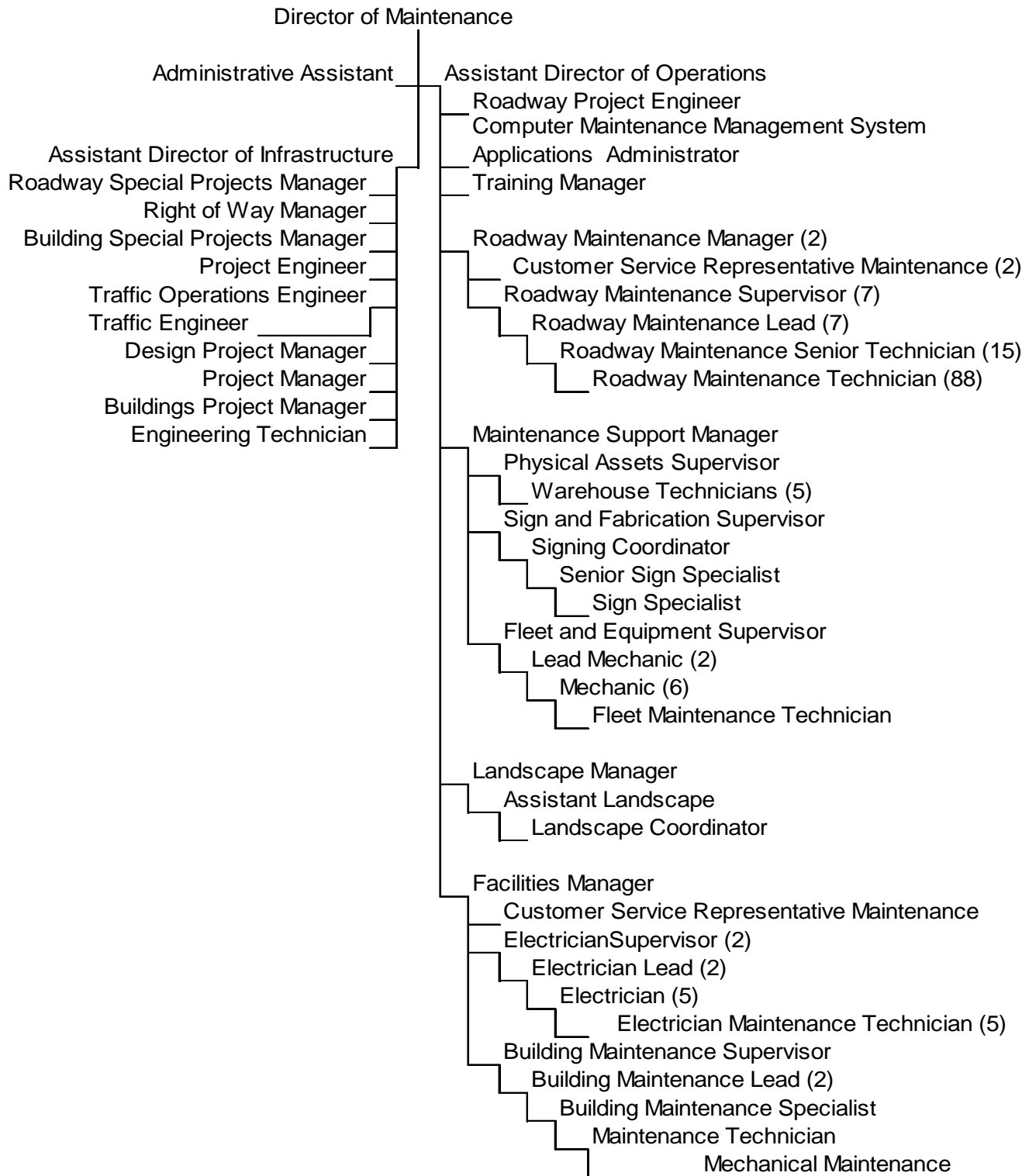
## Position Summary

<b>Maintenance</b>			
<b>Full-Time Positions</b>	<b>2010</b>	<b>2011</b>	<b>Difference</b>
<b>Roadway</b>			
CSR/Maintenance	2	2	-
Lead Roadway Maint	7	7	-
Maintenance Tech	88	88	-
Roadway Maintenance Supervisor	7	7	-
Roadway Manager	2	2	-
Senior Maintenance Tech	15	15	-
<b>Facilities</b>			
Bldg Maintenance Supervisor	1	1	-
CSR Maint	1	1	-
Electrician	5	5	-
Electrician Maint Tech	5	5	-
Electrician Supervisor	2	2	-
Facilities Manager	1	1	-
Bldg Maint Specialist	1	1	-
Lead Bldg Maintenance	1	2	1
Lead Electrician	2	2	-
Maintenance Tech	8	8	-
Mechanical Maintenance	0	1	1
<b>Landscape</b>			
Asst Landscape Mgr	1	1	-
Landscape Coordinator	1	1	-
Landscape Mgr	1	1	-
<b>Support Services</b>			
Fleet Maint Tech	1	1	-
Fleet Supervisor	1	1	-
Lead Mechanic	2	2	-
Maintenance Support Mgr	1	1	-
Mechanic	5	6	1
Physical Assets Supervisor	1	1	-
Sign & Fabrication Supervisor	1	1	-
Sign Specialist	1	1	0
Signing Coordinator	1	1	-
Sr Sign Specialist	1	1	-
Warehouse Tech	5	5	-
<b>Adminstration / Infastructure</b>			
Admin Asst Maintenance	1	1	-
Asst Director / Maint Ops	1	1	-
Asst Director Infastructure	1	1	-
Bldg Project Mgr	1	1	-
Bldg Special Proj Mgr	1	1	-
CMMS App Administrator	1	1	-
Design Project Manager	1	1	-

Director of Maintenance	1	1	-
Engineering Tech	1	1	-
Operations Engineer	1	0	(1)
Roadway Project Engineer	0	1	1
Project Engineer	1	1	-
Project Mgr	1	1	-
Right of Way Mgr	1	1	-
Roadway Special Proj Mgr	1	1	-
Traffic Engineering EIT	1	1	-
Traffic Operations Engineer	1	1	-
Training Manager	0	1	1
<b>Total Full-Time Positions</b>	<b>187</b>	<b>191</b>	<b>4</b>

# Organization Chart

## Maintenance Department



**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Maintenance (1600-1900)	<b>OMF Budget</b>
<b>Budget Year:</b>	2011	<b>Fund 2300</b>

Acct	Name	2009 Actuals	2010 Budget	2011 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$5,896,393	\$8,186,036	\$8,629,056	\$443,020	5.41%
5011	Overtime	\$394,217	\$264,223	\$265,187	\$964	0.36%
5030	Retirement Contributions	\$830,792	\$1,141,133	\$1,207,205	\$66,072	5.79%
5050	Travel Expenses	\$4,587	\$13,400	\$13,900	\$500	3.73%
5051	Meeting Expenses	\$0	\$5,684	\$3,694	(\$1,990)	(35.01%)
5060	Employees' Training	\$8,869	\$95,265	\$93,815	(\$1,450)	(1.52%)
5080	Uniforms	\$107,929	\$143,161	\$143,161	\$0	0.00%
5190	Professional Fees	\$1,123,444	\$995,110	\$551,469	(\$443,641)	(44.58%)
5200	Mobile Equipment Expense	\$1,487,529	\$1,353,100	\$1,485,900	\$132,800	9.81%
5300	Repair/Maint. Off.Furn&Equip.	\$0	\$15,000	\$15,000	\$0	0.00%
5360	Small Tools and Shop Supplies	\$45,511	\$85,592	\$102,658	\$17,066	19.94%
5370	Outside Maintenance Services	\$6,357,173	\$5,965,708	\$6,488,278	\$522,570	8.76%
5380	Rental of Equipment	\$103,325	\$143,722	\$144,922	\$1,200	0.83%
5390	Rent	\$333,146	\$372,000	\$360,000	(\$12,000)	(3.23%)
5420	Printing/Office Supplies	\$12,174	\$17,060	\$14,900	(\$2,160)	(12.66%)
5430	Dues & Subscriptions	\$11,688	\$19,445	\$20,510	\$1,065	5.48%
5450	Materials and Supplies	\$1,278,286	\$2,057,400	\$2,440,345	\$382,945	18.61%
5470	Freight and Express	\$297	\$2,400	\$1,000	(\$1,400)	(58.33%)
5490	Uncollectible Damage Claims	\$0	\$67,500	\$67,500	\$0	0.00%
5550	Newspaper Notices	\$14,136	\$18,000	\$18,000	\$0	0.00%
5700	Bldgs., Fixt., Plazas & Grds.	\$693	\$0	\$0	\$0	0.00%
5800	Electric Service	\$2,068,357	\$2,016,000	\$2,606,500	\$590,500	29.29%
5820	Gas	\$70,950	\$103,900	\$95,000	(\$8,900)	(8.57%)
5830	Water	\$409,782	\$463,000	\$483,000	\$20,000	4.32%
5990	Inflation Adjustment	(\$140)	\$0	\$0	\$0	0.00%
	<b>Total Expenses</b>	<b>\$20,559,138</b>	<b>\$23,543,839</b>	<b>\$25,251,000</b>	<b>\$1,707,161</b>	<b>7.25%</b>

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Maintenance (1600-1900)	<b>Summary of Funds</b>
<b>Budget Year:</b>	2011	

Acct	Name	OMF 2300	CF	RMF 2400	CIF 2500	CIF/FSF	Total Budget
2910	Cap. Exp. transf. to/fr Const.	\$0	\$0	\$27,339,978	\$5,609,483	\$0	\$32,949,461
5010	Salaries and Wages-Direct	\$8,629,056	\$0	\$0	\$0	\$0	\$8,629,056
5011	Overtime	\$265,187	\$0	\$0	\$0	\$0	\$265,187
5030	Retirement Contributions	\$1,207,205	\$0	\$0	\$0	\$0	\$1,207,205
5050	Travel Expenses	\$13,900	\$0	\$0	\$0	\$0	\$13,900
5051	Meeting Expenses	\$3,694	\$0	\$0	\$0	\$0	\$3,694
5060	Employees' Training	\$93,815	\$0	\$0	\$0	\$0	\$93,815
5080	Uniforms	\$143,161	\$0	\$0	\$0	\$0	\$143,161
5190	Professional Fees	\$551,469	\$0	\$0	\$0	\$0	\$551,469
5200	Mobile Equipment Expense	\$1,485,900	\$0	\$0	\$0	\$0	\$1,485,900
5300	Repair/Maint. Off.Furn&Equip.	\$15,000	\$0	\$0	\$0	\$0	\$15,000
5360	Small Tools and Shop Supplies	\$102,658	\$0	\$0	\$0	\$0	\$102,658
5370	Outside Maintenance Services	\$6,488,278	\$0	\$0	\$0	\$0	\$6,488,278
5380	Rental of Equipment	\$144,922	\$0	\$0	\$0	\$0	\$144,922
5390	Rent	\$360,000	\$0	\$0	\$0	\$0	\$360,000
5420	Printing/Office Supplies	\$14,900	\$0	\$0	\$0	\$0	\$14,900
5430	Dues & Subscriptions	\$20,510	\$0	\$0	\$0	\$0	\$20,510
5450	Materials and Supplies	\$2,440,345	\$0	\$0	\$0	\$0	\$2,440,345
5470	Freight and Express	\$1,000	\$0	\$0	\$0	\$0	\$1,000
5490	Uncollectible Damage Claims	\$67,500	\$0	\$0	\$0	\$0	\$67,500
5550	Newspaper Notices	\$18,000	\$0	\$0	\$0	\$0	\$18,000
5800	Electric Service	\$2,606,500	\$0	\$0	\$0	\$0	\$2,606,500
5820	Gas	\$95,000	\$0	\$0	\$0	\$0	\$95,000
5830	Water	\$483,000	\$0	\$0	\$0	\$0	\$483,000
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	<b>FY 2011 Total</b>	<b>\$25,251,000</b>	<b>\$0</b>	<b>\$27,339,978</b>	<b>\$5,609,483</b>	<b>\$0</b>	<b>\$58,200,461</b>
	<b>FY 2010 Total</b>	<b>\$23,543,839</b>	<b>\$0</b>	<b>\$23,863,850</b>	<b>\$12,199,992</b>	<b>\$0</b>	<b>\$59,607,681</b>

# **EXECUTIVE SUMMARY**

## **Operations Department**

### **2011 Budget**

#### **Executive Staff**

Clayton Howe, Assistant Executive Director Operations

#### **Department Description**

- The purpose of the Operations Administration group is to implement directions and policies of the Board of Directors and the Executive Management Team in the operational service areas; set the tone, values and culture; oversee all aspects of the operations departments (Customer Service Center, Maintenance, Information Technology, and System & Incident Management); and create an environment of accomplishment, accountability, partnership, trust and integrity.

#### **Accomplishments for 2010**

- The All Electronic Toll Collection conversion of NTTA facilities, reducing the per transaction cost of collection and increasing the safety on our system.
- Monthly dashboard for operational performance metrics draft presented to Finance and Audit Committee by November, resulting in a higher level of transparency.
- Revenue Assurance plan was developed and implemented, resulting in a reduction of leakage
- Increased customer service satisfaction levels from 4.63 to 4.88, on a 1-5 scale
- Implemented Roadway customer service on the Dallas North Tollway, PGBT and 161 while expanding coverage on Sam Rayburn Tollway.
- Revenue collected increased, while cost to collect was reduced.
- Awards
  - Maintenance Department
    - TPWA Emergency Response of the Year
    - TPWA Project of the year over \$100 million, Lewisville Lake Toll Bridge
    - APWA Inclement weather plan and response of the year
  - Customer Service Center
    - IBTTA Toll Excellence for Customer Service
    - IBTTA Presidents Award for impact to the tolling industry
  - System and Incident Management
    - IALEP Project of the Year, "Wrong Way Driver Task Force Project"

#### **Goals and Objectives for 2011**

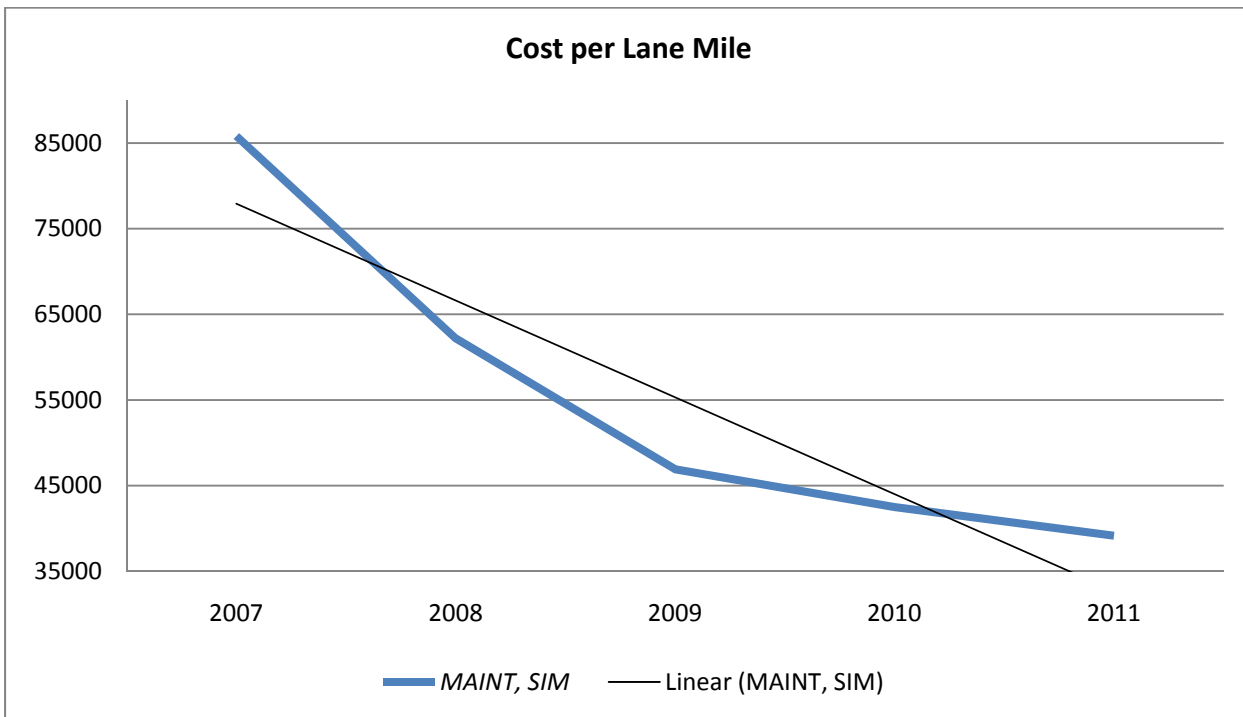
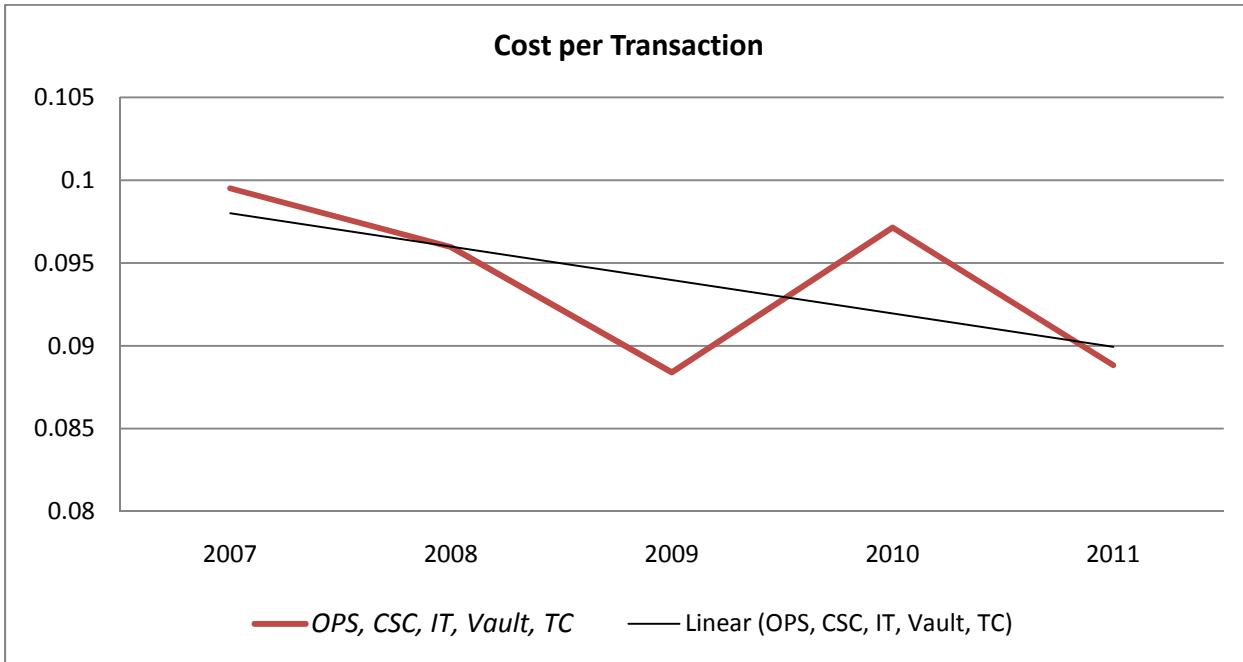
- Reimplementation of PeopleSoft, technical application
- Upgrade toll collection system (RITE) to enhance customer experience and transaction reporting
- Completion of the conversion to All Electronic Toll Collection
- Implement computer aided dispatch system to enhance documentation of incidents and remediation

#### **Major Budget Items for 2011**

- The department's FY2011 budget has decreased 89.2% from \$10,611,897 million in FY 2010 to \$1,027,086 million in FY 2011
- The department's proposed O&M budget for FY 2011 is \$1,027,086, a decrease of (16.9%) due to a decrease in Professional fees as the Business Analyst assumes responsibilities currently delivered by consultants.

**Other Funds**

- CF \$0
- RMF \$0
- CIF \$120,000
- CIF/FSF \$0



## Position Summary

<b>Operations</b>			
<b>Full-Time Positions</b>	<b>2010</b>	<b>2011</b>	<b>Difference</b>
AED Operations	1	1	-
Executive Assistant	1	1	-
Senior Business Operations and Statistics Analyst	1	1	-
<b>Total Full-Time Positions</b>	<b>3</b>	<b>3</b>	<b>-</b>

## Organization Chart

### Operations Department

Assistant Executive Director Operations

└─ Executive Assistant

└─ Senior Business Operations & Statistics Analyst



**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Operations (3600)	<b>OMF Budget Summary</b>
<b>Budget Year:</b>	2011	<b>Fund 2300</b>

Acct	Name	2009 Actuals	2010 Budget	2011 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$120,737	\$351,586	\$280,316	(\$71,270)	(20.27%)
5011	Overtime	\$0	\$0	\$0	\$0	0.00%
5030	Retirement Contributions	\$15,945	\$49,011	\$39,216	(\$9,795)	(19.99%)
5050	Travel Expenses	\$9,362	\$10,800	\$19,500	\$8,700	80.56%
5051	Meeting Expenses	\$0	\$600	\$600	\$0	0.00%
5190	Professional Fees	\$171,925	\$810,000	\$674,000	(\$136,000)	(16.79%)
5370	Outside Maintenance Services	\$0	\$0	\$0	\$0	0.00%
5420	Printing/Office Supplies	\$98	\$600	\$554	(\$46)	(7.67%)
5430	Dues & Subscriptions	\$0	\$12,000	\$12,000	\$0	0.00%
5470	Freight and Express	\$8	\$1,200	\$900	(\$300)	(25.00%)
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0.00%
	<b>Total Expenses</b>	<b>\$318,075</b>	<b>\$1,235,797</b>	<b>\$1,027,086</b>	<b>(\$208,711)</b>	<b>(16.89%)</b>

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Operations (3600)	<b>Summary of Funds</b>
<b>Budget Year:</b>	2011	

Acct	Name	OMF 2300	CF	RMF 2400	CIF 2500	CIF/FSF	Total Budget
2910	Cap. Exp. transf. to/fr Const.	\$0	\$0	\$0	\$120,000	\$0	\$120,000
5010	Salaries and Wages-Direct	\$280,316	\$0	\$0	\$0	\$0	\$280,316
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Retirement Contributions	\$39,216	\$0	\$0	\$0	\$0	\$39,216
5050	Travel Expenses	\$19,500	\$0	\$0	\$0	\$0	\$19,500
5051	Meeting Expenses	\$600	\$0	\$0	\$0	\$0	\$600
5190	Professional Fees	\$674,000	\$0	\$0	\$0	\$0	\$674,000
5370	Outside Maintenance Services	\$0	\$0	\$0	\$0	\$0	\$0
5420	Printing/Office Supplies	\$554	\$0	\$0	\$0	\$0	\$554
5430	Dues & Subscriptions	\$12,000	\$0	\$0	\$0	\$0	\$12,000
5470	Freight and Express	\$900	\$0	\$0	\$0	\$0	\$900
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
<b>FY 2011 Total</b>		<b>\$1,027,086</b>	<b>\$0</b>	<b>\$0</b>	<b>\$120,000</b>	<b>\$0</b>	<b>\$1,147,086</b>
<b>FY 2010 Total</b>		<b>\$1,235,797</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,376,100</b>	<b>\$0</b>	<b>\$10,611,897</b>

# **EXECUTIVE SUMMARY**

## **Project Delivery Department**

### **2011 Budget**

#### **Executive Staff**

Gerry Carrigan, Assistant Executive Director  
Elizabeth Mow, P.E., Director

#### **Department Description**

The project delivery department is responsible for planning, design and construction of toll facilities in the region. Our 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 processes of planning, design and construction.

#### **Accomplishments for 2010**

- The Project Delivery Department began construction of the Southwest Parkway in 2010; while construction continued on the Sam Rayburn Tollway and the President George Bush Turnpike Eastern and Western Extensions. Construction has also begun on the Dallas North Tollway as we convert to all electronic toll collection (All-ETC).
- Also in 2010, we advanced the DNT Phase 4/5, SH 360, SH 170 and Trinity Parkway projects through the planning and environmental process.

#### **Goals and Objectives for 2011**

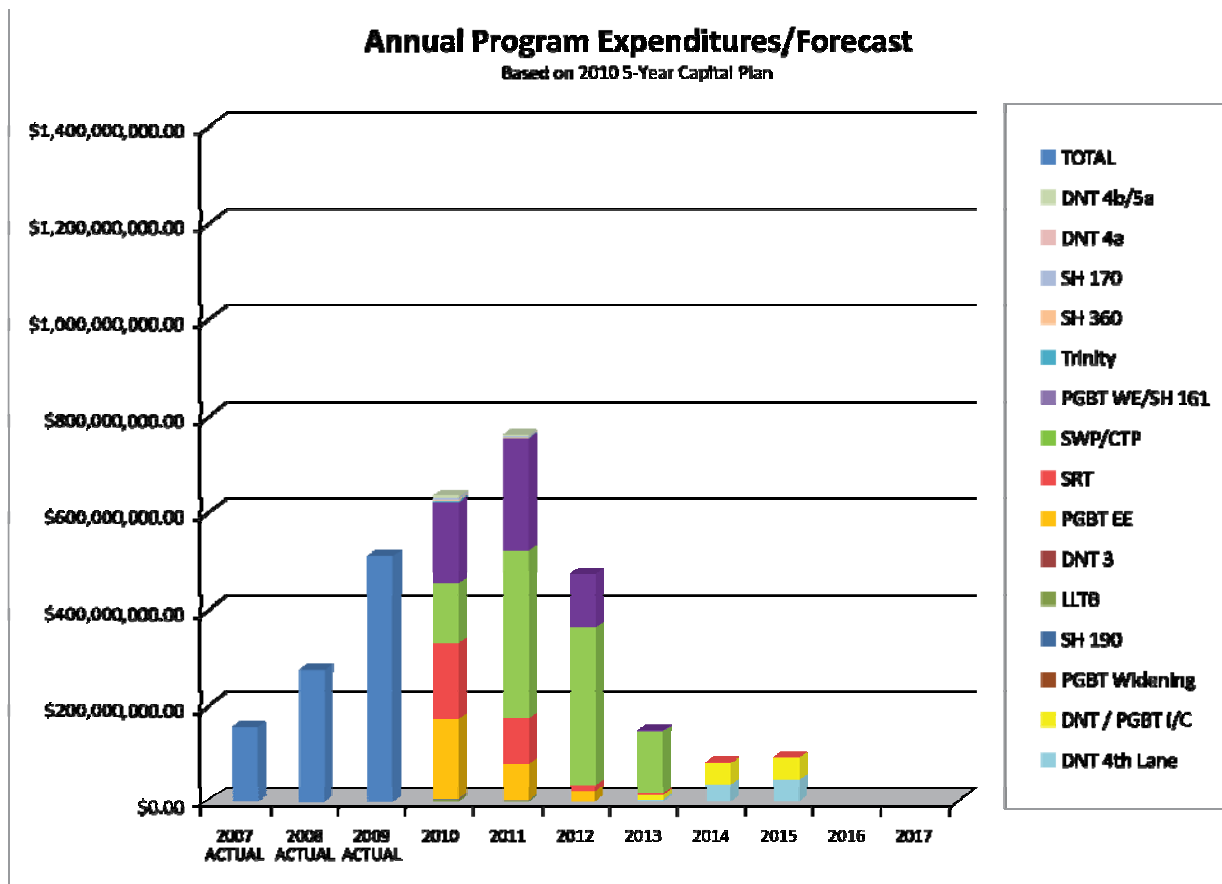
- The Project Delivery department will continue construction on the following projects:
  - Sam Rayburn Tollway
  - President George Bush Turnpike Eastern Extension (PGBT EE)
  - Southwest Parkway/Chisholm Trail Parkway
  - Landscape on DNT Phase 3 and Lewisville Lake Toll Bridge
  - All- Electronic Toll Collection (ALL-ETC) conversion of the Dallas North Tollway, Addison Airport Toll Tunnel and Mountain Creek Lake Bridge and structural conversion of the PGBT
- The Project Delivery department will continue to advance the following projects through the planning/ environmental phase:
  - DNT Phase 4/5
  - SH 360
  - SH 170
  - Trinity Parkway
- The Project Delivery department will continue the operation of the Program Management Office; initiatives include Quality Systems, a web-based program management system, program controls, and centralized document control

## Major Budget Items for 2011

- The department's overall 2011 budget has decreased 36.7% from \$938,433,705 in FY 2010 to \$594,016,011 in FY 2011 due to construction completion on several projects or nearing completion and the President George Bush Turnpike Western Extension (PGBT-WE), previously SH161, being budgeted as a Special System Project (Non-System).
- The department's Operation and Maintenance 2011 budget has decreased 8.5% from \$2,138,705 in FY 2010 to \$1,956,011 in FY 2011 due to the reduction of one staff position.

## Other Funds

- CF \$543,620,000
- RMF \$0
- CIF \$42,840,000
- CIF/FSF \$5,600,000

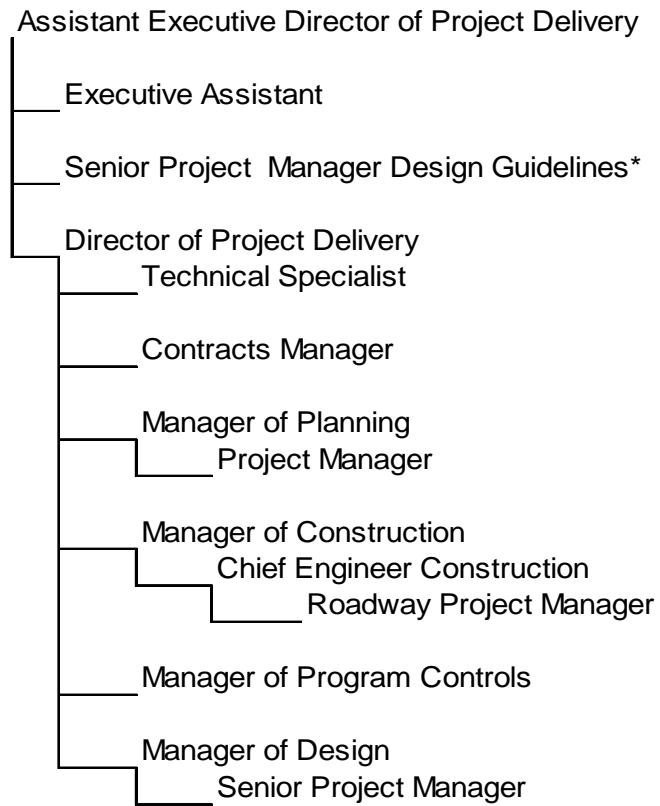


## Position Summary

<b>Project Delivery</b>			
<b>Full-Time Positions</b>	<b>2010</b>	<b>2011</b>	<b>Difference</b>
Technical Specialist	1	1	-
AED Project Delivery	1	1	-
Chief Engineer Construction	1	1	-
Construction Manager	1	1	-
Contracts Manager	1	1	-
Corridor Manager	1	1	-
Design Manager	1	1	-
Director Project Delivery	1	1	-
Executive Assistant	1	1	-
Planning Manager	1	1	-
Manager of Program Controls	1	1	-
Project Manager	1	1	-
Roadway Project Manager	1	1	-
Senior Project Manager	1	0	(1)
Senior Project Manager Design Guidelines	1	1	-
<b>Total Full-Time Positions</b>	<b>15</b>	<b>14</b>	<b>(1)</b>

## Organization Chart

### Project Delivery Department



\*Position shared with Director of Project Delivery

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Project Delivery (3200)	<b>OMF Budget</b>
<b>Budget Year:</b>	2011	<b>Fund 2300</b>

<b>Acct</b>	<b>Name</b>	<b>2009 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>Variance</b>	<b>Variance %</b>
5010	Salaries and Wages-Direct	\$54,354	\$1,850,320	\$1,686,912	(\$163,408)	(8.83%)
5011	Overtime	\$0	\$0	\$0	\$0	0.00%
5030	Retirement Contributions	\$7,201	\$257,935	\$235,999	(\$21,936)	(8.50%)
5050	Travel Expenses	\$13,016	\$11,150	\$13,800	\$2,650	23.77%
5060	Employees' Training	\$2,305	\$7,500	\$7,500	\$0	0.00%
5110	General Consultant Fees	\$0	\$0	\$0	\$0	0.00%
5420	Printing/Office Supplies	\$1,584	\$5,000	\$5,000	\$0	0.00%
5430	Dues & Subscriptions	\$1,505	\$4,800	\$4,800	\$0	0.00%
5470	Freight and Express	\$810	\$2,000	\$2,000	\$0	0.00%
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0.00%
	<b>Total Expenses</b>	<b>\$80,775</b>	<b>\$2,138,705</b>	<b>\$1,956,011</b>	<b>(\$182,694)</b>	<b>(8.54%)</b>

**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	Project Delivery (3200)	<b>Summary of Funds</b>
<b>Budget Year:</b>	2011	

Acct	Name	OMF 2300	CF	RMF 2400	CIF 2500	CIF/FSF	Total Budget
1610	Construction	\$0	\$521,470,000	\$0	\$0	\$0	\$521,470,000
1630	Engineering & Maintenance	\$0	\$22,000,000	\$0	\$0	\$0	\$22,000,000
2910	Cap. Exp. transf. to/fr Const.	\$0	\$0	\$0	\$41,765,000	\$0	\$41,765,000
5010	Salaries and Wages-Direct	\$1,686,912	\$0	\$0	\$0	\$0	\$1,686,912
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Retirement Contributions	\$235,999	\$0	\$0	\$0	\$0	\$235,999
5050	Travel Expenses	\$13,800	\$0	\$0	\$0	\$0	\$13,800
5060	Employees' Training	\$7,500	\$0	\$0	\$0	\$0	\$7,500
5110	General Consultant Fees	\$0	\$150,000	\$0	\$1,075,000	\$5,600,000	\$6,825,000
5420	Printing/Office Supplies	\$5,000	\$0	\$0	\$0	\$0	\$5,000
5430	Dues & Subscriptions	\$4,800	\$0	\$0	\$0	\$0	\$4,800
5470	Freight and Express	\$2,000	\$0	\$0	\$0	\$0	\$2,000
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	<b>FY 2011 Total</b>	<b>\$1,956,011</b>	<b>\$543,620,000</b>	<b>\$0</b>	<b>\$42,840,000</b>	<b>\$5,600,000</b>	<b>\$594,016,011</b>
	<b>FY 2010 Total</b>	<b>\$2,138,705</b>	<b>\$822,950,000</b>	<b>\$0</b>	<b>\$68,845,000</b>	<b>\$44,500,000</b>	<b>\$938,433,705</b>



# EXECUTIVE SUMMARY

## System & Incident Management Department

### 2011 Budget

#### Executive Staff

Marty Legé, Director  
David Bryson, Assistant Director

#### Department Description:

The purpose of the Department is to support the mission of the North Texas Tollway Authority (NTTA) by providing a work and expedient traveling environment free from harm and hazard. The Department uses advanced technology and a highly skilled work force to improve mobility and safety. The Department takes real-time 24-hour system knowledge of current conditions that impact customers, and relays it to them in dynamic means to improve the customer's satisfaction with the NTTA travel experience. The Department provides industry leading dispatch and incident response to lessen the negative impact of incidents and to make the system safer. The Department focuses on NTTA fiscal soundness through effective Risk and Safety Management Programs which strive to provide accountability and safety for everyone traveling and working on the system.

#### Accomplishments YTD in 2010

- The SIM's Roadway Customer Service (RCS) Program has assumed responsibility for all of the NTTA System and PGBT Western Extension beginning September 1, 2010. Prior to this date the Dallas County Sheriff's Office Courtesy Patrol (DCSO CP) was patrolling 23.0% of the NTTA System on a part-time basis, and handled 16.0% of system incidents. RCS units handle 34.6% more incidents per mile than DCSO CP and cost 2.5% less per unit per year than DCSO CP units.
- The Texas Department of Public Safety (DPS) contract was renewed through August 31, 2012. Staff negotiated the addition of 8 more DPS FTEs to cover the expanding NTTA System; the first such additions since 2001. The contract was negotiated by staff down to a *Not to Exceed* amount of \$8,541,378.43; about \$2M less than originally proposed by DPS and approved by the Board in March 2010.
- The SIM Department, through its Traffic and Emergency Management Coordinator, facilitated a Business Impact Analysis of the entire organization which allowed verification of the Authority's priorities during critical disasters and system outages. This analysis, as expected, will result in refinements to our disaster recovery plan in 2010/2011.
- The SIM's Risk Management team, in conjunction with the Human Resources Department, initiated a Department of Transportation (DOT) Drug Testing Program for pre-employment and post-accident drug testing for employees who possess a commercial driver's license.
- The Command Center (CC) has enhanced its training program including definition of expectations for Communications Training Officers; revision of training documents; the addition of new Key Performance Indicators; and enhanced reporting. Alterations to this program have been created to maximize the efficiency of trainers; provide increased support for trainees (who may spend up to 12 months in training); and to add accountability for the program and all involved staff.
- The SIM Department led implementation of loop detection to detect and alert the Command Center of wrong-way drivers at all tolling points on the NTTA System using existing loops. SIM worked closely with the IT Department to deliver a Graphical User and Text-based Interface which CC Staff uses to manage the incident while underway to help deliver response units quickly. This pilot project is still being assessed.
- The SIM's Risk Management Team deployed the Safety Division web pages to give employees 24/7 access to online resources to enhance safety in their areas; established safety and security requirements and oversaw installation of security devices for the CSC's new work areas at Gleneagles, and the new work areas for the 2010 DPS additions at MLP-9; performed two

ergonomic assessments of employee work areas and made subsequent recommendations for improvement focused on reducing employee injury and worker's compensation claims; implemented a new defensive driver training program at the NTTA which targeted the highest risk drivers initially. To date 86 employees have successfully completed this course. The Risk Management Team also participated in numerous customer outreach events and Town Hall Meetings to deliver the Safe-T Buzz program and other safety initiatives.

KEY NTTA SYSTEM STATISTICS:

Activity Type	2010 Weekly Average
Motorist Assists	251
Road Hazards/Debris	77
Accidents	36
Resource Protection Monitoring	205
Traffic/Safety/Roadway Monitoring	224
DPS Traffic Stops	324
9-1-1 & Non-Emergency Customer Calls	1,539
RCS Unit Response Time Average	10 Min.
RCS Unit Clearance Time Average	9 Min.
RCS Customer Commendations	35

**-- SIM BUDGETS FOR NTTA SYSTEM--**

**2011 System & Incident Management Total Budget (w/o SH161) - \$8,041,187**

SIM Department teams provide diverse service offerings and support many of the NTTA Strategic Plan Goals and Objectives. Listed below are each division's budget and the goals that Division supports.

- 2011 decrease from total SIM Department 2010 budget (\$8,314,900) is \$273,713 or -3.3%
- The SIM Department is comprised of four divisions; SIM Administration, the NTTA Insurance Program, Roadway Customer Service (RCS), and Command Center (CC).
- Total budgeted position increases across all SIM Divisions are 7.
  - The staffing level assumptions for these positions are explained in the individual division summaries by budget impacted.
- Staff estimates an overall 28.7% increase in system incidents in 2011 over 2010 levels. We use a combination of lane miles, transactions, and historicals to make projections.

Incident Type	2009 Actuals	2010 Projected	2011 Projected
Accidents	1,918	1,920	2,278
Motorist Assists	10,999	13,339	15,649
Road Hazards/Debris	4,120	5,004	7,860
Abandoned Vehicles	708	644	1,270
Traffic/Security Alarms	74,105	139,145	178,979
Criminal Offenses	14	12	18
<b>Totals</b>	<b>91,864</b>	<b>160,064</b>	<b>206,054</b>

**Roadway Customer Service Budget #0501 - \$1,821,982**

The Roadway Customer Service Division will be the Authority's only on-the-road customer touch point after the all-ETC transition. This team supports Strategic Plan Goals 2, 3, 4 and 6.

- 2011 decrease from RCS Division 2010 budget (1,931,879) is \$109,897 or -5.7%
  - Professional fees decreased by \$145,068 or -100.0%, due to termination of courtesy patrol contract in 2010.
  - Uniforms, Materials and Supplies decreased by \$38,422 or -35.6%.
- RCS managed 92.0% of all NTTA Motorist Assist calls in 2009, while having responsibility for only 77.0% of the system.
- In 2009, RCS handled over 19,000 calls for service.
- In the first 5 months of 2010, the RCS Division saw a 22.0% increase in activity compared to a year ago. Again, while covering only 77.0% of the System.
- In September of 2010 the contract with the Dallas County Sheriff's Office Courtesy Patrol expired. DCSO CP handled approximately 16% of the incidents on the NTTA System.
- Utilization of RCS as First Responders on calls which don't require police increased Trooper lane miles by 38.8% from 18 lane miles per Trooper to 25 lane miles per Trooper.
- 2009 RCS Average Response Time = 11 minutes; 2010 YTD Average = 10 minutes
- Customer feedback to the NTTA RCS Program has been astounding; we've received over 2,700 hand-written, mailed-in Customer Commendations since inception in September 2008.

**RCS 2011 STAFFING PROJECTIONS & ASSUMPTIONS –**

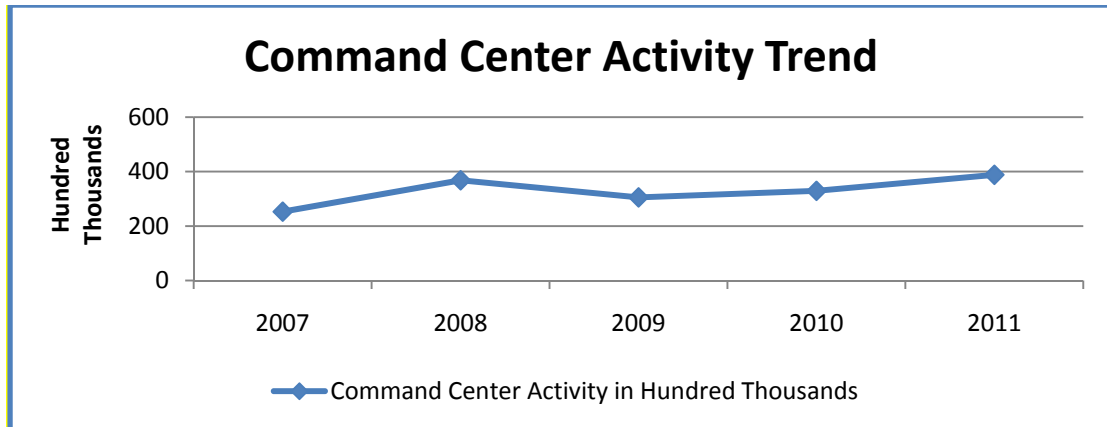
PROJECT	MILEAGE	# NEW FTE'S	EFFECTIVE HIRE DATE
NTTA System – Added Supervisory Support for the Program	100	1	January 2011
NTTA System – Administrative Support for the Program	100	1	January 2011
<b>TOTAL FTE Additions in 2011</b>		<b>2</b>	

- Staff estimates an 11.8% increase in 2011 activity levels over 2010, but only a 5.4% increase in staffing levels. Activity levels were established by assessing historical actuals, transactions, and system miles to make incident projections.
- Service area average is 15 miles per truck operating 24/7.
- These are 1-Man Units except on the south end of the DNT; that route requires a 2-Man Unit because there are no shoulders and each assist requires a lane closure.
- One additional supervisor will increase the shift coverage from 71.0% to over 90.0%.
- Since its inception, the RCS Specialists staffing has grown by 230.0%, while its system coverage has increased by 357.0%. These two factors have created administrative work that encompasses approximately 60.0% of the RCS Supervisors daily activity. This administrative work will be transferred to an administrative technician for lower cost, allowing more time for supervisors to oversee staff and roadway emergencies. Therefore we are seeking one administrative technician to support the program.
- 3 new trucks to support 2011 expansion and service level needs.

**Command Center Budget #2800 - \$4,648,828**

The Command Center Division oversees the activities of all RCS, police, fire, EMS, HAZMAT, wrecker service, work crew traffic impacts, security, traffic, Intelligent Transportation Systems (ITS), traveler notifications on Dynamic Message Signs and the NTTA website, during emergency and non-emergency incidents on the NTTA system and at NTTA buildings, while overseeing safety and security of NTTA resources, employees, and customers. They support Strategic Plan Goals 1, 2, 3, 4, and 6.

- 2011 increase from CC Division 2010 budget (4,537,521) is \$111,307 or 2.5%
  - Salaries and retirement cost increased by \$38,536 or 2.9% over 2010 Budget.
  - The DPS Contract is assigned to the CC Budget. There is a \$70,401 or 2.2% increase in the DPS budget over 2010.
- CC Activity - In 2011, CC Staff will handle approximately 206,054 calls for service/incidents and will complete another 233,558 incident management support tasks.



CC 2010 STAFFING PROJECTIONS & ASSUMPTIONS –

PROJECT	MILEAGE	# NEW FTE'S	EFFECTIVE HIRE DATE
161	9.2	1 (CC)	January 2011
NTTA System	100	1.5 (CC)	January 2011
NTTA System – Added DPS Administrative Support	100	1 (DPS)	January 2011
<b>TOTAL FTE Additions in 2011</b>		<b>3.5</b>	

- Staff estimates a 28.7% increase in 2011 CC activity levels over 2010, but only a 14.7% increase in 2011 staffing levels. Activity levels were established by assessing historical actuals, transactions, and system miles to make incident projections. Our staffing model indicates we need 4 new CC Service Specialists, however, we are seeking only 2.5 (2 Full & 1 Part-Time) in 2011 in an effort to be conservative in approach. We will closely monitor the impact of this decision and make any needed adjustments in 2012. We expect to gain some efficiency in 2011 with the addition of a computer-aided dispatch system, and plan to validate this assumption in June 2011 in time for 2012 budget development.
- We anticipate improved performance of the ITS Incident Detection System resulting in decreased alarm rates after completion of a special project in 2010.
- However, more ITS sites will be brought online increasing the alarm rates.

**SIM Administration Budget #0500 - \$675,942**

The SIM Administration Division consists of 10 FTE's who support the NTTA and the other SIM Divisions in managing emergencies and disasters, safety, risk, traffic, security/resource protection, and insurance/claims management. They support Strategic Plan Goals 1, 3, 5 and 6.

- 2011 decrease in SIM Administration from 2010 budget (943,072) is \$267,130 or -28.3%
  - Salaries and retirement cost decreased by \$42,329 or -6.4% over 2010.
  - Professional fees decreased by \$169,502 or -97.4%, due to completion or deletion of outside consultant's evaluation of business processes budgeted in 2010.
  - Security Services decreased by \$52,602 or -80.3% over 2010.
- This budget contains the risk and safety program, facility security, the traffic and emergency management programs, and administrative staff for the department.

**NTTA Insurance Program Budget #0800 - \$894,435**

The Insurance Division manages the NTTA's insurance program, provides contract insurance support and review of all NTTA contracts, monitors all contractor/consultant insurance coverages throughout the life of the contract to ensure continued compliance, and manages all property claims made against or by the NTTA. This division supports Strategic Plan Goals 1, 4, and 5.

- 2011 decrease over 2010 budget (902.428) is \$7,993 or -0.9%
  - Salaries and retirement cost increased by \$49,033 or 89.6% over 2010.
  - 2011 Insurance costs increased \$24,054 or 3.3%.
    - Risk pool deposit for coverage through TML Risk Pool = \$700,200
    - Estimated premiums for coverage placed with other carriers = \$44,777
  - Professional fees decreased by \$82,693 or -92.9%, because no fees are needed to conduct external insurance evaluations in 2011.
- Insurance costs increased due to the following increases in NTTA System Assets:
  - SRT Segment 4
  - PGBT Eastern Extension
  - SRT Segment 5 (projecting Dec 2011 for insurance purposes)
  - Increases in Real and Personal Property (including fleet) of 19.4% over 2010
  - Increase in Automobile Liability
- A new initiative for the insurance program involves enhancing claims management. The NTTA attempts recovery for damage to NTTA property when it is cost effective to do so, but has no full-time dedicated employee assigned to the process. So when employees, who have other full-time jobs, have time to work on claims they do so. We've increased our percentage of claims processed in the past 12 months, but with only part-time focus we process only about 50% of damaged property incidents. We anticipate approximately 700 property damage incidents in 2011 representing 13 potential claims per week. Different departments have managed the process since 2004, and statistical data is sketchy. But based on the data we have, we believe that with a full-time dedicated employee processing claims we will process a higher number of claims and are projecting a recovery amount of approximately \$220,000 for 2011. The loaded rate for the new position is \$58,518 annually. This potential in recovery demonstrates the viability and value of adding a dedicated full-time employee to the claims process, and the need for performance and recovery goals for the program. The SIM Department therefore requests to add a Claims Coordinator to assume responsibility for processing claims involving the NTTA. The SIM team will establish clear annual program and recovery goals as we develop this fully in 2011.

YEAR(S)	NTTA Property Damage Reported	Claims Processed by NTTA (excluding PGBT)	Approximate Percentage of Claims Processed	Total Recovered To Date
<b>2004 - 2008</b>	2414	397	16.5%	\$1,142,709.93
<b>2009</b>	631	237	37.6%	\$171,967.94
<b>YTD 2010</b>	266	125	47.0%	\$51,125.70
<b>PROGRAM RECOVERY TOTAL SINCE 2004</b>				<b>\$1,365,803.57</b>

**Other Funds**

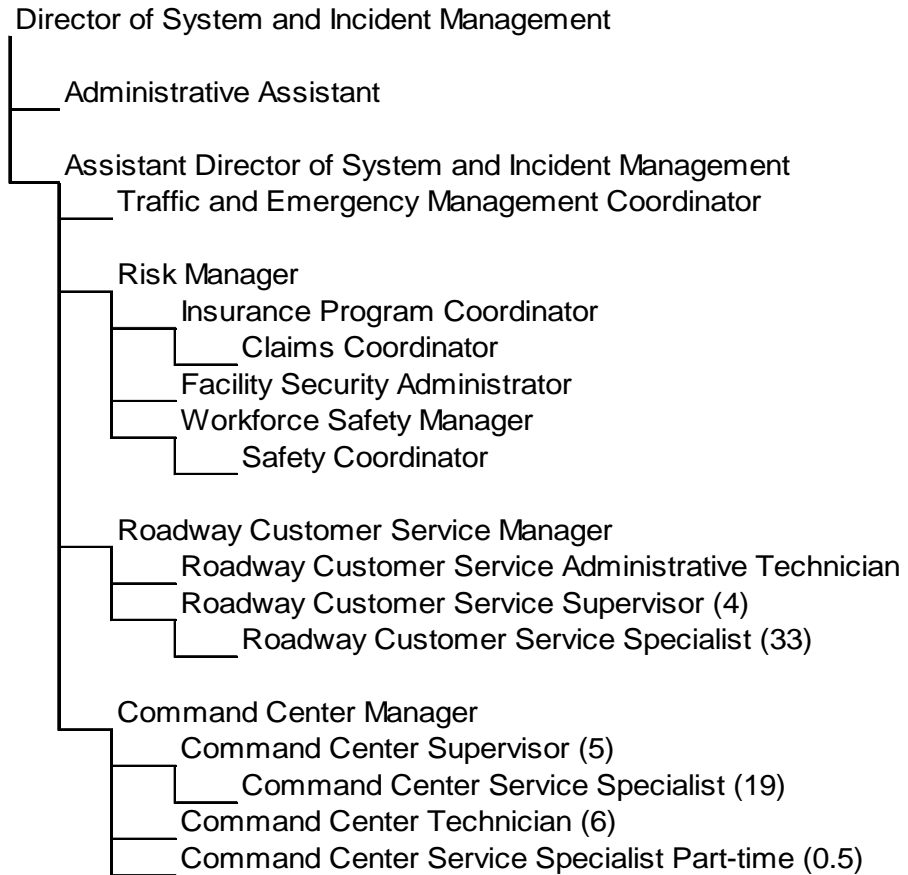
- CF                 \$0
- RMF               \$0
- CIF                \$0
- CIF/FSF          \$0

**Position Summary**

<b>System &amp; Incident Management</b>			
<b>Full-Time Positions</b>	<b>2010</b>	<b>2011</b>	<b>Difference</b>
<b>Administration</b>			
Administrative Assistant	1	1	-
Assistant Director SIM	1	1	-
Director SIM	1	1	-
Facility Security Administrator	1	1	-
Risk Manager	1	1	-
Safety Coordinator	1	1	-
Traffic & Emergency Management Coordinator	1	1	-
Workforce Safety Manager	1	1	-
<b>Command Center</b>			
Command Center Manager	1	1	-
Command Center Service Specialist	17	19	2
Command Center Supervisor	5	5	-
Command Center Technicians	4	6	2
<b>Insurance</b>			
Claims Coordinator	0	1	1
Insurance Program Coordinator	1	1	-
<b>Roadway Customer Service</b>			
Roadway Customer Service Manager	1	1	-
Roadway Customer Service Specialist	33	33	-
Roadway Customer Service Supervisor	3	4	1
Roadway Customer Service Admin Tech	0	1	1
<b>Total Full-Time Positions</b>	<b>73</b>	<b>80</b>	<b>7</b>
<b>Part-Time &amp; On-Call Positions</b>			
Command Center Specialist P/T	1	1	-
<b>Total Part-Time &amp; On-Call Positions</b>	<b>1</b>	<b>1</b>	<b>-</b>

# Organization Chart

## System and Incident Management Department



**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	SIM (0500)	<b>OMF Budget</b>
<b>Budget Year:</b>	2011	<b>Fund 2300</b>

Acct	Name	2009 Actuals	2010 Budget	2011 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$2,857,305	\$3,262,647	\$3,371,681	\$109,034	3.34%
5011	Overtime	\$8,490	\$11,828	\$11,953	\$125	1.06%
5030	Retirement Contributions	\$378,992	\$454,813	\$471,699	\$16,886	3.71%
5050	Travel Expenses	\$728	\$0	\$2,773	\$2,773	100.00%
5060	Employees' Training	\$4,150	\$11,355	\$3,234	(\$8,121)	(71.52%)
5080	Uniforms	\$28,104	\$49,232	\$29,551	(\$19,681)	(39.98%)
5100	Police Services	\$2,287,962	\$3,168,370	\$3,242,295	\$73,925	2.33%
5101	Police services, direct purcha	\$2,394	\$6,000	\$2,476	(\$3,524)	(58.73%)
5190	Professional Fees	\$222,068	\$408,068	\$10,805	(\$397,263)	(97.35%)
5370	Outside Maintenance Services	\$0	\$0	\$0	\$0	0.00%
5400	Postage	\$0	\$0	\$6,967	\$6,967	100.00%
5420	Printing/Office Supplies	\$10,607	\$12,394	\$10,010	(\$2,384)	(19.24%)
5430	Dues & Subscriptions	\$2,044	\$986	\$1,536	\$550	55.78%
5450	Materials and Supplies	\$39,798	\$82,015	\$59,080	(\$22,935)	(27.96%)
5470	Freight and Express	\$31	\$2,110	\$690	(\$1,420)	(67.30%)
5780	Security Services	\$60,089	\$65,541	\$12,939	(\$52,602)	(80.26%)
5860	Safety Program	\$15,285	\$23,498	\$24,176	\$678	2.89%
5901	Insurance Premiums	\$0	\$720,923	\$744,977	\$24,054	3.34%
5986	Liability Claims	\$4,310	\$35,120	\$34,345	(\$775)	(2.21%)
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0.00%
	<b>Total Expenses</b>	<b>\$5,922,357</b>	<b>\$8,314,900</b>	<b>\$8,041,187</b>	<b>(\$273,713)</b>	<b>(3.29%)</b>



**North Texas Tollway Authority  
Departmental Budget Summary Report**

<b>Department:</b>	SIM (0500)	<b>Summary of Funds</b>
<b>Budget Year:</b>	2011	

Acct	Name	OMF 2300	CF	RMF 2400	CIF 2500	CIF/FSF	Total Budget
5010	Salaries and Wages-Direct	\$3,371,681	\$0	\$0	\$0	\$0	\$3,371,681
5011	Overtime	\$11,953	\$0	\$0	\$0	\$0	\$11,953
5030	Retirement Contributions	\$471,699	\$0	\$0	\$0	\$0	\$471,699
5050	Travel Expenses	\$2,773	\$0	\$0	\$0	\$0	\$2,773
5060	Employees' Training	\$3,234	\$0	\$0	\$0	\$0	\$3,234
5080	Uniforms	\$29,551	\$0	\$0	\$0	\$0	\$29,551
5100	Police Services	\$3,242,295	\$0	\$0	\$0	\$0	\$3,242,295
5101	Police services, direct purcha	\$2,476	\$0	\$0	\$0	\$0	\$2,476
5190	Professional Fees	\$10,805	\$0	\$0	\$0	\$0	\$10,805
5370	Outside Maintenance Services	\$0	\$0	\$0	\$0	\$0	\$0
5400	Postage	\$6,967	\$0	\$0	\$0	\$0	\$6,967
5420	Printing/Office Supplies	\$10,010	\$0	\$0	\$0	\$0	\$10,010
5430	Dues & Subscriptions	\$1,536	\$0	\$0	\$0	\$0	\$1,536
5450	Materials and Supplies	\$59,080	\$0	\$0	\$0	\$0	\$59,080
5470	Freight and Express	\$690	\$0	\$0	\$0	\$0	\$690
5780	Security Services	\$12,939	\$0	\$0	\$0	\$0	\$12,939
5860	Safety Program	\$24,176	\$0	\$0	\$0	\$0	\$24,176
5901	Insurance Premiums	\$744,977	\$0	\$0	\$0	\$0	\$744,977
5986	Liability Claims	\$34,345	\$0	\$0	\$0	\$0	\$34,345
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	<b>FY 2011 Total</b>	<b>\$8,041,187</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,041,187</b>
	<b>FY 2010 Total</b>	<b>\$8,314,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$8,714,900</b>



Sam Rayburn Tollway Main Lane Gantries

# OTHER FUNDS SECTION



Dallas North Tollway North going under President George Bush Turnpike Interchange

**North Texas Tollway Authority  
Construction Fund Estimate Comparisons  
FY 2011 to 2010**

<b>Departments</b>	<b>2010</b>	<b>2011</b>	<b>2011 Budget to 2010 Budget</b>	
	<b>Budget</b>	<b>Budget</b>	<b>Amount</b>	<b>Percent</b>
<b>Administrative Services:</b>				
Administration	\$4,500	\$ -	(\$4,500)	(100.0%)
Board	-	-	-	0.0%
Business Diversity	-	-	-	0.0%
Communications/Marketing	15,000	22,500	7,500	50.0%
Finance	1,215,500	2,244,500	1,029,000	84.7%
Shared Services	-	-	-	0.0%
Government Affairs	-	-	-	0.0%
Human Resources	-	-	-	0.0%
Internal Audit	4,500	63,000	58,500	1300.0%
Legal Services	1,800,000	1,695,000	(105,000)	(5.8%)
<b>Total Administrative Services</b>	<b>3,039,500</b>	<b>4,025,000</b>	<b>985,500</b>	<b>32.4%</b>
<b>Operational Services:</b>				
Customer Service Center	-	-	-	0.0%
Information Technology	353,500	256,500	(97,000)	(27.4%)
Maintenance	-	-	-	0.0%
Operations	-	-	-	0.0%
Project Delivery	822,950,000	543,620,000	(279,330,000)	(33.9%)
System & Incident Management	-	-	-	0.0%
Toll Collection	-	-	-	0.0%
Vault	-	-	-	0.0%
<b>Total Operational Services</b>	<b>823,303,500</b>	<b>543,876,500</b>	<b>(279,427,000)</b>	<b>(33.9%)</b>
<b>Grand Totals</b>	<b>\$826,343,000</b>	<b>\$547,901,500</b>	<b>(\$278,441,500)</b>	<b>(33.7%)</b>

## **NTTA 2011 Construction Fund Projects**

### **Lake Lewisville Toll Bridge**

The NTTA worked cooperatively with the Texas Department of Transportation (TxDOT), Denton County and the cities of Little Elm, Frisco and Lake Dallas to construct the Lewisville Lake Toll Bridge (LLTB) corridor. The NTTA is responsible for the design, construction and operation of the approximately two-mile section that includes a 1.7-mile toll bridge and a 0.3-mile flowage easement bridge.

### **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 President George Bush Turnpike (PGBT). It is part of the Loop 9/State Highway 190 corridor first envisioned in the 1960s. Construction on the approximately 9.9-mile corridor began in October 2008. The project is expected to open to traffic in fourth quarter 2011.

### **Southwest Parkway**

Southwest Parkway (SWP) is a new, limited-access toll road in southwest Tarrant County that is expected to extend from the Fort Worth central business district to southwest Fort Worth. A proposed continuation of the roadway to the south is under design by the Texas Department of Transportation (TxDOT) and is expected to provide a continuous route from Fort Worth to Cleburne. Contingent upon reaching a project agreement with TxDOT and final funding of the project, the SWP is expected to open to traffic in 2012.

### **Chisholm Trail Parkway**

The Southwest Parkway (TxDOT) / Chisholm Trail Parkway corridor study was initiated by the Texas Department of Transportation (TxDOT). TxDOT conducted the initial studies, processed the environmental reviews and obtained right of way for the project. The project could result in a new, 19-mile corridor in southwest Tarrant and northwest Johnson counties. The project would originate at Dirks Road/Altamesa Boulevard in Fort Worth and extend south to U.S. 67 in Cleburne. The portion of State Highway 121 between Farm-to-Market Road 1187 and U.S. 67 was designated as the Chisholm Trail Parkway by the Texas Legislature on September 1, 2003.

### **Sam Rayburn Tollway**

Sam Rayburn Tollway (SRT) stretches approximately 26 miles southwest to northeast, linking the Dallas/Fort Worth International Airport and growing communities in Collin, Dallas and Denton counties. When complete, the SRT will feature six main lanes and all-electronic toll collection.

### **President George Bush Turnpike Western Extension**

The President George Bush Turnpike (PGBT) Western Extension corridor project was initiated by the Texas Department of Transportation (TxDOT) in May 1969. TxDOT conducted the initial corridor studies, processed the Environmental Impact Statement and obtained the right of way for the project. The corridor project will result in a new, approximately 11.5-mile link in the growing loop around Dallas. As outlined in Senate Bill 792, passed by the 80<sup>th</sup> Texas Legislature, PGBT Western Extension underwent a market valuation process, which was a joint effort of the North Texas Tollway Authority (NTTA) and TxDOT. The NTTA is in the process of designating certain projects to be a part of a separate system, which will be known as the "Special Projects System". These projects will have their own fund and will be governed by a separate Trust agreement.

#### **Estimated NTTA System Expenditures for 2011**

DNT Phase 3 Construction	\$ 340,750
LLTB Construction	\$ 210,750
PGBT Eastern Extension Construction	\$ 80,185,250
Sam Rayburn Tollway Construction	\$ 90,533,250
Southwest Parkway Construction (1)	\$ 375,237,000
Allocated cost: Professional Fees, Legal Fees	<u>\$ 1,394,500</u>
<b>Total Estimated 2011 Construction Cost (2)</b>	<b>\$ 547,901,500</b>

#### **Estimated Special Project System Expenditures for 2011**

PGBT Western Extension Construction	<b>\$ 233,327,000</b>
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(1) Requires additional sources of funding if project is accepted by the Authority.

(2) For detail expenditures see pages 168-175

**North Texas Tollway Authority**  
**Estimated Construction Fund Requirements**  
**FY 2011**

NTTA System Construction Fund Available Balance as of 06/30/2010	\$	493,042,517
Estimated Construction Cost (July through December 2010)		
DNT Phase 3 Construction		(211,865)
LLTB Construction		(257,327)
PGBT Eastern Extension Construction		(100,247,419)
Sam Rayburn Tollway Construction		(109,162,642)
Total Estimated 2010 Construction Cost		(209,879,252)
Proceeds from Bond Issuance		-
Estimated NTTA System Available Balance as of 12/31/10		283,163,265
Estimated Expenditures for 2011		
DNT Phase 3 Construction		(340,750)
LLTB Construction		(210,750)
PGBT Eastern Extension Construction		(80,185,250)
Sam Rayburn Tollway Construction		(90,533,250)
Allocated cost: Professional Fees, Audit Fees, Legal Fees		(1,394,500)
Transfer for Allocated Salaries and Benefits		(1,895,713)
Total Estimated 2011 Construction Cost		(174,560,213)
<b>Estimated NTTA System Available Balance as of 12/31/11</b>	<b>\$</b>	<b>108,603,052</b>
Estimated Non-System Expenditures for 2011		
SH 161 Construction (see page 143)	*	(233,327,000)
Southwest Parkway Construction	*	(375,237,000)
Transfer for Allocated Salaries and Benefits	*	(459,851)
Estimated Non-System Funding Required for FY 2011		(609,023,851)
Estimated Construction Cost FY 2011	<b>\$</b>	<b>(783,584,064)</b>

\*Not supported by NTTA System debt



**North Texas Tollway Authority**  
**Fund 2150 - General CONSTRUCTION FUND Estimate**  
**Fiscal Year 2011**

<b>Deptid Account</b>	<b>Description</b>	
<b>Finance</b>		
3300	5050 Travel Expenses	6,000.00
3300	5190 Professional Fees	1,238,500.00
<b>Finance Total</b>		<b>1,244,500.00</b>
<b>Project Delivery</b>		
3200	5110 General Consultant Fees	150,000.00
<b>Project Delivery Total</b>		<b>150,000.00</b>
<b>Total</b>		<b>1,394,500.00</b>

**North Texas Tollway Authority**  
**Fund 2151 - PGBT EASTERN EXTENSION CONST. Estimate**  
**Fiscal Year 2011**

<b>Deptid Account</b>	<b>Description</b>	
<b>Communications &amp; Marketing</b>		
1300	5680 Promotional Expenses	7,500.00
<b>Communications &amp; Marketing Total</b>		<b>7,500.00</b>
<b>Information Technologies</b>		
700	2910 ATT T1 LINE - PGBT EE CONSTRUCTION	18,000.00
700	2910 ATT T1 LINE - PGBT EE BUNKER HILL	9,000.00
<b>Information Technologies Total</b>		<b>27,000.00</b>
<b>Internal Audit</b>		
3100	5140 Auditing Fees	15,750.00
<b>Internal Audit Total</b>		<b>15,750.00</b>
<b>Legal Services</b>		
400	5130 Legal Fees	1,135,000.00
<b>Legal Services Total</b>		<b>1,135,000.00</b>
<b>Project Delivery</b>		
3200	1610 Construction	71,000,000.00
3200	1630 Engineering & Maintenance	8,000,000.00
<b>Project Delivery Total</b>		<b>79,000,000.00</b>
<b>Total</b>		<b>80,185,250.00</b>

**North Texas Tollway Authority**  
**Fund 2170 - DNT PHASE 3 CONST. Estimate**  
**Fiscal Year 2011**

<b>Deptid Account</b>	<b>Description</b>	
<b>Internal Audit</b>		
3100	5140 Auditing Fees	15,750.00
<b>Internal Audit Total</b>		<b>15,750.00</b>
<b>Legal Services</b>		
400	5130 Legal Fees	25,000.00
<b>Legal Services Total</b>		<b>25,000.00</b>
<b>Project Delivery</b>		
3200	1610 Construction	300,000.00
<b>Project Delivery Total</b>		<b>300,000.00</b>
<b>Total</b>		<b>340,750.00</b>

**North Texas Tollway Authority**  
**Fund 2180 - LEWISVILLE LAKE TOLL BRIDGE CONST. Estimate**  
**Fiscal Year 2011**

<b>Deptid Account</b>	<b>Description</b>	
<b>Internal Audit</b>		
3100	5140 Auditing Fees	15,750.00
	<b>Internal Audit Total</b>	<b>15,750.00</b>
<b>Legal Services</b>		
400	5130 Legal Fees	25,000.00
	<b>Legal Services Total</b>	<b>25,000.00</b>
<b>Project Delivery</b>		
3200	1610 Construction	170,000.00
	<b>Project Delivery Total</b>	<b>170,000.00</b>
<b>Total</b>		<b>210,750.00</b>

**North Texas Tollway Authority**  
**Fund 2190 - SAM RAYBURN TOLLWAY CONST. Estimate**  
**Fiscal Year 2011**

<b>Deptid Account</b>	<b>Description</b>	
<b>Communications &amp; Marketing</b>		
1300	5680 Promotional Expenses	7,500.00
<b>Communications &amp; Marketing Total</b>		<b>7,500.00</b>
<b>Internal Audit</b>		
3100	5140 Auditing Fees	15,750.00
<b>Internal Audit Total</b>		<b>15,750.00</b>
<b>Legal Services</b>		
400	5130 Legal Fees	510,000.00
<b>Legal Services Total</b>		<b>510,000.00</b>
<b>Project Delivery</b>		
3200	1610 Construction	85,000,000.00
3200	1630 Engineering & Maintenance	5,000,000.00
<b>Project Delivery Total</b>		<b>90,000,000.00</b>
<b>Total</b>		<b>90,533,250.00</b>

**North Texas Tollway Authority**  
**Fund 2191 - SOUTHWEST PARKWAY Estimate**  
**Fiscal Year 2011**

<b>Deptid Account</b>	<b>Description</b>	
<b>Communications &amp; Marketing</b>		
1300	5680 Promotional Expenses	7,500.00
<b>Communications &amp; Marketing Total</b>		<b>7,500.00</b>
<b>Finance</b>		
3300	5190 Professional Fees	1,000,000.00
<b>Finance Total</b>		<b>1,000,000.00</b>
<b>Information Technologies</b>		
700	2910 T1 LINES	72,000.00
700	2910 WORKSTATIONS	157,500.00
<b>Information Technologies Total</b>		<b>229,500.00</b>
<b>Project Delivery</b>		
3200	1610 Construction	365,000,000.00
3200	1630 Engineering & Maintenance	9,000,000.00
<b>Project Delivery Total</b>		<b>374,000,000.00</b>
<b>Total</b>		<b>375,237,000.00</b>

**North Texas Tollway Authority  
Fund 2161 - CONSTRUCTION FUND (SH161) Estimate  
Fiscal Year 2011**

Deptid	Account	Description	
<b>Information Technologies</b>			
700		2910 T1 LINE	27,000.00
<b>Information Technologies Total</b>			<b>27.000.00</b>
<b>Legal Services</b>			
400		5130 Legal Fees	300,000.00
<b>Legal Services Total</b>			<b>300.000.00</b>
<b>Project Delivery</b>			
3200		1610 Construction	225,000,000.00
3200		1630 Engineering & Maintenance	8,000,000.00
<b>Project Delivery Total</b>			<b>233.000.000.00</b>
<b>Total CONSTRUCTION</b>			<b>233,327,000.00</b>

**North Texas Tollway Authority**  
**Reserve Maintenance Fund Estimate Comparisons**  
**FY 2011 to 2010**

Departments	2010	2011	2011 Budget to 2010 Budget	
	Budget	Budget	Amount	Percent
<b>Administrative Services:</b>				
Administration	\$ -	\$ -	\$ -	0.0%
Board	-	-	-	0.0%
Business Diversity	-	-	-	0.0%
Communications/Marketing	-	-	-	0.0%
Finance	100,000	-	(100,000)	(100.0%)
Shared Services	-	1,404,950	-	100.0%
Government Affairs	-	-	-	0.0%
Human Resources	650	2,163	1,513	232.8%
Internal Audit	11,250	10,500	(750)	(6.7%)
Legal Services	100,000	100,000	-	0.0%
<b>Total Administrative Services</b>	<b>211,900</b>	<b>1,517,613</b>	<b>1,305,713</b>	<b>616.2%</b>
<b>Operational Services:</b>				
Customer Service Center	-	-	-	0.0%
Information Technology	1,923,549	1,633,912	(289,637)	(15.1%)
Maintenance	23,863,850	27,339,978	3,476,128	14.6%
Operations	-	-	-	0.0%
Project Delivery	-	-	-	0.0%
System & Incident Management	-	-	-	0.0%
Toll Collection	-	-	-	0.0%
Vault	-	-	-	0.0%
<b>Total Operational Services</b>	<b>25,787,399</b>	<b>28,973,890</b>	<b>3,186,491</b>	<b>12.4%</b>
<b>Grand Totals</b>	<b>\$25,999,299</b>	<b>\$30,491,503</b>	<b>\$4,492,204</b>	<b>17.3%</b>



## NTTA 2011 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 following are some of the major projects and purchase for FY2011. (1)

Pavement Re-Striping – Lane markers for various segments of the System	\$3,500,000
Asset Condition Inspection Program – Required for the GASB 34 modified Approach of infrastructure reporting	\$1,600,000
Fleet Equipment – Purchase of new and replacement vehicles and equipment	\$1,703,586
Wall Repairs and Monitoring	\$11,750,000
Roadway and Shoulder Repairs	\$3,800,000
Engineering & Professional services related to the various projects	\$2,196,392
Erosion repairs and mitigation	\$730,000
System-wide Bridge Repairs	\$1,000,000
System-wide Sign Replacement and Repairs	\$1,960,000
Computer and Equipment – Purchase of new and replacement computer and equipment, including software	\$1,938,862
Allocated Cost – Professional, Audit and Legal Fees	\$210,500
Other various projects and purchases	<u>\$102,163</u>
<b>Total</b>	<b>\$30,491,503</b>

(1) For a complete list of expenditures see pages 179-180

**North Texas Tollway Authority**  
**Calculation of Deposit to Reserve Maintenance Fund**  
**FY 2011**

Reserve Maintenance Fund Balance as of 06/30/2010		\$ 41,856,984
Outstanding Reserve Maintenance Fund Deposit for FY 2010		0
Estimated Expenditures (July through December 2010)	(1)	<u>(28,821,809)</u>
Estimated Balance as of 12/31/10		13,035,175
Estimated Expenditures for 2011		
Software / Licensing	(291,277)	
Computer / Equipment	(1,649,748)	
Roadway Maintenance	<u>(28,339,978)</u>	
Total RMF Projects		(30,281,003)
Allocated Cost: Professional Fees, Audit Fees, Legal Fees		(210,500)
Transfer for Allocated Salaries and Benefits		<u>(1,991,448)</u>
Total Estimated 2011 RMF Cost		(32,482,951)
Estimated Prefunding of Projects		(17,841,284)
Estimated Balance Without Deposit		(37,289,060)
Required Balance		<u>5,000,000</u>
<b>Deposit to Reserve Maintenance Fund for FY 2011</b>		<b><u><u>\$ 42,289,060</u></u></b>

(1) 2010 Projects fully funded in 2010. Assumes all projects are completed and paid by December 31, 2010; however, some projects will carry over to 2011. A list of these projects will be provided for the October 2010 Administration Committee meeting.

**North Texas Tollway Authority**  
**Fund 2400 - RESERVE MAINTENANCE FUND Estimate**  
**Fiscal Year 2011**

Deptid	Account	Description	
<b>Shared Services</b>			
2400	2910	DMS FOR CSC STATS IT	11,200.00
2400	2910	ENGINEERING DESIGN OF SEASON SENSITIVE MAINT.	1,000,000.00
2400	2910	HARDWARE - WORKSTATIONS IT	177,000.00
2400	2910	HIGH SPEED SCANNER FINANCE IT	50,000.00
2400	2910	MONITOR 19" - LPHILLIPS-WS1 IT	250
2400	2910	NEW HIRES - LAPTOP IT	10,500.00
2400	2910	NEW HIRES - LAPTOP, ROADWAY GROUP IT	28,000.00
2400	2910	NEW HIRES - WORKSTATIONS IT	28,000.00
2400	5190	Professional Fees	100,000.00
<b>Finance Total</b>			<b>1,404,950.00</b>
<b>Human Resources</b>			
300	2910	VIDEO CAMERA	2,163.00
<b>Human Resources Total</b>			<b>2,163.00</b>
<b>Information Technologies</b>			
700	2910	ALLDATA VEHICLE DIAGNOSTICS	5,900.00
700	2910	CONSOLE RECONFIGURATION SIM CC	10,000.00
700	2910	CONSOLE/CAD COMPUTER REPLACEMENT	21,000.00
700	2910	FLAT SCREEN 42" CSC CALL CTR	5,700.00
700	2910	HARDWARE - LAPTOP REPLACEMENT	30,000.00
700	2910	HARDWARE - PRINTER	14,000.00
700	2910	HARDWARE - SERVER	300,000.00
700	2910	HARDWARE - UPS	30,000.00
700	2910	HARDWARE - WORKSTATIONS	187,500.00
700	2910	HIGH RESOLUTION FLATBED SCANNER COMMUNICATIONS	1,200.00
700	2910	LANE MONITORING/ENHANCEMENTS	200,000.00
700	2910	LAPTOP (W BROADBAND SVC AND WIRELESS MOUSE)	3,500.00
700	2910	LAPTOP (W BROADBAND SVC) LANDSCAPE	3,500.00
700	2910	LAPTOP (W BROADBAND SVC) PROJECT EVALUATION MGR	3,500.00
700	2910	LAPTOP (W BROADBAND SVC) CSC QA AND COURT STAFF	7,000.00
700	2910	LAPTOP (W BROADBAND SVC) GIS	3,500.00
700	2910	NEW HIRES - LAPTOP	24,500.00
700	2910	NEW HIRES - NEXTEL PHONES RCS 6 +2 SUPV	560
700	2910	NEW HIRES - TOAD SOFTWARE LICENSES	500
700	2910	NEW HIRES - WORKSTATION & PHONE	80,500.00
700	2910	PHONE (2) WITH EXPANSION MODULES (3)	1,650.00
700	2910	PHONE CONFERENCE STYLE CSC TRAINING	1,200.00
700	2910	PHONE CORDLESS CSC CALL CTR	5,250.00
700	2910	POINT OF SALE MACHINE-CARD SWIPE/KEYBOARD	10,000.00
700	2910	PRINTER BW SIM CC	2,000.00
700	2910	PRINTER BW CSC TRAINING	6,000.00
700	2910	PRINTER COLOR 11X17 - MAINTENANCE CTRS	10,000.00
700	2910	PROJECTOR WITH REMOTE CSC	1,500.00
700	2910	ROADWAY PARKING SPARE PARTS, TOOLS, BOOTS/CLOTHING	50,000.00
700	2910	ROADWAY SPARE PARTS, TOOLS, BOOTS/CLOTHING	200,000.00
700	2910	SOFTWARE - ADOBE CS4 COMMUNICATIONS AND IT	6,800.00
700	2910	SOFTWARE - AUTOCAD LITE	500
700	2910	SOFTWARE - DACOLIAN	65,032.00
700	2910	SOFTWARE - IBM COGNOS (DEV/TEST LICENSE)	45,920.00
700	2910	SOFTWARE - IBM COGNOS ADMINISTRATOR	8,250.00
700	2910	SOFTWARE - ORG PUBLISHER FOR HCM	5,500.00
700	2910	SOFTWARE - PROLIANCE ANALYTICS USERS	9,875.00
700	2910	SOFTWARE - PROLIANCE CONTRIBUTOR IT	4,875.00
700	2910	SOFTWARE - PROLIANCE CONTRIBUTOR MAINTENANCE USERS	9,750.00

700	2910 SOFTWARE - PROLIANCE CONTRIBUTOR PD USERS	19,500.00
700	2910 SOFTWARE - PROLIANCE PPM IT USERS	9,950.00
700	2910 SOFTWARE - PROLIANCE STANDARD PPM MAINTENANCE USERS	24,875.00
700	2910 SOFTWARE - PROLIANCE STANDARD PPM PD USERS	49,750.00
700	2910 SOFTWARE - TSIS-CORSIM FOR TRAFFIC SIMULATION AND	1,200.00
700	2910 SOFTWARE - VISUAL STUDIO 2010 GIS	4,500.00
700	2910 SOFTWARE UPGRADE OF SCAN WEB NAVIGATOR	25,000.00
700	2910 SPLITTER CSC CALL CTR	1,800.00
700	2910 TELEPHONE HEADSETS CSC	9,375.00
700	2910 TRIMBLE JUNO GPS UNIT GIS	1,000.00
700	2910 VIDEO/AUDIO RECORDING SYSTEM RCS FLEET	12,000.00
700	2910 WEATHER MONITOR AND ANTENNA	1,000.00
700	2910 WORKSTATION - CSC TRAINING ROOM	66,500.00
700	2910 WORKSTATION - MAINTENANCE TRAINING RM	31,000.00
<b>Information Technologies Total</b>		<b>1,633,912.00</b>
<b>Internal Audit</b>		
3100	5140 Auditing Fees	10,500.00
<b>Internal Audit Total</b>		<b>10,500.00</b>
<b>Legal Services</b>		
400	5130 Legal Fees	100,000.00
<b>Legal Services Total</b>		<b>100,000.00</b>
<b>Maintenance</b>		
1605	2910 ACCESS MANHOLES AT AATT	100,000.00
1605	2910 ASSET CONDITION INSPECTION PROGRAM	1,200,000.00
1605	2910 DEVELOPMENT OF NTTA RETAINING WALL INSPECTION PROGRAM	250,000.00
1605	2910 DNT MEDIAN REPLACEMENT	1,000,000.00
1605	2910 FLEET EQUIPMENT	1,703,586.00
1605	2910 HIGH MAST LIGHT POLE INSPECTIONS	400,000.00
1605	2910 OVERHEAD SIGN STRUCTURE REPAIR	400,000.00
1605	2910 PGBT LANDSCAPE REPAIRS AT MARSH	30,000.00
1605	2910 PGBT RE-STRIPING	3,500,000.00
1605	2910 PGBT RETAINING WALL DRAINAGE REPAIR	500,000.00
1605	2910 PROFESSIONAL SERVICES	1,196,392.00
1605	2910 RECONSTRUCTION OF WALL "301"	9,000,000.00
1605	2910 REPAIR OF PGBT FROM S.H. 35E TO KELLY BLVD. (PAVEMENT	300,000.00
1605	2910 SIGN REPLACEMENT PROGRAM	100,000.00
1605	2910 SRT PAV'T REPAIR	2,000,000.00
1605	2910 SYSTEM-WIDE BRIDGE EROSION REPAIR	700,000.00
1605	2910 SYSTEM-WIDE BRIDGE REPAIR	1,000,000.00
1605	2910 SYSTEM-WIDE PAVEMENT SLAB RAISING/PROFILE GRINDING	500,000.00
1605	2910 SYSTEMWIDE TRAILBLAZER REPLACEMENT	960,000.00
1605	2910 TRAILBLAZEER SIGNS FOR S.H. 161 AND PGBT EASTERN	500,000.00
1605	2910 WALL REPAIRS PGBT @ 635 & 114	2,000,000.00
<b>Maintenance Total</b>		<b>27,339,978.00</b>
<b>Total RMF</b>		<b>30,491,503.00</b>

**North Texas Tollway Authority**  
**Capital Improvement Fund Estimate Comparisons**  
**FY 2011 to 2010**

Departments	2010	2011	2011 Budget to 2010 Budget	
	Budget	Budget	Amount	Percent
<b>Administrative Services:</b>				
Administration	\$ -	\$ -	\$ -	0.0%
Board	-	-	-	0.0%
Business Diversity	-	-	-	0.0%
Communications/Marketing	125,000	-	(125,000)	(100.0%)
Finance	597,700	477,700	(120,000)	(20.1%)
Shared Services	-	700,000	700,000	100.0%
Government Affairs	-	-	-	0.0%
Human Resources	-	-	-	0.0%
Internal Audit	11,250	21,000	9,750	86.7%
Legal Services	250,000	300,000	50,000	20.0%
<b>Total Administrative Services</b>	<b>983,950</b>	<b>1,498,700</b>	<b>514,750</b>	<b>52.3%</b>
<b>Operational Services:</b>				
Customer Service Center	-	-	-	0.0%
Information Technology	19,704,000	17,292,618	(2,411,382)	(12.2%)
Maintenance	12,199,992	5,609,483	(6,590,509)	(54.0%)
Operations	9,376,100	120,000	(9,256,100)	(98.7%)
Project Delivery	68,845,000	42,840,000	(26,005,000)	(37.8%)
System & Incident Management	400,000	-	(400,000)	(100.0%)
Toll Collection	-	-	-	0.0%
Vault	-	-	-	0.0%
<b>Total Operational Services</b>	<b>110,525,092</b>	<b>65,862,101</b>	<b>(44,662,991)</b>	<b>(40.4%)</b>
<b>Grand Totals</b>	<b>\$111,509,042</b>	<b>\$67,360,801</b>	<b>(\$44,148,241)</b>	<b>(39.6%)</b>

## NTTA 2011 Capital Improvement Fund Major Projects and Purchases

Electronic Toll Collection - The NTTA is converting its existing system to an all-electronic toll collection (all-ETC) system. The conversion will provide customers with improved traffic flow, improved air quality, reduced travel time and enhanced safety. The first facility converted to a completely all-ETC facility is the President George Bush turnpike (PGBT). The conversion will be completed in 2011 with the conversion of the remaining projects. New projects, such as the Sam Rayburn Tollway, the Lewisville Lake Toll Bridge, Southwest Parkway and the Eastern Extension of the PGBT, are being designed/built as all-ETC facilities.

Estimated all ETC expenditures for FY2011 -	\$45,960,000
System Enhancements and Implementation – PeopleSoft financials and reports	\$1,500,000
System Enhancements and Implementation – Disaster recovery system	\$675,000
Wrong Way Driver Hardware	\$1,750,000
Network, Server & VOIP Upgrades	\$1,029,000
Intelligent Transportation System – Set C	\$2,500,000
IDRIS Software Upgrade	\$700,000
Microsoft Enterprise License Agreement	\$525,118
Credit Card Payment Compliance	\$700,000
Oracle Agreement – Purchase of unlimited licenses	\$1,440,000
Various other Information Technology projects	\$1,073,500
Sam Rayburn Tollway – Maintenance facility	\$5,000,000
Professional Fees associated with various Maintenance Projects	\$609,483
Addison Airport Toll Tunnel – Intersection improvements	\$1,000,000
PGBT at US 75 Improvements	\$625,000
Allocated Cost – Engineering, Professional, Audit and Legal Fees	<u>\$2,273,700</u>
<b>Total (1)</b>	<b>\$67,360,801</b>

(1) For detail list of expenditures see pages 187-188

## **NTTA 2011 CIF/Revolving Fund-Feasibility Study Fund Projects**

### **Trinity Parkway**

The proposed Trinity Parkway will connect Interstate Highway (IH) 35E to U.S. 175, providing a new, approximately nine-mile relief route around the west and south sides of Dallas' central business district. If the NTTA elects to be the developer after the project partnering process, it will continue working on a strategy with project partners to complete the Trinity Parkway.

### **State Highway 170**

The State Highway (SH) 170 corridor study was initiated by the Texas Department of Transportation (TxDOT). TxDOT conducted the initial studies, processed environmental reviews, obtained environmental clearance and right of way and built the existing facility. The North Texas Tollway Authority (NTTA) is currently conducting further studies of the corridor. As outlined in Senate Bill 792, passed by the 80th Texas Legislature, the project may go through a market valuation process, a joint effort of TxDOT and the NTTA. In response, project partners have initiated partnering meetings to advance the project. The project could result in an 11.8-mile toll road in southwest Denton and northern Tarrant counties.

### **State Highway 360**

The State Highway (SH) 360 corridor study was initiated by the Texas Department of Transportation (TxDOT). TxDOT conducted the initial studies, processed the environmental reviews and obtained right of way for the SH 360 corridor to U.S. 287. The North Texas Tollway Authority (NTTA) is currently conducting further studies of the corridor. As outlined in Senate Bill 792, passed by the 80th Texas legislature, the project will go through a market valuation process, a joint effort of the NTTA and TxDOT. In response, project partners have initiated partnering meetings to advance the project. The project is expected to result in a 9.7-mile extension of SH 360 main lanes in southern Tarrant County, northwestern Ellis County and northeastern Johnson County from Green Oaks Boulevard/Kingswood Boulevard to U.S. 287.

### **State Highway 190 East Branch**

The East Branch/State Highway (SH) 190 corridor study was initiated by the Texas Department of transportation (TxDOT) in May 1969. TxDOT conducted the initial corridor studies and is processing the Environmental Impact Statement for the project. As outlined in Senate Bill 792, passed by the 80<sup>th</sup> Texas Legislature, the East Branch/SH 190 corridor may go through a market valuation process, a joint effort of TxDOT and the North Texas Tollway Authority (NTTA). In response, project partners will initiate partnering meetings to address this legislation. The corridor effort could result in a new, 11-mile link in the growing loop around Dallas and its neighboring cities.

### Dallas North Tollway Phases 4A & B and 5A

The DNT Phase 4 corridor is expected to extend the tollway north from U.S. 380 to the Collin/Grayson county line. The DNT Phase 5A corridor is expected to extend the DNT from the Collin/Grayson county line to a terminus to be determined upon route selection.

- Project limits:

- Phase 4A (approximately 6 miles) – U.S. 380 to FM 428

- Phase 4B – FM 428 extending north to the county line (actual length and terminus to be determined upon route selection)

- Phase 5A – extension north of the county line (actual length and terminus to be determined upon route selection)

- Project length: To be determined

### Project Cost

DNT Phase 4A, 4B/5A	\$1,350,000
PGBT EE - East Branch	\$250,000
SH 170	\$1,500,000
SH 360	\$1,500,000
Trinity Parkway	\$1,000,000
Allocated cost: Salaries, Professional Fees, Legal Fees	<u>\$3,375,000</u>
<b>Total Estimated 2011 Feasibility Cost<sup>(1)</sup></b>	<b>\$8,975,000</b>

(1) For detail list of expenditures see pages 189.



**North Texas Tollway Authority  
 CIF/Revolving Account-Feasibility Study Fund  
 Estimate Comparisons FY 2011 to 2010**

<b>Departments</b>	<b>2010</b>	<b>2011</b>	<b>2011 Budget to 2010 Budget</b>	
	<b>Budget</b>	<b>Budget</b>	<b>Amount</b>	<b>Percent</b>
<b>Administrative Services:</b>				
Administration	\$ -	\$ -	\$ -	0.0%
Board	-	-	-	0.0%
Business Diversity	-	-	-	0.0%
Communications/Marketing	-	-	-	0.0%
Finance	5,230,000	1,875,000	(3,355,000)	(64.1%)
Shared Services	-	-	-	0.0%
Government Affairs	-	-	-	0.0%
Human Resources	-	-	-	0.0%
Internal Audit	3,000	-	(3,000)	(100.0%)
Legal Services	2,000,000	1,500,000	(500,000)	(25.0%)
<b>Total Administrative Services</b>	<b>7,233,000</b>	<b>3,375,000</b>	<b>(3,858,000)</b>	<b>(53.3%)</b>
<b>Operational Services:</b>				
Customer Service Center	-	-	-	0.0%
Information Technology	-	-	-	0.0%
Maintenance	-	-	-	0.0%
Operations	-	-	-	0.0%
Project Delivery	44,500,000	5,600,000	(38,900,000)	(87.4%)
System & Incident Management	-	-	-	0.0%
Toll Collection	-	-	-	0.0%
Vault	-	-	-	0.0%
<b>Total Operational Services</b>	<b>44,500,000</b>	<b>5,600,000</b>	<b>(38,900,000)</b>	<b>(87.4%)</b>
<b>Grand Totals</b>	<b>\$51,733,000</b>	<b>\$8,975,000</b>	<b>(\$42,758,000)</b>	<b>(82.7%)</b>

**North Texas Tollway Authority**  
**Estimated Capital Improvement Fund Requirements**  
**FY 2011**

Capital Improvement Fund Available Balance as of 06/30/2010		\$ 33,041,568
2010 Cash Inflows (July-Dec. 2010)		
Estimated Deposit from Revenue Fund	140,863,371	
Reimbursement Agreement	1,373,459 *	
Proceeds from Bond Issue	31,153,479	
Commercial Paper issued	<u>50,000,000</u>	
		223,390,309
2010 Cash Outflows (July-Dec. 2010)		
ISTEA Payment	(8,250,000)	
Commercial Paper to be retired	(104,200,000)	
Estimated Expenditures CIF Projects	(50,502,269)	
Estimated Expenditures Revolving Account FSF Projects	<u>(14,350,823)</u>	
		<u>(177,303,092)</u>
Estimated Available Balance as of 12/31/10		79,128,785
2011 Estimated Cash Inflows		
Estimated Deposit from Revenue Fund	93,405,271	
Reimbursement Agreement		
Proceeds from Bond Issue		
Commercial Paper issued	<u>8,975,000</u>	
		102,380,271
2011 Estimated Cash Outflows		
ISTEA Payment	(8,250,000)	
CIF Subordinate Debt	(28,489,649)	
Commercial Paper to be retired	(8,975,000)	
Estimated Expenditures CIF Projects	(67,360,801)	
Estimated Expenditures Revolving Account FSF Projects	(8,975,000)	
Transfer for Allocated Salaries and Benefits	<u>(4,088,465)</u>	
		<u>(126,138,915)</u>
Total Estimated Expenditures for 2011		<u>(126,138,915)</u>
2011 CIF Bond Payment Account balance		35,124,225
2011 CIF Rainy Day Fund Account balance		22,794,644
2011 CIF Uncommitted Cash Account balance		0
<b>Estimated Total CIF Cash Balances at 12/31/2011</b>		<b><u><u>\$ 57,918,869</u></u></b>

\* Reimbursement agreement currently in place with Texas Department of Transportation

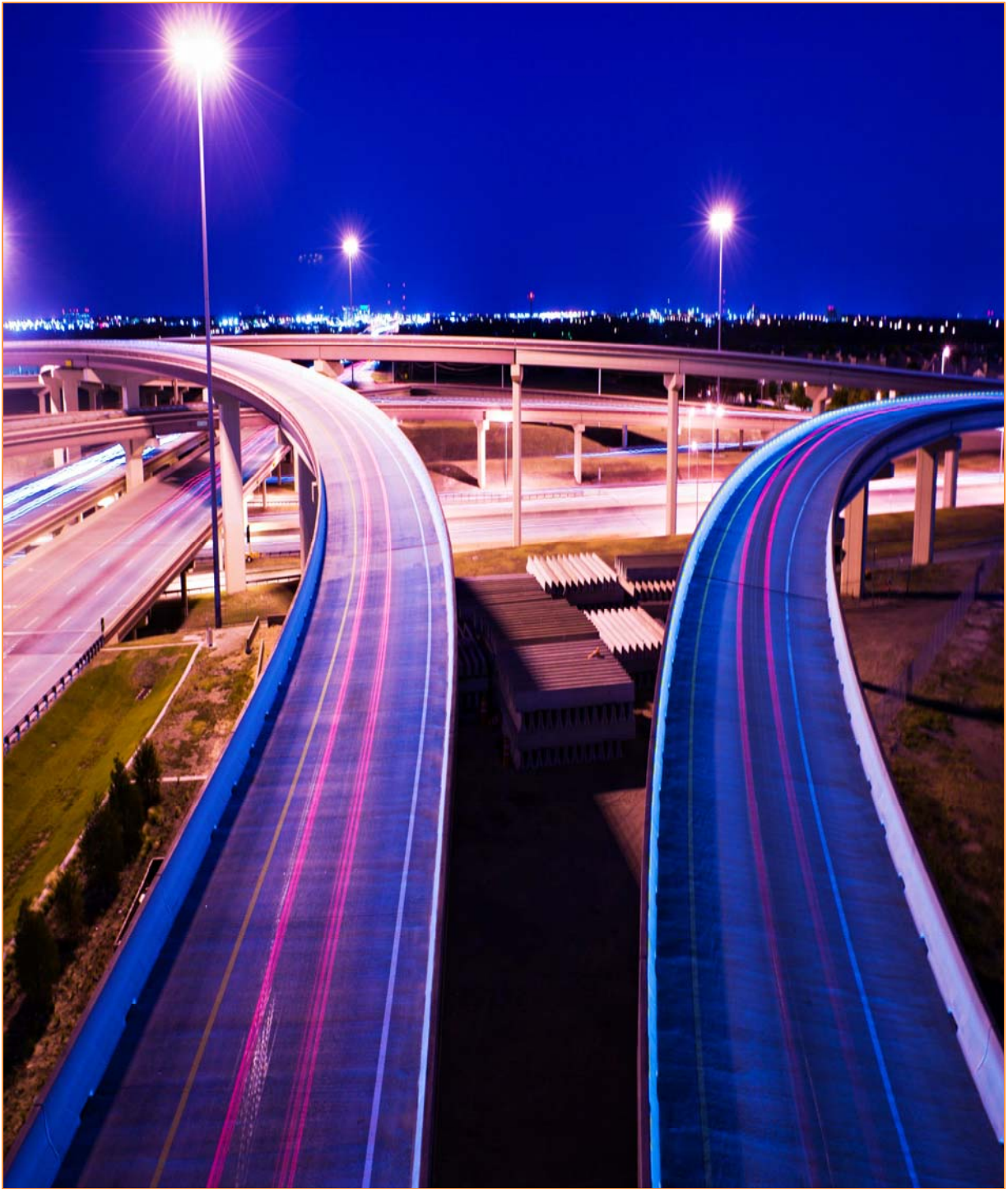
**North Texas Tollway Authority**  
**Fund 2500 - CAPITAL IMPROVEMENT FUND Estimate**  
**Fiscal Year 2011**

Deptid	Account	Description	
<b>Finance</b>			
2400	2910	IT-GENERAL PROJECTS	300,000.00
2400	5110	General Consultant Fees	300,000.00
2400	5190	Professional Fees	100,000.00
		<b>Shared Services</b>	<b>700,000.00</b>
3300	5120	Traffic Engineering Fees	200,000.00
3300	5190	Professional Fees	277,700.00
		<b>Cash and Debt Management</b>	<b>477,700.00</b>
		<b>Finance Total</b>	<b>1,177,700.00</b>
<b>Information Technologies</b>			
700	2910	IT_0001 WRONG WAY DRIVER HARDWARE	1,750,000.00
700	2910	IT_0002 BUSINESS DIVERSITY TRACKING	15,000.00
700	2910	IT_0006 EPDS ENHANCEMENTS	250,000.00
700	2910	IT_0007 EXECUTIVE DASHBOARD/DECISION	250,000.00
700	2910	IT_0010 MAINTENANCE MANAGEMENT SYSTEM	200,000.00
700	2910	IT_0011 PEOPLESOFT HR HCM ENHANCEMENTS	500,000.00
700	2910	IT_0012 PEOPLESOFT FINANCIAL SYSTEM	1,000,000.00
700	2910	IT_0013 NETWORK UPGRADE	609,000.00
700	2910	IT_0015 VOICE OVER IP (VOIP) UPGRADE	120,000.00
700	2910	IT_0016 DATA WAREHOUSE/BUSINESS	100,000.00
700	2910	IT_0017 DISASTER RECOVERY	675,000.00
700	2910	IT_0019 ENT SYSTEM MONITORING AND	200,000.00
700	2910	IT_0020 MICROSOFT ENTERPRISE LICENSE	525,118.00
700	2910	IT_0022 ORACLE UNLIMITED LICENSE AGREEMENT	1,440,000.00
700	2910	IT_0023 RITE SYSTEM HARDWARE UPGRADES	200,000.00
700	2910	IT_0026 DIGITAL AERIAL PHOTOGRAPHY	25,000.00
700	2910	IT_0027 GPS INTEGRATION	3,500.00
700	2910	IT_0028 INTERACTIVE MAP	23,000.00
700	2910	IT_0035 RITE SYSTEM SOFTWARE ENHANCEMENTS	4,000,000.00
700	2910	IT_0036 IDRIS SOFTWARE UPGRADE	700,000.00
700	2910	IT_0037 INTELLIGENT TRANS SYSTEM (ITS) SET C	2,500,000.00
700	2910	IT_0038 LANE CONTROLLER RETROFIT	750,000.00
700	2910	IT_0039 VIDEO TOLLING CAMERAS	500,000.00
700	2910	IT_0042 PROTECT CREDIT CARDS IN SCANNED	100,000.00
700	2910	IT_0047 LAPTOP ENCRYPTION	80,000.00
700	2910	IT_0050 PCI COMPLIANCE	600,000.00
700	2910	NEW - BOARD ROOM SOLUTION	60,000.00
700	2910	NEW - CAD - SIM CC	75,000.00
700	2910	NEW - TRAINING RECORDING - HR	15,000.00
700	2910	NEW -CLAIMS MGMT SYSTEM - SIM	27,000.00
		<b>Information Technologies Total</b>	<b>17,292,618.00</b>
<b>Internal Audit</b>			
3100	5140	Auditing Fees	21,000.00
		<b>Internal Audit Total</b>	<b>21,000.00</b>
<b>Legal Services</b>			
400	5130	Legal Fees	300,000.00
		<b>Legal Services Total</b>	<b>300,000.00</b>
<b>Maintenance</b>			
1605	2910	PROFESSIONAL SERVICES	609,483.00
1605	2910	SRT MAINTENANCE CENTER	5,000,000.00

		<b>Maintenance Total</b>	<b>5,609,483.00</b>
<b>Operations</b>			
3600	2910 CUSTOMER SERVICE CENTER SOFTWARE UPGRADE		120,000.00
		<b>Operations Total</b>	<b>120,000.00</b>
<b>Project Delivery</b>			
3200	2910 AATT AT ADDISON RD INTERSECTION		1,000,000.00
3200	2910 AATT ETC CONVERSION		140,000.00
3200	2910 DNT SEG. 2 MLP 2 & 3 AND SEG. 2 RAMP PLAZA ETC		5,800,000.00
3200	2910 DNT SEG. 3 RAMP PLAZA ETC CONVERSION		1,500,000.00
3200	2910 DNT SEG.1 RAMP PLAZA ETC CONVERSION		7,600,000.00
3200	2910 DNT SEG.4 RAMP AND MLP4 ETC CONVERSION		12,400,000.00
3200	2910 MCLB ETC CONVERSION/ APPROACH		2,400,000.00
3200	2910 PGBT AT US 75 IMPROVEMENTS		625,000.00
3200	2910 PGBT MLP 6 TO 10 AND RAMP ETC CONVERSIONS		10,300,000.00
3200	5110 General Consultant Fees		1,075,000.00
		<b>Project Delivery Total</b>	<b>42,840,000.00</b>
<b>Total</b>			<b>67,360,801.00</b>

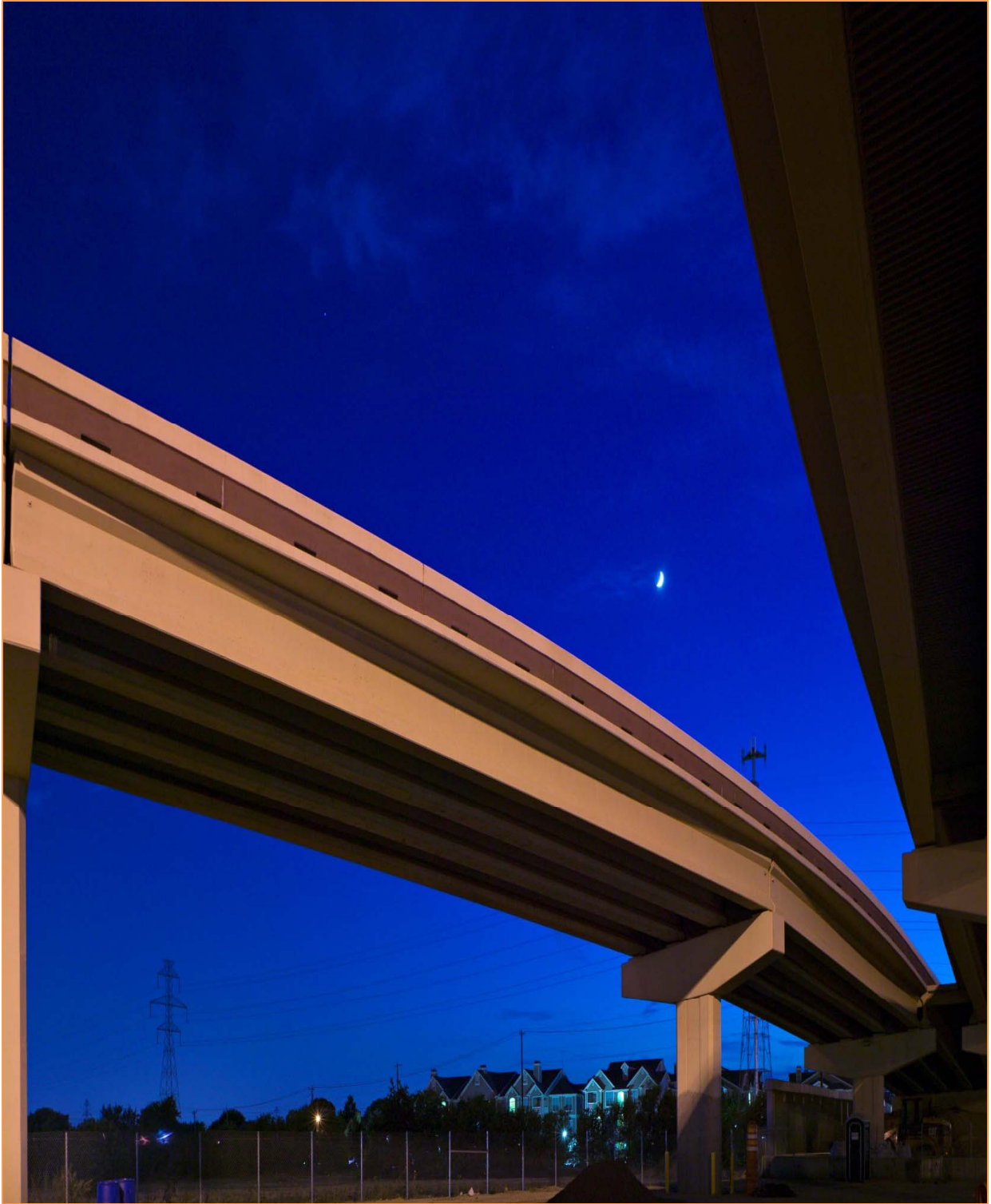
**North Texas Tollway Authority**  
**Fund 1300 - FEASIBILITY STUDY FUND Estimate**  
**Fiscal Year 2011**

<b>Deptid Account</b>	<b>Description</b>	
<b>Finance</b>		
3300	5120 Traffic Engineering Fees	975,000.00
3300	5190 Professional Fees	900,000.00
<b>Finance Total</b>		<b>1,875,000.00</b>
<b>Legal Services</b>		
400	5130 Legal Fees	1,500,000.00
<b>Legal Services Total</b>		<b>1,500,000.00</b>
<b>Project Delivery</b>		
3200	5110 General Consultant Fees	5,600,000.00
<b>Project Delivery Total</b>		<b>5,600,000.00</b>
<b>Total</b>		<b>8,975,000.00</b>



Dallas North Tollway at President George Bush Turnpike Interchange

# APPENDICES SECTION



President George Bush Turnpike Ramps



## Appendix - A **BUDGET POLICY AND PROCESS**

### **Introduction**

The 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 Maintenance Fund) and payments into the Reserve Maintenance Fund for the ensuing fiscal year is outlined by the Trust Agreement. In conjunction with developing the Operating Budget, staff prepares a five year capital plan with estimates of expenditures for the Construction Funds, Capital Improvement Fund, Feasibility Study Fund, and the Reserve Maintenance Fund that is approved by Board resolution. The detailed reports of the 2011–2015 Five-Year Capital Plan are included under the Other Funds section of the 2011 Operating Budget.

### **Budgets Overview**

The Authority budgets and reports financial information on an accrual basis. 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, and interest accrued for certain periods during and after official construction completion on certain of the Authority's bond issues is 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 items is prepared for each department and compared to same line items for the previous fiscal year. The summation of all departments will be the Authority's annual budget. The Board of Directors approves the annual budget in total, in other words bottom line. The budget control is at the department level and is maintained through the purchase requisition approval process.

The Reserve Maintenance Fund, Capital Improvement Fund/Feasibility Study Fund-Revolving Account, and Construction Funds adopted a

program budgeting and control approach, concentrated on programs and projects.

### **Cash Balances**

The Trust agreement requires that some funds maintain a cash balance. These cash balances contain both cash on deposit and investments held in the fund. (See Financial Policy page 203)

- Operations and Maintenance Fund is required to maintain a cash balance equal to one-sixth (1/6) of the total operating budget amount for the then 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 as insurance against unanticipated needs. During 2010, the Authority's Executive Management requested and the Board of Directors approve a Rainy Day Fund Account in the CIF, with the goal of accumulating a balance over the next three years as funds are available \$50,000,000. Use of this balance will require specific action by the Board. With the issuance of subordinated CIF debt, a reserve has been created with an amount equal to the next three interest payments.

### **Budget Policy**

The Authority's budget policy outlined in Section 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

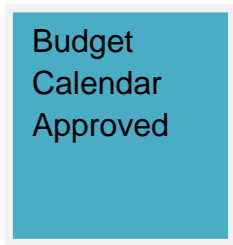
Authority from some source other than the Net Revenues of the Tollway for such Fiscal Year.

**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 Operations 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/AboutUs/News/](http://www.ntta.org/AboutUs/News/)

### Budget Process

**March**



Budget and Compliance Manager presents the ensuing year's budget calendar to the Administration Committee of the Board of Directors for review and recommendation to the Board for approval. Full Board approves calendar.



**April**



Executive Director meets with all the Department Directors to discuss the goals and priorities of the budget, based on the goals and objectives of the Authority.



**May - June**

Individual  
Departments  
Prepare  
Budgets

Budget Prepares assisted by the Budget Coordinators, input budgets into the budget module. Department Directors review and approve budgets. Any necessary meetings with Executive Management conducted during this time.



**July**

Department  
Budgets  
Submitted &  
Reviewed

Deadline for departmental budgets to be submitted to Finance and the Budget and Compliance Division for review and approval. Budget Coordinators prepare Preliminary Budget book.



**July - Aug**

Preliminary  
Budget  
Submitted to  
Executive  
Management

Preliminary Budget delivered to Executive Management for review and approval. Departmental meetings with Executive Management, Finance, and Budget and Compliance Division held during this time.



**August**

Preliminary  
Budget Sent to  
Administration  
Committee &  
Board

Preliminary Budget delivered to the Administration Committee and all Board members for their review and recommendations.



**Aug 26-28**

Budget Workshops With Administration Committee

Departmental Budget briefings and workshops conducted during this time with individual Administration Committee member's upon their request.



**September**

Budget Discussion With Administration Committee

The Preliminary Budget is presented by the Budget and Compliance Manager at the public monthly Administration Committee meeting for discussion. Any changes will be incorporated into the budget at this time.



**October**

Preliminary Budget Presented to Administration Committee

The Preliminary Budget is presented by the Budget and Compliance Manager at the public monthly Administration Committee meeting for final review and recommendation to the full Board for adoption.



**October**

Preliminary Budget Presented to Board

Upon the Administration Committee's recommendation, the Preliminary Budget is presented by the Budget and Compliance Manager at the public monthly Board meeting for adoption.



**October**

Adopted Preliminary Budget Distributed

Upon adoption by the Board, the adopted Preliminary Budget is sent to Trustee, Consulting Engineers, and Bondholders in accordance to the Trust Agreement.



**December**

Final Budget Presented to Administration Committee

The Final Budget is presented by the Budget and Compliance Manager at the public monthly Administration Committee meeting for final review and recommendation to the full Board for adoption.



**December**

Final Budget Presented to Board

Upon the Administration Committee's recommendation, the Final Budget is presented by the Budget and Compliance Manager at the public monthly Board meeting for adoption.



**December**

Adopted Final Budget Distributed

Upon adoption by the Board, the adopted Final Budget is sent to Trustee, Consulting Engineers, and Bondholders in accordance to the Trust Agreement.

## Appendix - B FY 2011 Budget Calendar

Date	Event
April 1, 2010 (Thursday)	Request updated fees and revenues from consultants
April 22, 2010 (Thursday)	Executive Director's 2011 Staff Budget Retreat to discuss budget priorities and overall direction, including compensation and benefits
May 3, 2010 (Monday)	Responses due for updated fees and revenues from consultants to associated departments and Finance
May 10, 2010 (Monday)	Budget module available for inputting Budget
May 11, 2010 - July 2, 2010	Individual departments prepare Budget
June 3, 2010 (Thursday)	Human Resource Department presentation of 2011 compensation and benefits methodology to the Administration Committee (If Needed)
July 2, 2010 (Friday)	Department budgets due to Finance Department, Budget and Compliance Division including organizational charts, overviews, new initiatives, detailed listing of projects and explanations for any budget items with a variance of plus or minus 5% from previous year.
July 12, 2010 (Monday)	Preliminary budget distributed to Executive Management
July 19-23, 2010	Departmental meetings with Executive Management, Finance, and Budget and Compliance Division
July 28, 2010 (Wednesday)	Approval of Preliminary Budget by Executive Management
August 6, 2010 (Friday)	Preliminary Budget delivered to Administration Committee/Board Members
August 23-25, 2010	Department Budget Briefings (If requested by Administration Committee Members)
September 2, 2010 (Thursday)	Administration Committee/Preliminary Budget Discussion
October 7, 2010 (Thursday)	Administration Committee/Preliminary Budget Recommendation
October 20, 2010 (Wednesday)	Board Meeting/Preliminary Budget Approval
December 2, 2010 (Thursday)	Administration Committee/Final Budget Recommendation
December 15, 2010 (Wednesday)	Board Meeting/Final Budget Approval

Assumes Thursday Administration Committee Meetings and Wednesday Board Meetings  
 Last Revised 03/05/2010



## Appendix - C **FINANCIAL POLICIES**

### **Introduction**

The North Texas Tollway Authorities financial policies are mainly guided by the Trust Agreement and are developed to be in conformity with accounting principles generally accepted in the United States of America.

### **Basis of Accounting**

The operations of the Authority, including the Feasibility Study Fund and the DFW Turnpike Transition Trust 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 patrons. 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 such time as 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. Also, certain other assets are accumulated and restricted on a monthly basis in accordance with the Trust Agreement for the purpose of paying interest and principal payments that are due on a semiannual and annual basis, respectively, and for the purpose of maintaining the reserve funds at the required levels. Payments from these restricted accounts are strictly governed by the 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 was created to account for those expenses of maintaining the Authority that do not recur on an annual or shorter basis. As defined in the Trust Agreement, such items include repairs, painting, renewals, and replacements necessary for safe or efficient operation of the Authority or to prevent loss of revenues, engineering expenses relating to the functions of the Authority, equipment, maintenance expenses, and operating expenses not occurring at annual or shorter periods.

**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 fund, called the Feasibility Study Fund to use only to pay the expenses 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 or Authority; (3) private participation, as authorized by law, in the financing of a proposed turnpike project or Authority, the refinancing of an existing turnpike project or Authority or the improvement, extension or expansion of a turnpike project or 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.

**DFW Turnpike Transition Trust Fund** – The Trust Fund is used to fund post-employment healthcare benefits for retire employees of the Dallas-Fort Worth Turnpike.

## **(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 highways and

bridges substructures), toll equipment, buildings, land, toll facilities; other related costs, including software and property and equipment with a value greater than \$5,000. Highways and bridges substructure includes 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 to be "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 to be 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**

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 the purpose of 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 schedule of rates of tolls, 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 Tollway 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 to 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 the Tollway 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 Tollway,
- 2) the number of vehicles in each class using the Tollway,
- 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 Tollway 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 also 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 - D **DEBT POLICY**

### **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),
  - 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 to maintain 1.5X coverage on system senior-lien bond debt
- Compliance with all Trust Agreement and loan agreement requirements for issuance of additional debt

### **Credit objectives**

- Goal to 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 of all outstanding debt
- Long-term fixed rate bonds may only be used for funding projects approved by the NTTA Board of Directors, for 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 December 31, 2010

Description of Issue	Beginning Balance	Additions	Matured or Retired	Ending Balance
Series 1997	\$ 10,495,000	\$ -	\$ (10,495,000)	\$ -
Series 1997A	44,685,000	-	(1,340,000)	43,345,000
Series 1998	78,905,000	-	(760,000)	78,145,000
Series 2003A	225,000,000	-	-	225,000,000
Series 2005C	178,310,000	-	-	178,310,000
Series 2008A	1,765,335,000	-	(5,630,000)	1,759,705,000
Series 2008B	234,085,000	-	(4,125,000)	229,960,000
Series 2008C	9,820,000	-	(9,820,000)	-
Series 2008D	443,022,911	26,716,948	-	469,739,859
Series 2008E	390,000,000	-	-	390,000,000
Series 2008F	1,000,000,000	-	-	1,000,000,000
Series 2008H	409,040,000	-	(200,000,000)	209,040,000
Series 2008I	216,397,104	13,859,595	-	230,256,699
Series 2008J	100,000,000	-	-	100,000,000
Series 2008K	205,000,000	-	-	205,000,000
Series 2008L	220,000,000	-	(120,000,000)	100,000,000
Series 2009A	418,165,000	-	-	418,165,000
Series 2009B	825,000,000	-	-	825,000,000
Series 2009C	170,730,000	-	-	170,730,000
Series 2009D	178,400,000	-	-	178,400,000
Series 2010	-	332,225,000	-	332,225,000
Series 2010A	-	90,000,000	-	90,000,000
Series 2010B	-	310,000,000	-	310,000,000
<b>Totals</b>	<b>\$ 7,122,390,015</b>	<b>\$ 772,801,543</b>	<b>\$ (352,170,000)</b>	<b>\$ 7,543,021,558</b>

## Debt Service

Fiscal Year Ending 12/31 <sup>(2)</sup>	Outstanding First Tier Net Debt Service <sup>(3)(4)(5)</sup>	Future First Tier Debt Service <sup>(6)(7)</sup>	Second Tier Net Debt Service <sup>(6)(8)</sup>	Third Tier Net Debt Service <sup>(9)</sup>	ISTEA Loan Debt Service	Series 2010 Net Debt Service <sup>(10)</sup>	Total Net Debt Service <sup>(5)</sup>
2011	183,905,122	-	20,313,396	331,500	8,250,000	23,416,150	236,216,168
2012	256,072,232	-	37,724,879	-	8,250,000	23,416,150	325,463,261
2013	296,097,056	-	58,038,275	-	8,000,000	23,416,150	385,551,481
2014	296,972,056	11,215,800	58,038,275	-	8,000,000	23,416,150	397,642,281
2015	318,279,534	11,215,800	58,038,275	-	8,000,000	23,416,150	418,949,759
2016	339,366,813	11,215,800	58,038,275	-	8,000,000	23,416,150	440,037,038
2017	341,262,659	11,215,800	58,038,275	-	9,000,000	23,416,150	442,932,884
2018	389,869,184	11,215,800	58,038,275	-	10,500,000	23,416,150	493,039,409
2019	388,395,204	11,215,800	58,038,275	-	12,250,000	53,841,150	523,740,429
2020	402,084,660	11,215,800	58,038,275	-	15,322,396	53,839,588	540,500,718
2021	426,530,908	11,215,800	58,038,275	-	15,322,396	53,844,275	564,951,654
2022	425,962,889	44,444,030	58,038,275	-	15,322,396	53,838,675	597,606,264
2023	434,363,044	44,444,030	58,038,275	-	15,322,396	53,811,493	605,979,238
2024	444,251,200	44,444,030	58,038,275	-	15,322,396	53,785,790	615,841,690
2025	469,059,100	44,444,030	58,038,275	-	15,322,396	53,754,696	640,618,497
2026	476,977,146	44,444,030	58,038,275	-	15,322,396	53,721,327	648,503,174
2027	504,345,316	44,444,030	58,038,275	-	15,322,396	53,688,202	675,838,219
2028	528,894,601	44,444,030	58,038,275	-	15,322,396	53,657,295	700,356,597
2029	484,421,990	44,444,030	83,113,275	-	-	-	611,979,295
2030	421,821,121	44,444,030	174,967,431	-	-	-	641,232,582
2031	426,575,165	58,459,030	184,636,450	-	-	-	669,670,645
2032	466,404,476	92,143,130	173,621,525	-	-	-	732,169,131
2033	476,272,990	92,182,215	176,682,325	-	-	-	745,137,530
2034	534,393,828	92,220,271	135,435,175	-	-	-	762,049,273
2035	562,752,753	92,266,855	130,842,538	-	-	-	785,862,146
2036	580,934,001	92,309,970	123,821,000	-	-	-	797,064,971
2037	616,882,490	92,357,151	78,157,961	-	-	-	787,397,602
2038	351,581,553	92,404,267	-	-	-	-	443,985,820
2039	407,240,353	92,461,176	-	-	-	-	499,701,529
2040	442,717,616	92,520,659	-	-	-	-	535,238,275
2041	447,632,425	66,879,484	-	-	-	-	514,511,909
2042	450,692,814	-	-	-	-	-	450,692,814
2043	188,854,433	-	-	-	-	-	188,854,433
2044	189,241,978	-	-	-	-	-	189,241,978
2045	191,668,385	-	-	-	-	-	191,668,385
2046	167,820,009	-	-	-	-	-	167,820,009
2047	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 14,330,597,102</b>	<b>\$ 1,445,926,871</b>	<b>\$ 2,247,928,355</b>	<b>\$ 331,500</b>	<b>\$ 218,151,564</b>	<b>\$ 725,111,692</b>	<b>\$ 18,968,047,084</b>

- (1) Excludes any payments to be made into the Reserve Maintenance Fund ("RMF") under the Trust Agreement. Payments into the RMF are made after debt service on First, Second and Third Tier Bonds but prior to debt service on the ISTEA Loan and the Series 2010 Bonds. See "ESTIMATED TOLL REVENUES, EXPENSES, OTHER INCOME, AND ESTIMATED DEBT SERVICE COVERAGE" for estimated deposits to
- (2) For all Bonds other than the Series 2010 Bonds, fiscal year debt service includes debt service on following January 1 (i.e., fiscal year 2010 includes debt service on January 1, 2011). With respect to the Series 2010 Bonds, fiscal year debt service in 2010 includes the required deposit to the CIF Bond Payment Account on January 1, 2011 for the Series 2010 Bond debt service payments occurring on February 1, 2011, August 1, 2011 and February 1, 2012. Thereafter, fiscal year debt service in each year includes the required deposit to the CIF Bond Payment Account on January 1 of the following year for the Series 2010 Bond debt service due on August 1 of that year and February 1 of the next succeeding year (i.e., fiscal year 2011 includes debt service on August 1, 2012 and February 1, 2013).
- (3) Net of capitalized interest and net of the direct subsidy related to the Series 2009B Bonds issued as Build America Bonds.
- (4) Assumes the Series 2008E-2 Bonds, the Series 2008E-3 Bonds, the Series 2008H Bonds, and the Series 2008L Bonds are remarketed to a fixed rate of 6.00% after their respective mandatory tender dates. Assumes the Series 2008J Bonds bear interest at a rate of 5.00% per annum until November 1, 2011, the mandatory tender date for the Series 2008J Bonds, and at a rate of 6.00% thereafter. Assumes the Series 2009D Bonds are associated with existing interest rate exchange agreement and are synthetically fixed with two interest rate exchange agreements, one with a notional amount of approximately \$84.06 million with a swap rate of 3.673% and one with a notional amount of approximately \$96.23 million with a swap rate of 3.533%. As the interest rate exchange agreements amortize in 2019 to 2025, the Series 2009D Bonds will become unhedged variable rate bonds and are assumed to bear interest at a rate of 4.35%, inclusive of all liquidity and remarketing fees.
- (5) Debt Service in years 2046 - 2048 is net of cash balances in Debt Service Reserve Fund which is required by the terms of the Amended and Restated Trust Agreement to be used to retire the last maturities of the outstanding bonds.
- (6) Net of capitalized interest.
- (7) Assumes the issuance of approximately \$186,930,000 additional First Tier current interest bonds in 2011 and \$232,387,000 convertible capital appreciation bonds in 2012, which are assumed to bear interest at 6.00% and 7.11% respectively.
- (8) Debt service in year 2037 is net of cash balance in the Debt Service Reserve Fund which is required by the terms of the Trust Agreement to be used to retire the last maturities of outstanding bonds.
- (9) The Authority has \$44,200,000 in commercial paper outstanding. The Authority anticipates refunding such commercial paper with First Tier Bonds and such refunding is reflected in future First Tier Debt Service in 2012.
- (10) Net of direct subsidy related to the Series 2010B Bonds issued as Build America Bonds.

## Appendix - E **MAJOR REVENUE SOURCE**

Toll revenue collected on the System is the Authority's major source of revenue. It accounted for \$410,749,700 of the 2011 Operating Budget's total estimated revenues, or 92.5%.

### **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 14.5 cents per mile on the Dallas North Tollway, the President George Bush Turnpike 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 50 cents per one way trip on both Mountain Creek Lake Bridge and Addison Airport Toll Tunnel, and \$1 on Lewisville Lake Toll Bridge. Cash and ZipCash rates on all facilities are 50% more than the TollTag rates with a minimum difference of 20 cents in 2009. The premium reflects the higher costs of collection for cash and ZipCash.

The Authority's traffic and toll revenue estimates are provided by its outside Traffic Engineers, currently Wilber Smith Associates (WSA). 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 WSA’s annual toll revenue estimates for the System, over the next five years. Annual toll revenue growth is expected to average 8.3% per year between 2010 and 2020.

Estimated NTTA System Annual Toll Revenue					
Roadway	2011	2012	2013	2014	2015
DNT	167,952,000	189,226,700	201,487,100	213,569,400	229,504,700
PGBT	146,129,500	160,023,000	170,413,600	179,893,800	189,041,200
AATT	853,500	914,700	950,800	991,400	1,029,400
MCLB	971,300	1,666,400	1,796,000	1,900,600	1,967,900
LLTB	3,508,800	9,046,000	10,905,000	11,793,100	12,558,000
PGBT EE	8,700	13,709,680	18,433,920	22,846,960	25,428,880
SRT	91,325,900	102,403,100	114,725,300	125,776,400	136,294,600
<b>System Totals</b>	<b>410,749,700</b>	<b>476,989,580</b>	<b>518,711,720</b>	<b>556,771,660</b>	<b>595,824,680</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 \$0.145 per mile for the DNT and PGBT (Segments I through V) starting September 1, 2009. Toll rate is increased 2.75% per year thereafter, with toll adjustments made every two years commencing July 1, 2011.
- Toll rate for two-axle vehicles with TollTags is \$0.50 for the MCLB and the AATT starting September 1, 2009 and \$1.00 for LLTB upon opening. Toll rate is increased 2.75% per year thereafter, with toll adjustments made every two years commencing July 1, 2011.
- The cash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greater of (a) 50% of the TollTag toll or (b) 20 cents per transaction on September 1, 2009, increased 2.75% per year on each July 1 thereafter. Cash tolls are rounded to the next highest nickel.
- Video toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greater of (a) 50% of the TollTag toll or (b) 20 cents per transaction on September 1, 2009, increased 2.75% per year on each July 1 thereafter, for DNT, PGBT, MCLB, AATT and LLTB when All-ETC starts on any portion of these facilities.
- Tolls charged to users at any tolling location are rounded to the next highest penny after the implementation of the All-ETC configuration at that location.
- 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 \$0.145 per mile starting September 1, 2009, 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.
- Video toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greater of (a) 50% of TollTag toll or (b) 20 cents per transaction on September 1, 2009, increased 2.75% per year on each July 1 thereafter.
- 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 for TxDOT for the benefit of the North Central Texas region. The Regional Toll and the toll charged by the 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 \$0.145 per mile as of September 1, 2009. The NTTA Toll rate for two-axle vehicles with TollTags is \$0.116 per mile for PGBT EE as of September 1, 2009. The Regional Toll rate for two-axle vehicles with TollTags is \$0.029 per mile for PGBT EE as of September 1, 2009. The Unified Toll rate for two-axle vehicles with TollTags is increased 3.0% per year thereafter, with toll adjustments made July 1, 2011 and every two years 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 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*").
- Video toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greater of (a) 50% of TollTag toll or (b) 20 cents per transaction on September 1, 2009, increased 3.0% per year on each July 1 thereafter. The video 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

## **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.



May 27, 2010

Ms. Janice Davis  
Chief Financial Officer  
North Texas Tollway Authority  
5900 West Plano Parkway, Suite 100  
Plano, TX 75093

**Re: North Texas Tollway Authority 2011 Revenue Estimates**

Dear Ms. Davis:

Wilbur Smith Associates (WSA) is pleased to submit monthly toll revenue estimates for the 2011 calendar year. The revenue estimates are shown in Table 1 and include the Dallas North Tollway (DNT), President George Bush Turnpike (PGBT), Sam Rayburn Tollway (SRT), Addison Airport Toll Tunnel (AATT), Mountain Creek Lake Bridge (MCLB), Lewisville Lake Toll Bridge (LLTB) and President George Bush Turnpike Eastern Extension (PGBT-EE).

In April 2010, WSA prepared the North Texas Tollway Authority System (NTTAS) Traffic and Revenue (T&R) Letter Update (the "April 2010 Update") by using the transaction and revenue data available through end of March 2010. The 2011 annual revenue estimates for the NTTAS shown in this letter are based on the same assumptions included in the April 2010 Update, however some minor adjustments were made to the forecasts to reflect new traffic and revenue information available to date. The 2011 toll revenue estimates reflect a full year of operation of the Segment 4 of SRT (east of Lake Forest Drive to US 75, including the US 75/SRT interchange), which is expected to be fully open by January 1, 2011. These forecasts also reflect more than one year of conversion of the DNT, AATT and MCLB to all-ETC. In addition, the system-wide biennial toll rate increases scheduled for July 1, 2011 and the opening of PGBT-EE mainlanes on December 31, 2011 were also assumed.

As seen in Table 1, the DNT and PGBT are expected to generate \$168.0 million and \$146.1 million in 2011, respectively. SRT is expected to continue to ramp-up in 2011 and is expected to generate \$91.3 million in 2011. The AATT and MCLB are anticipated to produce \$0.9 million and \$1.0 million in toll revenue, respectively. The recently opened LLTB is expected to generate \$3.5 million in toll revenue in 2011.



Ms. Janice Davis  
May 27, 2010  
Page 2

The revenue estimates included in this letter are a direct result of the application of current state-of-the-practice processes and procedures in traffic and toll revenue forecasting. WSA believes that these projections are based on reasonable assumptions as of the date of this letter. However, there is considerable uncertainty inherent in forecasting traffic and revenue for any toll facility. There may sometimes be differences between forecasted and actual results caused by events and circumstances beyond the control of the forecasters. These differences could be material. We sincerely hope that the material provided herein adequately addresses your needs for the budget preparation process for the NTTA. As always, please do not hesitate to call if additional information or clarification is required.

Sincerely,

WILBUR SMITH ASSOCIATES

A handwritten signature in black ink that reads "Michael W. Copeland". The signature is written in a cursive style with a large, stylized initial "M".

Michael W. Copeland, AICP

**Table 1: Estimated 2011 Monthly Toll Revenue**

**North Texas Tollway Authority System**

<b>Month</b>	<b>DNT</b>	<b>PGBT</b>	<b>SRT</b>	<b>AATT</b>	<b>MCLB</b>	<b>LLTB</b>	<b>PGBT EE</b>	<b>TOTAL</b>
<b>January</b>	\$12,597,500	\$11,531,000	\$6,922,400	\$59,500	\$32,200	\$260,000	\$0	<b>\$31,402,600</b>
<b>February</b>	\$11,843,300	\$10,932,400	\$6,512,200	\$57,400	\$29,400	\$244,700	\$0	<b>\$29,619,400</b>
<b>March</b>	\$13,897,000	\$12,159,900	\$7,253,300	\$71,200	\$72,000	\$272,600	\$0	<b>\$33,726,000</b>
<b>April</b>	\$13,614,100	\$11,736,000	\$7,221,400	\$69,900	\$90,200	\$270,800	\$0	<b>\$33,002,400</b>
<b>May</b>	\$13,856,500	\$11,917,500	\$7,384,800	\$70,800	\$86,000	\$278,200	\$0	<b>\$33,593,800</b>
<b>June</b>	\$13,882,800	\$12,007,800	\$7,455,800	\$72,000	\$91,200	\$282,100	\$0	<b>\$33,791,700</b>
<b>July</b>	\$14,557,500	\$12,476,000	\$7,879,200	\$74,000	\$92,000	\$304,100	\$0	<b>\$35,382,800</b>
<b>August</b>	\$15,088,700	\$13,001,200	\$8,150,800	\$78,300	\$94,200	\$314,200	\$0	<b>\$36,727,400</b>
<b>September</b>	\$14,461,200	\$12,442,100	\$7,912,800	\$74,500	\$91,500	\$307,900	\$0	<b>\$35,290,000</b>
<b>October</b>	\$14,899,300	\$12,799,000	\$8,252,600	\$76,300	\$98,200	\$324,800	\$0	<b>\$36,450,200</b>
<b>November</b>	\$14,500,900	\$12,473,100	\$8,115,500	\$74,400	\$97,700	\$321,400	\$0	<b>\$35,583,000</b>
<b>December</b>	\$14,753,200	\$12,653,500	\$8,265,100	\$75,200	\$96,700	\$328,000	\$8,700	<b>\$36,180,400</b>
<b>Total</b>	<b>\$167,952,000</b>	<b>\$146,129,500</b>	<b>\$91,325,900</b>	<b>\$853,500</b>	<b>\$971,300</b>	<b>\$3,508,800</b>	<b>\$8,700</b>	<b>\$410,749,700</b>

May 2010

## Appendix – F **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 the 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.

Historically, the Authority has mainly concentrated on preparing budgets for the ensuing fiscal year. The process of developing a formal five-year capital plan was initiated in late 2009 and was finalized in the third quarter of 2010. The All Funds Long Term Financial Projections (See pages 222-226) included in this section is the initial result of this effort. The five-year plan has been adopted by the Board and any changes to the plan will require Board approval.

### **Revenue Fund Long Term Plan**

The majority, about 92.5%, of the long term revenue plan is the toll revenue estimates provided by the Traffic and Revenue Engineers (See Major Revenue Source page 211). The estimated other revenues, about 5.3%, are provided by the Authority and include video tolling fees and other charges, and estimated projected interest earnings at 2.2% on the First and Second Tier Debt Service Funds and an estimated balance of \$20 million in the Capital Improvement Fund. Total revenue growth is expected to average 10% per year between 2010 and 2014. All NTTA revenues on deposit in the Revenue Fund must be distributed to the other funds in accordance to the Trust Agreement (See Revenue Distribution page 214).

### **Operations and Maintenance Fund Long Term Plan**

The operations 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 well-fare benefits; which account for about 46.1% of operating cost (See 2011 Preliminary Operating Budget Overview: Introduction, Personnel comparison 2011 to 2010 Budget, Staffing and Personnel Issues, and 2011 Expenditures. Pages 18-21.)

The estimated operating expenses for the base year, or Budget 2011, are prepared by the individual departments and compared to the General Consultant Engineers (Currently HNTB Corporation) estimated amount. The 2011 to 2015 estimated operating expenses are provided by HNTB. The operating expenses are expected to increase an average of 5% per year between 2011 and 2015. The highest increase in 2012 corresponds to one full year of PGBT EE being open for operations.

The Operations 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 (See Revenue Distribution page 214 and Cash Balances page 194).

### **Debt Service Funds Long Term Plan**

The 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> Tier Bond Interest and Redemption Funds are utilized 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 (See Revenue Distribution page 214 and Debt Service page 205).

### **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 (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 further clarified by Resolution No. 07-169 on December 19, 2008.

About 85% of the Reserves Maintenance Fund expenditures are identified through the annual inspection of the systems assets. The replacement of information technology hardware and software accounts for another 8% (See detail of expenditures pages 179-180). The 2011 through 2015 projected amounts will be adjusted based on the previous year 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 (See Revenue Distribution page 214 and Cash Balances page 194).

### **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 (See Revenue Distribution page 214. 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 are to finance a portion of the cost of developing PGBT Western Extension (previously SH 161) and Southwest Parkway /Chisholm Trail (SWP/CT). Other funding sources are being determined at this time. (See Special System Projects Construction Funds Projects page 225).

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 or Authority; for private participation, as authorized by law, in the financing of a proposed turnpike project or Authority, or the refinancing of an existing turnpike project or Authority or the improvement, extension or expansion of a turnpike project or 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 (See Cash Balances page 194).

### **Construction Funds and Special System Project Construction Projects 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.


In the next five years, the Authority expects to issue approximately \$419.3 million of First Tier Bonds under the Trust Agreement (excluding refunding bonds); with approximately \$186,930,000 current interest bonds in 2011 and \$232,387,000 convertible capital appreciation bonds in 2012. The proceeds of these bonds are expected to be used primarily to finance the completion of construction for the SRT and the PGBT EE.

In addition, the Authority may issue additional debt to finance an upfront payment to TxDOT for PGBT WE and the development and construction of PGBT WE and SWP/CT, which debt would not be issued under the Trust Agreement and would not be secured by the NTTA System revenues, but would instead be issued under separate trust agreements. Neither PGBT WE nor SWP/CT is expected to be added to the NTTA System in the foreseeable future. As of March 2010, the Authority has only agreed to undertake SH 161. Any agreement or decision to undertake the SWP/CT or any of the other potential construction projects will be subject to establishing the financial feasibility of the project. (See Special System Projects Construction Funds Projects page 225).


## Appendix G - All Funds Long Term Financial Projections

 <b>NORTH TEXAS TOLLWAY AUTHORITY</b>						
<b>YEARS</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	
<b>REVENUE FUND</b>						
<b>Estimated Beginning Available Cash Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>INFLOWS</b>						
Estimated Toll Revenues	410,749,700	476,989,580	518,711,720	556,771,660	595,824,680	
Estimated Other Revenues	33,517,600	39,152,299	46,007,359	45,507,820	44,991,224	
<b>TOTAL INFLOWS</b>	444,267,300	516,141,879	564,719,079	602,279,480	640,815,904	
<b>OUTFLOWS</b>						
Transfer to:	-	-	-	-	-	
<b>TOTAL OUTFLOWS</b>	-	-	-	-	-	
<b>Total Revenues Available for Operations</b>	444,267,300	516,141,879	564,719,079	602,279,480	640,815,904	
<b>YEARS</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	
<b>Total Revenues Available for Operations</b>	444,267,300	516,141,879	564,719,079	602,279,480	640,815,904	
<b>OPERATIONS AND MAINTENANCE FUND</b>						
<b>Estimated Beginning Available Cash Balance</b>	17,036,700	18,509,450	20,374,043	20,801,604	21,421,823	
<b>INFLOWS</b>						
Transfer from Revenue Fund	104,093,975	117,146,789	118,275,122	122,189,094	126,160,339	
<b>TOTAL INFLOWS</b>	104,093,975	117,146,789	118,275,122	122,189,094	126,160,339	
<b>OUTFLOWS</b>						
Estimated Operating Expenses	(102,621,225)	(115,282,196)	(117,847,561)	(121,568,875)	(125,504,415)	
<b>TOTAL OUTFLOWS</b>	(102,621,225)	(115,282,196)	(117,847,561)	(121,568,875)	(125,504,415)	
<b>Estimated Ending Available Cash Balance</b>	18,509,450	20,374,043	20,801,604	21,421,823	22,077,747	
Ending balance greater than 10% minimum (1)		1,864,593				
<b>(1)The greater than 10% increase is 2012 is due to the one full year of operations of the new PGBT EE project.</b>						
<b>Net Revenues Available for Debt Service</b>	340,173,325	398,995,090	446,443,957	480,090,386	514,655,565	

## Appendix G - All Funds Long Term Financial Projections (continued)


 <b>NTTA</b> <small>NORTH TEXAS TOLLWAY AUTHORITY</small>						
<b>YEARS</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	
<b>Net Revenues Available for Debt Service</b>	340,173,325	398,995,090	446,443,957	480,090,386	514,655,565	
<b>DEBT SERVICE FUNDS</b>						
<b>Estimated Beginning Available Cash Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>INFLOWS</b>						
Transfer from Revenue Fund	204,478,994	293,797,111	354,135,331	366,226,131	387,533,609	
<b>TOTAL INFLOWS</b>	204,478,994	293,797,111	354,135,331	366,226,131	387,533,609	
<b>OUTFLOWS</b>						
1st Tier Net Debt Service	(183,834,098)	(256,072,232)	(296,097,056)	(308,187,856)	(329,495,334)	
2nd Tier Net Debt Service	(20,644,896)	(37,724,879)	(58,038,275)	(58,038,275)	(58,038,275)	
3rd Tier Net Debt Service	-	-	-	-	-	
<b>TOTAL OUTFLOWS</b>	(204,478,994)	(293,797,111)	(354,135,331)	(366,226,131)	(387,533,609)	
<b>Estimated Ending Available Cash Balance</b>	-	-	-	-	-	
<b>Net Revenues Available for Major Maintenance Projects</b>	135,694,331	105,197,979	92,308,626	113,864,255	127,121,956	
<b>YEARS</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	
<b>Net Revenues Available for Major Maintenance Projects</b>	135,694,331	105,197,979	92,308,626	113,864,255	127,121,956	
<b>RESERVE MAINTENANCE FUND</b>						
<b>Estimated Beginning Available Cash Balance</b>	15,566,785	23,888,615	42,777,230	5,000,000	5,000,000	
<b>INFLOWS</b>						
Transfer from Revenue Fund	42,289,060	54,472,090	-	39,026,689	40,873,353	
<b>TOTAL INFLOWS</b>	42,289,060	54,472,090	-	39,026,689	40,873,353	
<b>OUTFLOWS</b>						
RMF 2009 Carryover Expenses	-	-	-	-	-	
RMF Project Expenses	(30,901,111)	(32,425,372)	(34,524,384)	(35,676,257)	(37,422,409)	
RMF Professional Fees	(218,257)	(224,805)	(231,549)	(238,496)	(245,650)	
Transfer to OMF for Salaries/Wages	(2,847,862)	(2,933,298)	(3,021,297)	(3,111,936)	(3,205,294)	
<b>TOTAL OUTFLOWS</b>	(33,967,230)	(35,583,475)	(37,777,230)	(39,026,689)	(40,873,353)	
<b>Estimated Ending Cash Balance/RMF Reserve</b>	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	
<b>Estimated Ending Available Cash Balance</b>	18,888,615	37,777,230	-	-	-	
Ending balance greater/less than 10% minimum (1)		18,888,615	(37,777,230)			
(1)The greater than 10% increase in 2012 is due to the prefunding of 2013 expenses in order to meet 2013 subordinated debt requirements; the decrease in 2013 is due to the Authorities' desire and initial effort at maintaining only the Trust Agreement required balance. See Cash Balances page 194.						
<b>Net Revenues Available for Capital Improvement Projects</b>	93,405,271	50,725,889	92,308,626	74,837,566	86,248,603	

## Appendix G - All Funds Long Term Financial Projections (continued)

						
	<b>YEARS</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Net Revenues Available for Capital Improvement Projects</b>		93,405,271	50,725,889	92,308,626	74,837,566	86,248,603
<b>CAPITAL IMPROVEMENT FUND</b>						
<b>Estimated Beginning CIF Uncommitted Cash Balance</b>		32,719,092	-	-	20,406,116	49,948,727
<b>INFLOWS</b>						
Transfer from Revenue Fund		93,405,271	50,725,889	92,308,626	74,837,566	86,248,603
CIF Bond Payment Account Release		5,073,499	-	-	-	-
Transfer from SH161 Revenue Fund		-	-	-	-	-
<b>TOTAL INFLOWS</b>		98,478,770	50,725,889	92,308,626	74,837,566	86,248,603
<b>OUTFLOWS</b>						
CIF Subordinated Debt		(28,489,649)	(23,416,150)	(23,416,150)	(23,416,150)	(23,416,150)
ISTEA Payment		(8,250,000)	(8,250,000)	(8,000,000)	(8,000,000)	(8,000,000)
Bond Issuance Cost		-	-	-	-	-
CIF Project Expenses		(66,656,487)	(13,131,326)	(12,581,998)	(10,443,198)	(26,933,433)
CIF Professional Fees		(739,878)	(157,576)	(150,984)	(125,318)	(323,201)
Salaries/Wages		(1,603,069)	(341,414)	(327,132)	(271,523)	(700,269)
Transfer to Corridors Under Study		(5,539,135)	-	-	-	-
Transfer to Feasibility Study Fund		(2,625,000)	(2,756,250)	(2,894,063)	(3,038,766)	(3,190,704)
<b>TOTAL OUTFLOWS</b>		(113,903,218)	(48,052,716)	(47,370,327)	(45,294,955)	(62,563,757)
Transfer to CIF Bond Payment Account		-	-	-	-	-
Transfer to Rainy Day Fund Account		(17,294,644)	(2,673,173)	(24,532,183)	-	-
<b>Estimated Ending CIF Uncommitted Cash Balance</b>		-	-	20,406,116	49,948,727	73,633,573
<b>CIF Bond Payment Account</b>						
<b>Estimated Beginning CIF Bond Payment Account Cash Balance</b>		40,197,724	35,124,225	35,124,225	35,124,225	35,124,225
Transfers from CIF Cash Account		-	-	-	-	-
Transfers to CIF Cash Account		(5,073,499)	-	-	-	-
<b>Estimated Ending CIF Bond Payment Account Cash Balance</b>		35,124,225	35,124,225	35,124,225	35,124,225	35,124,225
<b>CIF Subordinated Debt</b>						
<b>Estimated Beginning CIF Rainy Day Fund Account Cash Balance</b>		5,500,000	22,794,644	25,467,817	50,000,000	50,000,000
Transfers from CIF Cash Account		17,294,644	2,673,173	24,532,183	-	-
Transfers to CIF Cash Account		-	-	-	-	-
<b>Estimated Ending CIF Rainy Day Fund Account Cash Balance</b>		22,794,644	25,467,817	50,000,000	50,000,000	50,000,000
<b>Estimated Ending Total CIF Cash Balances</b>		57,918,869	60,592,042	105,530,341	135,072,952	158,757,798
Ending balance greater/less than 10% minimum (1)				44,938,299	29,542,611	23,684,846
(1)The greater than 10% increase in 2013, 2014, and 2015 is due to the Authorities' long-term plan of paying for capital improvements with cash on hand and a desire to maintain a \$50,000,00 reserve. See Cash Balance page 194.						
	<b>YEARS</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>REVOLVING ACCOUNT - FEASIBILITY STUDY FUND</b>						
<b>Estimated Beginning Available Cash Balance</b>		-	-	-	-	-
<b>INFLOWS</b>						
Bond Issues						
Transfer from Capital Improvement Fund		2,625,000	2,756,250	2,894,063	3,038,766	3,190,704
<b>TOTAL INFLOWS</b>		2,625,000	2,756,250	2,894,063	3,038,766	3,190,704
<b>OUTFLOWS</b>						
Professional Fees		(1,338,750)	(1,405,688)	(1,475,972)	(1,549,771)	(1,627,259)
Transfer to OMF for Salaries/Wages		(682,500)	(716,625)	(752,456)	(790,079)	(829,583)
Traffic Engineering Fees		(603,750)	(633,938)	(665,634)	(698,916)	(733,862)
<b>TOTAL OUTFLOWS</b>		(2,625,000)	(2,756,250)	(2,894,063)	(3,038,766)	(3,190,704)
<b>Estimated Ending Available Cash Balance</b>		-	-	-	-	-



Appendix G - All Funds Long Term Financial Projections (continued)

							
		<b>TOTAL</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>CONSTRUCTION FUNDS - NTTA SYSTEM</b>							
<b>Estimated Beginning Available Cash Balance</b>		<b>298,029,249</b>	<b>298,029,249</b>	<b>127,639,121</b>	<b>93,748,939</b>	<b>78,745,609</b>	<b>93,196,418</b>
<b>INFLOWS</b>							
Bond Issues		96,196,481	-	-	-	96,196,481	-
<b>TOTAL INFLOWS</b>		<b>96,196,481</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>96,196,481</b>	<b>-</b>
<b>OUTFLOWS</b>							
Allocated Cost: Salaries, Professional Fees, Legal Fees		(5,123,330)	(2,250,811)	(434,918)	(192,540)	(1,049,056)	(1,196,005)
LLTB Expenses		(166,333)	(166,333)	-	-	-	-
SRT Expenses		(103,777,012)	(89,240,532)	(12,728,658)	(1,457,822)	(250,000)	(100,000)
PGBT EE Expenses		(98,869,985)	(78,293,379)	(20,576,606)	-	-	-
DNT Phase 3 Expenses		(289,073)	(289,073)	-	-	-	-
DNT 4th Lane		(85,999,997)	(50,000)	(50,000)	(5,723,399)	(34,361,400)	(45,815,198)
DNT/PGBT Interchange and ramps Modifications		(100,000,000)	(100,000)	(100,000)	(7,629,569)	(46,085,216)	(46,085,215)
PGBT Widening IH35E - US78		-	-	-	-	-	-
<b>TOTAL OUTFLOWS</b>		<b>(394,225,730)</b>	<b>(170,390,128)</b>	<b>(33,890,182)</b>	<b>(15,003,330)</b>	<b>(81,745,672)</b>	<b>(93,196,418)</b>
<b>Estimated Ending Available Cash Balance</b>		<b>-</b>	<b>127,639,121</b>	<b>93,748,939</b>	<b>78,745,609</b>	<b>93,196,418</b>	<b>-</b>
<b>Ending balance greater/less than 10% minimum (1)</b>				(33,890,182)	(15,003,330)	14,450,809	(93,196,418)
<b>(1)The greater than 10% decrease and increase is the normal process of issuing debt and payments for construction projects.</b>							
		<b>TOTAL</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>SPECIAL PROJECT SYSTEM - CONSTRUCTION FUND - President George Bush Turnpike Western Extension (SH161)</b>							
<b>Estimated Beginning Available Cash Balance</b>		<b>370,388,794</b>	<b>370,388,794</b>	<b>133,853,294</b>	<b>20,721,454</b>	<b>17,429,204</b>	<b>17,429,204</b>
<b>INFLOWS</b>							
Bond Issues		-	-	-	-	-	-
<b>TOTAL INFLOWS</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OUTFLOWS</b>							
PGBT-WE (SH 161) Expenses <sup>(1)(4)</sup>		(348,430,000)	(233,500,000)	(111,680,000)	(3,250,000)	-	-
Allocated Cost: Salaries, Professional Fees, Legal Fees		(4,529,590)	(3,035,500)	(1,451,840)	(42,250)	-	-
<b>TOTAL OUTFLOWS</b>		<b>(352,959,590)</b>	<b>(236,535,500)</b>	<b>(113,131,840)</b>	<b>(3,292,250)</b>	<b>-</b>	<b>-</b>
<b>Estimated Ending Available Cash Balance</b>		<b>17,429,204</b>	<b>133,853,294</b>	<b>20,721,454</b>	<b>17,429,204</b>	<b>17,429,204</b>	<b>17,429,204</b>
<b>Ending balance greater/less than 10% minimum (1)</b>				(113,131,840)	(3,292,250)		
<b>(1)The greater than 10% decrease and increase is the normal process of issuing debt and payments for construction projects.</b>							
<b>SPECIAL PROJECT SYSTEM - CONSTRUCTION FUND - Southwest/Chisholm Trail Parkway</b>							
<b>Estimated Beginning Available Cash Balance</b>		<b>91,823,641</b>	<b>91,823,641</b>	<b>456,589,277</b>	<b>130,260,387</b>	<b>-</b>	<b>-</b>
<b>INFLOWS</b>							
Reimbursement Agreements							
TxDOT formal Agreement		33,807,593	27,881,864	5,925,729	-	-	-
Transfer from Capital Improvement Fund <sup>(5)</sup>		-	-	-	-	-	-
Bond Issues		710,702,878	710,702,878	-	-	-	-
<b>TOTAL INFLOWS</b>		<b>744,510,471</b>	<b>738,584,742</b>	<b>5,925,729</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OUTFLOWS</b>							
SWP/CT Expenses <sup>(2)(3)(4)</sup>		(836,334,112)	(373,819,106)	(332,254,619)	(130,260,387)	-	-
<b>TOTAL OUTFLOWS</b>		<b>(836,334,112)</b>	<b>(373,819,106)</b>	<b>(332,254,619)</b>	<b>(130,260,387)</b>	<b>-</b>	<b>-</b>
<b>Estimated Ending Available Cash Balance</b>		<b>-</b>	<b>456,589,277</b>	<b>130,260,387</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending balance greater/less than 10% minimum (6)</b>				(326,328,890)	(130,260,387)		
<small>(1) SH 161 was approved by the Board of Directors in February 2010. The NTTA is in the process of determining the financing structure.</small>							
<small>(2) Any agreement or decision to undertake any of the potential construction projects will be subject to establishing the financial feasibility of the projects.</small>							
<small>(3) Once financial feasibility is established, the project must then be approved by the Board of Directors and funding sources must be determined to officially accept the project.</small>							
<small>(4) The expenses included are based on the Toll Equity Loan Agreement (TELA) estimated costs.</small>							
<small>(5) Final allocation between the SH 161 Project and the Parkway Project (or other capital projects) will be determined on or about the time the authority issues bonds in 2011 to finance a portion of the acquisition and construction of SH 161.</small>							
<small>(6)The greater than 10% decrease and increase is the normal process of issuing debt and payments for construction projects.</small>							

## Appendix G - All Funds Long Term Financial Projections (continued)



YEARS	2011	2012	2013	2014	2015	Total Years 2011- 2015	Remaining Project Cost
<b>CORRIDORS UNDER STUDY FUND</b>							
<b>Estimated Beginning</b>							
<b>Available Cash Balance</b>	-	-	-	-	-	-	-
<b>INFLOWS</b>							
Reimbursement Agreements:							
TxDOT - Trinity Parkway	-	-	-	-	-	-	4,502,745
Transfer from Capital Improvement Fund	5,539,135	-	-	-	-	5,539,135	-
Bond Issues	-	-	-	-	-	-	-
<b>TOTAL INFLOWS</b>	<b>5,539,135</b>	-	-	-	-	<b>5,539,135</b>	<b>4,502,745</b>
<b>OUTFLOWS</b>							
SH 360 <sup>(1)(2)(3)</sup>	(1,446,000)	-	-	-	-	(1,446,000)	(590,020,236)
SH 170 <sup>(1)(2)(3)</sup>	(1,576,163)	-	-	-	-	(1,576,163)	(274,685,346)
DNT Phase 4A <sup>(1)(2)</sup>	(250,000)	-	-	-	-	(250,000)	(356,105,646)
DNT Phase 4B-5A <sup>(1)(2)</sup>	(1,028,020)	-	-	-	-	(1,028,020)	(725,838,139)
Trinity Parkway <sup>(1)(2)</sup>	(988,952)	-	-	-	-	(988,952)	(1,664,327,576)
PGBT EE - East Branch <sup>(1)(2)</sup>	(250,000)	-	-	-	-	(250,000)	(1,921,468,849)
<b>TOTAL OUTFLOWS</b>	<b>(5,539,135)</b>	-	-	-	-	<b>(5,539,135)</b>	<b>(5,532,445,792)</b>
<b>Estimated Ending</b>							
<b>Available Cash Balance</b>	-	-	-	-	-	-	<b>(5,527,943,047)</b>

(1) Any agreement or decision to undertake any of these corridor projects will be subject to establishing the financial feasibility of the projects.

(2) Once financial feasibility is established, the project must then be approved by the Board of Directors and funding sources must be determined to officially accept a project.

Spending beyond fiscal year 2011 is dependant on acceptance of the project.

(3) Project costs shown for SH 170 and SH 360 are for their respective Sections 1 only.

## Appendix H – **IMPACT OF CAPITAL EXPENDITURES ON OPERATIONS**

### **Introduction**

Capital expenditures can have a major impact on both the cost of operations and the operations themselves. The North Texas Tollway Authority (NTTA) is active in investing in capital projects that will allow the NTTA to operate efficiently while providing our customers with the transportation solutions they need.

### **New Roadway Construction / Facilities**

As the NTTA grows, new road construction and existing road expansions are expected to occur. When additional lane miles are added a significant increase in operations cost is also expected. During the 2011 fiscal year the NTTA has budgeted approximately \$150,000 for each lane mile. This cost represents the marginal increase for adding an additional lane mile and has remained relatively steady over the past three years.

As the number of lane miles grow it is necessary to add additional facilities to sustain the new lane miles. In 2011 / 2012 an operations facility is planned along the Sam Rayburn Tollway. This facility will give personnel assigned to SRT a base of operations close to the project for more efficient operations and quicker response time to any safety issues.

<b>Estimated Impact of Capital Improvements on Operating Budget</b>					
<b>Construction Project</b>	<b>Years</b>				
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
President George Bush Turnpike - Eastern Extension	\$3,788,290	\$8,888,033	\$ 9,342,954	\$ 9,644,348	\$10,599,255
Sam Rayburn Tollway	\$ 595,000	\$1,026,363	\$ 1,042,450	\$ 4,489,175	\$ 7,544,200
<b>Total</b>	<u>\$4,383,290</u>	<u>\$9,914,396</u>	<u>\$10,385,404</u>	<u>\$14,133,523</u>	<u>\$18,143,455</u>

## Conversion to All-Electronic Toll Collection (All-ETC)

Beginning in 2008 the NTTA began converting its existing toll collection system into an All-ETC system. The conversion is expected to be complete in early 2011 and is intended to provide customers with improved traffic flow, improved air quality, reduced travel time and enhanced safety. This project will have a major impact on the operations of the NTTA. Most departments will be impacted directly or indirectly but the major impacts will be in toll-collections, vault, & customer service. After the conversion the toll-collection and vault departments will be eliminated and any employees that stay on will have to be transitioned into new positions. The customer service department will see a significant increase in the number and type of customer contacts that they receive. The Customer Service department will be restructured to accommodate the changes. The NTTA has been very proactive in recruiting and cross-training the affected employees. Many of the employees that will be directly affected have already transitioned into new positions.

The conversion to All-ETC is expected to result in net present value savings of \$350 to \$507 million in operations and infrastructure maintenance cost from 2011 to 2045.

## Equipment/Hardware/Software Enhancements

The NTTA is in the process of enhancing its RITE System, which is a proprietary system that is the core of NTTA's revenue collection. The enhancement will allow the system to better handle the conversion to All-ETC.

The PeopleSoft Financials is being re-implemented to take full advantage of the various modules of the software. Included is a move to new budgeting software that will allow for more efficient planning. Once complete the Finance department should be able to automate many of the manual processes used today.

The NTTA continues to invest in network upgrades, 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:

<b>Estimated Impact of Software and Enhancement</b>					
<b>Capital Expenditures on Operating Budget</b>					
<b>Project</b>	<b>Years</b>				
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Annual Support and Maintenance	\$ 1,426,888	\$ 433,556	\$ 400,240	\$ 441,346	\$ 449,764
2011 shows the initial impact of the purchase, with the subsequent years showing the estimated increases required.					

## Appendix -I **Glossary of Terms and Acronyms**

### **A**

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

**ACM** – Acronym for automatic coin machines.

**A&D** – Acronym for the Availability and Disparity study that NTTA participated in to identify the availability of M/W/S&DBEs in the region and the utilization of these businesses by NTTA.

**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** – Acronym for all-electronic toll collection, the cashless system of collecting tolls that the Authority is implementing

**Annual Budget** – The budget of Current Expenses (or Operating Budget) and payments to the Reserve Maintenance Fund for such Fiscal Year that the Authority covenants it will adopt 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** – Acronym for 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**

**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**

**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** – Cost 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.

**Construction Fund (CF)** – Fund created by the Trust Agreement for the purpose of paying all cost 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.

## D

**DCSO CP** – Acronym for Dallas County Sheriff's Office Courtesy Patrol in-charge of providing incident assistance on a portion of the System.

**Debt Coverage Ratio** – The ratio of Net Debt Service (Debt Service less Capitalized Interest) to Net Revenues (Total Revenues less Operating Expenses).

**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** – Acronym for the Dallas/Fort Worth Airport, an interoperable agency.

**DMV** – Acronym for the Department of Motor Vehicles

**DNT** – Acronym for the Dallas North Tollway an approximately 31 mile portion of the System.

**DPS** – Acronym for Department of Public Safety in-charge of providing police services on the System

## E

**Enterprise Fund** – Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.

**EPDS** – Acronym for Enterprise Project Delivery System

## F

**FASB** – Acronym for Federal Accounting Standards Board, the authoritative standard-setting body responsible for establishing GAAP for the federal government.

**Feasibility Study Fund (FSF)** – Is the revolving account of the CIF and was 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 governments 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** – Is 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** – Acronym for 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 a 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** – Acronym for generally accepted accounting principles, the conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

**GASB** – Acronym for Governmental Accounting Standards Board, the ultimate authoritative accounting and financial reporting standard-setting body for state and local governments

**GIS** – Acronym for Geographic Information System used for mapping infrastructure assets and location of various aspects of the assets.

## **H**

**HCTRA** – Acronym for Harris County Toll Road Authority, an interoperable agency.

## **I**

**IBTTA** – Acronym for 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** – Acronym for Intelligent Transportation System used by NTTA to monitor the System and communicate with the System users.

**ISTEA** – Acronym for Intermodal Surface Transportation Efficiency Act of 1991 that supplied a loan to assist with the construction of PGBT.

## **L**

**Lane Miles** – The total length of a road times the number of lanes. For example a 4 lane road that is 10 miles long has a total of 40 lane miles.

**Leakage** – Is a factor applied by NTTA's Traffic and Revenue Engineers to determine the amount of revenue that the Authority will not be able to collect for various reasons.

**LLTB** – Acronym for Lewisville Lake Toll Bridge an approximately 2 mile long bridge and road that is part of the System.

## **M**

**MCLB** – Acronym for Mountain Creek Lake Bridge an approximately 2 mile long bridge that is part of the System.

**M/W/S&DBEs** – Acronym for Minority/Women/Small and Disadvantaged Business Enterprises.

## **N**

**NTTA** – Acronym for the North Texas Tollway Authority, a political sub-division of the State created by and operating pursuant to Chapter 366 of the Texas Transportation Code.

## **O**

**OPEB** – Acronym for other post employment benefits liability for health care and life insurance required by GASB Statement 45

### **Operation & Maintenance Fund (OMF)**

– Fund created by the Trust Agreement for the purpose of accounting for and paying current operating expenses of North Texas Tollway Authority.

## **P**

**PEBC** – Acronym for Public Employees Benefits Cooperative that manages the Authorities health and welfare benefit plans.

**PGBT** – Acronym for President George Bush Turnpike an approximately 30 mile long portion of the System

## **R**

**Ramp-up** – The factor applied to the 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.

**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 the Tollway 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 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.

**Revenue Lane Miles** – Lane miles on which tolls are collected on.

**RITE** – Acronym for Regional Integrated Toll Enhancements. This is an electronic toll collection system designed specifically for the NTTA.

**RTC** – Acronym for the Regional Transportation Commission

## **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

**SRT** – Acronym for Sam Rayburn Tollway an approximately 26 mile long portion of the System

## **T**

**TCDRS** – Acronym for Texas County & District Retirement System that NTTA employees belong to.



**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.

**Toll Revenue** – The revenue from the 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®** – Trade mark for the transponders used by NTTA to collect electronic toll transactions.

**Trust Agreement** - The Amended and Restated Trust Agreement with Supplements, is the document that governs all matters relating to the bonds, and the operation of the Tollway and its improvement, extension, additions enlargements, and other matters relating to the Authority and the Tollway.

**TSA** – Acronym for Toll Service 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** – Acronym for Texas Department of Transportation, a state agency responsible for the state's highway system.

## **V**

**VES** – Acronym for Violation Enforcement System the system used by NTTA to pursue toll violators.

**VOS** – Acronym for Vendor Outreach Symposiums, meetings conducted by NTTA to better diversify its vendor base.

## **W**

**WSA** – Acronym for Wilbur Smith & Associates the firm the Authority currently uses for traffic and revenue estimations.

## **Z**

**ZipCash®** – Trade mark for NTTA's toll transaction invoicing system based on electronic reading of vehicle license plate numbers.



President George Bush Ramps



NTTA Gantry at Night