



NTTA SYSTEM **FINAL** BUDGET FY2025



Ramp transporting drivers on the Sam Rayburn Tollway and Dallas North Tollway

NTTA



Annual Budget

Fiscal Year 2025

January 1st – December 31st



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

North Texas Tollway Authority

For the Fiscal Year Beginning

January 01, 2024

Christopher P. Morrell

Executive Director

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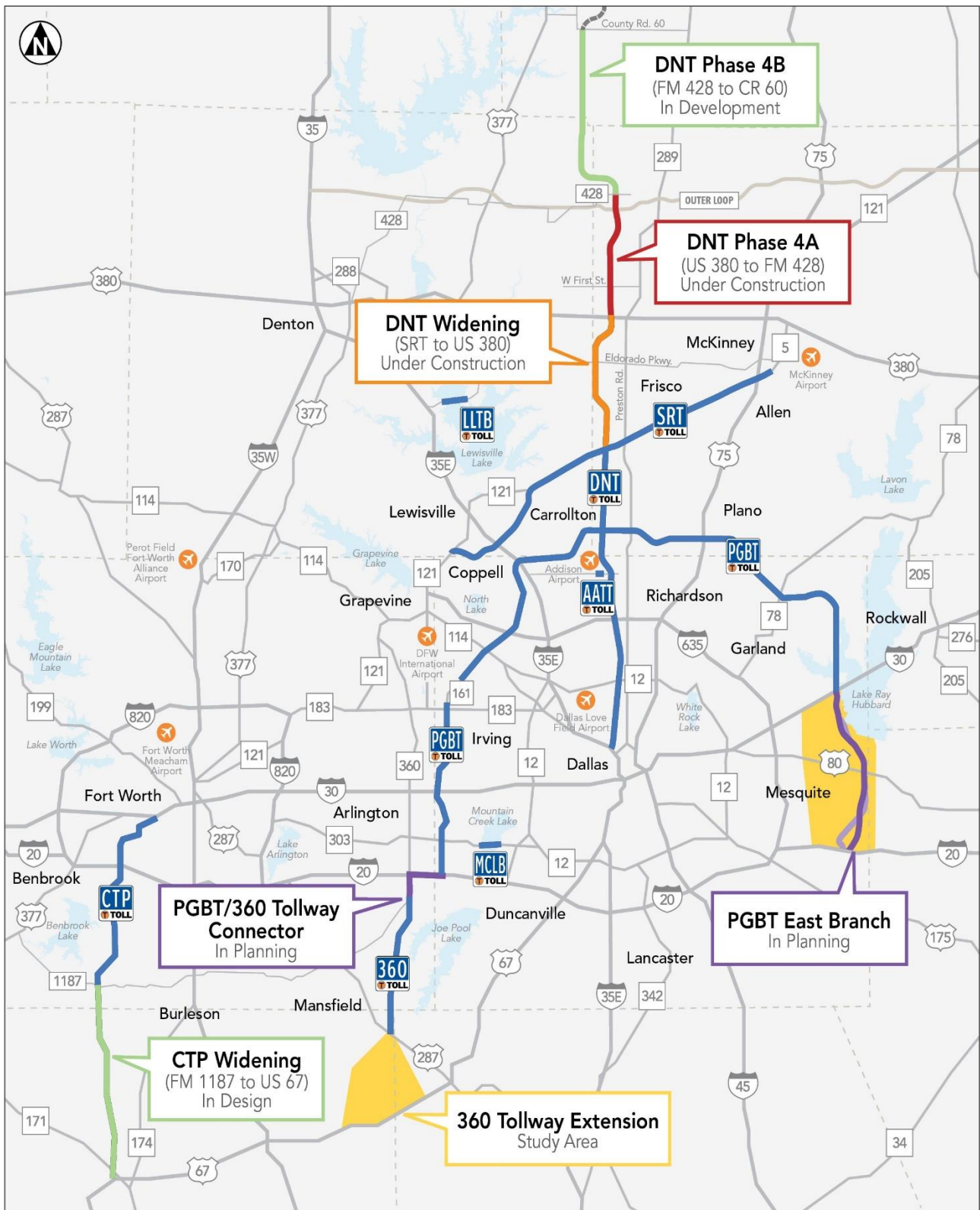
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FACILITY MAP OF THE NORTH TEXAS REGION



NTTA Mission

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

NTTA Board of Directors



Scott Levine
Chairman
Collin County



Mo'ji Haddad
Vice Chairman
Tarrant County



Lynn Gravley
Gubernatorial
Appointee



Derek V. Baker
Collin County



Pete Kamp
Denton County



Marcus Knight
Dallas County



John Mahalik
Denton County

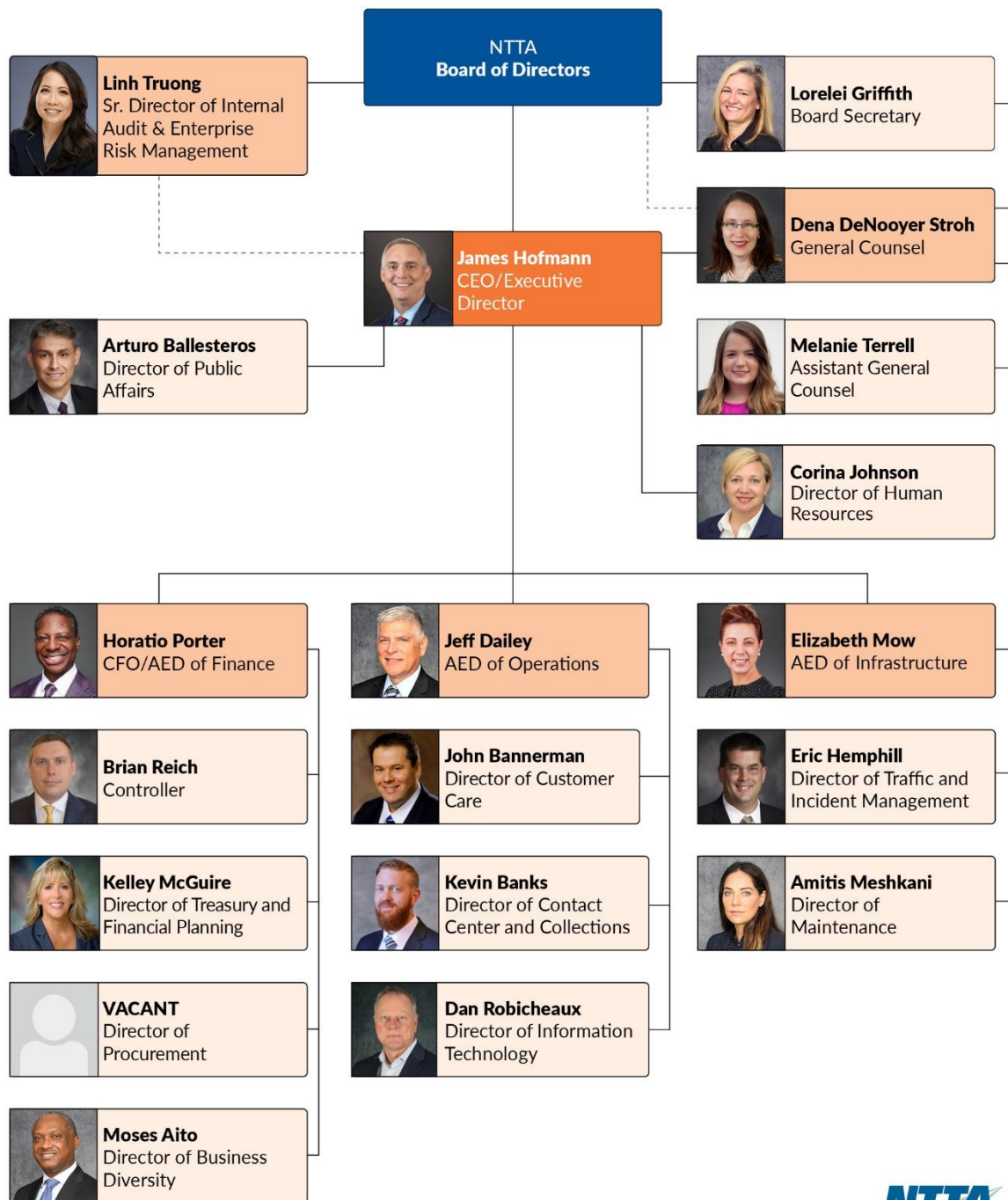


George "Tex" Quesada
Dallas County



Andy Wambsganss
Tarrant County

Organizational Chart



NTTA Officials for FY2025

James Hofmann	Executive Director/CEO
Lorelei Griffith	Board Secretary
Jeff Dailey, P.E.	Assistant Executive Director, Operations
Dena DeNooyer Stroh	Assistant Executive Director, Legal Services/GC
Elizabeth Mow, P.E.	Assistant Executive Director, Infrastructure
Horatio Porter, CPA	Assistant Executive Director, Finance/CFO
Linh Truong, CPA, CIA, CISA,CRMR	Senior Director, Internal Audit & Enterprise Risk
Moses Aito	Director, Business Diversity
Arturo Ballesteros	Director, Public Affairs
Kevin Banks	Director, Contact Center & Collections
John Bannerman	Director, Customer Care
Eric Hemphill, P.E.	Director, Traffic, and Incident Management
Corina Johnson	Director, Human Resources
Kelley McGuire	Director, Treasury and Financial Planning
Amitis Meshkani, P.E.	Director, Maintenance
Brian Reich, CPA	Director, Controller
Dan Robicheaux	Director, Information Technology
Melanie Terrell	Director, Assistant General Counsel
Vacant	Director, Procurement
Vacant	Director, Project Delivery



Drill shaft activities

Letter of Transmittal

We are pleased to submit for your review the FY2025 Budget of the North Texas Tollway Authority (“NTTA” or “Authority”).

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

This chart provides an overview of the FY2025 Budget with a comparison to the FY2024 Budget.

North Texas Tollway Authority		
	FY2025 Budget	FY2024 Budget
Estimated Revenues	\$1,321,093,500	\$1,257,712,801
Operating Budget	\$253,614,491	\$240,916,611
Total Net Debt Service	\$676,248,966	\$693,065,422
Estimated Coverage - First Tier	2.32	2.33
Estimated Coverage - All Debt	1.58	1.47
Reserve Maintenance Deposit	\$58,131,702	\$42,652,485
Revenues Available for Capital Projects	\$333,098,341	\$280,878,283

If you have any questions, or need additional information, please let us know. We look forward to presenting and discussing the FY2025 Budget.

Very truly yours,


James Hofmann (Dec 26, 2024 12:45 CST)
James Hofmann, Executive Director

12/26/2024

Date


Horatio Porter (Dec 26, 2024 12:28 CST)
Horatio Porter, Chief Financial Officer

12/26/2024

Date

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INTRODUCTION



Roadside Safety Services assists a stranded customer on the Sam Rayburn Tollway



NTTA Overview

Founded in 1997, The North Texas Toll Authority (NTTA) is a regional tollway authority and a political subdivision of the State of Texas, authorized to acquire, construct, maintain, repair, and operate turnpike projects in the North Texas region. By law, a nine-member board of directors oversees the work of NTTA. Eight of the nine board members are selected by the commissioners' courts of Collin, Dallas, Denton, and Tarrant counties. The governor of the State of Texas appoints the ninth member from a county adjacent to NTTA's four-county service area.

NTTA is a non-appropriated state organization that operates with toll revenues generated from projects within the North Texas region. NTTA advances projects in alignment with the North Central Texas Council of Governments' Metropolitan Transportation Plan. NTTA operates as an enterprise system of tollways. The NTTA System (System) facilities are the Dallas North Tollway (DNT), President George Bush Turnpike (PGBT), Sam Rayburn Tollway (SRT), Addison Airport Toll Tunnel (AATT), Lewisville Lake Toll Bridge (LLTB), Mountain Creek Lake Bridge (MCLB), Chisholm Trail Parkway (CTP), and 360 Tollway (360T).

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

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

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

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

NTTA strives to meet the demands for transportation in the North Texas region, which, as of FY2023, boasted 5.5 million registered vehicles and an estimated population of 7.0 million. Collin and Denton counties ranked #6 nationwide and #2 in North Texas in population growth. With the upcoming extension of the Dallas North Tollway, this area is attracting interest from residential developers, retailers, and investors.

Strategic Plan

Five-Year Strategic Goals

GOALS

OBJECTIVES

CUSTOMER-DRIVEN ORGANIZATION

- Provide a high-quality customer service experience
- Ensure equitable collection of tolls
- Drive corporate branding and educate the public about using toll roads

FINANCIALLY SOUND AND VIBRANT ORGANIZATION

- Maintain compliance with trust agreements
- Maintain effective internal controls
- Manage metrics to maximize performance

DELIVERING TRANSPORTATION SOLUTIONS

- Plan and build quality, environmentally responsible toll facilities
- Efficiently maintain and operate system assets
- Drive internal and external safety improvements
- Leverage assets and technology to create new customer value

RESPECTED LEADER AND PARTNER

- Advocate the value of NTTA to partners, stakeholders, and government entities
- Develop strategies and collaborate on regional road planning
- Foster management and business relationships that reflect the region's diversity

HIGHLY QUALIFIED, ENERGIZED AND ENGAGED TEAM

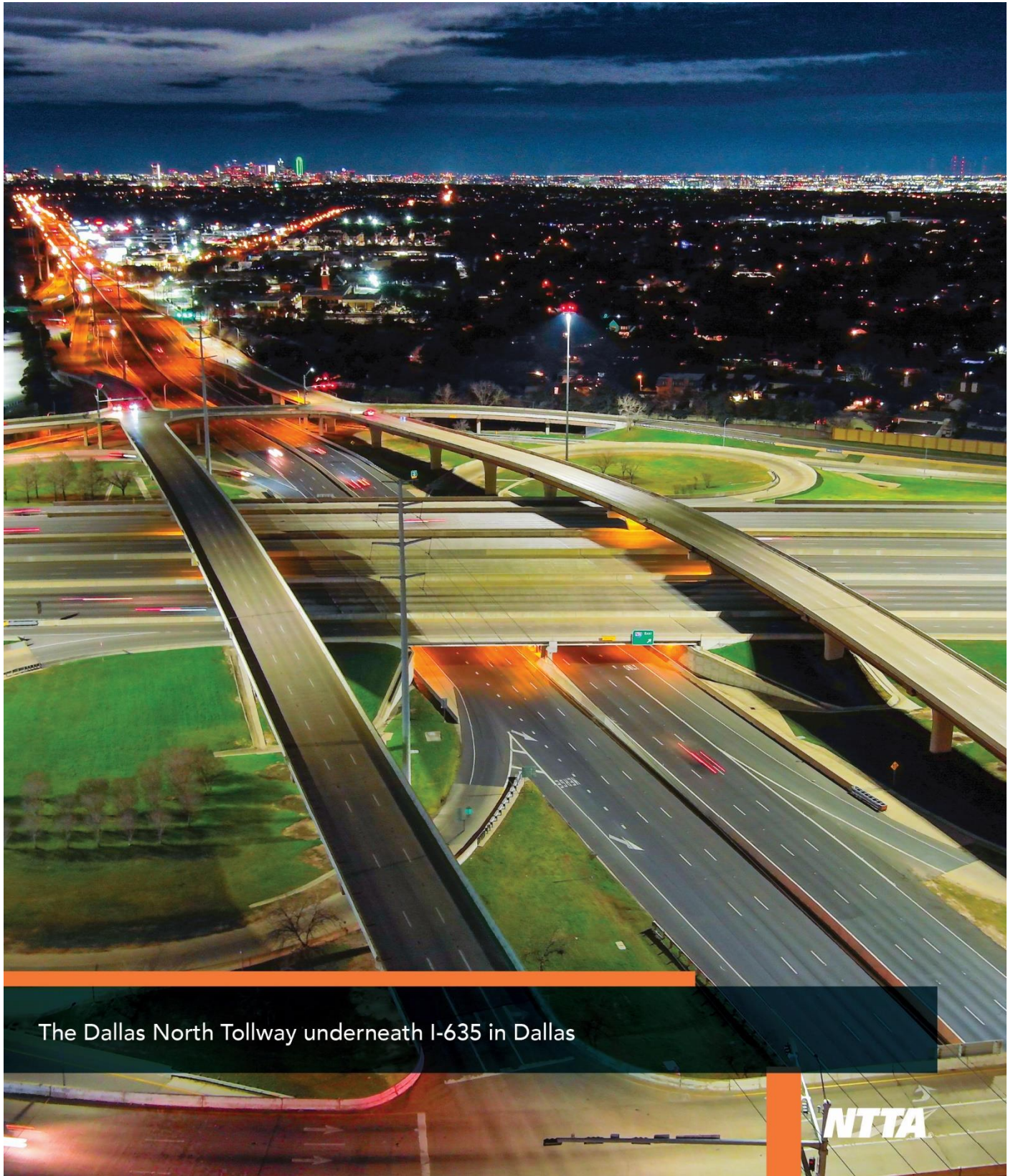
- Recruit, develop, and retain high-quality people
- Recognize and reward performance
- Advance employee communication and engagement strategies

Strategic Priorities

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

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

Strategic Priority	Related Strategic Goal(s)
Enhance safety	Customer-driven organization Delivering transportation solutions
Execute Capital Plan	Respected leader and partner in the region's transportation network Delivering transportation solutions
Reduce debt service obligations	Financially sound and vibrant organization
Continue to relieve congestion	Delivering transportation solutions
Back-office system enhancements	Financially sound and vibrant organization Customer-driven organization
Improve collections	Customer-driven organization Financially sound and vibrant organization
Represent NTTA policy concerns during Legislative session	Respected leader and partner in the region's transportation network Customer-driven organization
Continue to advance diversity	Respected leader and partner in the region's transportation network
Attract and retain staff	Highly qualified, energized, and engaged team



The Dallas North Tollway underneath I-635 in Dallas

NTTA

BUDGET OVERVIEW





Placing beams for bridge widening with the assistance of a gantry crane

NTTA

FY2025 Budget Executive Summary

INTRODUCTION

Through the first half of 2024, the North Texas region economic growth continues to outpace the nation, despite a historically high inflation environment. We continue to focus on raising the TollTag penetration rate as traffic returns to our roads. NTTA remains committed to its mission to provide a safe and reliable toll road system while operating in a businesslike manner.

BUDGET HIGHLIGHTS:

The FY2025 budget reflects the appropriate investment as we strive to fulfill NTTA's five strategic goals:

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

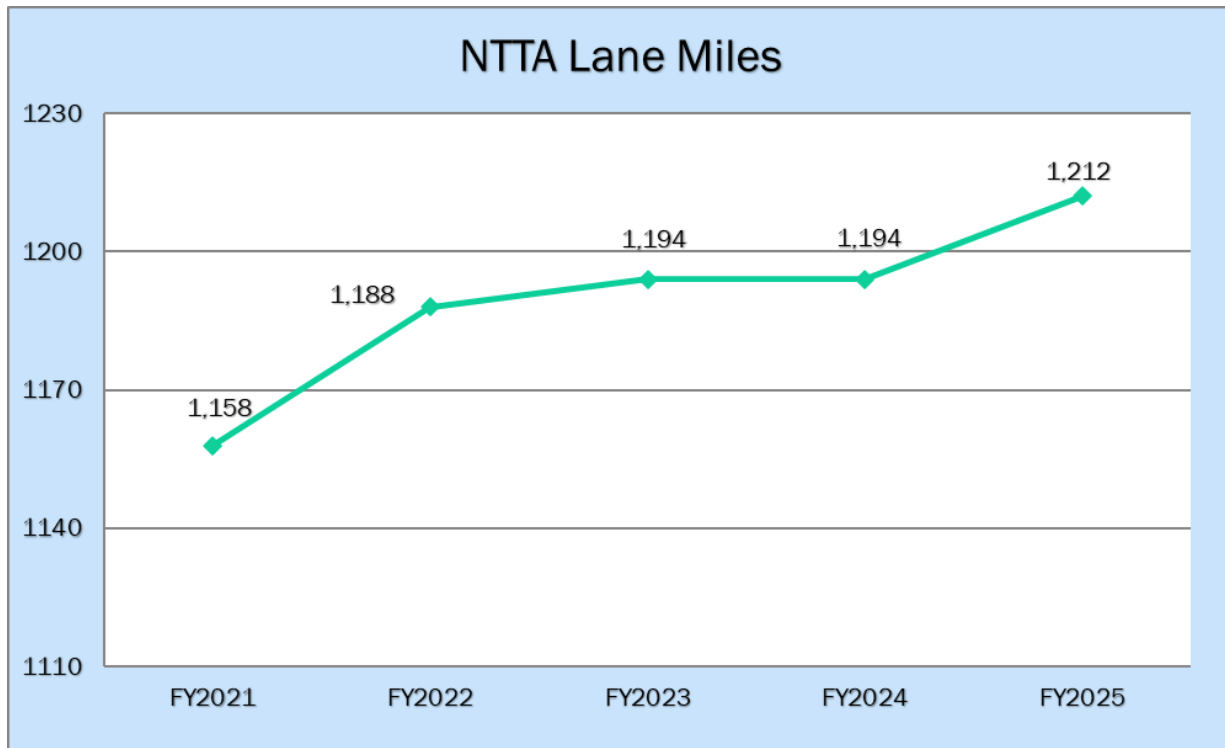
More specifically, NTTA priorities are aimed at adding capacity to the system and maintaining customer service and safety. Targeted initiatives include:

- Provide exceptional customer service
- Respond and quickly clear incidents from NTTA's roadways
- Expansion projects for our flagship road, Dallas North Tollway
- React to the impacts of inflation, including labor and increased cost of goods and services
- Reinforce the value of the TollTag

As NTTA continues to advance these efforts, there are critical assumptions about the drivers and components that shape FY2025.

1. Increasing traffic and volume related activity
2. Responding to accidents promptly and effectively
3. Proactively investing to preserve our roads

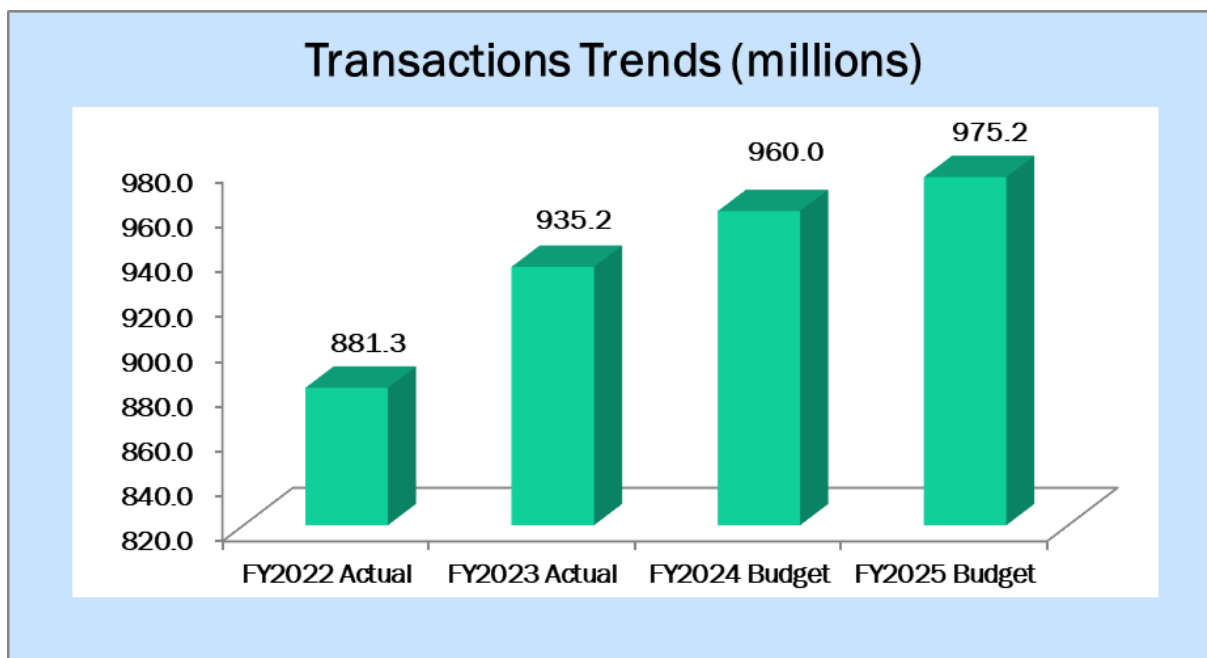
The NTTA System consists of service roads and revenue-producing toll road main lanes. The combined roads represent the total lane miles NTTA must maintain. Over the last five years, total lane miles have increased by 54 or 5% from 1,158 lane miles to 1,212 lane miles.



FY2025 TRANSACTIONS

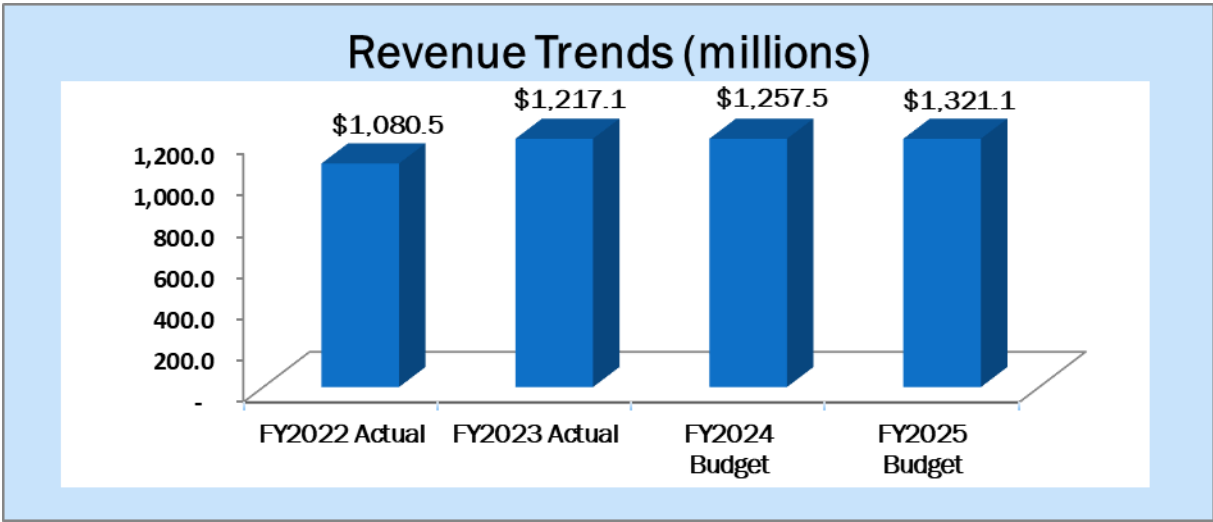
The budget maintains a strong focus on increasing the number of TollTag customers while also efficiently processing, invoicing, and collecting non-TollTag (ZipCash) transactions.

Overall, the toll transactions for the NTTA System are estimated to increase to 975.2 million. Separately, it is anticipated that the TSA's will have 225.7 million transactions.



FY2025 REVENUES

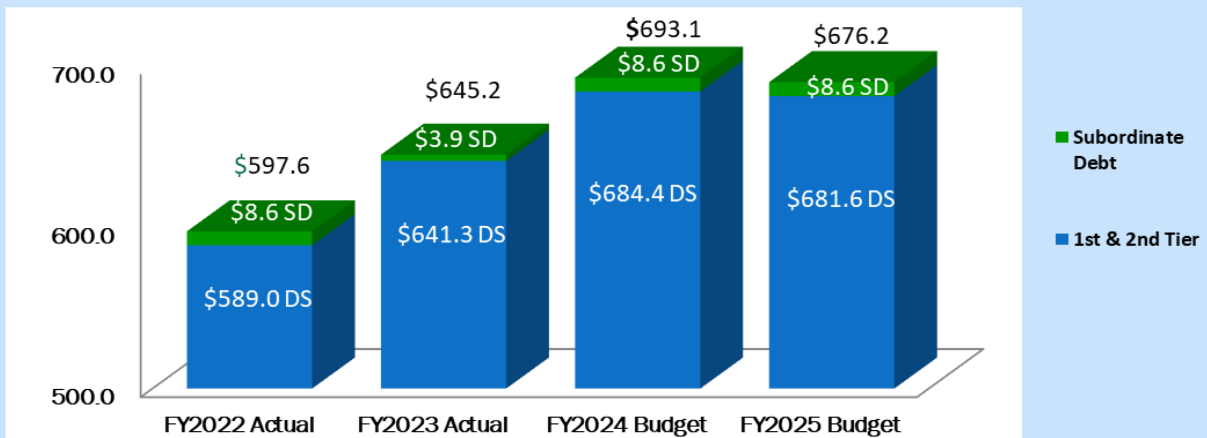
NTTA brings a business-like approach to a traditional government sector, providing transportation alternatives to customers for a reasonable fee. The business model approach of fee-for-service requires a keen focus on the customer to ensure they continue to enjoy a safe and reliable travel experience. As a business entity, NTTA does not collect taxes. Instead, NTTA’s revenues are derived from tolls, service fees, and investment income to support its operations. Total FY2025 estimated revenues for the NTTA System are \$1.32 billion. The primary source of revenue is from tolls totaling \$1.25 billion. The tolls are broken out into TollTag revenue of \$1.04 billion and ZipCash revenue of \$207.5 million (see T&R projection starting on page 204). Budgeted toll revenues increased by \$63.6 million from FY2024 estimates. Another component of revenue is other income, which consists of late fees, statement fees, and miscellaneous revenues for a combined budget of \$29.0 million. This amount is approximately 2.2% of total revenue. The late fees are based on business rules that assess a \$10 fee for the first notice of nonpayment and a \$25 fee for the second notice of nonpayment. The final revenue component is investment income budgeted at \$45.0 million or approximately 3.4% of total revenue.



FY2025 DEBT SERVICE AND LOAN REPAYMENT

Total net debt service for FY2025 is estimated at \$676.2 million. Annual debt service remains close to \$700 million annually, until it begins to decline each year starting in 2038 with total debt paid off in 2048. (See debt service details provided on page 201) That is assuming the region does not ask NTTA to debt finance any additional projects. Other debt service includes subordinated debt of \$8.6 million. This instrument was used to help finance the CTP and PGBT projects. NTTA maintains a \$100M revolving note program. There are no outstanding notes under the program. The estimated FY2025 total First Tier debt service coverage is 2.32 times, which is above the 1.35 times required by the Trust Agreement. Estimated coverage for all debt service, including the CIF-funded debt payment, is 1.58 times versus the required 1.00 times.

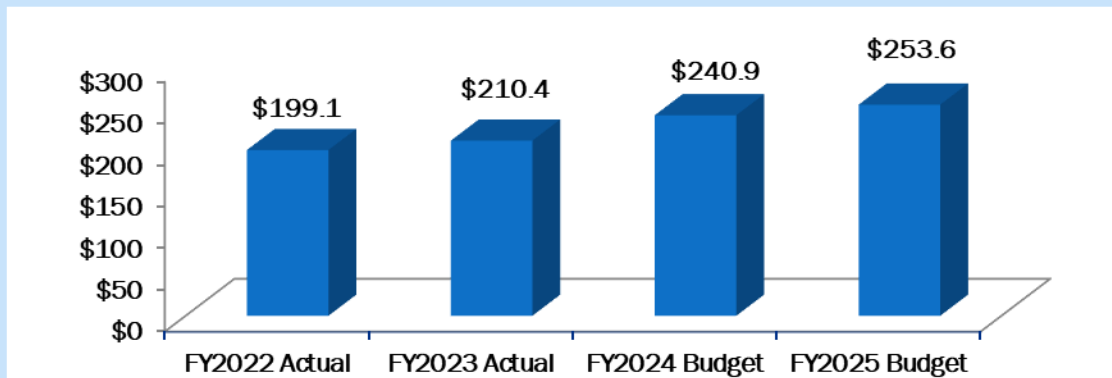
Debt Service Trends (millions)



FY2025 EXPENDITURES

The requirement of the Trust Agreement is the adoption of an annual OMF budget and deposit to RMF. The OMF budget, the RMF estimated deposit, and the Enterprise budget total \$344.6 million.

NTTA Expenses (millions)



OPERATION AND MAINTENANCE FUND (OMF)

The OMF budget is \$253.6 million to account for and pay current operating expenses. These expenses reflect an increase of \$12.7 million or 5.3% compared to the FY2024 budget. Major variances consist of volume-related items, contractual adjustments, and pricing increases due to inflation. Variance explanations are located in each of the department's budget starting at page 55. NTTA System labor costs are budgeted in OMF. This allows the Authority to present a complete view of salaries and benefits and to better track staffing-related costs.

RESERVE MAINTENANCE FUND (RMF)

The RMF budget of \$97.5 million supports ongoing and preventive maintenance of the existing infrastructure, facilities, and equipment, ensuring that assets operate at or above industry standards. Annual inspections and NTTA's asset management program guide NTTA's budgeted investment in RMF. Estimated project expenditures are anticipated to increase \$12.4 million or 14.6%. Major projects consist of system wide roadway improvement and pavement repairs. The projected balance of the RMF at the beginning of FY2025 - is \$39.3 million. Therefore, a deposit of \$62.9 million is required to cover the estimated project expenditures and to maintain the \$5.0 million required reserve. To see projects details and associated cost, proceed to page 162.

CAPITAL IMPROVEMENT FUND (CIF)

The CIF budget of \$348.0 million accounts for various construction projects, repairs, and replacement of capital assets. To advance NTTA's efforts, priorities, and safety, the Five-Year Capital Plan includes FY2025 project expenditures increasing by \$64.2 million or 22.6%. The NTTA System consists of the following toll roads:

- Dallas North Tollway
- President George Bush Turnpike
- Chisholm Trail Parkway
- 360T
- Sam Rayburn Tollway

Major projects details and associated costs are included starting on page 166.

ENTERPRISE FUND/TOLL SERVICE AGREEMENTS (TSA)

The Authority is the regional toll provider responsible for the collection of tolls on all tolled projects in the North Texas region through various tolling service agreements (TSA's). In addition, NTTA's TollTags are operable for parking at DFW and Love Field airports, other Texas toll roads and various other state toll roads. The Enterprise Fund was created as a separate fund to account for the revenue and expenses associated with providing these services. Currently, the Authority has TSA's with LBJ Express, North Tarrant Express (NTE) 1 & 2W and NTE 3A/3B/3C, as well as a Regional TSA that includes the DFW Connector, IH-30, IH-35E, SH 114, SH 183, Loop 12, LBJ East, and a TSA with NETRMA for processing transactions. The Enterprise Fund FY2025 net cash flow budget is \$2.7 million. (see page 174)

PERSONNEL

NTTA continues to pursue ways to attract and retain personnel and strives to remain competitive. The FY2025 budget includes \$61.7 million for salaries and wages. Total budgeted full-time employees (FTE's) for FY2025 are 869. (see Staffing Summary on page 51)

HEALTHCARE AND RETIREMENT BENEFITS

NTTA offers a comprehensive healthcare plan for its employees managed by the Public Employees Benefit Cooperative (PEBC). NTTA and its employees jointly share in the cost of the healthcare plan with NTTA paying approximately 80% of the cost and employees the remaining 20% through payroll deduction. In addition, NTTA provides retiree healthcare benefits through the Authority's Benefits plan, also administered by PEBC. Employees retiring from NTTA with a minimum of 10 years of service are eligible to participate in the company's retiree healthcare plan. There are currently 30 individuals participating in this program. NTTA also participates in the Employees Retirement System of Texas Group Benefit Program for employees hired prior to FY1997 and who remain eligible to retire under the State's plan. Currently 35 individuals participate in this plan. The Budget includes \$7.6 million to cover all the group

insurance costs mentioned above. Based on historical experience, this amount is projected to cover claims as well as the provisions required within the Affordable Care Act.

Through Texas County and District Retirement System (TCDRS), NTTA provides pension retirement benefits to its eligible retirees.

Employees are eligible to retire after 10 years of service and after meeting one of the following requirements:

- 60 years of age
- The sum of age and years of service (>10) equals at least 75
- Any age after 30+ years of service

Eligible retirees receive 250% of the amount they contribute to their retirement account. The retirement plan is funded at 96.4% as of December 31, 2023 meeting all funding requirements set forth by the TCDRS funding policy. In FY1997, NTTA decided to opt out of paying into social security and created a mandatory 401(K) program for all employees. However, this decision did not include the Hospital Insurance portion of the Federal Insurance Contribution Act, so NTTA and its employees still contribute to Medicare. As a condition of employment, each employee is required to contribute the following percentages of their base salary to fund these plans: 6.00% to TCDRS, 4.00% to 401(K) and 1.45% to Medicare. NTTA also contributes a percent of total base salary of each employee equal to 9.40% to TCDRS, 3.50% to 401(K) and 1.45% to Medicare to fund these plans. The FY2025 budget includes the change in TCDRS contribution rate to 9.40%, down from FY2024 of 9.44%.

FY2025 BUDGET SUMMARY

The Budget empowers the Authority to deliver a safe and reliable toll road system to its customers while operating as a financially sound and vibrant organization. It enables the Authority to continue its commitment to bond holders by maintaining a 2.30 times First Tier debt service coverage ratio. It is a balanced budget with estimated revenues exceeding the expenses for operations, debt service and asset maintenance. The Budget ensures that NTTA can perform responsibly, and responsively for the benefit of all its stakeholders.

Fund Account Descriptions

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

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

Revenue Fund (RF)	
Operation and Maintenance Fund (OMF)	
Reserve Maintenance Fund (RMF)	
Capital Improvement Fund (CIF)	
Construction Fund (CF)	
Interest and Sinking Funds (I&SF)	
Enterprise Fund/Toll Service Agreements (TSA)	

REVENUE FUND (RF) - 1101

The Revenue Fund accounts for all revenues (all tolls, other revenues, and investments) 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 starting on page 202)

Operation and Maintenance Fund (OMF) - 1001

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

Reserve Maintenance Fund (RMF) - 1201

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

Capital Improvement Fund (CIF) - 1501

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

Construction Fund (CF) - 3700

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

Interest and Sinking Funds (I&SF) - 4211, 4221, & 4231

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

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

Enterprise Fund (TSA) - 7800

The Enterprise Fund was established by the Authority to account for the revenue and expenses associated with tolling services agreements. The Authority is responsible for the collection of tolls on all tolled projects in the North Texas region. The Enterprise Fund is not required by the Trust Agreement.

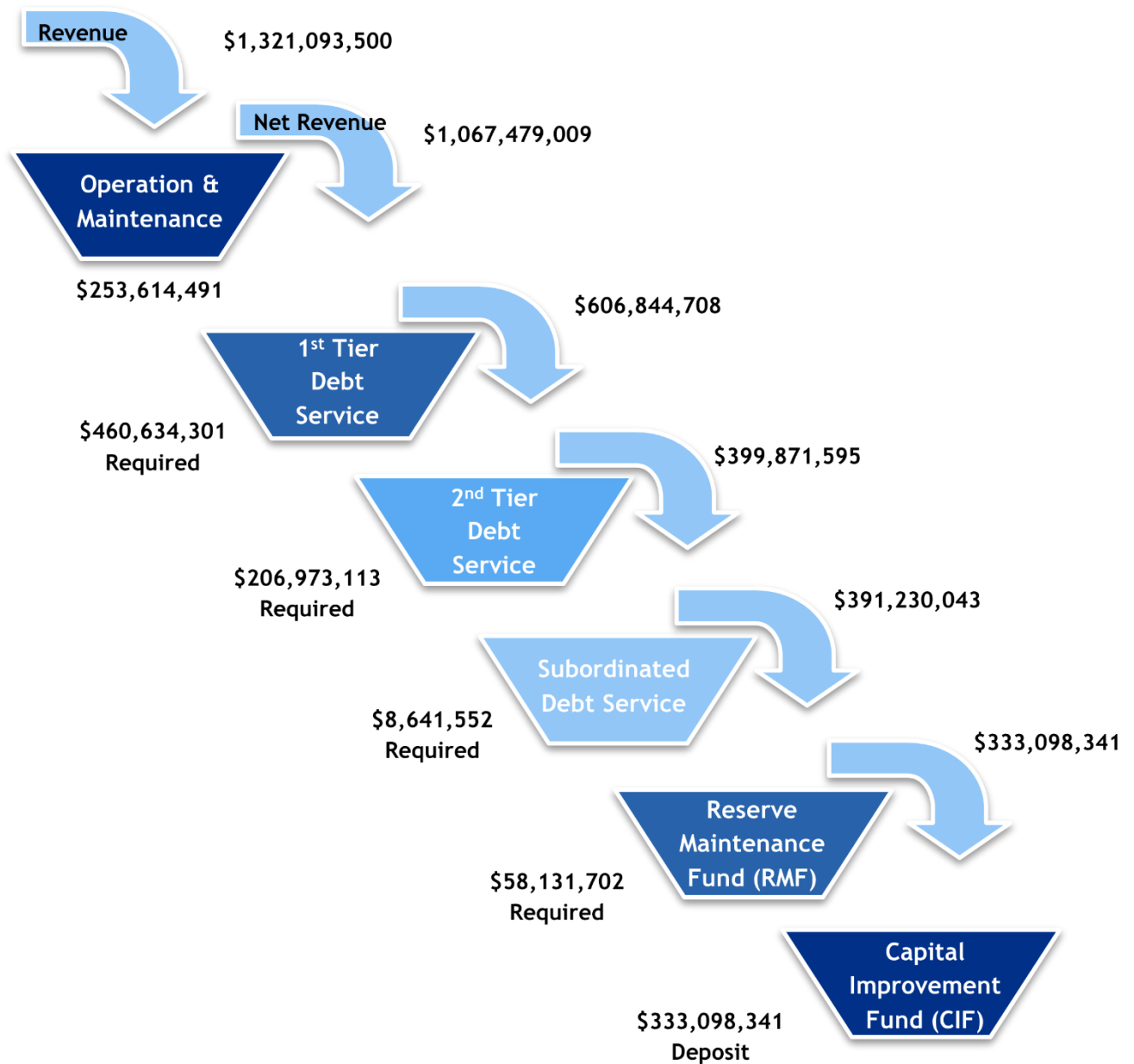
Departments and Funds Matrix

The relationship between the Authority's departments and the major funds is illustrated below in a matrix format. The use of a fund by the department is highlighted in blue, and the percent of the budget associated with the department is shown in the square. The dollar amounts are shown in detail in the Departmental Budget Section of this budget, beginning on page 55.

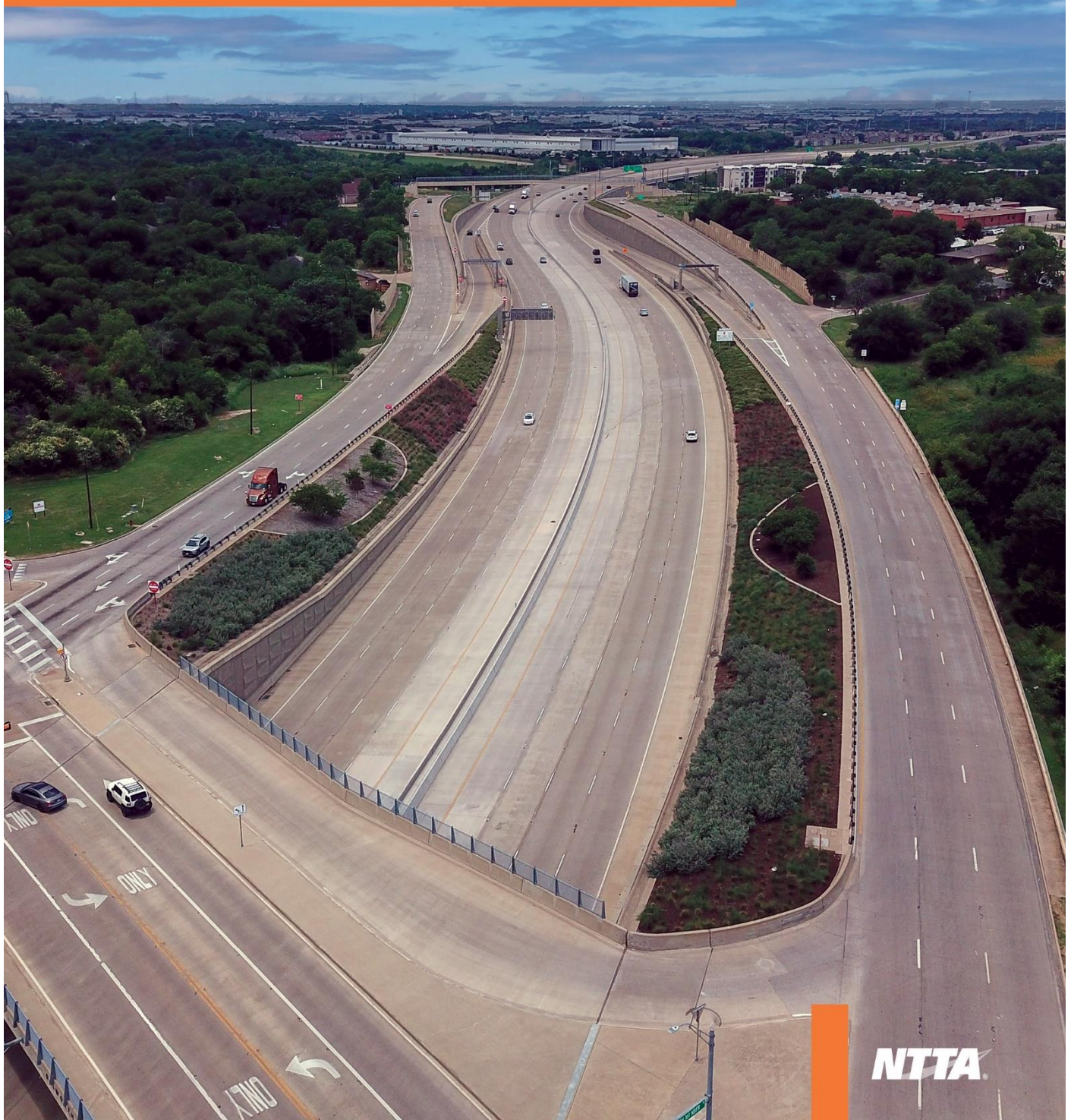
Department	Total Agency	Reserve Maintenance	Capital Improvement
Administrative Services:			
Accounting	0.9%	0.0%	0.0%
Administration	0.3%	0.0%	0.0%
Board	0.1%	0.0%	0.0%
Business Diversity	0.3%	0.0%	0.0%
Human Resources	1.0%	0.0%	0.0%
Internal Audit	0.5%	0.0%	0.0%
Legal Services	1.4%	0.0%	0.2%
Procurement	0.5%	0.0%	0.0%
Public and Government Affairs	3.8%	0.0%	0.0%
Treasury & Financial Planning	0.9%	0.0%	0.1%
Total Administrative Services	9.9%	0.1%	0.3%
Operational Services:			
Contact Center and Collections	43.5%	0.0%	0.0%
Information Technology	15.4%	17.7%	23.5%
Maintenance	26.3%	17.1%	1.4%
Operations	1.4%	0.0%	0.0%
Project Delivery	1.4%	64.9%	69.8%
Traffic and Incident Mgmt.	13.1%	0.3%	5.1%
Total Operational Services	101.1%	99.9%	99.7%
Shared Services	-11.0%	0.0%	0.0%
FY2025 Totals	100.0%	100.0%	100.0%

Flow of NTTA System FY2025 Revenue

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



The Chisholm Trail Parkway in Fort Worth



FY2022 to FY2025 Revenue Detail

	FY2022	FY2023
	Actual	Actual
TOLL REVENUE		
President George Bush Turnpike (PGBT)	\$ 382,191,672	\$ 419,634,147
Dallas North Tollway (DNT)	310,283,678	334,407,595
Sam Rayburn Tollway (SRT)	229,452,870	253,128,952
Chisholm Trail Parkway (CTP)	71,487,293	78,923,731
Lewisville Lake Toll Bridge (LLTB)	12,192,766	13,717,271
Mountain Creek Lake Bridge (MCLB)	1,623,589	1,692,215
360 Tollway	26,624,697	28,643,937
Addison Airport Tunnel Tollway (AATT)	1,123,156	1,203,947
Total Toll Revenues	1,034,979,719	1,131,351,793
INVESTMENT INCOME	20,013,132	56,409,647
OTHER INCOME		
Statement Fees	4,060,441	3,829,282
Miscellaneous Revenues	229,094	258,499
Late Fees	21,209,990	25,264,866
Total Other Income	25,499,525	29,352,647
TOTAL REVENUES	\$ 1,080,492,376	\$ 1,217,114,087

FY2024		FY2025		
		Variance FY 2024 Budget vs FY 2025 Budget		
Budget (1)	Budget (2)	Increase/(Decrease)	% Change	
\$ 431,733,600	\$ 453,537,500	\$ 21,803,900	5.1%	
348,330,500	363,326,600	14,996,100	4.3%	
256,998,100	286,381,200	29,383,100	11.4%	
95,875,500	91,366,700	(4,508,800)	(4.7%)	
14,418,900	15,664,800	1,245,900	8.6%	
1,736,800	1,727,000	(9,800)	(0.6%)	
28,203,800	33,913,300	5,709,500	20.2%	
1,208,600	1,176,400	(32,200)	(2.7%)	
1,178,505,800	1,247,093,500	68,587,700	5.8%	
50,000,000	45,000,000	(5,000,000)	(10.0%)	
4,000,000	3,500,000	(500,000)	(12.5%)	
196,034	340,000	143,966	73.4%	
24,810,967	25,160,000	349,033	1.4%	
29,007,001	29,000,000	(7,001)	(0.02%)	
\$ 1,257,512,801	\$ 1,321,093,500	\$ 63,580,699	5.1%	

(1) FY2024 Budget T&R projections provided by CDM Smith on June 29, 2023

(2) FY2025 Budget T&R projections provided by CDM Smith on July 25, 2024 – detail starting on page 206

Revenue and Coverage Calculation FY2023 to FY2025

	FY2023	FY2024	FY2025	FY2025 to FY2024	Variance
	Actual	Budget	Budget	Amount	% Change
Gross Toll Revenue	\$1,282,725,965	\$ 1,378,661,200	\$ 1,454,285,600	\$75,624,400	5.5%
Bad Debt Expense	(151,374,172)	(200,155,400)	(207,192,100)	(7,036,700)	3.5%
Net Toll Revenue (1)	1,131,351,793	1,178,505,800	1,247,093,500	68,587,700	5.8%
Investment Income	56,409,647	50,000,000	45,000,000	(5,000,000)	(10.0%)
Other Income (2)	29,352,647	29,007,001	29,000,000	(7,001)	(0.02%)
Total Revenues	1,217,114,087	\$ 1,257,512,801	\$ 1,321,093,500	63,580,699	5.1%
REVENUE TRANSFERS TO OPERATION AND MAINTENANCE FUND					
Operating Expenses (3)(5)	210,367,665	240,916,611	253,614,491	12,697,880	5.3%
Net Operating Expenses (3)	210,367,665	240,916,611	253,614,491	12,697,880	5.3%
Net Revenues for Debt Service	1,006,746,422	1,016,596,190	1,067,479,009	50,882,819	5.0%
DEBT SERVICE					
First Tier Debt Service	433,316,149	454,456,243	478,926,828	24,470,585	5.4%
First Tier Capitalized Interest and Credit	(18,262,526)	(18,292,527)	(18,292,527)	-	0.0%
Second Tier Debt Service	226,319,907	248,265,263	206,973,113	(41,292,150)	(16.6%)
Net Debt Service Fund	641,373,530	684,428,979	667,607,414	(16,821,565)	(2.5%)
CIF Subordinated Bonds Debt	3,859,724	8,636,443	8,641,552	5,109	0.1%
Total Net Debt Service	645,233,254	693,065,422	676,248,966	(16,816,456)	(2.4%)
Inter-Fund Transfer (4)	3,859,724	8,636,443	8,641,552	5,109	0.1%
Revenues Available after Debt Service	365,372,892	332,167,211	399,871,595	67,704,384	20.4%
Reserve Maintenance Fund	54,908,117	42,652,485	58,131,702	15,479,217	36.3%
Required Deposit					
Revenues Available for Capital Improvement Fund	310,464,775	289,514,726	341,739,893	52,225,167	18.0%
CIF Subordinated Debt Payment	(3,859,724)	(8,636,443)	(8,641,552)	(5,109)	0.1%
Revenues Available for Capital Projects	\$306,605,051	\$ 280,878,283	\$ 333,098,341	\$ 52,220,058	18.6%
DEBT SERVICE COVERAGE				TRUST AGREEMENT REQUIREMENT	
First Tier Coverage	2.43	2.33	2.32	1.35	
First & Second Tier Coverage	1.57	1.49	1.60	1.20	
All Debt Coverage	1.56	1.47	1.58	1.00	

(1) Toll Revenue Estimates are based on the T&R consultant's projections – starting on page 204

(2) Other income includes statement fees, late fees, and miscellaneous revenues

(3) Budgeted operating expenses include 100% of all costs. The cost reimbursement for processing non-system transactions for the Enterprise Fund is included as a negative cost in Shared Services

(4) For the Debt Service Fund, Capital Improvement Fund will transfer \$8.6 million for Subordinated Debt

FY2025 Estimated Revenue and Debt Service Fund Requirements

Revenue Distribution	
Estimated Available Balance as of 1/1/2025	\$ -
Estimated FY2025 Revenues	
Toll Revenue	1,247,093,500
Other Revenue	29,000,000
Investment Income	45,000,000
Total Estimated Revenues	1,321,093,500
Required Transfers per Trust Agreement	
Operation and Maintenance Fund	(253,614,491)
Debt Service Fund	(667,607,414)
Reserve Maintenance Fund	(58,131,702)
Subordinated Debt	(8,641,552)
Capital Improvement Fund	(333,098,341)
Total Estimated Transfers	(1,321,093,500)
Estimated Available Balance as of 12/31/2025	\$ -

Debt Service Fund Balance	
Debt Service Fund Available Balance as of 1/1/2025	\$ -
Debt Service Payments	
First Tier Debt Service	(460,634,301)
Second Tier Debt Service	(206,973,113)
Capital Improvement Fund Subordinated Debt	(8,641,552)
Total Debt Service Payments	(676,248,966)
Required Transfers per Trust Agreement	
Revenue Distribution	\$ 667,607,414
Excess Bond Reserve Account	-
Subordinated Debt	8,641,552
Total Estimated Transfers	676,248,966
Estimated Available Balance as of 12/31/2025	\$ -

Bond Reserve Account Balance*	
Estimated Available Balance as of 1/1/2025	\$ 421,019,347
Required Transfers per Trust Agreement	
First Tier Debt Service	-
Estimated Available Balance as of 12/31/2025	\$ 421,019,347

*The Bond Reserve Account balance shall be used to retire the last of the Outstanding Bonds and/or for paying interest and principal of the Bonds if Debt Service Fund balance is insufficient for that purpose

Summary of Budgeted Funds FY2022 to FY2025

FUND	FY2022 Budget	FY2023 Budget
Operation and Maintenance Fund (1)(2)	\$ 199,862,463	\$ 219,723,679
Reserve Maintenance Fund (2)	63,373,270	77,544,501
Capital Improvement Fund (2)	157,568,118	167,874,685
Enterprise Fund (TSA's) (2)	26,268,996	26,509,237
Total Budgets	\$ 447,072,847	\$ 491,652,102

- (1) FY2025 OMF details vs FY2024 by account and department starting on page 45
- (2) FY2025 details by account for all funds combined starting on page 48
- (3) FY2025 OMF increase due to additional planned volumes, contractual obligations, and rising cost of materials
- (4) FY2025 RMF and CIF increases due to scheduling of projects and maintenance. Additional information starting on page 159
- (5) FY2025 Enterprise Fund due to a projected increase in transactions. Additional information on page 174

FY2024 Budget		FY2025 Budget		Variance FY 2024 vs FY 2025
\$	240,916,611	\$	253,614,491	12,697,880 (3)
	85,049,483		97,481,261	12,431,778 (4)
	283,721,285		347,964,968	64,243,683 (4)
	31,989,314		32,829,551	840,237 (5)
\$	641,676,693	\$	731,890,271	90,213,578

Revenue and Department FY2022 to FY2025

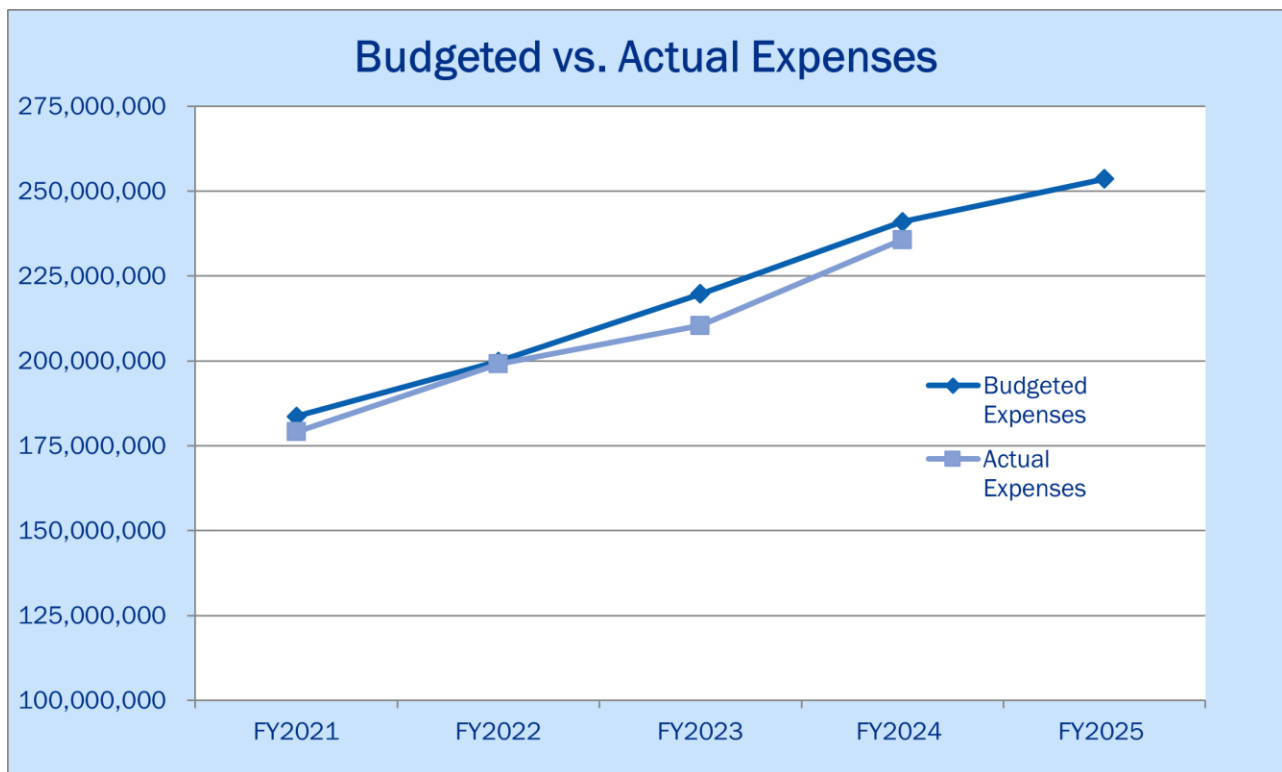
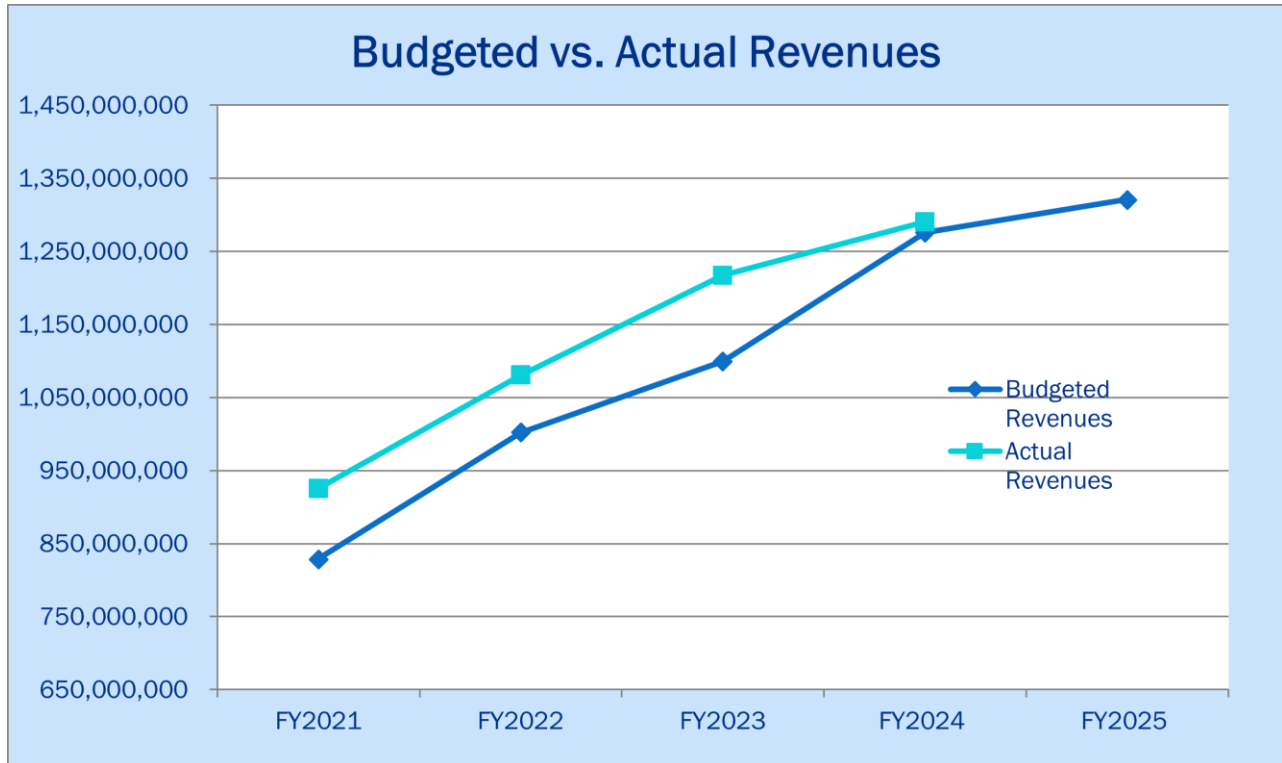
	FY2022	FY2023
	<u>ACTUAL</u>	<u>ACTUAL</u>
Toll Revenue (1)	\$ 1,034,979,719	\$ 1,131,351,793
Investment Income	20,013,132	56,409,647
Other Income	25,499,525	29,352,647
Total Revenues	1,080,492,377	1,217,114,087
ADMINISTRATIVE SERVICES		
Accounting	1,667,194	1,883,284
Administration	659,319	679,129
Board	180,717	206,681
Business Diversity	594,680	649,249
Human Resources	1,536,549	1,905,621
Internal Audit	911,019	1,275,334
Legal Services	3,035,933	4,226,341
Procurement	826,602	1,042,181
Public and Governmental Affairs	6,572,263	7,816,521
Treasury & Financial Planning	2,013,209	1,951,712
Sub-total	17,997,485	21,636,053
OPERATIONAL SERVICES		
Contact Center and Collections	90,285,530	97,743,874
Information Technology	31,175,526	29,643,111
Maintenance	49,807,951	53,291,979
Operations	1,807,988	2,349,667
Project Delivery	2,196,751	2,537,279
Traffic & Incident Management	26,106,568	27,396,479
Sub-total	201,380,314	212,962,389
Shared Services (2)	(20,312,056)	(24,230,777)
Total Expenses	\$ 199,065,743	\$ 210,367,665

(1) Toll Revenue number per T&R consultant projections, starting on page 206

(2) Shared Services includes the cost reimbursement for processing non-system transactions for the Enterprise Fund

FY 2024		FY2025
		Variance FY 2024 Budget vs FY 2025 Budget Increase/(Decrease)
BUDGET	BUDGET	
\$ 1,178,505,800	\$ 1,247,093,500	\$ 68,587,700
50,000,000	45,000,000	(5,000,000)
29,007,001	29,000,000	(7,001)
1,257,512,801	1,321,093,500	63,580,699
2,176,655	2,304,966	128,311
735,510	806,109	70,599
200,044	203,195	3,150
783,329	818,648	35,319
2,260,008	2,636,596	376,588
1,288,592	1,316,533	27,940
3,453,790	3,638,162	184,372
1,132,758	1,317,947	185,189
8,703,839	9,717,506	1,013,667
2,155,059	2,299,395	144,336
22,889,586	25,059,057	2,169,471
106,370,976	110,341,208	3,970,230
35,934,649	39,051,712	3,117,063
62,293,734	66,651,777	4,358,043
2,881,488	3,524,704	643,216
3,427,826	3,647,309	219,483
32,622,377	33,237,225	614,848
243,531,050	256,453,934	12,922,883
(25,504,025)	(27,898,498)	2,394,473
<u>\$ 240,916,611</u>	<u>\$ 253,614,491</u>	<u>\$ 12,697,881</u>

Budget vs. Actual Revenues and Expenses Graphs



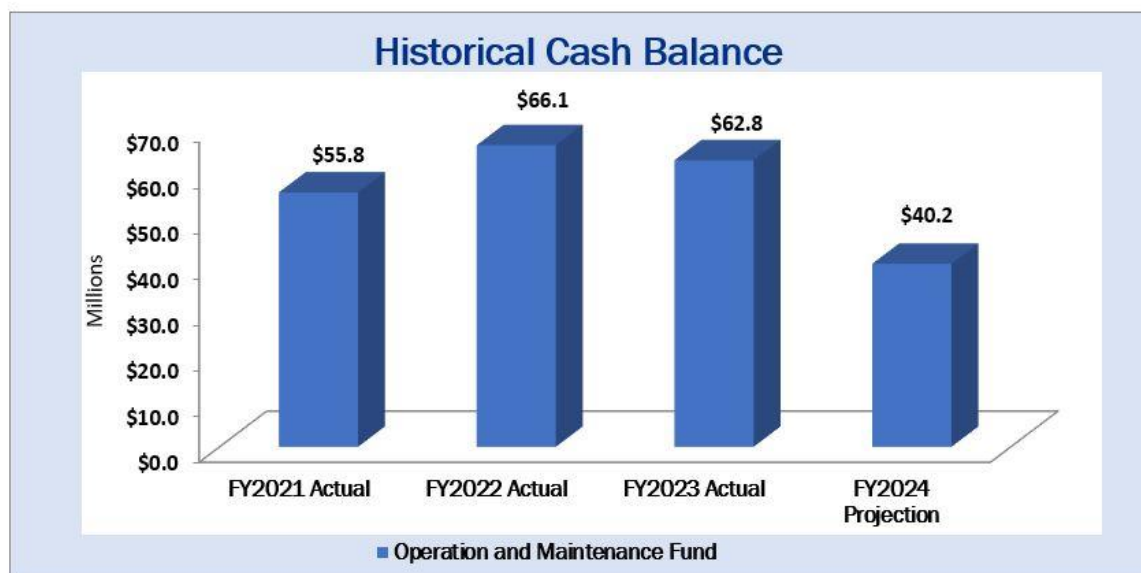
Operation and Maintenance Fund FY2025 Budget Comparisons to FY2024 Budget

Department	FY2024 Budget	FY2025 Budget	Variance Amount	Percent
Administrative Services:				
Accounting	2,176,655	2,304,966	128,311	5.9%
Administration	735,510	806,109	70,599	9.6%
Board	200,044	203,195	3,150	1.6%
Business Diversity	783,329	818,648	35,319	4.5%
Human Resources	2,260,008	2,636,596	376,588	16.7%
Internal Audit	1,288,592	1,316,533	27,940	2.2%
Legal Services	3,453,790	3,638,162	184,372	5.3%
Procurement	1,132,758	1,317,947	185,189	16.3%
Public/Government Affairs	8,703,839	9,717,506	1,013,667	11.6%
Treasury & Financial Planning	2,155,059	2,299,395	144,336	6.7%
Total Administrative Services	22,889,586	25,059,057	2,169,471	9.5%
Operational Services:				
Contact Center and Collections	106,370,976	110,341,208	3,970,230	3.7%
Information Technology	35,934,649	39,051,712	3,117,063	8.7%
Maintenance	62,293,734	66,651,777	4,358,043	7.0%
Operations	2,881,488	3,524,704	643,216	22.3%
Project Delivery	3,427,826	3,647,309	219,483	6.4%
Traffic & Incident Mgmt.	32,622,377	33,237,225	614,848	1.9%
Total Operational Services	243,531,050	256,453,934	12,922,883	5.3%
Shared Services	(25,504,025)	(27,898,498)	2,394,473	6.1%
Grand Totals	\$240,916,611	\$253,614,491	\$12,697,881	5.3%

The FY2025 budget comparison to FY2024 budget reflects the total agency budget by department with the Enterprise allocated on a per transaction basis through Shared Services. The FY2025 budget increased compared to the FY2024 Budget due to volume related items, contractual obligations, and rising cost of materials. All significant variances are detailed in the individual department budget and information summaries starting on page 55.

Estimated Operation and Maintenance Fund Requirements FY2025

Operation and Maintenance Fund Estimated Balance as of 1/1/2025		\$40,152,769
Estimated Transfers:		
Revenue Distribution	253,614,491	
Total Transfers		253,614,491
Estimated Expenditures FY2025 Operating Budget		<u>(253,614,491)</u>
Estimated Balance at 12/31/2025		<u>\$40,152,769</u>
Required Balance per Trust Agreement (1/6 of Operating Budget)		\$42,269,082



Operation and Maintenance Fund Budget by Account FY2025

Account	Accounting	Administration	Board	Human Resources	Internal Audit	Legal Services	Procurement
511101-Salaries and Wages-Direct	\$ 1,831,978	\$ 592,281	\$ 102,819	\$ 1,465,400	\$ 1,036,710	\$ 1,173,310	\$ 1,102,194
511202-Salaries and Wages-Internship	-	-	-	90,000	-	158,448	-
511301-Salaries and Wage-Overtime	-	-	-	4,000	-	-	-
512101-Group Insurance	-	-	-	-	-	-	-
512401-Retirement Contributions	240,818	67,740	14,755	190,608	148,768	155,686	151,232
512402-Retirement Contr.-Internship	-	-	-	1,305	-	2,298	-
512501-Tuition Reimbursement	-	-	-	33,100	-	-	-
512601-Unemployment Insurance	-	-	-	-	-	-	-
512602-OPEB Annual Req'd Contribution	-	-	-	-	-	-	-
512701-Worker's Comp Ins	-	-	-	-	-	-	-
Salaries & Benefits	\$ 2,072,796	\$ 660,021	\$ 117,574	\$ 1,784,413	\$ 1,185,478	\$ 1,489,742	\$ 1,253,426
521201-Consulting/Professional	-	45,000	-	403,000	100,000	-	-
521202-Legal Fees	-	-	-	-	-	1,950,000	-
521203-Auditing Fees	200,000	-	-	-	-	-	-
521204-Trustee Fees	-	-	-	-	-	-	-
521207-Traffic Engineering Fees	-	-	-	-	-	-	-
521208-Police Services (DPS)	-	-	-	-	-	-	-
521209-Armored Car Services	-	-	-	-	-	-	-
523301-Recruitment	-	-	-	222,000	-	-	-
523851-Temporary Contract Labor	-	-	-	100,000	-	-	-
Consulting & Professional Services	\$ 200,000	\$ 45,000	\$ -	\$ 725,000	\$ 100,000	\$ 1,950,000	\$ -
521212-Outside Maintenance Services	-	-	-	-	-	-	-
522202-Landscaping	-	-	-	-	-	-	-
522301-Rentals - Land	-	-	-	-	-	-	-
522302-Rentals - Equipment	-	-	-	-	-	-	-
523801-Licenses	650	-	-	-	1,055	-	-
531102-Other Materials and Supplies	-	-	-	-	-	-	-
531107-Motor Fuel Expense	-	-	-	-	-	-	-
531211-Water	-	-	-	-	-	-	-
531221-Gas	-	-	-	-	-	-	-
531231-Electricity	-	-	-	-	-	-	-
531601-Small Tools and Shop Supplies	-	-	-	-	-	-	-
531701-Uniforms	-	-	-	-	-	-	-
Maintenance	\$ 650	\$ -	\$ -	\$ -	\$ 1,055	\$ -	\$ -
523201-Postage	-	-	-	-	-	-	-
523202-Telecommunications	-	-	-	-	-	-	-
523701-Education and Training	5,000	2,628	-	68,500	16,000	6,846	15,000
531103-Mobile Equipment Expense	-	-	-	-	-	-	-
531501-Inven for resale(toll tags)	-	-	-	-	-	-	-
531651-Software	-	-	-	-	-	121,495	-
573002-Credit Card Fees	-	-	-	-	-	-	-
Operations	\$ 5,000	\$ 2,628	\$ -	\$ 68,500	\$ 16,000	\$ 128,341	\$ 15,000
523203-Public Information Fees	-	-	-	-	-	-	13,369
523302-Digital_Out of Home	-	-	-	-	-	-	-
523303-Television & Radio	-	-	-	-	-	-	-
523304-Promotional Expenses	1,000	-	-	16,000	-	-	-
523306-Media Buy And Advertising	-	-	-	-	-	-	-
523307-Media Production	-	-	-	-	-	-	-
523401-Printing and Photographic	2,500	-	-	-	-	-	-
523402-Maps & Pamphlets	-	-	-	-	-	-	-
Business & Marketing	\$ 3,500	\$ -	\$ -	\$ 16,000	\$ -	\$ -	\$ 13,369
521101-Meeting Expense	6,100	15,000	63,918	20,000	1,000	2,300	231
523101-Insurance Expense - Other	-	-	-	-	-	-	-
523305-Employee Appreciation	-	-	-	-	800	-	-
523501-Travel	7,000	20,000	9,926	11,500	6,000	12,869	15,000
523601-Dues & Subscriptions	6,000	63,000	8,500	5,700	5,100	12,310	16,647
523902-Liability Claims	-	-	-	-	-	-	-
531101-Office Supplies	3,500	400	2,020	5,000	850	42,129	4,184
531105-Freight and Express	420	60	1,257	483	-	472	90
531401-Books & Periodicals	-	-	-	-	250	-	-
573001-Bank Charges	-	-	-	-	-	-	-
Administrative	\$ 23,020	\$ 98,460	\$ 85,621	\$ 42,683	\$ 14,000	\$ 70,080	\$ 36,152
Enterprise Fund (Regional Tolling Services)							
Totals	\$ 2,304,966	\$ 806,109	\$ 203,195	\$ 2,636,596	\$ 1,316,533	\$ 3,638,162	\$ 1,317,947

Operation and Maintenance Fund Budget by Account FY2025-continued

Account	Business Diversity	Public Affairs	Shared Services	Treasury & Financial Planning	Contact Center and Collections	Information Technology	Maintenance
511101-Salaries and Wages-Direct	\$ 547,105	\$ 2,210,274	\$ (3,077,260)	\$ 1,085,635	\$ 15,357,783	\$ 11,442,115	\$ 12,282,053
511202-Salaries and Wages-Internship	-	-	-	-	-	-	-
511301-Salaries and Wage-Overtime	-	35,000	-	-	275,466	88,215	524,306
512101-Group Insurance	-	-	7,618,675	-	-	-	-
512401-Retirement Contributions	78,510	283,816	-	155,789	2,093,255	1,599,831	1,714,665
512402-Retirement Contr.-Internship	-	-	-	-	-	-	-
512501-Tuition Reimbursement	-	-	-	-	-	-	-
512601-Unemployment Insurance	-	-	100,000	-	-	-	-
512602-OPEB Annual Req'd Contribution	-	-	-	-	-	-	-
512701-Worker's Comp Ins	-	-	-	-	-	-	-
Salaries & Benefits	\$ 625,614	\$ 2,529,090	\$ 4,641,415	\$ 1,241,424	\$ 17,726,504	\$ 13,130,161	\$ 14,521,023
521201-Consulting/Professional	-	2,432,664	42,000	375,000	14,147,100	20,000	200,000
521202-Legal Fees	-	-	-	-	-	-	-
521203-Auditing Fees	-	-	-	-	-	-	-
521204-Trustee Fees	-	-	-	-	-	-	-
521207-Traffic Engineering Fees	-	-	-	650,000	-	-	-
521208-Police Services (DPS)	-	-	-	-	-	-	-
521209-Armored Car Services	-	-	-	-	50,150	-	-
523301-Recruitment	-	-	-	-	-	-	-
523851-Temporary Contract Labor	-	-	-	-	15,250,000	40,000	77,000
Consulting & Professional Services	\$ -	\$ 2,432,664	\$ 42,000	\$ 1,025,000	\$ 29,447,250	\$ 60,000	\$ 277,000
521212-Outside Maintenance Services	-	-	-	-	-	11,220,700	34,585,984
522202-Landscaping	-	-	-	-	-	-	69,572
522301-Rentals - Land	-	-	-	-	-	-	376,000
522302-Rentals - Equipment	-	-	-	-	35,200	-	55,350
523801-Licenses	-	-	-	-	-	100	17,070
531102-Other Materials and Supplies	-	948	-	-	-	74,700	7,089,825
531107-Motor Fuel Expense	-	-	-	-	-	-	2,250,000
531211-Water	-	-	-	-	-	-	1,200,000
531221-Gas	-	-	-	-	-	-	72,000
531231-Electricity	-	-	-	-	-	-	2,900,000
531601-Small Tools and Shop Supplies	-	-	-	-	-	-	287,802
531701-Uniforms	-	-	-	-	43,742	-	296,000
Maintenance	\$ -	\$ 948	\$ -	\$ -	\$ 78,942	\$ 11,295,500	\$ 49,199,603
523201-Postage	-	-	-	-	19,100,000	-	-
523202-Telecommunications	-	-	-	-	-	1,500,000	285,000
523701-Education and Training	2,844	11,454	-	3,090	39,900	86,000	104,065
531103-Mobile Equipment Expense	-	-	-	-	-	-	2,020,000
531501-Inven for resale(toll tags)	-	-	-	-	1,750,000	-	-
531651-Software	-	-	-	-	-	12,884,700	54,136
573002-Credit Card Fees	-	-	-	-	41,500,000	-	-
Operations	\$ 2,844	\$ 11,454	\$ -	\$ 3,090	\$ 62,389,900	\$ 14,470,700	\$ 2,463,201
523203-Public Information Fees	-	-	-	-	-	-	-
523302-Digital_Out of Home	-	-	-	-	-	-	-
523303-Television & Radio	-	-	-	-	-	-	-
523304-Promotional Expenses	124,440	1,715,841	-	700	100,000	-	-
523306-Media Buy And Advertising	-	2,169,282	-	-	-	-	-
523307-Media Production	-	700,000	-	-	-	-	-
523401-Printing and Photographic	-	5,931	-	5,000	-	-	-
523402-Maps & Pamphlets	-	-	-	-	-	-	-
Business & Marketing	\$ 124,440	\$ 4,591,054	\$ -	\$ 5,700	\$ 100,000	\$ -	\$ -
521101-Meeting Expense	1,350	9,785	-	500	34,880	2,000	13,900
523101-Insurance Expense - Other	-	-	-	-	-	-	-
523305-Employee Appreciation	-	54,678	-	-	-	-	-
523501-Travel	4,400	52,000	-	5,000	20,907	62,500	143,800
523601-Dues & Subscriptions	58,500	30,000	1,562	375	44,150	8,650	12,850
523902-Liability Claims	-	-	-	-	-	-	-
531101-Office Supplies	1,500	5,583	246,076	1,105	98,300	20,200	20,000
531105-Freight and Express	-	250	-	200	375	2,000	400
531401-Books & Periodicals	-	-	-	-	-	-	-
573001-Bank Charges	-	-	-	17,000	400,000	-	-
Administrative	\$ 65,750	\$ 152,296	\$ 247,638	\$ 24,180	\$ 598,612	\$ 95,350	\$ 190,950
Enterprise Fund (Regional Tolling Services)			(32,829,551)				
Totals	\$ 818,648	\$ 9,717,506	\$ (27,898,498)	\$ 2,299,395	\$ 110,341,208	\$ 39,051,712	\$ 66,651,777

Operation and Maintenance Fund Budget by Account FY2025-continued

Account	Operations	Project Delivery	Traffic & Incident Mgmt	FY2025 Budget	FY2024 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
511101-Salaries and Wages-Direct	\$ 2,869,383	\$ 3,185,217	\$ 8,533,287	\$ 61,740,284	\$ 58,426,503	\$ 3,313,781	5.7%
511202-Salaries and Wages-Internship	-	-	-	248,448	225,264	23,184	10.3%
511301-Salaries and Wage-Overtime	-	-	23,270	950,257	999,999	(49,742)	(5.0%)
512101-Group Insurance	-	-	-	7,618,675	7,223,123	395,552	5.5%
512401-Retirement Contributions	385,206	441,834	1,129,092	8,851,603	8,352,298	499,305	6.0%
512402-Retirement Contr.-Internship	-	-	-	3,603.00	34,081	(30,478)	-
512501-Tuition Reimbursement	-	-	-	33,100	33,100	-	-
512601-Unemployment Insurance	-	-	-	100,000	100,000	-	-
512602-OPEB Annual Req'd Contribution	-	-	-	-	-	-	-
512701-Worker's Comp Ins	-	-	-	-	-	-	-
Salaries & Benefits	\$ 3,254,589	\$ 3,627,051	\$ 9,685,649	\$ 79,545,970	\$ 75,394,369	\$ 4,151,601	5.5%
521201-Consulting/Professional	150,000	-	43,342	17,958,106	19,450,521	(1,492,415)	(7.7%)
521202-Legal Fees	-	-	-	1,950,000	2,000,000	(50,000)	(2.5%)
521203-Auditing Fees	-	-	-	200,000	200,000	-	-
521204-Trustee Fees	-	-	-	-	-	-	-
521207-Traffic Engineering Fees	-	-	-	650,000	600,000	50,000	8.3%
521208-Police Services (DPS)	-	-	16,402,810	16,402,810	15,540,499	862,311	5.5%
521209-Armored Car Services	-	-	-	50,150	50,142	8	0.0%
523301-Recruitment	-	-	-	222,000	120,000	102,000	85.0%
523851-Temporary Contract Labor	-	-	-	15,467,000	14,717,000	750,000	1.7%
Consulting & Professional Services	\$ 150,000	\$ -	\$ 16,446,152	\$ 52,900,066	\$ 52,678,162	\$ 221,904	0.4%
521212-Outside Maintenance Services	-	-	114,500	45,921,184	44,430,835	1,490,349	3.4%
522202-Landscaping	-	-	-	69,572	66,425	3,147	4.7%
522301-Rentals - Land	-	-	-	376,000	357,000	19,000	5.3%
522302-Rentals - Equipment	-	-	-	90,550	70,550	20,000	28.3%
523801-Licenses	300	667	-	19,842	25,056	(5,214)	(20.8%)
531102-Other Materials and Supplies	-	-	151,068	7,316,541	6,108,487	1,208,054	19.8%
531107-Motor Fuel Expense	-	-	-	2,250,000	2,010,000	240,000	11.9%
531211-Water	-	-	-	1,200,000	950,000	250,000	26.3%
531221-Gas	-	-	-	72,000	61,127	10,873	17.8%
531231-Electricity	-	-	-	2,900,000	2,900,000	-	-
531601-Small Tools and Shop Supplies	-	-	-	287,802	214,922	72,880	33.9%
531701-Uniforms	-	-	114,716	454,458	382,447	72,011	18.8%
Maintenance	\$ 300	\$ 667	\$ 380,284	\$ 60,957,949	\$ 57,576,849	\$ 3,381,099	5.9%
523201-Postage	-	-	-	19,100,000	18,279,249	820,751	4.5%
523202-Telecommunications	-	-	-	1,785,000	2,000,000	(215,000)	(10.8%)
523701-Education and Training	23,500	10,486	36,708	432,021	371,645	60,376	16.2%
531103-Mobile Equipment Expense	-	-	-	2,020,000	1,479,285	540,715	36.6%
531501-Inven for resale (toll tags)	-	-	-	1,750,000	1,500,000	250,000	16.7%
531651-Software	-	-	-	13,060,331	11,984,813	1,075,518	9.0%
573002-Credit Card Fees	-	-	-	41,500,000	38,250,000	3,250,000	8.5%
Operations	\$ 23,500	\$ 10,486	\$ 36,708	\$ 79,647,352	\$ 73,864,992	\$ 5,782,360	7.8%
523203-Public Information Fees	-	-	-	13,369	13,369	-	-
523302-Digital_Out of Home	-	-	-	-	1,618,782	(1,618,782)	-
523303-Television & Radio	-	-	-	-	1,250,499	(1,250,499)	-
523304-Promotional Expenses	-	-	5,292	1,963,273	1,600,000	363,273	22.7%
523306-Media Buy And Advertising	-	-	-	2,169,282	-	2,169,282	-
523307-Media Production	-	-	-	700,000	-	700,000	-
523401-Printing and Photographic	-	-	-	13,431	25,000	(11,569)	(46.3%)
523402-Maps & Pamphlets	-	-	-	-	25	(25)	-
Business & Marketing	\$ -	\$ -	\$ 5,292	\$ 4,859,355	\$ 4,507,675	\$ 351,680	7.8%
521101-Meeting Expense	8,000	500	1,000	180,464	155,424	25,040	16.1%
523101-Insurance Expense - Other	-	-	6,637,528	6,637,528	7,048,478	(410,950)	(5.8%)
523305-Employee Appreciation	-	-	-	55,478	54,678	800	1.5%
523501-Travel	55,100	5,000	18,191	449,193	352,404	96,789	27.5%
523601-Dues & Subscriptions	13,000	1,157	6,661	294,162	377,861	(83,698)	(22.2%)
523902-Liability Claims	-	-	9,800	9,800	9,800	-	-
531101-Office Supplies	20,000	2,041	9,854	482,742	462,983	19,759	4.3%
531105-Freight and Express	215	407	106	6,735	7,000	(265)	(3.8%)
531401-Books & Periodicals	-	-	-	250	250	-	-
573001-Bank Charges	-	-	-	417,000	415,000	2,000	-
Administrative	\$ 96,315	\$ 9,105	\$ 6,683,140	\$ 8,533,352	\$ 8,883,878	\$ (350,525)	(3.9%)
Enterprise Fund (Regional Tolling Services)				(32,829,551)	(31,989,314)	\$ 1,508,866	4.7%
Totals	\$ 3,524,704	\$ 3,647,309	\$ 33,237,225	\$ 253,614,491	\$ 240,916,611	\$ 12,697,880	5.3%

All Funds Budget by Account FY2025

Account	Accounting	Administration	Board	Human Resources	Internal Audit	Legal Services	Procurement
511101-Salaries and Wages-Direct	\$ 1,831,978	\$ 592,281	\$ 102,819	\$ 1,465,400	\$ 1,036,710	\$ 1,173,310	\$ 1,102,194
511202-Salaries and Wages-Internship	-	-	-	90,000	-	158,448	-
511301-Salaries and Wage-Overtime	-	-	-	4,000	-	-	-
512101-Group Insurance	-	-	-	-	-	-	-
512401-Retirement Contributions	240,818	67,740	14,755	190,608	148,768	155,686	151,232
512402-Retirement Contr.-Internship	-	-	-	1,305	-	2,298	-
512501-Tuition Reimbursement	-	-	-	33,100	-	-	-
512601-Unemployment Insurance	-	-	-	-	-	-	-
512701-Worker's Comp Ins	-	-	-	-	-	-	-
521101-Meeting Expense	6,100	15,000	63,918	20,000	1,000	2,300	231
521201-Consulting/Professional	-	45,000	-	403,000	100,000	-	-
521202-Legal Fees	-	-	-	-	-	2,640,000	-
521203-Auditing Fees	200,000	-	-	-	-	-	-
521204-Trustee Fees	-	-	-	-	-	-	-
521205-Rating Agency Fees	-	-	-	-	-	-	-
521207-Traffic Engineering Fees	-	-	-	-	-	-	-
521208-Police Services (DPS)	-	-	-	-	-	-	-
521209-Armored Car Services	-	-	-	-	-	-	-
521212-Outside Maintenance Services	-	-	-	-	-	-	-
521213-General Engineering	-	-	-	-	-	-	-
521301-Consulting/Profess Serv Tech	-	-	-	-	-	-	-
522201-Repairs and Maintenance	-	-	-	-	-	-	-
522202-Landscaping	-	-	-	-	-	-	-
522203-Signing Expense	-	-	-	-	-	-	-
522204-Pavement Markings	-	-	-	-	-	-	-
522205-Pavement & Shoulders	-	-	-	-	-	-	-
522206-Bridge Repairs	-	-	-	-	-	-	-
522301-Rentals - Land	-	-	-	-	-	-	-
522302-Rentals - Equipment	-	-	-	-	-	-	-
523101-Insurance Expense - Other	-	-	-	-	-	-	-
523201-Postage	-	-	-	-	-	-	-
523202-Telecommunications	-	-	-	-	-	-	-
523203-Public Information Fees	-	-	-	-	-	-	44,369
523301-Recruitment	-	-	-	222,000	-	-	-
523302-Digital_Out of Home	-	-	-	-	-	-	-
523303-Television & Radio	-	-	-	-	-	-	-
523304-Promotional Expenses	1,000	-	-	16,000	-	-	-
523305-Employee Appreciation	-	-	-	-	800	-	-
523306-Media Buy And Advertising	-	-	-	-	-	-	-
523307- Media Production	-	-	-	-	-	-	-
523401-Printing and Photographic	2,500	-	-	-	-	-	-
523402-Maps & Pamphlets	-	-	-	-	-	-	-
523501-Travel	7,000	20,000	9,926	11,500	6,000	12,869	15,000
523601-Dues & Subscriptions	6,000	63,000	8,500	5,700	5,100	12,310	16,647
523701-Education and Training	5,000	2,628	-	68,500	16,000	6,846	15,000
523801-Licenses	650	-	-	-	1,055	-	-
523851-Temporary Contract Labor	-	-	-	100,000	-	-	-
523902-Liability Claims	-	-	-	-	-	-	-
531101-Office Supplies	3,500	400	2,020	5,000	850	42,129	4,184
531102-Other Materials and Supplies	-	-	-	-	-	-	-
531103-Mobile Equipment Expense	-	-	-	-	-	-	-
531105-Freight and Express	420	60	1,257	483	-	472	90
531106-Electronic Supplies	-	-	-	-	-	-	-
531107-Motor Fuel Expense	-	-	-	-	-	-	-
531211-Water	-	-	-	-	-	-	-
531221-Gas	-	-	-	-	-	-	-
531231-Electricity	-	-	-	-	-	-	-
531261-Utility Relocation Costs	-	-	-	-	-	-	-
531401-Books & Periodicals	-	-	-	-	250	-	-
531501-Inven for resale(toll tags)	-	-	-	-	-	-	-
531601-Small Tools and Shop Supplies	-	-	-	-	-	-	-
531611-Machinery	-	-	-	-	-	-	-
531621-Vehicles	-	-	-	-	-	-	-
531641-Computers	-	-	-	-	-	-	-
531651-Software	-	-	-	-	-	121,495	-
531701-Uniforms	-	-	-	-	-	-	-
541301-Buildings	-	-	-	-	-	-	-
541302-Building Improvements	-	-	-	-	-	-	-
541401-Infrastructure Rdway/Hwy/Bridg	-	-	-	-	-	-	-
541402-Infrastructure Right -of -Way	-	-	-	-	-	-	-
541403-Infrastructure-Other	-	-	-	-	-	-	-
573001-Bank Charges	-	-	-	-	-	-	-
573002-Credit Card Fees	-	-	-	-	-	-	-
173003-Right of Way (06)	-	-	-	-	-	-	-
Totals	\$2,304,966	\$ 806,109	\$ 203,195	\$ 2,636,596	\$1,316,533	\$ 4,328,162	\$ 1,348,947

All Funds Budget by Account FY2025-continued

Account	Business Diversity	Public Affairs	Shared Services	Treasury & Financial Planning	Contact Center and Collections	Information Technology	Maintenance
511101-Salaries and Wages-Direct	\$ 547,105	\$ 2,210,274	\$ (3,077,260)	\$ 1,085,635	\$ 15,357,783	\$ 11,442,115	\$ 12,282,053
511202-Salaries and Wages-Internship	-	-	-	-	-	-	-
511301-Salaries and Wage-Overtime	-	35,000	-	-	275,466	88,215	524,306
512101-Group Insurance	-	-	7,618,675	-	-	-	-
512401-Retirement Contributions	78,510	283,816	-	155,789	2,093,255	1,599,831	1,714,665
512402-Retirement Contr.-Internship	-	-	-	-	-	-	-
512501-Tuition Reimbursement	-	-	-	-	-	-	-
512601-Unemployment Insurance	-	-	100,000	-	-	-	-
512701-Worker's Comp Ins	-	-	-	-	-	-	-
521101-Meeting Expense	1,350	9,785	-	500	34,880	2,000	13,900
521201-Consulting/Professional	-	2,432,664	42,000	442,900	14,147,100	20,000	1,180,000
521202-Legal Fees	-	-	-	-	-	-	-
521203-Auditing Fees	-	-	-	-	-	-	-
521204-Trustee Fees	-	-	-	75,000	-	-	-
521205-Rating Agency Fees	-	-	-	91,000	-	-	-
521207-Traffic Engineering Fees	-	-	-	805,000	-	-	-
521208-Police Services (DPS)	-	-	-	-	-	-	-
521209-Armored Car Services	-	-	-	-	50,150	-	-
521212-Outside Maintenance Services	-	-	-	-	-	11,220,700	34,585,984
521213-General Engineering	-	-	-	-	-	-	-
521301-Consulting/Profess Serv Tech	-	-	-	-	-	30,467,000	-
522201-Repairs and Maintenance	-	-	-	-	-	-	700,000
522202-Landscaping	-	-	-	-	-	-	619,572
522203-Signing Expense	-	-	-	-	-	-	-
522204-Pavement Markings	-	-	-	-	-	-	-
522205-Pavement & Shoulders	-	-	-	-	-	-	-
522206-Bridge Repairs	-	-	-	-	-	-	-
522301-Rentals - Land	-	-	-	-	-	-	376,000
522302-Rentals - Equipment	-	-	-	-	35,200	-	55,350
523101-Insurance Expense - Other	-	-	-	-	-	-	-
523201-Postage	-	-	-	-	19,100,000	-	-
523202-Telecommunications	-	-	-	-	-	1,500,000	285,000
523203-Public Information Fees	-	-	-	-	-	-	-
523301-Recruitment	-	-	-	-	-	-	-
523302-Digital Out of Home	-	-	-	-	-	-	-
523303-Television & Radio	-	-	-	-	-	-	-
523304-Promotional Expenses	124,440	1,715,841	-	700	100,000	-	-
523305-Employee Appreciation	-	54,678	-	-	-	-	-
523306-Media Buy And Advertising	-	2,169,282	-	-	-	-	-
523307- Media Production	-	700,000	-	-	-	-	-
523401-Printing and Photographic	-	5,931	-	5,000	-	-	-
523402-Maps & Pamphlets	-	-	-	-	-	-	-
523501-Travel	4,400	52,000	-	5,000	20,907	62,500	143,800
523601-Dues & Subscriptions	58,500	30,000	1,562	375	44,150	8,650	12,850
523701-Education and Training	2,844	11,454	-	3,090	39,900	86,000	104,065
523801-Licenses	-	-	-	-	-	100	17,070
523851-Temporary Contract Labor	-	-	-	-	15,250,000	40,000	77,000
523902-Liability Claims	-	-	-	-	-	-	-
531101-Office Supplies	1,500	5,583	246,076	1,105	98,300	20,200	20,000
531102-Other Materials and Supplies	-	948	-	-	-	74,700	7,089,825
531103-Mobile Equipment Expense	-	-	-	-	-	-	2,020,000
531105-Freight and Express	-	250	-	200	375	2,000	400
531106-Electronic Supplies	-	-	-	-	-	1,888,500	-
531107-Motor Fuel Expense	-	-	-	-	-	-	2,250,000
531211-Water	-	-	-	-	-	-	1,200,000
531221-Gas	-	-	-	-	-	-	72,000
531231-Electricity	-	-	-	-	-	-	2,900,000
531261-Utility Relocation Costs	-	-	-	-	-	-	-
531401-Books & Periodicals	-	-	-	-	-	-	-
531501-Inven for resale(toll tags)	-	-	-	-	1,750,000	-	-
531601-Small Tools and Shop Supplies	-	-	-	-	-	-	287,802
531611-Machinery	-	-	-	-	-	-	1,185,100
531621-Vehicles	-	-	-	-	-	-	7,426,000
531641-Computers	-	-	-	-	-	27,436,500	-
531651-Software	-	-	-	-	-	47,297,200	54,136
531701-Uniforms	-	-	-	-	43,742	-	296,000
541301-Buildings	-	-	-	-	-	-	-
541302-Building Improvements	-	-	-	-	-	-	10,547,000
541401-Infrastructure Rdway/Hwy/Bridg	-	-	-	-	-	4,500,000	-
541402-Infrastructure Right -of -Way	-	-	-	-	-	-	-
541403-Infrastructure-Other	-	-	-	-	-	175,000	-
573001-Bank Charges	-	-	-	17,000	400,000	-	-
573002-Credit Card Fees	-	-	-	-	41,500,000	-	-
173003-Right of Way (06)	-	-	-	-	-	-	-
Totals	\$ 818,648	\$ 9,717,506	\$ 4,931,053	\$ 2,688,294	\$ 110,341,208	\$ 137,931,211	\$ 88,039,877

All Funds Budget by Account FY2025-continued

Account	Operations	Project Delivery	Traffic & Incident Mgmt	FY2025 Budget	FY2024 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
511101-Salaries and Wages-Direct	\$ 2,869,383	\$ 3,185,217	\$ 8,533,287	\$ 61,740,284	\$ 58,426,503	\$3,313,781	5.7%
511202-Salaries and Wages-Internship	-	-	-	248,448	225,264	23,184	10.3%
511301-Salaries and Wage-Overtime	-	-	23,270	950,257	999,999	(49,742)	(5.0%)
512101-Group Insurance	-	-	-	7,618,675	7,223,123	395,552	5.5%
512401-Retirement Contributions	385,206	441,834	1,129,092	8,851,603	8,352,298	499,305	6.0%
512402-Retirement Contr.-Internship	-	-	-	3,603	34,081	(30,478)	-
512501-Tuition Reimbursement	-	-	-	33,100	33,100	-	-
512601-Unemployment Insurance	-	-	-	100,000	100,000	-	-
512701-Worker's Comp Ins	-	-	-	-	-	-	-
521101-Meeting Expense	8,000	500	1,000	180,464	155,424	25,040	16.1%
521201-Consulting/Professional	150,000	-	43,342	19,006,006	44,643,421	(25,637,415)	(57.4%)
521202-Legal Fees	-	-	-	2,640,000	2,690,000	(50,000)	(1.9%)
521203-Auditing Fees	-	-	-	200,000	200,000	-	-
521204-Trustee Fees	-	-	-	75,000	75,000	-	-
521205-Rating Agency Fees	-	-	-	91,000	91,000	-	-
521207-Traffic Engineering Fees	-	-	450,000	1,255,000	1,550,000	(295,000)	(19.0%)
521208-Police Services (DPS)	-	-	16,402,810	16,402,810	15,540,499	862,311	5.5%
521209-Armored Car Services	-	-	-	50,150	50,142	8	-
521212-Outside Maintenance Services	-	-	114,500	45,921,184	44,430,835	1,490,349	3.4%
521213-General Engineering	-	28,124,877	-	28,124,877	26,340,109	1,784,768	6.8%
521301-Consulting/Profess Serv Tech	-	3,355,261	-	33,822,261	3,352,529	30,469,732	908.9%
522201-Repairs and Maintenance	-	-	-	700,000	-	700,000	-
522202-Landscaping	-	-	-	619,572	616,425	3,147	0.5%
522203-Signing Expense	-	2,629,100	-	2,629,100	2,230,000	399,100	17.9%
522204-Pavement Markings	-	6,357,200	-	6,357,200	5,566,000	791,200	14.2%
522205-Pavement & Shoulders	-	24,140,000	-	24,140,000	18,038,000	6,102,000	33.8%
522206-Bridge Repairs	-	11,350,000	-	11,350,000	5,830,000	5,520,000	94.7%
522301-Rentals - Land	-	-	-	376,000	357,000	19,000	5.3%
522302-Rentals - Equipment	-	-	-	90,550	70,550	20,000	28.3%
523101-Insurance Expense - Other	-	-	6,637,528	6,637,528	7,048,478	(410,950)	(5.8%)
523201-Postage	-	-	-	19,100,000	18,279,249	820,751	4.5%
523202-Telecommunications	-	-	-	1,785,000	2,000,000	(215,000)	(10.8%)
523203-Public Information Fees	-	-	-	44,369	44,369	0	0.0%
523301-Recruitment	-	-	-	222,000	120,000	102,000	85.0%
523302-Digital Out of Home	-	-	-	-	1,618,782	(1,618,782)	-
523303-Television & Radio	-	-	-	-	1,250,499	(1,250,499)	-
523304-Promotional Expenses	-	-	5,292	1,963,273	1,600,000	363,273	22.7%
523305-Employee Appreciation	-	-	-	55,478	54,678	800	1.5%
523306-Media Buy And Advertising	-	-	-	2,169,282	-	2,169,282	-
523307-Media Production	-	-	-	700,000	-	700,000	-
523401-Printing and Photographic	-	-	-	13,431	25,000	(11,569)	(46.3%)
523402-Maps & Pamphlets	-	-	-	-	25	(25)	-
523501-Travel	55,100	5,000	18,191	449,193	352,404	96,789	27.5%
523601-Dues & Subscriptions	13,000	1,157	6,661	294,162	377,861	(83,698)	(22.2%)
523701-Education and Training	23,500	10,486	36,708	432,021	371,645	60,376	16.2%
523801-Licenses	300	667	-	19,842	25,056	(5,214)	(20.8%)
523851-Temporary Contract Labor	-	-	-	15,467,000	14,717,000	750,000	5.1%
523902-Liability Claims	-	-	9,800	9,800	9,800	-	-
531101-Office Supplies	20,000	2,041	9,854	482,742	462,983	19,759	4.3%
531102-Other Materials and Supplies	-	-	151,068	7,316,541	6,108,487	1,208,054	19.8%
531103-Mobile Equipment Expense	-	-	-	2,020,000	1,479,285	540,715	36.6%
531105-Freight and Express	215	407	106	6,735	7,000	(265)	(3.8%)
531106-Electronic Supplies	-	-	-	1,888,500	1,888,500	-	-
531107-Motor Fuel Expense	-	-	-	2,250,000	2,010,000	240,000	11.9%
531211-Water	-	-	-	1,200,000	950,000	250,000	26.3%
531221-Gas	-	-	-	72,000	61,127	10,873	17.8%
531231-Electricity	-	-	-	2,900,000	2,900,000	-	-
531261-Utility Relocation Costs	-	1,332,446	-	1,332,446	-	1,332,446	-
531401-Books & Periodicals	-	-	-	250	250	-	-
531501-Inven for resale(toll tags)	-	-	-	1,750,000	1,500,000	250,000	16.7%
531601-Small Tools and Shop Supplies	-	-	150,000	437,802	344,922	92,880	26.9%
531611-Machinery	-	-	-	1,185,100	1,684,700	(499,600)	(29.7%)
531621-Vehicles	-	-	-	7,426,000	5,467,700	1,958,300	35.8%
531641-Computers	-	-	-	27,436,500	19,396,500	8,040,000	41.5%
531651-Software	-	-	-	47,472,831	40,679,813	6,793,018	16.7%
531701-Uniforms	-	-	114,716	454,458	382,447	72,011	18.8%
541301-Buildings	-	-	-	-	-	-	-
541302-Building Improvements	-	-	-	10,547,000	11,446,144	(899,144)	(7.9%)
541401-Infrastructure Rdway/Hwy/Bridg	-	228,282,062	17,475,000	250,257,062	210,697,523	39,559,539	18.8%
541402-Infrastructure Right-of-Way	-	392,783	-	392,783	398,163	(5,380)	(1.4%)
541403-Infrastructure-Other	-	-	-	175,000	-	175,000	-
573001-Bank Charges	-	-	-	417,000	415,000	2,000	-
573002-Credit Card Fees	-	-	-	41,500,000	38,250,000	3,250,000	8.5%
173003-Right of Way (06)	-	30,000	-	30,000	30,000	-	-
Totals	\$ 3,524,704	\$ 309,641,038	\$ 51,312,225	\$ 731,890,271	\$ 641,676,693	\$ 90,211,580	14.1%

FY2025 Staffing Summary

	FY2024 Budget	FY2025 Budget	
	Approved	Changes	Full Time
ADMINISTRATIVE SERVICES			
Accounting	15	2	17
Administration	2	-	2
Board	1	-	1
Business Diversity	5	(1)	4
Human Resources	14	3	17
Internal Audit	8	-	8
Legal Services	8	1	9
Procurement	12	(1)	11
Public/Governmental Affairs	17	3	20
Treasury Management	9	-	9
Total Administrative Services	91	7	98
OPERATIONAL SERVICES			
Contact Center and Collections	297	(17)	280
Information Technology	93	10	103
Maintenance	193	7	200
Operations	16	8	24
Project Delivery	19	1	20
Traffic & Incident Management	141	-	141
Total Operational Services	759	9	768
Total	850	16	866

*The FY2025 Budget includes 16 FTE additions across several departments within NTTA, detail as follows:

- Headcount additions in Accounting, HR, and IT will be made for NTTA's upcoming ERP implementation
- One procurement vacancy being redeployed to Accounting for ERP support
- NTTA's legal department is adding an attorney to help with growing workload and the goal of reducing outsourced legal fees
- Public affairs absorbed 4 headcount for Regional Tolling Partners, which was previously reported under Contact Center and Collections (CC&C)
- Reductions in CC&C headcount resulting from the move of 4 Regional Tolling Partners to Public affairs and the reorganization and consolidation of additional positions into different roles
- Information Technology adding 12 positions:
 - Support ERP implementation (2)
 - Enhance core systems and asset management and governance (2)
 - Increase roadway IT toll and intelligent transportation system capacity to install and maintain service levels (6)
 - Increase service desk capacity to support end users (2)
- Maintenance is adding 7 positions for essential services in facilities, landscape, and maintenance support

FY2021 to FY2025 FTE Staffing Summary History

	FY2021 Budget	FY2022 Budget	FY2023 Budget	FY2024 Budget	FY2025 Budget	Change in Budgeted FTEs Variance
ADMINISTRATIVE SERVICES						
Accounting	16	15	15	15	17	2
Administration	2	2	2	2	2	-
Board	1	1	1	1	1	-
Business Diversity	5	5	5	5	4	(1)
Human Resources	13	14	14	14	17	3
Internal Audit	8	8	8	8	8	-
Legal Services	7	7	7	8	9	1
Procurement	13	12	12	12	11	(1)
Public Affairs	17	17	17	17	20	3
Treasury & Financial Planning	9	9	9	9	9	-
Total Administrative Services	91	90	90	91	98	7
OPERATIONAL SERVICES						
Contact Center and Collections	307	305	305	297	280	(17)
Information Technology	96	96	91	93	103	10
Maintenance	193	193	193	193	200	7
Operations	8	8	16	16	24	8
Project Delivery	19	19	19	19	20	1
Traffic & Incident Management	141	141	141	141	141	-
Total Operational Services	764	762	765	759	768	9
Grand Total	855	852	855	850	866	16

866 FTEs - Full Time Employees

7 Part-time Employees

13 Interns

Total 886



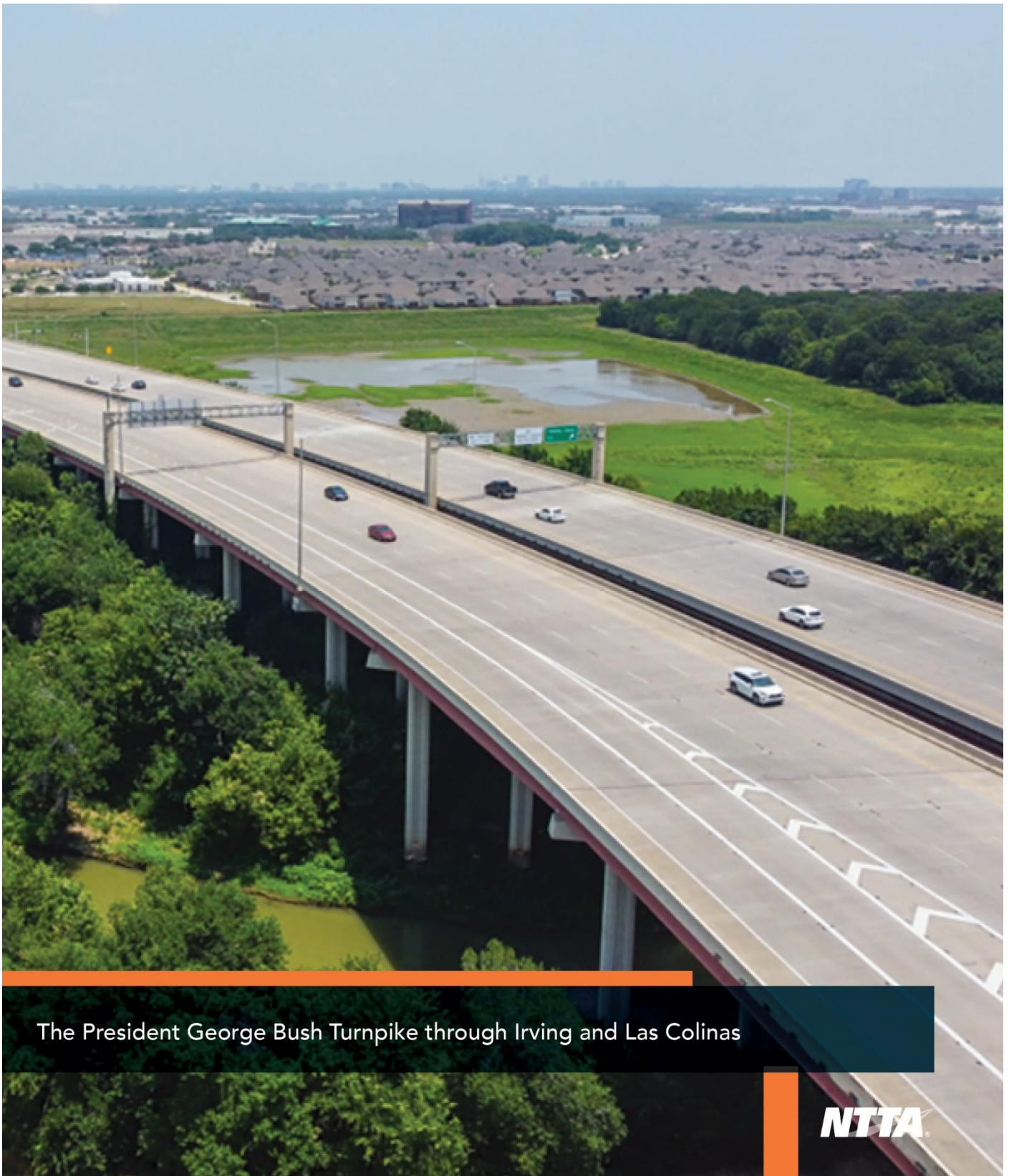
Forms inspection prior to concrete deck placement

NTTA

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DEPARTMENTAL BUDGETS





The President George Bush Turnpike through Irving and Las Colinas

NTTA

ADMINISTRATIVE SERVICES DEPARTMENTS

ACCOUNTING

ADMINISTRATION

BOARD

BUSINESS DIVERSITY

HUMAN RESOURCES

INTERNAL AUDIT

LEGAL

PROCUREMENT

PUBLIC/GOVERNMENT AFFAIRS

TREASURY and FINANCIAL PLANNING

OPERATIONAL SERVICES DEPARTMENTS

CONTACT CENTER AND COLLECTIONS

INFORMATION TECHNOLOGY

MAINTENANCE

OPERATIONS

PROJECT DELIVERY

TRAFFIC and INCIDENT MANAGMENT

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ADMINISTRATIVE SERVICES DEPARTMENTS

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ACCOUNTING DEPARTMENT

Accounting Department

OVERVIEW

As the foundation for a fiscally sound organization, the Accounting department provides comprehensive financial strategies and solutions, oversight of debt service covenants, and compliance with trust agreements. The department is responsible for measuring the Authority's financial performance with integrity, accuracy, timeliness, and transparency. In partnership with its internal and external stakeholders, Accounting will continue its focus in FY2025 on managing costs, performing rigorous financial analyses, and delivering tangible results that advance the strategic goal of being a financially sound and vibrant organization.

FY2025 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Financially Sound & Vibrant Organization

- Continue the complete and accurate reporting of the Authority's finances, including producing monthly financial statements and focus on development of policies and procedures
- Produce Annual Comprehensive Financial Summary Report (ACFR) and expand on reporting of Toll Services Agreements (TSAs)
- Submit required reporting related to the Affordable Care Act

Respected Leader & Partner in Region's Transportation Network

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

Highly Qualified, Energized & Engaged Team

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

FY2025 KEY PERFORMANCE INDICATOR'S

- Employees are paid timely and accurately – 99.5% of payments are on cycle
- Vendors are paid within terms – payments made within an average of 30 days of invoice date
- Accurate reporting of the Authority's finances – quarterly close completed within an average of 15 business days

Accounting Department

DEPARTMENTAL FY2025 AGENCY BUDGET

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,707,647	\$1,831,978	\$124,331	7.3%
Retirement Contributions - (512401)	237,483	240,818	3,335	1.4%
Meeting Expense - (521101)	5,308	6,100	792	14.9%
Consulting/Professional - (521201)	710	-	(710)	-
Auditing Fees - (521203)	200,000	200,000	-	-
Promotional Expenses - (523304)	164	1,000	836	509.8%
Printing and Photographic - (523401)	2,900	2,500	(400)	(13.8)%
Travel - (523501)	5,826	7,000	1,174	20.2%
Dues & Subscriptions - (523601)	6,289	6,000	(289)	(4.6)%
Education and Training - (523701)	3,823	5,000	1,177	30.8%
Licenses - (523801)	644	650	6	0.9%
Office Supplies - (531101)	5,442	3,500	(1,942)	(35.7)%
Freight and Express - (531105)	420	420	-	-
Total Expenses	\$2,176,655	2,304,966	128,311	5.9%

MAJOR FY2025 AGENCY BUDGET ITEMS

Accounting

The department's Agency budget increased in comparison to the FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Salaries/Wages increased due to merit increase and added personnel for ERP implementation

FY2025 AGENCY BUDGET – SHARED SERVICES

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	(\$1,127,472)	(\$3,077,260)	\$1,949,788	106.7%
Group Insurance - (512101)	7,223,123	7,618,675	395,552	5.5%
Unemployment Insurance - (512601)	100,000	100,000	-	-
Consulting/Professional - (521201)	42,000	42,000	-	-
Dues & Subscriptions - (523601)	1,562	1,562	-	-
Office Supplies - (531101)	246,076	246,076	-	-
Enterprise Fund (Regional Tolling Services)	(31,989,314)	(32,829,551)	840,237	4.7%
Total Expenses	(\$25,504,025)	(\$27,898,498)	\$2,394,473	9.1%

Accounting Department

MAJOR FY2025 AGENCY BUDGET ITEMS

Shared Services

Shared Services is a division within Finance where agency wide expenditures are budgeted and agency wide allocated expenditures on a transaction basis are credited from the Enterprise Fund, resulting in a “negative” budget for Shared Services. The division’s FY2025 budget increased from FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Salaries/Wages-Direct line item represents the Agency’s vacancy dollars due to unfilled positions
- Group Insurance increased due to overall growth in headcount and an effort to be conservative to ensure NTTA budgets sufficiently to cover claims

FY2025 ALL FUNDS

The following is a summary of the departmental total budget for Agency and all other funds in the NTTA System.

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,831,978	\$-	\$-	\$1,831,978
Retirement Contributions - (512401)	240,818	-	-	240,818
Meeting Expense - (521101)	6,100	-	-	6,100
Auditing Fees - (521203)	200,000	-	-	200,000
Promotional Expenses - (523304)	1,000	-	-	1,000
Printing and Photographic - (523401)	2,500	-	-	2,500
Travel - (523501)	7,000	-	-	7,000
Dues & Subscriptions - (523601)	6,000	-	-	6,000
Education and Training - (523701)	5,000	-	-	5,000
Licenses - (523801)	650	-	-	650
Office Supplies - (531101)	3,500	-	-	3,500
Freight and Express - (531105)	420	-	-	420
FY2025 Totals	\$2,304,966	\$0	\$0	\$2,304,966
FY2024 Totals	\$2,176,655	\$0	\$0	\$2,176,655
Increase/(Decrease)	\$128,311	\$0	\$0	\$128,310

Accounting Department

FY2025 ALL FUNDS – SHARED SERVICES

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	(\$3,077,260)	\$0	\$0	(\$3,077,260)
Group Insurance - (512101)	7,618,675	-	-	7,618,675
Unemployment Insurance - (512601)	100,000	-	-	100,000
Consulting/Professional - (521201)	42,000	-	-	42,000
Dues & Subscriptions - (523601)	1,562	-	-	1,562
Office Supplies - (531101)	246,076	-	-	246,076
Enterprise Fund (Regional Tolling Services)	(32,829,551)	-	-	(32,829,551)
FY2025 Totals	(\$27,898,498)	\$0	\$0	(\$27,898,498)
FY2024 Totals	(\$25,504,025)	\$0	\$0	(\$25,504,025)
Increase/(Decrease)	\$2,394,473	\$0	\$0	\$2,394,473

POSITION SUMMARY

Accounting			
Full-Time Positions	FY2024	FY2025	Change
Chief Financial Officer	1	1	0
Executive Assistant	1	1	0
Controller	1	1	0
Administrative Assistant	1	0	(1)
Manager, Accounting	1	1	0
Manager, Accounts Payable	1	1	0
Accountant	3	3	0
Accounts Payable Analyst	2	3	1
Finance Tech	1	1	0
Financial Systems Analyst	1	2	1
Functional Lead - Payroll	0	1	1
Payroll Coordinator	1	1	0
Senior Payroll Coordinator	1	1	0
Total Full-Time Positions	15	17	2
Part-Time Positions			
Accounts Payable Analyst	1	0	(1)
Total Positions	15	17	1

- Positions added for ERP Implementation

Accounting Department

MAJOR BUSINESS FUNCTIONS

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

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



Administration Department

Administration Department

OVERVIEW

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

FY2025 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

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

Financially Sound & Vibrant Organization

- Execute performance reporting and trend analysis of the organization's metrics to drive the business and meet financial targets

Delivering Transportation Solutions

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

Respected Leader & Partner in Region's Transportation Network

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

Highly Qualified, Energized & Engaged Team

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

FY2025 KEY PERFORMANCE INDICATOR'S

- Hold a target of 10 Public Board Meetings, measured annually to communicate with customers and build strong, effective relationships with governments, partners, and stakeholders.
- Hold a target of 16 Public Committee Meetings, measured annually to communicate with customers and build strong, effective relationships with governments, partners, and stakeholders
- Collaborate with Board in hosting a target of 5 Board Workshops, measured annually to communicate with customers and build strong, effective relationships with governments, partners, and stakeholders

Administration Department

DEPARTMENTAL FY2025 AGENCY BUDGET

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$541,981	592,281	\$50,300	9.3%
Retirement Contributions - (512401)	62,443	67,740	5,297	8.5%
Meeting Expense - (521101)	3,000	15,000	12,000	400.0%
Consulting/Professional - (521201)	45,000	45,000	-	-
Travel - (523501)	20,000	20,000	-	-
Dues & Subscriptions - (523601)	60,000	63,000	3,000	5.0%
Education and Training - (523701)	2,628	2,628	-	-
Office Supplies - (531101)	400	400	-	-
Freight and Express - (531105)	58	60	2	3.4%
Total Expenses	\$735,510	\$806,109	\$70,599	9.6%

MAJOR FY2025 AGENCY BUDGET ITEMS

The department's Agency budget increased in comparison to the FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Salary/Wages increased due to merit increase and compensation adjustments
- Retirement increase is correlating with salary/wage increases
- Meeting expense increase due to NTTA hosting the IBTTA Technology Summit

ALL FUNDS FY2025

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System.

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$592,281	\$-	\$-	\$592,281
Retirement Contributions - (512401)	67,740	-	-	67,740
Meeting Expense - (521101)	15,000	-	-	15,000
Consulting/Professional - (521201)	45,000	-	-	45,000
Travel - (523501)	20,000	-	-	20,000
Dues & Subscriptions - (523601)	63,000	-	-	63,000
Education and Training - (523701)	2,628	-	-	2,628
Office Supplies - (531101)	400	-	-	400
Freight and Express - (531105)	60	-	-	60
FY2025 Totals	\$806,109	\$0	\$0	\$806,109
FY2024 Totals	\$735,510	\$0	\$0	\$735,510
Increase/(Decrease)	\$70,599	\$0	\$0	\$70,599

Administration Department

POSITION SUMMARY

Administration Department			
Full-Time Positions	FY2024	FY2025	Change
Executive Director	1	1	0
Executive Assistant to ED DED	1	1	0
Total Positions	2	2	0

MAJOR BUSINESS FUNCTIONS

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

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



Board of Directors

Board of Directors Department

OVERVIEW

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

FY2025 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Financially Sound & Vibrant Organization

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

Delivering Transportation Solutions

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

Respected Leader & Partner in Region's Transportation Network

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

FY2025 KEY PERFORMANCE MEASURES

- Hold a target of 10 Public Board Meetings measured annually to communicate with customers and build strong, effective relationships with governments, partners, and stakeholders
- Hold a target of 16 Public Committee Meetings measured annually to communicate with customers and build strong, effective relationships with governments, partners, and stakeholders

Board of Directors Department

DEPARTMENTAL FY2025 AGENCY BUDGET

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$99,024	102,819	\$3,795	3.8%
Retirement Contributions - (512401)	14,399	14,755	355	2.5%
Meeting Expense - (521101)	63,918	63,918	-	-
Travel - (523501)	9,926	9,926	-	-
Dues & Subscriptions - (523601)	9,500	8,500	(1,000)	(10.5)%
Office Supplies - (531101)	2,020	2,020	-	-
Freight and Express - (531105)	1,257	1,257	-	-
Total Expenses	\$200,044	\$203,195	\$3,150	1.6%

MAJOR FY2025 AGENCY BUDGET ITEMS

The department's Agency budget increased in comparison to the FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained. There were no variances that met this criteria.

ALL FUNDS FY2025

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System.

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$102,819	\$-	\$-	\$102,819
Retirement Contributions - (512401)	14,755	-	-	14,755
Meeting Expense - (521101)	63,918	-	-	63,918
Travel - (523501)	9,926	-	-	9,926
Dues & Subscriptions - (523601)	8,500	-	-	8,500
Office Supplies - (531101)	2,020	-	-	2,020
Freight and Express - (531105)	1,257	-	-	1,257
FY2025 Totals	\$203,195	\$0	\$0	\$203,195
FY2024 Totals	\$200,044	\$0	\$0	\$200,044
Increase/(Decrease)	\$3,150	\$0	\$0	\$3,150

Board of Directors Department

POSITION SUMMARY

Board of Directors			
Full-Time Positions	FY2024	FY2025	Change
Secretary to the Board	1	1	0
Total Positions	1	1	0

MAJOR BUSINESS FUNCTIONS

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

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



Business Diversity Department

Business Diversity Department

OVERVIEW

The department is responsible for the inclusion and reporting of Disadvantaged, Minority, and Woman-owned Business Enterprises (D/M/WBEs) goals; and managing and maintaining monthly and annual diversity spend reporting by prime contractors. The division also coordinates and manages the internal and external outreach efforts to generate awareness of all procurement opportunities.

FY2025 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Collaborate with other departments to determine the contract-by-contract goals for procurement opportunities that best support the project scope while delivering high-quality customer service
- Ensure the inclusion of disadvantaged, minority-, and woman-owned business enterprises (D/M/WBEs) as part of NTTA's strategic sourcing and procurement process

Financially Sound & Vibrant Organization

- Monitor and report progress toward achieving business diversity goals and objectives with an emphasis on continuous improvement
- Communicate business diversity metrics on a regular basis. The defined metrics are diversity spend, compliance, prime contractor performance, business community outreach, certification, and organizational performance

Delivering Transportation Solutions

- Collaborate with other departments to establish the contract-by-contract goals for procurement opportunities that best support the project scope necessary for supporting operations and planned roadway improvements

Respected Leader & Partner in Region's Transportation Network

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

Highly Qualified, Energized & Engaged Team

- Develop, train, and engage business diversity professionals to achieve and maintain high level performance
- Provide thorough analysis to ensure compliance, illustrate transparency, highlight opportunities, and forewarn of potential hazards

FY2025 KEY PERFORMANCE INDICATORS

- Business Diversity will host a Second Wednesday Business Chat each month to build the pipeline of D/M/WBE vendors
- Business Diversity will implement a Surety Bond Assistance program to assist vendors with getting bondable and bonded. An external consultant will be engaged to support this initiative
- Collaborative outreach campaign with contractor associations and advocacy partners to generate program awareness and for recruitment
- An annual bonding workshop to assist participants with bonding readiness
- Provide technical assistance to workshop participants to assist with development and packaging of bonding applications
- Assist workshop participants with access to local surety bond producers

Business Diversity Department

DEPARTMENTAL FY2025 AGENCY BUDGET

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$525,924	\$547,105	\$21,180	4.0%
Retirement Contributions - (512401)	75,821	78,510	2,689	3.5%
Meeting Expense - (521101)	1,350	1,350	-	-
Promotional Expenses - (523304)	117,740	124,440	6,700	5.7%
Travel - (523501)	4,400	4,400	-	-
Dues & Subscriptions - (523601)	53,750	58,500	4,750	8.8%
Education and Training - (523701)	2,844	2,844	-	-
Office Supplies - (531101)	1,500	1,500	-	-
Total Expenses	\$783,329	\$818,648	\$35,319	4.5%

MAJOR FY2025 AGENCY BUDGET ITEMS

Business Diversity

The department's Agency budget increased in comparison to the FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained. There were no variances that met this criteria.

FY2025 ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System.

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$547,105	\$-	\$-	\$547,105
Retirement Contributions - (512401)	78,510	-	-	78,510
Meeting Expense - (521101)	1,350	-	-	1,350
Promotional Expenses - (523304)	124,440	-	-	124,440
Travel - (523501)	4,400	-	-	4,400
Dues & Subscriptions - (523601)	58,500	-	-	58,500
Education and Training - (523701)	2,844	-	-	2,844
Office Supplies - (531101)	1,500	-	-	1,500
FY2025 Totals	\$818,648	\$0	\$0	\$818,648
FY2024 Totals	\$783,329	\$0	\$0	\$783,329
Increase/(Decrease)	\$35,319	\$0	\$0	\$35,319

Business Diversity Department

POSITION SUMMARY

Business Diversity			
Full-Time Positions	FY2024	FY2025	Change
Director of Business Diversity	1	1	0
Manager, Business Diversity	1	1	0
Bus Div Compliance Analyst	1	0	(1)
BD Outreach Specialist	1	1	0
Sr Bus Div Compliance Analyst	1	1	0
Total Full-Time Positions	5	4	(1)
Part-Time Positions			
Business Diversity Compliance Analyst	0	1	1
Total Positions	5	5	0

MAJOR BUSINESS FUNCTIONS

The Business Diversity Department works with business representatives in the communities to improve mobility in North Texas. NTTA Business Diversity Department seeks to maximize participation of disadvantaged, minority, and woman-owned business enterprises (D/M/WBE) in all phases of purchasing and contracting.

- **Relationships and Opportunities Advancing Diversity (ROAD)** – This is a program of networking that meets quarterly to improve camaraderie, information-sharing and personal connections
- **Advocacy Trade Association Participation** – Participation in external outreach events hosted by advocacy groups and trade partners
- **Industry-Specific Procurement and Diversity Events** – Commitment to attend focus groups and community engagement events with the Conference of Minority Transportation Officials North Texas, Greater Dallas Planning Council, and Regional Hispanic Contractors Association Heavy Highway and Transportation Forum
- **Vendor Outreach Events** – Host virtual vendor outreach events, including: Second-Wednesday Business Chat Sessions; Cooperative Inclusion Plan Workshops; Information and Outreach Sessions for the ROAD class; Inaugural Access-to-Funding Workshop; First-Thursday Vendor Consultations; Business Opportunities Stakeholders Sessions (BOSS)



Human Resources Department

Human Resources Department

OVERVIEW

The Human Resources department supports the mission of NTTA by administering comprehensive and high-quality employee programs and services to prospective, current, and former employees. The FY2025 budget will enable the department to provide a high level of service in employee relations, workforce data, compensation, and benefits, recruiting and retaining top talent, training and development, organizational design, and process improvement, while maintaining a high level of employee engagement and satisfaction.

FY2025 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Highly Qualified, Energized & Engaged Team

- Working towards implementation on a new Human Resource Information System (HRIS) that manages our employee database, automates HR-related functions, and provides employees with self-service access to procedures and policies
- Continue to enhance weekly, monthly cadence of analytical data to guide departments and the company through important people-focused processes and decisions
- Establish high potential and high performing leadership development programs
- Partner with departments to regularly review job descriptions to ensure consistency between duties performed and the job description
- Conduct face-to-face quarterly leadership training to develop the management team and provide consistency in the interpretation and administration of policies and procedures
- Increase retention, boost engagement, and drive meaningful change with powerful insights through administration of the annual employee engagement survey
- Partner with all NTTA departments on creation and implementation of a staff development plan
- Creation of Standard Operating Procedures to clearly outline procedures, which must be followed to ensure compliance with principles or other rules and regulations
- Consistently monitor, research, and implement compensation structures that best support all areas of the organization
- Yearly review of benefits for optimal offerings for our employees

FY2025 KEY PERFORMANCE INDICATORS

- Commit to a 50% review/update of job descriptions yearly
- 25% completion of HR Standard Operating Procedures to be reviewed and updated
- Quarterly touch base meetings with management and sample size employees checking on Action Plan implementation from Employee Engagement Survey

Human Resources Department

DEPARTMENTAL FY2025 AGENCY BUDGET

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,503,590	\$1,465,400	(\$38,190)	(2.5)%
Salaries and Wages-Internship - (511202)	69,264	90,000	20,736	29.9%
Salaries and Wage-Overtime - (511301)	2,000	4,000	2,000	100.0%
Retirement Contributions - (512401)	196,088	190,608	(5,481)	(2.8)%
Retirement Contr.-Internship -(512402)	10,783	1,305	(9,478)	(87.9)%
Tuition Reimbursement - (512501)	33,100	33,100	-	-
Meeting Expense - (521101)	15,700	20,000	4,300	27.4%
Consulting/Professional - (521201)	154,000	403,000	249,000	161.7%
Recruitment - (523301)	120,000	222,000	102,000	85.0%
Promotional Expenses - (523304)	19,000	16,000	(3,000)	(15.8)%
Travel - (523501)	6,500	11,500	5,000	76.9%
Dues & Subscriptions - (523601)	6,000	5,700	(300)	(5.0)%
Education and Training - (523701)	68,500	68,500	-	-
Temporary Contract Labor - (523851)	50,000	100,000	50,000	100.0%
Office Supplies - (531101)	5,000	5,000	-	-
Freight and Express - (531105)	483	483	-	-
Total Expenses	\$2,260,008	\$2,636,596	\$376,587	16.7%

MAJOR FY2025 BUDGET ITEMS

The department's Agency budget increased in comparison to the FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Consulting/Professional increased for compensation market study
- Recruitment increased to significantly reduce and address system-wide vacancies
- Travel increased for HR team to attend training seminars to ensure the team is up to date on current HR standards
- Continue RPO with vendor to support demand

Human Resources Department

FY2025 ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System.

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,465,400	\$-	\$-	\$1,465,400
Salaries and Wages-Internship - (511202)	90,000	-	-	90,000
Salaries and Wage-Overtime - (511301)	4,000	-	-	4,000
Retirement Contributions - (512401)	190,608	-	-	190,608
Retirement Contr.-Internship - (512402)	1,305	-	-	1,305
Tuition Reimbursement - (512501)	33,100	-	-	33,100
Meeting Expense - (521101)	20,000	-	-	20,000
Consulting/Professional - (521201)	403,000	-	-	403,000
Recruitment - (523301)	222,000	-	-	222,000
Promotional Expenses - (523304)	16,000	-	-	16,000
Travel - (523501)	11,500	-	-	11,500
Dues & Subscriptions - (523601)	5,700	-	-	5,700
Education and Training - (523701)	68,500	-	-	68,500
Temporary Contract Labor - (523851)	100,000	-	-	100,000
Office Supplies - (531101)	5,000	-	-	5,000
Freight and Express - (531105)	483	-	-	483
FY2025 Totals	\$2,636,595	\$0	\$0	\$2,636,596
FY2024 Totals	\$2,260,008	\$0	\$0	\$2,260,008
Increase/(Decrease)	\$376,587	\$0	\$0	\$376,587

Human Resources Department

POSITION SUMMARY

Human Resources			
Full-Time Positions	FY2024	FY2025	Change
Director of Human Resources	1	1	0
Asst Dir of Human Resources	1	1	0
Manager, Comp & Benefits	1	1	0
Manager, HRIS	1	1	0
Manager, Talent Acquisition	1	1	0
Benefits Analyst	1	1	0
Comp and Benefits Analyst	0	1	1
HR Business Partner	0	2	2
HR Coordinator	1	1	0
HRIS Analyst	0	1	1
Sr Comp & Benefits Analyst	1	1	0
Sr HR Generalist	2	1	(1)
Talent Acquisition Coordinator	1	1	0
Talent Acquisition Partner	2	2	0
Training Manager	1	1	0
Total Positions	14	17	3

- Addition of 3 backfill positions for the ERP Implementation
- Temporary positions – 10 Interns

Human Resources Department

MAJOR BUSINESS FUNCTIONS

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

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



Internal Audit Department

Internal Audit Department

OVERVIEW

The Internal Audit/Enterprise Risk department provides independent, objective assurance, and consulting services guided by global professional standards for auditing and risk management frameworks. Internal Audit helps the Authority accomplish its objectives through a systematic, disciplined approach to evaluate and improve the effectiveness of governance processes, risk management, and controls.

FY2025 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Conduct audits to evaluate the effectiveness of controls related to processes that impact customers (external and internal) including, but not limited to, toll enforcement remedies, talent management, data security, and NTTA's ethics hotline (available to all stakeholders, including customers)

Financially Sound & Vibrant Organization

- Continue to evolve NTTA's enterprise risk management process for identifying, prioritizing, and managing risks
- Conduct audits to evaluate the effectiveness of controls related to risks including, but not limited to, operational, financial, compliance and information systems/technology risks
- Provide consulting/advisory services to management on an as-needed basis

Highly Qualified, Energized & Engaged Team

- Continue to train and develop department staff on internal audit best practices and use of technology
- Continue to maintain an internal Quality Assurance and Improvement Program (QAIP) on an annual basis as well as an external Quality Assurance Review (QAR) every five years

FY2025 KEY PERFORMANCE INDICATORS

- 75% of the audit workplan will address key enterprise risks and/or support organization's strategic objectives
- 25% of audit resources will be used for audits or special projects related to enterprise risks, support other strategic initiatives and continuous improvement
- Enterprise Risk Assessment and Fraud Risk Assessment will be updated annually

Internal Audit Department

DEPARTMENTAL FY2025 AGENCY BUDGET

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$989,064	\$1,036,710	\$47,646	4.8%
Retirement Contributions - (512401)	142,273	148,768	6,495	4.6%
Meeting Expense - (521101)	1,000	1,000	-	-
Consulting/Professional - (521201)	130,000	100,000	(30,000)	(23.1)%
Employee Appreciation - (523305)	-	800	800	-
Travel - (523501)	5,000	6,000	1,000	20.0%
Dues & Subscriptions - (523601)	5,100	5,100	-	-
Education and Training - (523701)	14,000	16,000	2,000	14.3%
Licenses - (523801)	1,055	1,055	-	-
Office Supplies - (531101)	850	850	-	-
Books & Periodicals - (531401)	250	250	-	-
Total Expenses	\$1,288,592	\$1,316,533	\$27,940	2.2%

MAJOR FY2025 AGENCY BUDGET ITEMS The department's Agency budget increased in comparison to the FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Consulting/Professional decreased due to the FY2024 Quality Assurance Review, which is only completed every 5 years

Internal Audit Department

FY2025 ALL FUNDS

The following is a summary of the departmental total budget for Agency and all other funds in the NTTA System.

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,036,710	\$-	\$-	\$1,036,710
Retirement Contributions - (512401)	148,768	-	-	148,768
Meeting Expense - (521101)	1,000	-	-	1,000
Consulting/Professional - (521201)	100,000	-	-	100,000
Employee Appreciation - (523305)	800	-	-	800
Travel - (523501)	6,000	-	-	6,000
Dues & Subscriptions - (523601)	5,100	-	-	5,100
Education and Training - (523701)	16,000	-	-	16,000
Licenses - (523801)	1,055	-	-	1,055
Office Supplies - (531101)	850	-	-	850
Books & Periodicals - (531401)	250	-	-	250
FY2025 Totals	\$1,316,533	\$0	\$0	\$1,316,533
FY2024 Totals	\$1,288,592	\$0	\$0	\$1,288,592
Increase/(Decrease)	\$27,940	\$0	\$0	\$27,941

POSITION SUMMARY

Internal Audit			
Full-Time Positions	FY2024	FY2025	Change
Sr Dir Audit & Enterprise Risk	1	1	0
Asst Dir Internal Audit	1	1	0
Administrative Assistant	1	1	0
Manager, Enterprise Risk	1	1	0
Sr Risk and Audit Data Analyst	1	1	0
Sr Internal Auditor	3	3	0
Total Positions	8	8	0

Internal Audit Department

MAJOR BUSINESS FUNCTIONS

The Internal Audit department leverages its budget to improve and strengthen NTTA business functions and operations through:

- Enterprise Risk – Develop/maintain a framework, including methodology, process, and tools/templates for managing risks
- Assurance audits/Advisory services – Provide an objective and independent assessment of governance, risk management and business processes as well as recommendations for continuous improvement

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Legal Services Department

Legal Services Department

OVERVIEW

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

FY2025 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Deliver legal services in an efficient and cost-effective manner
- Provide timely and responsive legal advice and counsel to the Board and staff
- Ensure compliance with bankruptcy laws by managing bankruptcy matters, including adherence to automatic stay provisions, and filing proofs of claims
- Oversee and coordinate responses to Public Information Act requests, ensuring transparency and compliance with legal requirements

Financially Sound and Vibrant Organization

- Ensure NTTA receives legal services commensurate with outside counsel expenditures
- Collaborate with staff to provide legal support including for cybersecurity and collections compliance and optimization
- Collaborate with staff regarding risk mitigation through legal controls and insurance
- Collaborate with internal finance managers and outside bond counsel on bond and refinancing documents and support the Board's discharge of its resulting legal obligations
- Protect NTTA's intellectual property from misuse, appropriation, or diminution
- Strategize, manage, and oversee litigation matters to protect NTTA's legal and financial interests
- Develop, implement, and maintain comprehensive document retention policies to ensure legal compliance and efficient record management
- Review, draft, and negotiate contracts to safeguard NTTA's interests and ensure compliance with relevant laws

Delivering Transportation Solutions

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

Respected Leader & Partner in Region's Transportation Network

- Develop relationships in the regional transportation community to further NTTA's long-range legal and transportation goals
- Stay current with emerging legal challenges, proposals, and enactments that could affect NTTA and develop responsive strategies
- Seek diversity in the retention of outside counsel and other providers

Highly Qualified, Energized, and Engaged Team

- Evaluate and implement legal training as needed or requested
- Develop a comprehensive and easily accessible repository of legal research and forms
- Oversee, evaluate, coordinate, and manage existing and pending NTTA policies and procedures
- Work with the Board and staff on matters related to conflicts-of-interest and other ethics-related duties under NTTA's ethics policies, applicable statutes, and common law
- Manage ethics investigations and oversee the anonymous online reporting system to ensure thorough, confidential, and appropriate handling of ethical concerns

Legal Services Department

FY2025 KEY PERFORMANCE INDICATORS

- Not Applicable

DEPARTMENTAL FY2025 AGENCY BUDGET

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$994,048	\$1,173,310	\$179,262	18.0%
Salaries and Wages-Internship - (511202)	156,000	158,448	2,448	1.6%
Retirement Contributions - (512401)	134,926	155,686	20,760	15.4%
Retirement Contr.-Internship - (512402)	23,299	2,298	(21,001)	(90.1)%
Meeting Expense - (521101)	2,300	2,300	-	-
Legal Fees - (521202)	2,000,000	1,950,000	(50,000)	(2.5)%
Travel - (523501)	12,869	12,869	-	-
Dues & Subscriptions - (523601)	84,325	12,310	(72,015)	(85.4)%
Education and Training - (523701)	3,423	6,846	3,423	100.0%
Office Supplies - (531101)	42,129	42,129	-	-
Freight and Express - (531105)	472	472	-	-
Software - (531651)	-	121,495	121,495	-
Total Expenses	\$3,453,790	\$3,638,162	\$184,372	5.3%

MAJOR FY2025 BUDGET ITEMS

The department's Agency budget increased in comparison to FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Salaries/Wages increased due to merit increase and addition of 3rd in-house attorney
- Retirement increased in correlation with the salary/wage adjustments
- Retirement-Internship decreased due to non-qualifying status
- Legal Fees decreased due to addition of 3rd in-house attorney
- Software increased for new program and account code correction

Legal Services Department

FY2025 ALL FUNDS

The following is a summary of the departmental total budget for Agency and all other funds in the NTTA System.

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,173,310	\$-	\$-	\$1,173,310
Salaries and Wages-Internship - (511202)	158,448	-	-	158,448
Retirement Contributions - (512401)	157,983	-	-	157,983
Meeting Expense - (521101)	2,300	-	-	2,300
Legal Fees - (521202)	1,950,000	40,000	650,000	2,640,000
Travel - (523501)	12,869	-	-	12,869
Dues & Subscriptions - (523601)	12,310	-	-	12,310
Education and Training - (523701)	6,846	-	-	6,846
Office Supplies - (531101)	42,129	-	-	42,129
Freight and Express - (531105)	472	-	-	472
Software - (531651)	121,495	-	-	121,495
FY2025 Totals	\$3,638,162	\$40,000	\$650,000	\$4,328,162
FY2024 Totals	\$3,453,790	\$40,000	\$650,000	\$4,143,790
Increase/(Decrease)	\$184,372	\$0	\$0	\$184,372

OTHER FUNDS

- RMF – Legal fees pertaining to projects
- CIF – Civil Litigation Program

POSITION SUMMARY

Legal			
Full-Time Positions	FY2024	FY2025	Change
AED General Counsel	1	1	0
Director Asst General Counsel	1	1	0
Executive Assistant	1	1	0
Executive Assistant to AED	1	0	(1)
Bankruptcy Specialist	2	1	(1)
Corporate Counsel	0	1	1
Legal Assistant	0	1	1
Legal Dept Administrator	1	1	0
Public Information Act Officer	1	1	0
Sr Bankruptcy Specialist	0	1	1
Total Positions	8	9	1

- Position added to aid in increasing inhouse work capacity

Legal Services Department

MAJOR BUSINESS FUNCTIONS

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

- Provide legal advice and counsel on a wide variety of issues for all departments
- Assist in negotiating and drafting agreements
- Administer and provide guidance regarding Ethics Point and other ethics matters
- Respond to Public Information Act requests, subpoenas, search warrants, and court orders
- Support collections and toll-enforcement efforts
- Provide legal advice regarding implementation of laws
- Direct, coordinate, and oversee outside legal counsel's services
- Oversee policies and procedures
- Supervise litigation matters (including dispute resolution)
- Provide prompt and effective counsel upon identification of significant legal issues
- Protect intellectual property
- Counsel Board and staff on open meetings, bylaws, and ethics policies
- Review Board documents and supervise Board Secretary
- Serve as Parliamentarian at Board meetings
- Administer document retention
- Manage legal risk
- Comply with bankruptcy law related to collections and file proofs of claim

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Procurement Department

Procurement Department

OVERVIEW

The department is responsible for the procurement of all Authority supplies, services, and construction purchases; ensuring fairness is maintained throughout the purchasing process, managing, and maintaining requisitions, purchase orders and contracts. The division also coordinates and manages the formal bid process including Request for Bids (RFBs), Request for Proposals (RFPs), and Request for Qualifications (RFQs).

FY2025 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Collaborate with other departments to develop the necessary contract and procurement strategies that best support operations while delivering high-quality customer service

Financially Sound & Vibrant Organization

- Seek savings opportunities and improvements by negotiating better pricing as well as procuring goods and general services from a wide variety of sources
- Evaluate each procurement for cost savings and fiscal reasonability. This is accomplished by evaluating total spend of the Authority and analyzing the market to determine the best procurement methods

Delivering Transportation Solutions

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

Respected Leader & Partner in Region's Transportation Network

- Elevate business community outreach efforts through regional organizational participation

Highly Qualified, Energized & Engaged Team

- Develop, train, and increase certified purchasing professionals to achieve and maintain high level performance

FY2025 KEY PERFORMANCE MEASURES

- Achieve an overall 80% satisfaction on Procurement customer surveys

Procurement Department

DEPARTMENTAL FY2025 AGENCY BUDGET

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$941,578	\$1,102,194	\$160,616	17.1%
Retirement Contributions - (512401)	134,439	151,232	16,793	12.5%
Meeting Expense - (521101)	231	231	-	-
Public Information Fees - (523203)	13,369	13,369	-	-
Travel - (523501)	11,220	15,000	3,780	33.7%
Dues & Subscriptions - (523601)	16,647	16,647	-	-
Education and Training - (523701)	11,000	15,000	4,000	36.4%
Office Supplies - (531101)	4,184	4,184	-	-
Freight and Express - (531105)	90	90	-	-
Total Expenses	\$1,132,758	\$1,317,947	\$185,189	16.3%

MAJOR FY2025 AGENCY BUDGET ITEMS

The department's Agency budget increased in comparison to the FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Salaries/Wages increased due to merit increase and added personnel for ERP implementation

FY2025 ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System.

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,102,194	\$-	\$-	\$1,102,194
Retirement Contributions - (512401)	151,232	-	-	151,232
Meeting Expense - (521101)	231	-	-	231
Public Information Fees - (523203)	13,369	19,000	12,000	44,369
Travel - (523501)	15,000	-	-	15,000
Dues & Subscriptions - (523601)	16,647	-	-	16,647
Education and Training - (523701)	15,000	-	-	15,000
Office Supplies - (531101)	4,184	-	-	4,184
Freight and Express - (531105)	90	-	-	90
FY2025 Totals	\$1,317,947	\$19,000	\$12,000	\$1,348,947
FY2024 Totals	\$1,132,758	\$19,000	\$12,000	\$1,163,758
Increase/ (Decrease)	\$185,189	\$0	\$0	\$185,189

Procurement Department

POSITION SUMMARY

Procurement			
Full-Time Positions	FY2024	FY2025	Change
Director of Procurement Svcs	1	1	0
Manager, Contracting Compliance	1	1	0
Procurement Systems Analyst	0	1	1
Procurement Analyst	1	1	0
Sr Contracting Specialist	1	0	(1)
Sr Procurement Specialist	8	7	(1)
Total Positions	12	11	(1)

- Adjustments to accommodate staffing needs for ERP implementation

MAJOR BUSINESS FUNCTIONS

- Procurement of all supplies, services, and construction needs of the Authority
- Ensuring fairness is maintained throughout the purchasing process
- Managing and maintaining requisitions, purchase orders, and contracts
- Coordinating and managing the formal bid process, including RFBs, RFPs, and RFQs
- Creating and maintaining procurement policies and procedures



Public and Governmental Affairs Department

Public and Governmental Affairs Department

OVERVIEW

The Public and Government Affairs (PGA) department supports agency business units through external and internal communication strategies. PGA creates and deploys paid and earned media campaigns to support TollTag penetration, oversees major fleet accounts, engages with the public through all media, including graphic arts, contributes to agency recruitment and retention through promotion of agency culture initiatives, and directs NTTA's government affairs program.

FY2025 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Drive TollTag penetration through new account generation and ZipCash conversions
- Broadcast NTTA's regional value through public engagement activities, customer education, and Speakers Bureau, maximizing customer connectivity
- Increase customer's awareness of NTTA's value-added services, including Roadside Safety Services, TollPerks, TollTag interoperability, the Tollmate app, and new agency promotions.
- Communicate Maintenance, Project Delivery and Traffic and Incident Management updates to customers and affected stakeholders
- Manage national and regional commercial, government agency, and auto dealer fleets (direct engagement and third-party managed) account services, in collaboration with the agency's Revenue Assurance Workgroup

Financially Sound & Vibrant Organization

- Use marketing technologies to customize messaging and develop new product offerings to reduce ZipCash market share
- Partner with regional TSA agencies to increase TollTag penetration using paid and earned media promotions, mitigating NTTA's collection risk

Respected Leader & Partner in Region's Transportation Network

- Broadcast NTTA's value to our customers and regional stakeholders through digital and social media campaigns, Speakers Bureau, and sharing of best practices by agency subject matter experts at regional, national, and international forums
- Build and maintain a network of regional appointed and elected officials for NTTA, educating policymakers on NTTA's role as a regional tollway authority and safeguarding our statutory authority during legislative sessions and interims
- Earn and preserve trust in the agency's operational integrity through accurate and transparent agency communications

Highly Qualified & Engaged Team

- Establish and achieve high performance goals as the agency's primary voice with external audiences

FY2025 KEY PERFORMANCE INDICATORS

- Attain annual goal of 500k new TollTag accounts – individual and commercial.
- Digital ad conversion goal of 275K
- Increase TollPerks enrollment by 5 percent, targeting the one-million-member mark
- Increase TollPerks redemptions by 10 percent (first full year with enhanced rewards)
- Increase TollTag Insider subscriptions by 5 percent: currently at 910K subscribers
- Increase public engagements and event sponsorships by 20 percent
- Set engagement baselines for promotions through social media channels in first year of new Public Engagement strategy

Public and Governmental Affairs Department

- Increase Account Management Services' (AMS) direct-engagement and third-party managed commercial fleet accounts by 10 percent, including regional fleet and Dealership Partner Program
- Create a governmental entity fleet account management team in Account Management Services, offering these entities an NTTA account management solution
- Government Affairs constituent casework across the NTTA service area (member counties plus ring counties, 47 legislative elected official officials)
- Preservation of NTTA's statutory authority during the 89th Legislative Session
- Increase Speakers Bureau presentations by 10 percent
- Graphic design support for agency collateral
- Maintain consistent employee engagement through Internal Communications

DEPARTMENTAL FY2025 AGENCY BUDGET – PUBLIC/GOVERNMENTAL AFFAIRS

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,765,058	\$2,210,274	\$445,216	25.2%
Salaries and Wage-Overtime - (511301)	721	35,000	34,279	4,754.4%
Retirement Contributions - (512401)	234,017	283,816	49,799	21.3%
Meeting Expense - (521101)	8,902	9,785	883	9.9%
Consulting/Professional - (521201)	2,496,309	2,432,664	(63,645)	(2.5)%
Digital_Out of Home - (523302)	1,618,782	-	(1,618,782)	-
Television & Radio - (523303)	1,250,499	-	(1,250,499)	-
Promotional Expenses - (523304)	1,208,016	1,715,841	507,825	42.0%
Employee Appreciation - (523305)	54,678	54,678	-	-
Media Buy and Advertising - (523306)	-	2,169,282	2,169,282	-
Media Production - (523307)	-	700,000	700,000	-
Printing and Photographic - (523401)	5,931	5,931	-	-
Maps & Pamphlets - (523402)	25	-	(25)	-
Travel - (523501)	25,822	52,000	26,178	101.4%
Dues & Subscriptions - (523601)	15,077	30,000	14,923	99.0%
Education and Training - (523701)	11,454	11,454	-	-
Office Supplies - (531101)	5,583	5,583	-	-
Other Materials and Supplies - (531102)	948	948	-	-
Freight and Express - (531105)	332	250	(82)	(24.7)%
Uniforms - (531701)	1685	-	(1,685)	-
Total Expenses	\$8,703,839	\$9,717,506	\$1,013,667	11.6%

MAJOR FY2025 AGENCY BUDGET ITEMS

The department's Agency budget increased in comparison to the FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Salaries/Wages increased due to merit increase and movement of personnel previously in Regional Tolling Services moving under the umbrella of PGA
- Retirement increased in correlation with salary/wage adjustments
- Overtime increased with the addition of Regional Tolling Services

Public and Governmental Affairs Department

- Promotional expense increased primarily due to Board approved enhancements to TollTag marketing, the TollPerks reward program and the movement of the department Regional Tolling Services moving under the umbrella of PGA
- Digital_Out of Home and Television & Radio were moved to new accounts – Media Buy and Advertising and Media Production – this will allow for better descriptive use of funds. Media Buy and Advertising pays for the purchase of advertising space in all media channels. Media Production pays for the production of creative content (i.e., the puppet campaign)
- Travel increases to accommodate the Government Affairs lodging and travel leading up to and during the 89th Texas Legislative Session (Spring 2025)
- Dues and Subscriptions increased to procure a social media content management (SMCM) tool. This will be used to monitor and measure NTTA's new media engagement

FY2025 ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System.

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	2,210,274	\$-	\$-	\$2,210,274
Salaries and Wage-Overtime - (511301)	35,000	-	-	35,000
Retirement Contributions - (512401)	283,816	-	-	283,816
Meeting Expense - (521101)	9,785	-	-	9,785
Consulting/Professional - (521201)	2,432,664	-	-	2,432,664
Promotional Expenses - (523304)	1,715,841	-	-	1,715,841
Employee Appreciation - (523305)	54,678	-	-	54,678
Media Buy and Advertising - (523306)	2,169,282	-	-	2,169,282
Media Production - (523307)	700,000	-	-	700,000
Printing and Photographic - (523401)	5,931	-	-	5,931
Travel - (523501)	52,000	-	-	52,000
Dues & Subscriptions - (523601)	30,000	-	-	30,000
Education and Training - (523701)	11,454	-	-	11,454
Office Supplies - (531101)	5,583	-	-	5,583
Other Materials and Supplies - (531102)	948	-	-	948
Freight and Express - (531105)	250	-	-	250
FY2025 Totals	\$9,717,506	\$0	\$0	\$9,717,506
FY2024 Totals	\$8,703,839	\$0	\$0	\$8,703,839
Increase/(Decrease)	\$1,013,667	\$0	\$0	\$1,013,667

Public and Governmental Affairs Department

POSITION SUMMARY

Public Affairs and Governmental Affairs			
Full-Time Positions	FY2024	FY2025	Change
Director of Public Affairs	1	1	0
Director of Government Affairs	1	0	(1)
Assistant Director of Public Affairs	1	1	0
Senior Manager Marketing	1	0	(1)
Manager, Account Management Svcs	0	1	1
Manager, Community Engagement	0	1	1
Manager, Corporate Communication	1	1	0
Manager, Marketing	0	1	1
Manager, Media Public Relations	1	1	0
Manager, Project Communications	1	1	0
Manager, Public Relations	1	0	(1)
Administrative Assistant	1	1	0
Account Management Svcs Specialist	0	3	3
Account Management Svcs Supervisor	0	1	1
Corporate Communications Specialist	0	1	1
Internal Communications Specialist	0	0	0
Government Affairs Strategist	2	3	1
Graphic Designer	1	1	0
Project Communication Specialist	1	0	(1)
Public Affairs Specialist	1	0	(1)
Senior Communications Specialist	1	1	0
Senior Digital Communication Specialist	1	0	(1)
Senior Tolltag Marketing Strategist	0	1	1
Tolltag Marketing Strategist	1	0	(1)
Total Positions	17	20	3

- 4 Positions were transferred from Regional Tolling Partners to Public Affairs

Public and Governmental Affairs Department

MAJOR BUSINESS FUNCTIONS

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

- **Account Management Services** – Promote and administer a direct-engagement and third-party managed commercial account program. The program includes national third-party fleet account managers, regional fleets (e.g., auto dealers), and governmental entity fleets
- **Internal Communications** – Lead NTTA's annual employee engagement campaign, drive NTTA's *Mission: Forward* initiative, foster a positive employee culture through the Employee Steering Committee, strategic and tactical support for Human Resource's recruitment and retentions efforts
- **Media Relations** – Create content for publication in NTTA's media channels. Serve as NTTA's primary spokesperson, manage responses to media inquiries and identify, evaluate, and advise on engagement with media
- **Graphic Design** – Design NTTA artwork, fonts, logos, and any other visual art in NTTA materials. Advise on all aspects of visual design. Lead publication projects, layouts, and other collateral production for NTTA
- **Marketing and Advertising** – Manage the creation, production, and delivery of NTTA's paid media assets into market. Measure metrics and outcomes of the paid media campaign across all delivery modes. Direct and manage the TollPerks online rewards program, sourcing new prize and sweepstakes categories to increase enrollment and redemptions
- **Project Communications** – Inform and educate customers, stakeholders, residents and the business community on all Capital Plan and maintenance projects on NTTA's system. Leverage collaboration with cities and counties to ensure maximum message reach
- **Public Engagement** – Drive NTTA's earned media campaign and promotional activities, including the regional sponsorship program. Source new organic opportunities to amplify the reach of NTTA's paid media assets. Identify third-party voices to promote NTTA's regional value. Educate NTTA's customer bases through the Speakers Bureau initiative
- **Government Affairs** – Build and maintain relationships with appointed and elected officials at all levels of government to advance NTTA's strategic objectives, particularly during legislative sessions. This division leads the agency's responses to constituent and elected official inquiries. Government Affairs identifies opportunities to connect NTTA with private and public sector entities to improve operational efficiencies



***Treasury and Financial Planning
Department***

Treasury and Financial Planning Department

OVERVIEW

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

FY2025 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Support our internal and external customers by providing excellent customer service in all areas of our finance organization

Financially Sound & Vibrant Organization

- Invest funds to preserve principal while ensuring cash is available to fund our ongoing operating and capital improvement requirements
- Partner with financial advisors to capitalize on favorable market conditions through lower cost of borrowing
- Continuously improve annual budget planning process for clarity and more transparency
- Produce a Five-Year Capital Plan based on best estimates for future planning
- Maintain compliance with Trust Agreements
- Provide analysis to ensure compliance with policies and federal/state laws, illustrate transparency, and highlight opportunities
- Provide financial reporting and metrics to drive business decisions

Delivering Transportation Solutions

- Provide back-office processing of payments for TSA partner facilities

Respected Leader and Partner

- Advocate the value of NTTA to underwriters, rating agencies, and bondholders

Highly Qualified, Energized & Engaged Team

- Recognize and reward performance

FY2025 KEY PERFORMANCE INDICATOR'S

Reporting requirements

- Monthly Financial Report is posted to EMMA/NTTA website monthly within 10 business days
- Annual Comprehensive Financial Report posted by June 30th
- Investment report delivered to Board quarterly prior to 60 days after quarter-end

Policy Requirements

- Annual Board approval of Debt policy and Investment policy
- Annual Disclosure Training is required per the NTTA Disclosure Policy for the CFO, the Controller, the Director of Treasury and Financial Planning and General Counsel

Treasury and Financial Planning Department

- Public Funds Investment Act training for Investment Officers every second year

Adherence to Annual Budget calendar

- On or before the 60th day prior to the end of each Fiscal Year NTTA will adopt a preliminary budget for the ensuing Fiscal Year per the terms of the Trust Agreement
- Final budget to be approved prior to the first day of the new Fiscal Year per the terms of the Trust Agreement

Payment and Settlement requirements

- Debt Service obligations met in advanced of all contractual deadlines
- Banking (Certificate) process to pay partner organizations and to move funds in accordance with the Master Custodial agreement each day NTTA offices are open
- Maintain, reconciliation, and settlement with IOP partners completed monthly
- Monthly reconciliation and reporting to TSA Partners completed by due dates (LBJ/NTE – 15th of month, DFW Region – 8th business day)

DEPARTMENTAL FY2025 AGENCY BUDGET

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,021,447	\$1,085,635	\$64,188	6.3%
Retirement Contributions - (512401)	147,262	155,789	8,526	5.8%
Meeting Expense - (521101)	-	500	500	-
Consulting/Professional - (521201)	360,000	375,000	15,000	4.2%
Traffic Engineering Fees - (521207)	600,000	650,000	50,000	8.3%
Promotional Expenses & Events - (523304)	-	700	700	-
Printing and Photographic - (523401)	6,186	5,000	(1,186)	(19.2)%
Travel - (523501)	1,633	5,000	3,367	206.2%
Dues & Subscriptions - (523601)	475	375	(100)	(21.1)%
Education and Training - (523701)	1,821	3,090	1,269	69.7%
Office Supplies - (531101)	883	1,105	222	25.1%
Freight and Express - (531105)	352	200	(152)	(43.2)%
Bank Charges - (573001)	15,000	17,000	2,000	13.3%
Total Expenses	\$2,155,059	\$2,299,395	\$144,336	6.7%

MAJOR FY2025 AGENCY BUDGET ITEMS

The department's Agency budget increased in comparison to the FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Salaries/Wages increased due to merit increase and compensation adjustments
- Traffic Engineering Fees increased due to bi-annual reporting requirements

Treasury and Financial Planning Department

FY2025 ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System.

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,085,635	\$-	\$-	\$1,085,635
Retirement Contributions - (512401)	155,789	-	-	155,789
Meeting Expense - (521101)	500	-	-	500
Consulting/Professional - (521201)	375,000	-	67,900	442,900
Trustee Fees - (521204)	-	-	75,000	75,000
Rating Agency Fees - (521205)	-	-	91,000	91,000
Traffic Engineering Fees - (521207)	650,000	-	155,000	805,000
Promotional Expenses - (523304)	700	-	-	700
Printing and Photographic - (523401)	5,000	-	-	5,000
Travel - (523501)	5,000	-	-	5,000
Dues & Subscriptions - (523601)	375	-	-	375
Education and Training - (523701)	3,090	-	-	3,090
Office Supplies - (531101)	1,105	-	-	1,105
Freight and Express - (531105)	200	-	-	200
Bank Charges - (573001)	17,000	-	-	17,000
FY2025 Totals	\$2,299,395	\$0	\$388,900	\$2,688,294
FY2024 Totals	\$2,155,059	\$0	\$733,900	\$2,888,959
Increase/(Decrease)	\$144,336	\$0	(\$345,000)	(\$200,665)

OTHER FUNDS

- Financial advisors
- Trustee Fees for Asset management
- Rating Agency Fees for maintaining ratings on bonds
- Comprehensive traffic and revenue studies planned on a bi-annual basis

Treasury and Financial Planning Department

POSITION SUMMARY

Treasury & Financial Planning			
Full-Time Positions	FY2024	FY2025	Change
Dir of Treasury & Fin Planning	1	1	0
Manager, Budget	1	1	0
Manager, Debt	1	1	0
Manager, Treasury Investment	1	1	0
Sr Financial Analyst	5	5	0
Total Positions	9	9	0

MAJOR BUSINESS FUNCTIONS

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

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OPERATIONAL SERVICE DEPARTMENTS

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CONTACT CENTER AND COLLECTIONS DEPARTMENT

Contact Center and Collections Department

OVERVIEW

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

The department's 2025 objective continues the focus on the "Five C's" of exceptional customer service: Connect, Collect, Convert, Continuous Improvement, Coach.

- **Connect:** Customers should expect an exceptional customer service experience with NTTA based on their preferred communication method
- **Collect:** Customers will be treated with the utmost respect while being held responsible for their decision not to pay tolls
- **Convert:** A TollTag on every windshield
- **Continuous Improvement:** Improve system infrastructure and processes by leveraging appropriate technology
- **Coach:** Staff and leadership conduct appropriate training and coaching to improve customer experience and support of our diverse work staff

FY2025 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Focus on improving key drivers of customer satisfaction, which include reducing call wait times and evaluate increasing the number of full-service locations where customers may open new TollTag accounts or pay ZipCash bills
- Expand contact channel opportunities to provide additional customer access and leverage new and existing technology, such as the Tollmate app, electronic statements, and new Artificial Intelligence (AI) technologies for additional self-serve options
- Improve contact with customers through targeted outreach campaigns to include outbound dialing, text messaging, emails, and other communication vehicles
- Leverage emerging payment technologies to facilitate customers' ability to pay
- Maximize every ZipCash customer interaction to communicate the benefits of a TollTag account

Customer Care – Partners with Contact Center and Collections leadership to:

- Provide audits of all Customer Service processes and procedures
- Develop and maintain call center Speech Analytics and reporting
- Complete all Board, Ombudsman, Legal, Communications, and Government Affairs escalations
- Respond to all subpoenas and Public Information Act requests, testify as Custodian of Records for all NTTA and law enforcement trials
- Continue to enhance self-help channels (IVR, Customer Portal, Tollmate) to increase channel migration and shift easy contacts to the self-help model

Contact Center and Collections Department

- Analyze and report on survey responses sent after each customer contact, to allow us to enhance and improve the customer experience, ensuring the voice of the customer is heard and actions are taken to make it as easy as possible to do business with us
- Develop and maintain new training needs across the Customer Service regarding new initiatives and enhance the current training process to ensure processes and procedures are communicated correctly for accurate understanding
- Develop new ideas to enhance system processes and procedures to simplify them and lower handle times

Financially Sound & Vibrant Organization

- Meet or exceed targets for transponder penetration and pursuable transactions
- Meet or exceed targets for billing and revenue collection
- Support revenue assurance activities and continually identify and implement new processes and initiatives to increase revenue collection
- Work with law enforcement to pursue roadside enforcement
- Leverage the Business Intelligence environment in decision making

Highly Qualified, Energized & Engaged Team

- Collaborate with the Human Resources department to develop staff, build core skills and provide career path development
- Enhance analytical and soft skills and business process management methodology for supervisors and management staff to drive efficiencies
- Enhance department succession plan for management strength and career paths

FY2025 KEY PERFORMANCE INDICATORS

Meet or exceed targets for Operations key performance measures:

- Call center performance service level of 91.0% calls answered withing 30 seconds
- Customer service rating of 93.0%
- Collectible revenue of 90.5% at 12 months and 93.0% at 24 months
- Customer should expect an exceptional customer service experience with NTTA based on their preferred communication method
- Customers will be treated with the utmost respect while being held responsible for their decision not to pay tolls
- A TollTag on every windshield
- Improve system infrastructure and processes by leveraging appropriate technology
- Staff and leadership conduct appropriate training and coaching to improve customer experience and support of our diverse work staff

Contact Center and Collections Department

DEPARTMENTAL FY2025 AGENCY BUDGET

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$14,502,250	15,357,783	\$855,533	5.9%
Salaries and Wage-Overtime - (511301)	361,487	275,466	(86,021)	(23.8)%
Retirement Contributions - (512401)	2,084,311	2,093,255	8,944	0.4%
Meeting Expense - (521101)	34,440	34,880	440	1.3%
Consulting/Professional - (521201)	15,938,002	14,147,100	(1,790,902)	(11.2)%
Armored Car Services - (521209)	50,142	50,150	8	-
Rentals - Equipment - (522302)	25,200	35,200	10,000	39.7%
Postage - (523201)	18,279,249	19,100,000	820,751	4.5%
Promotional Expenses - (523304)	250,000	100,000	(150,000)	(60.0)%
Printing and Photographic - (523401)	9,983	-	(9,983)	-
Travel - (523501)	25,632	20,907	(4,725)	(18.4)%
Dues & Subscriptions - (523601)	30,008	44,150	14,142	47.1%
Education and Training - (523701)	34,393	39,900	5,507	16.0%
Temporary Contract Labor - (523851)	14,500,000	15,250,000	750,000	5.2%
Office Supplies - (531101)	52,791	98,300	45,509	86.2%
Freight and Express - (531105)	2,408	375	(2,033)	(84.4)%
Inven for resale(toll tags) - (531501)	1,500,000	1,750,000	250,000	16.7%
Uniforms - (531701)	40,499	43,742	3,243	8.0%
Bank Charges - (573001)	400,000	400,000	-	-
Credit Card Fees - (573002)	38,250,000	41,500,000	3,250,000	8.5%
Total Expenses	\$106,370,976	110,341,208	3,970,230	3.7%

MAJOR FY2025 AGENCY BUDGET ITEMS

The department's Agency budget increased in comparison to the FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Salary/Wages increased due to merit increase and compensation adjustments
- Overtime decrease is driven by personnel filling vacancies
- Consulting/Professional decreased due to alignment to historical/trend analysis
- Rentals-Equipment increased due to cost adjustments
- Postage increased due to increased USPS postage rates and transaction volume
- Promotional expense decreased due to the movement of Regional Tolling Partners department to PGA
- Printing and photographic decreased due to the movement of Regional Tolling Partners department to PGA
- Dues and subscriptions increased due to the support of the increase in training offerings as well as conference and association dues
- Education and training increased due to increase in training offerings
- Office Supplies increased due to needs assessment
- Temporary Contract Labor increase is driven by increase in transaction volume
- Toll Tags (Transponder production) costs increased due to inventory needs
- Credit card fees increased due to transaction volumes

Contact Center and Collections Department

FY2025 ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System.

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$15,357,783	\$-	\$-	\$15,357,783
Salaries and Wage-Overtime - (511301)	275,466	-	-	275,466
Retirement Contributions - (512401)	2,093,255	-	-	2,093,255
Meeting Expense - (521101)	34,880	-	-	34,880
Consulting/Professional - (521201)	14,147,100	-	-	14,147,100
Armored Car Services - (521209)	50,150	-	-	50,150
Rentals - Equipment - (522302)	35,200	-	-	35,200
Postage - (523201)	19,100,000	-	-	19,100,000
Promotional Expenses - (523304)	100,000	-	-	100,000
Travel - (523501)	20,907	-	-	20,907
Dues & Subscriptions - (523601)	44,150	-	-	44,150
Education and Training - (523701)	39,900	-	-	39,900
Temporary Contract Labor - (523851)	15,250,000	-	-	15,250,000
Office Supplies - (531101)	98,300	-	-	98,300
Freight and Express - (531105)	375	-	-	375
Inven for resale(toll tags) - (531501)	1,750,000	-	-	1,750,000
Uniforms - (531701)	43,742	-	-	43,742
Bank Charges - (573001)	400,000	-	-	400,000
Credit Card Fees - (573002)	41,500,000	-	-	41,500,000
FY2025 Totals	\$110,341,208	\$0	\$0	\$110,341,208
FY2024 Totals	\$106,370,976	\$0	\$0	\$106,370,976
Increase/(Decrease)	\$3,970,230	\$0	\$0	\$3,970,230

Contact Center and Collections Department

POSITION SUMMARY

Total Contact Center & Collections			
Full-Time Positions	FY2024	FY2025	Change
Dir Contact Center & Collections	1	1	0
Director of Customer Care	1	1	0
AD Contact Ctr & Collections	1	1	0
Asst Director of Customer Care	0	1	1
Call Center			
Sr Manager, CSC Call Center	0	1	1
Manager, Call Center	1	0	(1)
Manager, Special Accounts	0	1	1
CSC Coordinator	1	1	0
CSC Project Coordinator I	0	1	1
CSC Sr Specialist	10	9	(1)
CSC Supervisor	11	10	(1)
CSS II	112	101	(11)
Total	135	124	(11)
Customer Service Center			
Sr Manager, Customer Center	1	0	(1)
Manager, Customer Center	0	1	1
CSC Sr Specialist	7	7	0
CSC Supervisor	6	5	(1)
CSS II	35	42	7
CSS III	6	0	(6)
Receptionist	0	1	1
Total	55	56	1
Workforce			
Manager, Workforce	0	1	1
Workforce Supervisor	1	0	(1)
Forecast Analyst	1	1	0
Workforce Analyst	4	4	0
Total	6	6	0

Contact Center and Collections Department

POSITION SUMMARY -CONTINUED

Total Contact Center & Collections			
<i>Regional Tolling Partners</i>			
Manager, Key Accounts	1	0	(1)
CSS III	3	0	(3)
CSS III - RTP	1	0	(1)
RTP- Supervisor	2	0	(2)
Total	7	0	(7)
<i>Collections</i>			
Sr Manager, Vendors	1	1	0
Vendor Management Liaison	0	6	6
Vendor Supervisor	0	3	3
CSC Project Coordinator I	2	0	(2)
CSC Sr Specialist	2	0	(2)
CSC Supervisor	2	0	(2)
Total	7	10	3
<i>Toll Enforcement Remedies</i>			
Court Coordinator	3	3	0
Total	3	3	0
<i>Support Services</i>			
Manager, Support Services	1	1	0
CSC Project Coordinator I	0	1	1
CSC Sr Specialist	4	4	0
CSC Supervisor	5	4	(1)
CSS I	42	30	(12)
CSS II	0	11	11
Mail Specialist	1	1	0
Total	53	52	(1)

Contact Center and Collections Department

POSITION SUMMARY -CONTINUED

Total Contact Center & Collections			
<i>Customer Care</i>			
Sr Manager, CSC Training	1	1	0
Manager, Customer Care	1	1	0
Customer Care Sr Specialist	1	1	0
CSC Supervisor	0	1	1
CSC Training Coordinator	2	0	(2)
CSS II	8	0	(8)
CSS III	0	1	1
Customer Care Coordinator	1	1	0
QA QC Coordinator	0	12	12
QA QC Coordinator II	9	0	(9)
QA QC Coordinator II Bilingual	2	0	(2)
QA QC Supervisor	1	1	0
Sr Operations Analyst	1	1	0
Trainer	0	4	4
Training Assistant	1	1	0
Total	28	25	(3)
Total Full Time Positions	297	280	(17)
Part-Time Positions			
CSS II PT	12	4	(8)
Total Positions	309	284	(25)

- Change due to conversion of full-time to part-time and consolidation of positions

Contact Center and Collections Department

MAJOR BUSINESS FUNCTIONS

The Contact Center and Collections department contributes to NTTA's financial position by driving TollTag adoption and collection of unpaid tolls. The department consists of the following divisions:

- **Call Center** – Serves more than five million customers each year through TollTag distribution, TollTag account maintenance, ZipCash monthly statement payments and resolving customer concerns via multiple contact channels
- **Customer Service Center** – Serves as the “face of the NTTA” for more than 250,000 customers each year via six retail locations in Fort Worth, Grand Prairie, Irving, Plano, South Dallas, and Mesquite
- **Workforce & Training** – Serves as the coordinating hub to ensure the department has the right people at the right place at the right time. Their primary functions include scheduling work shift analysis, projecting contact volumes and reassigning flexible personnel throughout the day to ensure prompt service is available in all customer contact channels
- **Collections** – Provides strategic direction for collections efforts on outstanding ZipCash bills, from first notice of nonpayment through assignment to external collection agencies. Manages internal staff as well as collection agencies
- **Toll Enforcement Remedies** – Implements tools provided by the Legislature to encourage equitable payment from all drivers and coordinates with Justice of the Peace courts in legal proceedings
- **Support Services** – The team is made up of several smaller teams that provide back-office support, including TollTag fulfillment, quality assurance for ZipCash bills, exception processing and case handling

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Information Technology Department

Information Technology Department

OVERVIEW

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

FY2025 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Operate, maintain, and support systems, applications, and processes that align with the needs of our internal and external customers and the strategic objectives of NTTA
- Enhance back-office toll system processes to provide customers, call/customer service center and collections staff with improved user experience
- Support NTTA business units by providing reliable services and continually enhancing/improving business systems and processes
- Support the Intelligent Transportation Systems (ITS)
- Replace systemwide intelligent transportation system and security cameras
- Prioritize cyber security and use best practices to ensure customer data and NTTA systems are protected. Maintain payment card industry (PCI) compliance as a level 1 merchant status
- Implement the new HR and Financial system implementation
- Implement the new Asset Management system implementation

Financially Sound & Vibrant Organization

- Continually improve system and business efficiencies by strategically adding and replacing business applications and implementing enhanced business processes
- Maintain, enhance, and test the information technology business continuity plan
- Enhance the back-office system capabilities to increase revenue and decrease un-pursuable transactions
- Support the Business Intelligence department

Delivering Transportation Solutions

- Support and advance local, regional, and national interoperability
- Support toll collection services for Toll Services Agreements (TSAs) (i.e., LBJ Express, North Tarrant Express, Northeast Regional Mobility Authority, and other regional TSAs)
- Meet or exceed targets for pursuable transactions, system reliability, and revenue collection

Respected Leader & Partner in Region's Transportation Network

- Provide parking payment services to Dallas/Fort Worth International and Dallas Love Field airports using a TollTag. Expand the parking service payment services through TollTag by implementing new agreements for other large event venues
- Support data needs of NTTA's internal departments, such as Public Affairs and Traffic Incident Management, to ensure they can continue to be responsive to requests from news media, partners, peer agencies, and government officials
- Support innovation and share best practices in tolling and information technology in Texas and with the national and international toll industry partners

Highly Qualified, Energized & Engaged Team

- Promote and practice Mission Forward core values
- Optimize and align the organizational structure and resource plan with the needs of business units and the Five-Year Capital Plan

Information Technology Department

- Support an inclusive and collaborative environment to maximize productivity and excellence in the delivery of services
- Ensure employees are working to their strengths and their skills are kept fresh through continuous training
- Succession planning, career path development, and training for employees

FY2025 KEY PERFORMANCE INDICATORS

- System reliability at 99.8%
- ZipCash billing of 100% generated at monthly invoice date
- Pursuable transactions of 95.7% over rolling 12 months

DEPARTMENTAL FY2025 AGENCY BUDGET

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$9,731,278	\$11,442,115	\$1,710,837	17.6%
Salaries and Wage-Overtime - (511301)	88,215	88,215	-	-
Retirement Contributions - (512401)	1,381,494	1,599,831	218,338	15.8%
Meeting Expense - (521101)	-	2,000	2,000	-
Consulting/Professional - (521201)	-	20,000	20,000	-
Outside Maintenance Services - (521212)	10,683,949	11,220,700	536,751	5.0%
Telecommunications - (523202)	1,738,050	1,500,000	(238,050)	(13.7)%
Travel - (523501)	47,500	62,500	15,000	31.6%
Dues & Subscriptions - (523601)	5,150	8,650	3,500	68.0%
Education and Training - (523701)	86,000	86,000	-	-
Licenses - (523801)	-	100	100	-
Temporary Contract Labor - (523851)	90,000	40,000	(50,000)	(55.6)%
Office Supplies - (531101)	34,200	20,200	(14,000)	(40.9)%
Other Materials and Supplies - (531102)	64,000	74,700	10,700	16.7%
Freight and Express - (531105)	-	2,000	2,000	-
Software - (531651)	11,984,813	12,884,700	899,887	7.5%
Total Expenses	\$35,934,649	\$39,051,712	\$3,117,063	8.7%

MAJOR FY2025 AGENCY BUDGET ITEMS

The department's Agency budget increased in comparison to the FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Salaries/Wages increased due to merit increase, position reclassification, reorganization, added enterprise application, IT Roadway, and core systems and service desk support staff
- Retirement increased in correlation with salary/wage adjustments
- Outside Maintenance Services increased due to increase in contractual obligations
- Telecommunications decreased to reflect historical/trend analysis
- Travel increased to accommodate conferences and training
- Temporary Contract Labor decreased due to hiring efforts and increase in personnel
- Office Supplies decreased to align with trend analysis
- Other Materials and Supplies increased due to anticipated cost increases
- Software increased to fund contractual software maintenance agreements

Information Technology Department

FY2025 ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System.

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$11,442,115	\$-	\$-	\$11,442,115
Salaries and Wage-Overtime - (511301)	88,215	-	-	88,215
Retirement Contributions - (512401)	1,599,831	-	-	1,599,831
Meeting Expense - (521101)	2,000	-	-	2,000
Consulting/Professional - (521201)	20,000	-	-	20,000
Outside Maintenance Services - (521212)	11,220,700	-	-	11,220,700
Consulting/Profess Serv Tech - (521301)	-	-	30,467,000	30,467,000
Telecommunications - (523202)	1,500,000	-	-	1,500,000
Travel - (523501)	62,500	-	-	62,500
Dues & Subscriptions - (523601)	8,650	-	-	8,650
Education and Training - (523701)	86,000	-	-	86,000
Licenses - (523801)	100	-	-	100
Temporary Contract Labor - (523851)	40,000	-	-	40,000
Office Supplies - (531101)	20,200	-	-	20,200
Other Materials and Supplies - (531102)	74,700	-	-	74,700
Freight and Express - (531105)	2,000	-	-	2,000
Electronic Supplies - (531106)	-	1,888,500	-	1,888,500
Computers - (531641)	-	10,846,500	16,590,000	27,436,500
Software - (531651)	12,884,700	300,000	34,112,500	47,297,200
Infrastructure Rdway/Hwy/Bridg - (541401)	-	4,200,000	300,000	4,500,000
Infrastructure - Other - (541403)	-	-	175,000	175,000
FY2025 Totals	\$39,051,712	\$17,235,000	\$81,644,500	\$137,931,211
FY2024 Totals	\$35,934,649	\$17,985,000	\$62,395,000	\$116,314,649
Increase/(Decrease)	\$3,117,063	(\$750,000)	\$19,249,500	\$21,616,563

OTHER FUNDS

- RMF – The Reserve Maintenance Fund decreased for reduced spending in Infrastructure Roadway and Bridges
- CIF – The Capital Improvement Fund increased primarily due to increased spending for consulting and software and PeopleSoft replacement project

Information Technology Department

POSITION SUMMARY

Information Technology			
Full-Time Positions	FY2024	FY2025	Change
Director of IT	1	1	0
Assistant Director of IT	2	2	0
Assistant Director of Business Applications	1	0	(1)
Sr Manager, Applications	1	1	0
Sr Manager, Enterprise Apps	1	1	0
Sr Manager, Enterprise Comms	1	1	0
Sr Manager, Enterprise Systems	1	1	0
Sr Manager, IT Programs	1	1	0
Sr Manager, ITS	1	1	0
Sr Manager, Project	3	3	0
Sr Manager, Toll & ITS Program	1	1	0
Manager, Configuration Management	0	1	1
Manager, Information Security	1	1	0
Manager, Roadway Systems	2	2	0
Manager, Service Desk	1	1	0
Administrative Assistant	1	0	(1)
Application Support Supervisor	1	1	0
Applications Administrator	3	4	1
Applications Administrator I	1	0	(1)
AV Support Engineer	0	1	1
Backup Engineer	1	1	0
Configuration Management Analyst	0	1	1
Communications Administrator	2	2	0
Compliance Analyst	2	2	0
Desktop Support Engineer	1	1	0
Enterprise Applications Lead	1	1	0
Inventory Control Specialist	1	1	0
IT Asset Analyst	1	1	0
IT Project Manager	3	4	1
ITS Support Specialist	1	1	0
IT Support Technician	0	2	2
Lane Systems Lead	0	3	3

Information Technology Department

POSITION SUMMARY - CONTINUED

Information Technology			
Lane System Supervisor	0	2	2
Lane Systems Tech	0	7	7
Network Administrator	0	1	1
Network Engineer	3	2	(1)
Quality Control Specialist	0	1	1
RITE Systems Support Analyst II	1	0	(1)
Roadway Systems Lead	3	0	(3)
Roadway Systems Supervisor	3	1	(2)
Security Engineer	3	3	0
Service Desk Supervisor	1	1	0
ServiceNow Administrator	1	0	(1)
ServiceNow Architect	0	1	1
Solution Architect	1	1	0
Sr Business Analyst	2	2	0
Sr Communications Engineer	1	1	0
Sr Database Administrator	2	2	0
Sr Desktop Support Tech	3	2	(1)
Sr IT Asset Analyst	1	0	(1)
Sr Lane Systems Tech	0	8	8
Sr Network Engineer	3	3	0
Sr Server Administrator	1	1	0
Sr Service Desk Analyst	1	1	0
Sr Service Desk Systems Tech	0	1	1
Sr Systems Engineer	5	5	0
Sr Technical Lead	1	1	0
Sr Web Applications Developer	2	1	(1)
Systems Support Supervisor	0	1	1
Systems Support Tech II HD	2	2	0
Systems Support Tech II RW	7	1	(6)
Systems Support Tech III	1	2	1
Systems Support Tech III RW	7	0	(7)
TRIPS App Support Analyst	0	2	2
Warehouse Team Lead	1	1	0
Workday Applications Administrator	0	2	2
Total Full-Time Positions	93	103	10
Part-Time Positions			
Systems Support Tech II HD	0	2	2
Total Positions	93	105	12

- Additional positions for ERP implementation and 10 for essential and adequate workforce

Information Technology Department

MAJOR BUSINESS FUNCTIONS

The IT department supports the mission of NTTA by providing robust, relevant, and reliable solutions. The department is divided into four business functions that partner with internal and external stakeholders.

- **Business Applications** – Focused on tolling back-office systems and non-tolling enterprise applications like PeopleSoft HR and Financials, asset management system, enterprise project delivery system, budget and contract management systems, and all other applications that help run the daily business of NTTA. The Project Management Office also resides within this area
- **Roadway Systems Operations and Support** – Focused on installation and support of the tolling system at the lane level, fiber network and Intelligent Transportation System equipment to keep our roadways safe for customers and employees
- **Service Desk/Enterprise Systems/Enterprise Communications** - Focused on deployment and support of employee and consultant end-user devices and applications, all aspects of data center technology and infrastructure (servers, storage, and hardware), all aspects of the enterprise network including, routers, switches, cabling, telephones and telephone service, and all servers, systems, and storage devices
- **Information Security** – Focused on information security and compliance. Implement and monitor security infrastructure, evaluate systems and processes for compliance. Also leads IT efforts with internal and external audits

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Maintenance Department

Maintenance Department

OVERVIEW

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

FY2025 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

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

Financially Sound & Vibrant Organization

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

Delivering Transportation Solutions

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

Respected Leader & Partner in the Region’s Transportation Network

- Collaborate with the Texas Department of Transportation, Texas Transportation Institute, and other industry leaders to improve safety for our employees, contractors, and customers
- Achieve ASE Blue Seal certification for fleet facilities and collaborate with area supply chain experts through ASCM for supply chain management

Highly Qualified, Energized & Engaged Team

- Develop position-specific training programs to prepare employees for advancement in the department
- Participate and actively engage with regional and national technical organizations such as American Public Works Association, International Bridge, Tunnel and Turnpike Association, Association for the Management and Operation of Transportation Infrastructure Assets, and Association for Supply Chain Management

FY2025 KEY PERFORMANCE MEASURES

- Achieve a target monthly average of 90% success rate of the maintenance rating program (MRP) to achieve pre-determined asset conditions, which supports the GASB 34 assessment, measured monthly
- Achieve an annual inventory target of 95% accuracy to achieve Department’s objectives and contribute to the overall mission of the organization, which supports federal guidelines for inventory counts

Maintenance Department

DEPARTMENTAL FY2025 AGENCY BUDGET

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$11,532,922	\$12,282,053	\$749,131	6.5%
Salaries and Wage-Overtime - (511301)	524,306	524,306	-	-
Retirement Contributions - (512401)	1,660,693	1,714,665	53,971	3.2%
Meeting Expense - (521101)	14,000	13,900	(100)	(0.7)%
Consulting/Professional - (521201)	98,000	200,000	102,000	104.1%
Outside Maintenance Services - (521212)	33,637,844	34,585,984	948,140	2.8%
Landscaping - (522202)	66,425	69,572	3,147	4.7%
Rentals - Buildings/Land - (522301)	357,000	376,000	19,000	5.3%
Rentals - Equipment - (522302)	45,350	55,350	10,000	22.1%
Telecommunications - (523202)	261,950	285,000	23,050	8.8%
Travel - (523501)	90,150	143,800	53,650	59.5%
Dues & Subscriptions - (523601)	59,885	12,850	(47,035)	(78.5)%
Education and Training - (523701)	71,060	104,065	33,005	46.4%
Licenses - (523801)	22,690	17,070	(5,620)	(24.8)%
Temporary Contract Labor - (523851)	77,000	77,000	-	-
Office Supplies - (531101)	19,600	20,000	400	2.0%
Other Materials and Supplies - (531102)	5,905,325	7,089,825	1,184,500	20.1%
Mobile Equipment Expense - (531103)	1,479,285	2,020,000	540,715	36.6%
Freight and Express - (531105)	400	400	-	-
Motor Fuel Expense - (531107)	2,010,000	2,250,000	240,000	11.9%
Water - (531211)	950,000	1,200,000	250,000	26.3%
Gas - (531221)	61,127	72,000	10,873	17.8%
Electricity - (531231)	2,900,000	2,900,000	-	-
Small Tools and Shop Supplies - (531601)	214,922	287,802	72,880	33.9%
Software- (531651)	-	54,136	54,136	-
Uniforms - (531701)	233,800	296,000	62,200	26.6%
Total Expenses	\$62,293,734	\$66,651,777	\$4,358,043	7.0%

MAJOR FY2025 AGENCY BUDGET ITEMS

The department's Agency budget increased in comparison to the FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Salaries/Wages increased due to merit increase, compensation adjustments, and added positions
- Retirement increased in correlation with the salary/wage adjustments
- Consulting/Professional increased for consulting on new asset management program
- Outside Maintenance Services increased due to contractual obligations and equipment cost increases
- Rentals Equipment increase due to anticipated cost increase
- Travel increased to expand training at various conferences
- Dues and Subscriptions decreased to realign software subscriptions under Software

Maintenance Department

- Education and training increased to expand training and cover costs associated with commercial driver's license (CDL), safety and TxDOT courses required for new and existing employees
- Licenses decreased to align with historical spending
- Other Materials and Supplies increased overall rising cost of materials
- Mobile Equipment expense increased due to increase in prices for automotive parts and growing fleet
- Motor Fuel Expense increased due to rising fuel cost
- Water/Gas increased rate increase
- Small tools and shop supplies increased for new tools and equipment
- Software increased for new asset management program and software subscriptions reallocation
- Uniforms increased due to contractual obligations and needs assessment

Maintenance Department

FY2025 ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System.

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$12,282,053	\$-	\$-	\$12,282,053
Salaries and Wage-Overtime - (511301)	524,306	-	-	524,306
Retirement Contributions - (512401)	1,714,665	-	-	1,714,665
Meeting Expense - (521101)	13,900	-	-	13,900
Consulting/Professional - (521201)	200,000	980,000	-	1,180,000
Outside Maintenance Services - (521212)	34,585,984	-	-	34,585,984
Repairs and Maintenance - (522201)	-	700,000	-	700,000
Landscaping - (522202)	69,572	550,000	-	619,572
Rentals - Land - (522301)	376,000	-	-	376,000
Rentals - Equipment - (522302)	55,350	-	-	55,350
Telecommunications - (523202)	285,000	-	-	285,000
Travel - (523501)	143,800	-	-	143,800
Dues & Subscriptions - (523601)	12,850	-	-	12,850
Education and Training - (523701)	104,065	-	-	104,065
Licenses - (523801)	17,070	-	-	17,070
Temporary Contract Labor - (523851)	77,000	-	-	77,000
Office Supplies - (531101)	20,000	-	-	20,000
Other Materials and Supplies - (531102)	7,089,825	-	-	7,089,825
Mobile Equipment Expense - (531103)	2,020,000	-	-	2,020,000
Freight and Express - (531105)	400	-	-	400
Motor Fuel Expense - (531107)	2,250,000	-	-	2,250,000
Water - (531211)	1,200,000	-	-	1,200,000
Gas - (531221)	72,000	-	-	72,000
Electricity - (531231)	2,900,000	-	-	2,900,000
Small Tools and Shop Supplies - (531601)	287,802	-	-	287,802
Machinery - (531611)	-	1,185,100	-	1,185,100
Vehicles - (531621)	-	7,426,000	-	7,426,000
Software - (531651)	54,136	-	-	54,136
Uniforms - (531701)	296,000	-	-	296,000
Building Improvements - (541302)	-	5,847,000	4,700,000	10,547,000
FY2025 Totals	\$66,651,777	\$16,688,100	\$4,700,000	\$88,039,877
FY2024 Totals	\$62,293,734	\$12,480,954	\$6,667,590	\$81,442,278
Increase/(Decrease)	\$4,358,043	\$4,207,146	(\$1,967,590)	\$6,597,599

OTHER FUNDS

- RMF – The Reserve Maintenance Fund varies year-by-year based on projects identified in the Five-Year Capital Plan and because of the annual inspection
- CIF – The Capital Improvement Fund varies year-by-year and is based on projects identified in the Five-Year Capital Plan, and because of the Annual Inspection.

Maintenance Department

POSITION SUMMARY

Total Maintenance			
Full-Time Positions	FY2024	FY2025	Change
Director of Maintenance	1	1	0
Assistant Director Maint Ops	1	1	0
Admin Infrastructure			
Manager, Capital Improvement	1	0	(1)
Manager, Assets	1	1	0
Administrative Assistant	1	1	0
Asset Mgmt Data Analyst	1	1	0
Asset Mgmt Sr Data Analyst	1	1	0
CMMS App Administrator	1	1	0
Project Coordinator	1	0	(1)
Rdwy Special Projects Manager	2	3	1
Sr Roadway Special Project Mg	1	0	(1)
Total	10	8	(2)
Roadway			
Manager, Roadway	2	2	0
Administrative Tech	2	0	(2)
Laborer	22	22	0
Lead Rdwy Maint Tech	8	8	0
Maintenance Tech I	31	34	3
Maintenance Tech II	24	23	(1)
Roadway Maintenance Supervisor	6	6	0
Roadway Maintenance Supervisor Night	2	2	0
Sr Maintenance Tech	17	17	0
Total	114	114	0
Support Services			
Manager, Fleet	1	1	0
Manager, Logistics Operations	0	1	1
Manager, Maintenance Support	1	0	(1)
Administrative Tech	0	2	2
Compliance Specialist	1	1	0
Fleet Supervisor	2	2	0
Inventory Control Specialist	3	3	0
Lead Mechanic	2	2	0
Lead Sign Specialist	1	1	0
Logistics Ops, Supervisor	0	1	1
Mechanic	8	9	1
Project Coordinator	1	1	0
Senior Upfit Technician	1	1	0
Sign & Fabrication Supervisor	1	1	0

Maintenance Department POSITION SUMMARY - CONTINUED

Total Maintenance			
Sourcing Specialist	0	1	1
Sr Mechanic	2	2	0
Sr Sign Specialist	1	2	1
Upfit Supervisor	1	1	0
Upfit Technician	1	2	1
Warehouse Supervisor	1	0	(1)
Warehouse Team Lead	2	2	0
Total	30	36	6
Facilities			
Sr Manager, Facilities	1	1	0
Manager, Capital Improvements	0	1	1
Bldg Maint Supervisor	1	1	0
Electrical Lead	1	1	0
Electrical Maintenance Tech	2	2	0
Electrical Supervisor	1	1	0
Electrician	3	3	0
GE Bldg. Maintenance Specialist	1	0	(1)
HVAC & R Tech	2	2	0
Lead Maintenance Tech - Bldgs	0	1	1
Maintenance Facility Lead	1	0	(1)
Maint Specialist	1	1	0
Maintenance Spec Craftsman	1	1	0
Maintenance Tech I - Buildings	3	3	0
Maintenance Tech II - Buildings	0	1	1
Project Coordinator	0	1	1
Sr Electrician	2	2	0
Total	20	22	2
Landscape			
Manager, Landscape	1	1	0
Irrigation Maintenance Specialist	2	0	(2)
Irrigation Tech	0	1	1
Laborer	5	2	(3)
Landscape Supervisor	1	1	0
Lead Maint Tech - Landscape	1	3	2
Maint Tech I - Landscape	4	4	0
Maint Tech II - Landscape	2	2	0
Sr Irrigation Tech	0	2	2
Sr Maint Tech - Landscape	1	2	1
Total Full Time Positions	17	18	1
Total Positions	193	200	7

- Addition of 7 positions for essential and adequate workforce

Maintenance Department

MAJOR BUSINESS FUNCTIONS

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

- **Roadway Division** – Provides in-house maintenance of the SRT, DNT, LLTB, and AATT, including bridges, safety devices, and associated appurtenances. Also, performs small-scale in-house construction and repair projects to improve or mitigate maintenance issues along the roadway corridors and right-of-way
- **Facilities Division** – Responsible for the maintenance of NTTA facilities, electrical services, and roadway lighting
- **Landscape Division** – Responsible for the maintenance of all landscape assets as well as project management of the contracted landscape maintenance of the Gleneagles facilities, SRT, DNT, LLTB, and AATT
- **Support Services Division** – Provides maintenance of the authority-owned fleet and equipment, oversight of the NTTA warehouse and supply chain activities, maintenance, and fabrication of signs
- **Administration Division** – Oversight of contracted maintenance of the PGBT, MCLB, and CTP, management of the department's RMF and CIF funds and building renovations



Operations Department

Operations Department

OVERVIEW

The Operations department will continue to pursue and implement opportunities to enhance collections, increase the percentage of pursued transactions, streamline operational processes, continue improvements in customer service, advance interoperability both regionally and nationally, and manage NTTA's Toll Services Agreements (TSA) and provide program controls and support.

FY2025 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Programs, projects, and processes that improve customers' experience including, automated and self-help options, and improve first contact resolution (ease of doing business with NTTA) scores
- Support NTTA business units by providing reliable services and continually enhancing/improving business systems and processes
- Meet or exceed targets for Call Center Performance Service Level and Customer Service Rating.
- Develop alternative customer payment options, with a focus on expanding current options and locations to handle cash backed TollTag accounts and ZipCash payments
- Interoperability with Colorado, southeastern states, northeastern states, and the western US

Financially Sound & Vibrant Organization

- Provide executive oversight of Contact Center and Collections, Customer Care, Information Technology, Business Intelligence, and NTTA's Five Year Capital Plan
- Meet or exceed targets for pursuable transactions, transponder penetration, system reliability, and revenue collection
- Provide reports and analyses and identify and implement customer service and process improvements by using the business intelligence systems and data analytics environment, implementing near real-time analysis of data at the lane, augmenting transactional data with customer behavior attributes, automating reports, and implementing predictive analytics

Respected Leader & Partner in Region's Transportation Network

- Provide customer-centric and reliable toll collection services for users of North Texas toll roads, including TSA partners, toll agencies within Texas, Central United States, and national interoperability partners
- Support innovation and share best practices in tolling and information technology in Texas and with national and international toll industry partners

Highly Qualified, Energized & Engaged Team

- Promote and practice Mission Forward principles
- Support an inclusive and collaborative environment to maximize productivity and excellence in the delivery of services
- Succession planning and career path development program

FY2025 KEY PERFORMANCE INDICATORS

- Call center performance service level of 91.0% calls answered within 30 seconds
- Collectible revenue of 90.5% at 12 months and 93.0% at 24 months
- System reliability at 99.8%

Operations Department

DEPARTMENTAL FY2025 AGENCY BUDGET

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$2,290,777	2,869,383	\$578,606	25.3%
Retirement Contributions - (512401)	309,271	385,206	75,935	24.6%
Meeting Expense - (521101)	3,775	8,000	4,225	111.9%
Consulting/Professional - (521201)	150,000	150,000	-	-
Travel - (523501)	63,200	55,100	(8,100)	(12.8)%
Dues & Subscriptions - (523601)	17,200	13,000	(4,200)	(24.4)%
Education and Training - (523701)	16,800	23,500	6,700	39.9%
Licenses - (523801)	-	300	300	-
Office Supplies - (531101)	30,250	20,000	(10,250)	(33.9)%
Freight and Express - (531105)	215	215	-	-
Total Expenses	\$2,881,488	\$3,524,704	\$643,216	22.3%

MAJOR FY2025 AGENCY BUDGET ITEMS

The department's Agency budget increased in comparison to the FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Salaries/Wages increased due to merit increased, interdepartmental transfer, and creation of 3 positions for program controls
- Retirement increased in correlation with salary/wage adjustments
- Education and Training increased to expand training opportunities to enhance technical skills
- Office supplies decreased based on historical/trend analysis

FY2025 ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System.

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$2,869,383	\$-	\$-	\$2,869,383
Retirement Contributions - (512401)	385,206	-	-	385,206
Meeting Expense - (521101)	8,000	-	-	8,000
Consulting/Professional - (521201)	150,000	-	-	150,000
Travel - (523501)	55,100	-	-	55,100
Dues & Subscriptions - (523601)	13,000	-	-	13,000
Education and Training - (523701)	23,500	-	-	23,500
Licenses - (523801)	300	-	-	300
Office Supplies - (531101)	20,000	-	-	20,000
Freight and Express - (531105)	215	-	-	215
FY2025 Totals	\$3,524,704	\$0	\$0	\$3,524,704
FY2024 Totals	\$2,881,488	\$0	\$0	\$2,881,488
Increase/ (Decrease)	\$643,216	\$0	\$0	\$643,216

Operations Department

POSITION SUMMARY

Operations			
Full-Time Positions	FY2024	FY2025	Change
AED Operations	1	1	0
Sr Manager, Projects	1	1	0
Manager, Business Intelligence	1	1	0
Manager, Business Ops	1	1	0
Manager, Asst. Business Ops	0	1	1
Manager, Data & Soln Architect	0	1	1
Manager, GIS	1	1	0
Manager, Operations Strategy	0	2	2
Manager, Ops Analytics	1	1	0
Manager, Program Controls	0	1	1
Enterprise Architect	1	0	(1)
GIS Analyst	3	1	(2)
GIS Solutions Architect	0	1	1
Operations Analyst I	2	2	0
Operations Analyst II	1	0	(1)
Program Control Assistant	0	1	1
Project Manager	1	1	0
Sr BI Developer	1	1	0
Senior Digital Communication Specialist	0	1	1
Sr Enterprise Rptng Architect	0	1	1
Sr ETL & Data Modeling Dev	1	1	0
Sr GIS Analyst	0	1	1
Sr Operations Analyst	0	1	1
Sr Program Controls Specialist	0	1	1
Total Positions	16	24	8

- Additional positions for essential and adequate workforce

MAJOR BUSINESS FUNCTIONS

Provides executive level strategy, oversight, analytical, and reporting services for customer service, toll collection, and information technology to support all business units within NTTA.



Project Delivery Department

Project Delivery Department

OVERVIEW

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

FY2025 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Delivering Transportation Solutions

- Continue planning, design, and delivery of NTTA's Five-Year Capital Plan commitments
- Complete construction of the Dallas North Tollway (DNT) fourth lane widening project in Frisco
- Continue construction of the DNT extension 4A from US 380 to FM 428 in Celina
- Begin construction of the Chisholm Trail Parkway expansion in Johnson County
- Integrate a "total cost" (lifecycle) approach to the development of new projects as well as implementation of rehabilitation or modification projects
- Conduct annual routine and specialized inspections, report on results, budget for deficiencies and implement improvement plans

Respected Leader & Partner in the Region's Transportation Network

- Continue working with our regional partners to advance priority projects

FY2025 KEY PERFORMANCE INDICATORS

- Establish total project budgets in line with established policy and procedures and deliver project commitments within the total project budget, including project change orders
- Establish project schedules in line with regional priorities, transportation needs and available funds, and delivery projects on that schedule

DEPARTMENTAL FY2025 AGENCY BUDGET

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$2,987,749	\$3,185,217	\$197,468	6.6%
Retirement Contributions - (512401)	419,818	441,834	22,016	5.2%
Meeting Expense - (521101)	500	500	-	-
Travel - (523501)	5,000	5,000	-	-
Dues & Subscriptions - (523601)	1,157	1,157	-	-
Education and Training - (523701)	10,486	10,486	-	-
Licenses - (523801)	667	667	-	-
Office Supplies - (531101)	2,041	2,041	-	-
Freight and Express - (531105)	407	407	-	-
Total Expenses	\$3,427,826	\$3,647,309	\$219,483	6.4%

MAJOR FY2025 AGENCY BUDGET ITEMS

The department's Agency budget increased in comparison to the FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained

- Salaries/Wages increased due to merit increase and additional personnel

Project Delivery Department

FY2025 ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System.

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$3,185,217	\$-	\$-	\$3,185,217
Retirement Contributions - (512401)	441,834	-	-	441,834
Meeting Expense - (521101)	500	-	-	500
General Engineering - (521213)	-	3,309,600	24,815,277	28,124,877
Consulting/Profess Serv Tech - (521301)	-	3,355,261	-	3,355,261
Signing Expense - (522203)	-	2,629,100	-	2,629,100
Pavement Markings - (522204)	-	6,357,200	-	6,357,200
Pavement & Shoulders - (522205)	-	24,140,000	-	24,140,000
Bridge Repairs - (522206)	-	11,350,000	-	11,350,000
Travel - (523501)	5,000	-	-	5,000
Dues & Subscriptions - (523601)	1,157	-	-	1,157
Education and Training - (523701)	10,486	-	-	10,486
Licenses - (523801)	667	-	-	667
Office Supplies - (531101)	2,041	-	-	2,041
Freight and Express - (531105)	407	-	-	407
Utility Relocation Costs - (531261)	-	-	1,332,446	1,332,446
Infrastructure Rdway/Hwy/Bridg - (541401)	-	12,083,000	216,199,062	228,282,062
Infrastructure Right -of -Way - (541402)	-	-	392,783	392,783
Right of Way (ID #365) - (173003)	-	-	30,000	30,000
FY2025 Totals	\$3,647,309	\$63,224,161	\$242,769,568	\$309,641,038
FY2024 Totals	\$3,427,826	\$54,269,529	\$196,017,795	\$253,715,150
Increase/(Decrease)	\$219,483	\$8,954,632	\$46,751,773	\$55,925,888

OTHER FUND

- RMF – The Reserve Maintenance Fund varies year-by-year based on projects identified in the Five-Year Capital Plan and because of the Annual Inspection
- CIF – The Capital Improvement Fund varies year-by-year based on projects identified in the Five-Year Capital Plan

Project Delivery Department

POSITION SUMMARY

Project Delivery			
Full-Time Positions	FY2024	FY2025	Change
AED of Infrastructure	1	1	0
Executive Assistant	1	1	0
Director of Project Delivery	1	1	0
Sr Manager, Corridor	1	1	0
Sr Manager, Project Dev	1	1	0
Sr Manager Engineering Infrast	1	1	0
Manager, Construction Engineering	1	1	0
Manager, Contracts	1	1	0
Manager, Construction	1	1	0
Manager, Letting	0	1	1
Manager, Program Controls	1	1	0
Manager, Right of Way	1	1	0
Project Engineer	2	2	0
Project Manager	1	1	0
Roadway Project Manager	2	2	0
Sr Program Manager Planning/Env	1	1	0
Sr Project Manager Design Guidelines	1	1	0
Sr Project Manager	1	1	0
Total Positions	19	20	1

- Additional position for essential and adequate workforce

Project Delivery Department

MAJOR BUSINESS FUNCTIONS

With the carefully considering the Project Delivery department will continue to bring value to the Authority and the people of North Texas by performing a number of key functions:

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

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Traffic and Incident Management Department

Traffic and Incident Management Department

OVERVIEW

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

FY2025 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Continue to implement Roadside Safety Services (RSS) delivery strategies to remove vehicles and debris from NTTA roadways allowing for reduced congestion and lane closures

Financially Sound & Vibrant Organization

- Continue to improve the process to recover costs to repair assets damaged by third parties

Delivering Transportation Solutions

- Focus on RSS delivery strategies to reduce congestion and lane closures by removing vehicles and debris from travel lanes

Highly Qualified, Energized & Engaged Team

- Increase opportunities for employee advancement, as well as the ability for employees to learn and develop additional skills
- Continue to provide education and training programs focused on employee safety

FY2025 KEY PERFORMANCE INDICATORS

- Clear incidents involving customers ,such as motorist assists, in less than 18:00 minutes. The total call time is the amount of time from identification to the final departure from the scene
- Clear crashes from the roadway in less than 56:00 minutes. The total call time is the amount of time from identification of a crash to all travel lanes being restored

Traffic and Incident Management Department

DEPARTMENTAL FY2025 AGENCY BUDGET

Account	FY2024 Budget	FY2025 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$8,419,638	\$8,533,287	\$113,649	1.3%
Salaries and Wage-Overtime - (511301)	23,270	23,270	-	-
Retirement Contributions - (512401)	1,117,560	1,129,092	11,532	1.0%
Meeting Expense - (521101)	1,000	1,000	-	-
Consulting/Professional - (521201)	36,500	43,342	6,842	18.7%
Police Services (DPS) - (521208)	15,540,499	16,402,810	862,311	5.5%
Outside Maintenance Services - (521212)	109,042	114,500	5,458	5.0%
Insurance Expense - Other - (523101)	7,048,478	6,637,528	(410,950)	(5.8)%
Promotional Expenses - (523304)	5,080	5,292	212	4.2%
Travel - (523501)	17,726	18,191	465	2.6%
Dues & Subscriptions - (523601)	5,735	6,661	926	16.1%
Education and Training - (523701)	33,413	36,708	3,295	9.9%
Liability Claims - (523902)	9,800	9,800	-	-
Office Supplies - (531101)	9,854	9,854	-	-
Other Materials and Supplies - (531102)	138,214	151,068	12,854	9.3%
Freight and Express - (531105)	106	106	-	-
Uniforms - (531701)	106,463	114,716	8,253	7.8%
Total Expenses	\$32,622,377	33,237,225	\$614,848	1.9%

MAJOR FY2025 AGENCY BUDGET ITEMS

The department's Agency budget increased in comparison to the FY2024 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Salaries/Wages increased due to merit increase
- Retirement increased in correlation with salary/wage adjustments
- Consulting/Professional increased due to contractual obligations
- Police services (Department of Public Safety) increased based on state-approved increase costs
- Insurance Expense decreased due to newer estimates received

Traffic and Incident Management Department

FY2025 ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System.

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$8,533,287	\$-	\$-	\$8,533,287
Salaries and Wage-Overtime - (511301)	23,270	-	-	23,270
Retirement Contributions - (512401)	1,129,092	-	-	1,129,092
Meeting Expense - (521101)	1,000	-	-	1,000
Consulting/Professional - (521201)	43,342	-	-	43,342
Traffic Engineering Fees - (521207)	-	125,000	325,000	450,000
Police Services (DPS) - (521208)	16,402,810	-	-	16,402,810
Outside Maintenance Services - (521212)	114,500	-	-	114,500
Insurance Expense - Other - (523101)	6,637,528	-	-	6,637,528
Promotional Expenses - (523304)	5,292	-	-	5,292
Travel - (523501)	18,191	-	-	18,191
Dues & Subscriptions - (523601)	6,661	-	-	6,661
Education and Training - (523701)	36,708	-	-	36,708
Liability Claims - (523902)	9,800	-	-	9,800
Office Supplies - (531101)	9,854	-	-	9,854
Other Materials and Supplies - (531102)	151,068	-	-	151,068
Freight and Express - (531105)	106	-	-	106
Small Tools and Shop Supplies - (531601)	-	150,000	-	150,000
Uniforms - (531701)	114,716	-	-	114,716
Infrastructure Rdway/Hwy/Bridg - (541401)	-	-	17,475,000	17,475,000
FY2025 Totals	\$33,237,225	\$275,000	\$17,800,000	\$51,312,225
FY2024 Totals	\$32,622,377	\$255,000	\$17,245,000	\$50,122,377
Increase/(Decrease)	\$614,848	\$20,000	\$555,000	\$1,189,848

OTHER FUNDS VARIANCE

- RMF – Increase in fees and needs assessment
- CIF – The Capital Improvement Fund varies year-by-year based on projects identified in the Five-Year Capital Plan

Traffic and Incident Management Department

POSITION SUMMARY

Total Traffic & Incident Management			
Full-Time Positions	FY2024	FY2025	Change
Director of Traffic & Incident Man	1	1	0
AsstDir TIM Operations	1	1	0
<i>TIM Administration</i>			
Sr Manager, Traffic Incidents	1	1	0
Sr Manager, Traffic Engineering	1	1	0
Manager, Safety & Emergency	1	1	0
Administrative Assistant	1	0	(1)
Asst Traffic Engineer	1	0	(1)
Citation Support Team Lead	1	1	0
Citation Support Tech	4	3	(1)
Data Analyst	0	1	1
Project Coordinator TIM	1	1	0
Safety Coordinator	1	1	0
Safety Specialist	0	1	1
Traffic Engineer	1	1	0
Total	13	12	(1)
<i>Roadside Safety Services</i>			
Manager, Roadside Safety Svc	1	1	0
Assistant Manger, RSS	1	1	0
Roadside Safety Svc Specialist	52	47	(5)
Roadside Safety Svc Supervisor	4	3	(1)
RSS Supervisor Evening	2	3	1
RSS Supervisor Night	2	3	1
RSS Team Lead	8	9	1
Safety Rec Vehicle Specialist	8	11	3
Total	78	78	0

Traffic and Incident Management Department

POSITION SUMMARY - CONTINUED

Total Traffic & Incident Management			
<i>Insurance</i>			
Manager, Insurance Programs	0	1	1
Claims Specialist	0	1	1
Claims Coordinator	1	0	(1)
Insurance Program Administrator	1	0	(1)
Total	2	2	0
<i>Safety Operations Center</i>			
Manager, Safety Ops Center	1	1	0
Admin Assistant Team Lead	1	1	0
Public Safety Dispatch Lead	0	6	6
Public Safety Dispatch Trainer	0	4	4
Public Safety Dispatcher I	0	5	5
Public Safety Dispatcher II	0	17	17
Safety Ops Center Service Specialist I	24	0	(24)
Safety Ops Center Supervisor	2	3	1
Safety Ops Center Team Lead	8	0	(8)
Safety Ops Center Tech	7	7	0
SOC Supervisor Evening	2	2	0
SOC Supervisor Night	1	1	0
Total	46	47	1
Total Positions	141	141	0

Traffic and Incident Management Department

MAJOR BUSINESS FUNCTIONS

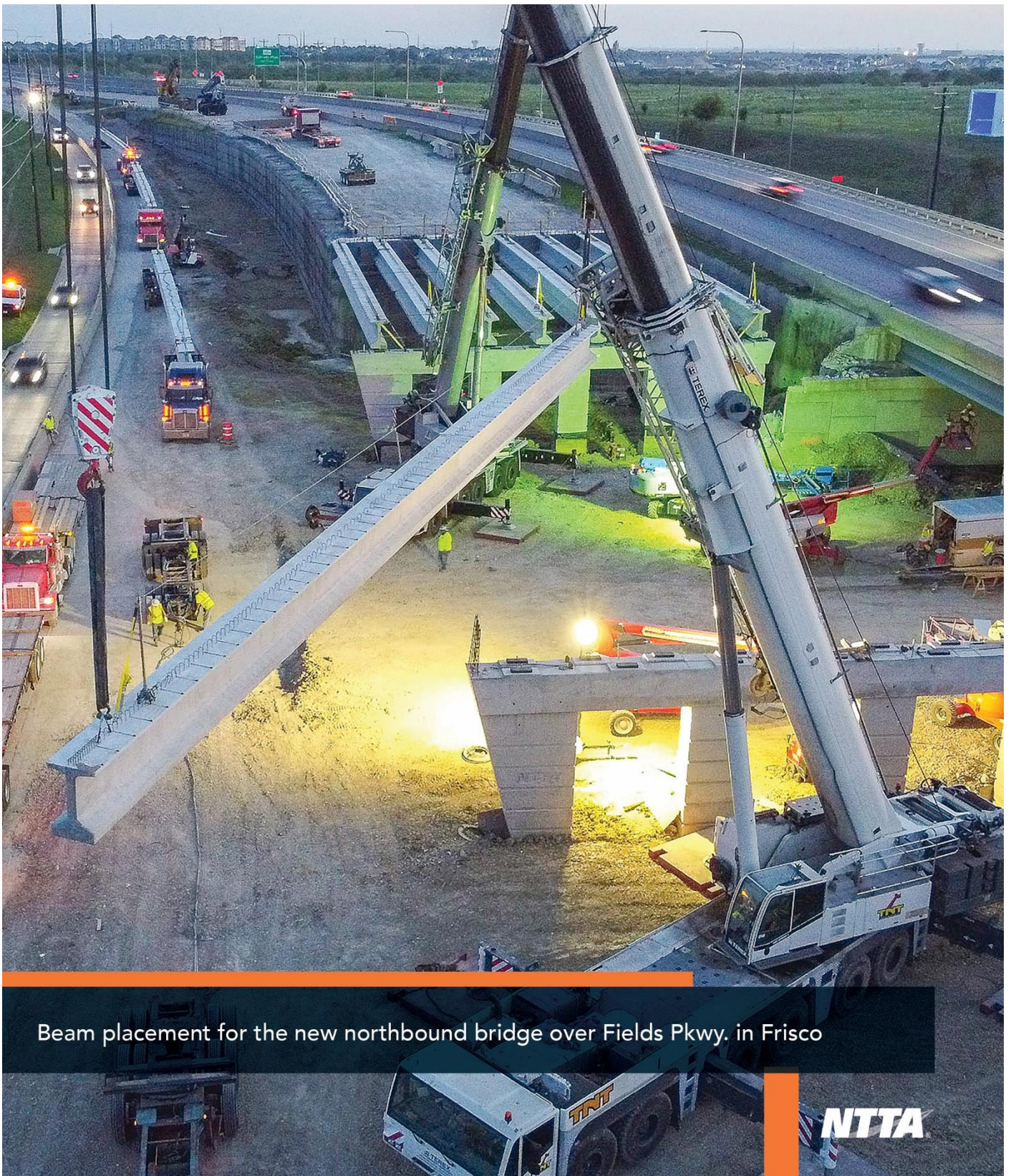
To help NTTA customers arrive at their destination in a safe and timely manner and protect NTTA employees and property, the TIM department operates the following:

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

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OTHER FUNDS



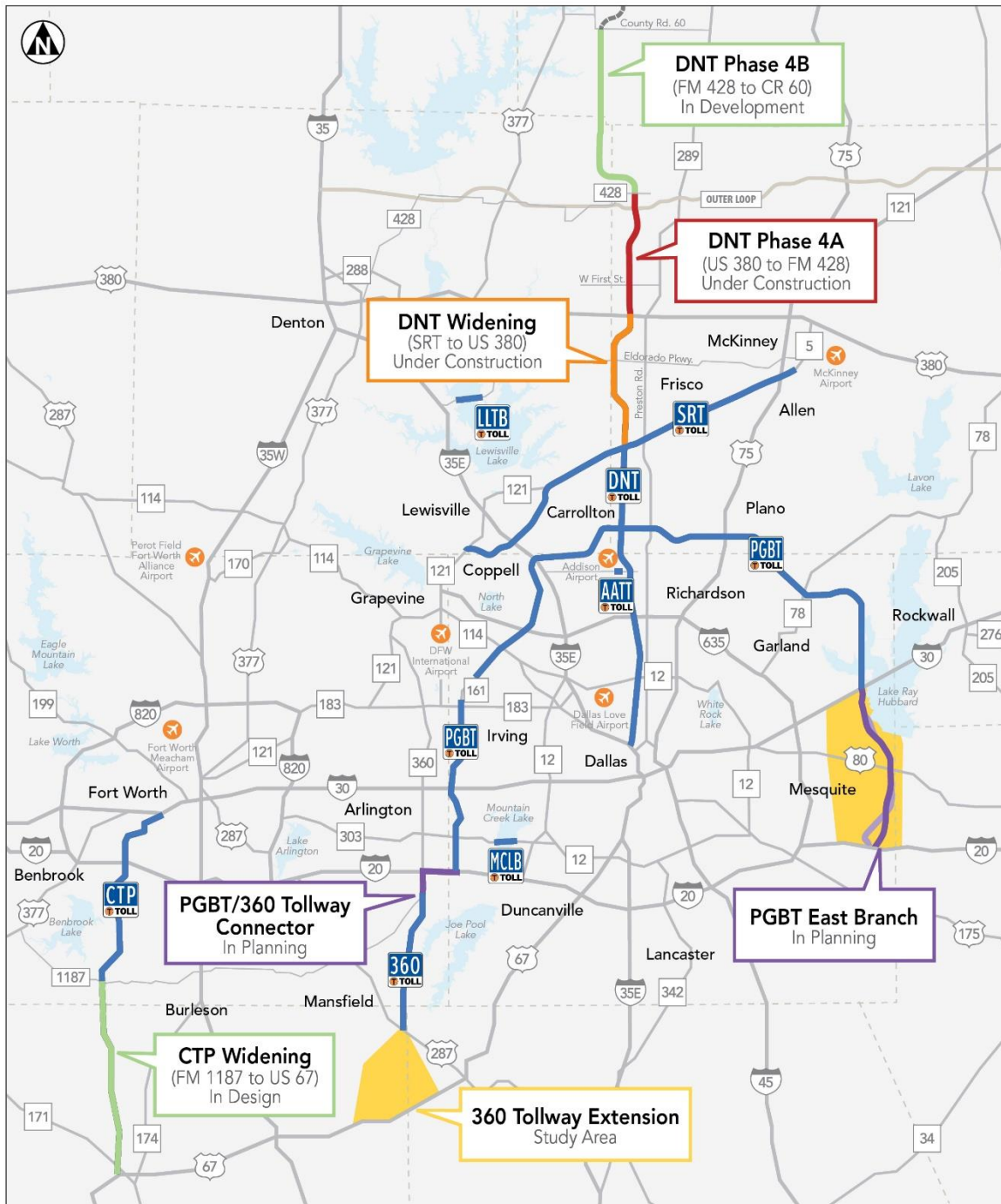


Beam placement for the new northbound bridge over Fields Pkwy. in Frisco

Facility Map of the North Texas Region

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

NTTA System Corridors and Projects



FY2025 Reserve Maintenance Fund Major Projects or Purchases

The Reserve Maintenance Fund was created to account for maintenance expenditures that do not occur on an annual or more frequent basis. In other words, it is for the renewal and replacement of capital assets. The Authority elected to use the GASB 34 Modified Approach to account for maintenance of infrastructure assets. As required by the Trust Agreement, an annual inspection of the Authority's roadways is conducted by the general engineering consultant. This inspection provides an assessment of conditions of all Authority infrastructure assets (roadways, bridges, and facilities). The assessment of conditions is made by visual and mechanical tests designed to reveal any condition that would reduce user benefits below the set minimum level of service. The Authority's goal is to maintain the infrastructure assets at a rating of eight or better (1 through 10 scale). However, it has established a minimum level for GASB 34 purposes of a condition level of six or greater. The roads are maintained at the Authority's level to enhance customers driving experience. The following are some of the major projects and purchases for The Budget as outlined in the FY2025-FY2029 Capital Plan.

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

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

FLEET AND EQUIPMENT PURCHASES/ADDITIONAL AND REPLACEMENTS

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

HARDWARE/SOFTWARE REPLACEMENTS AND UPGRADES

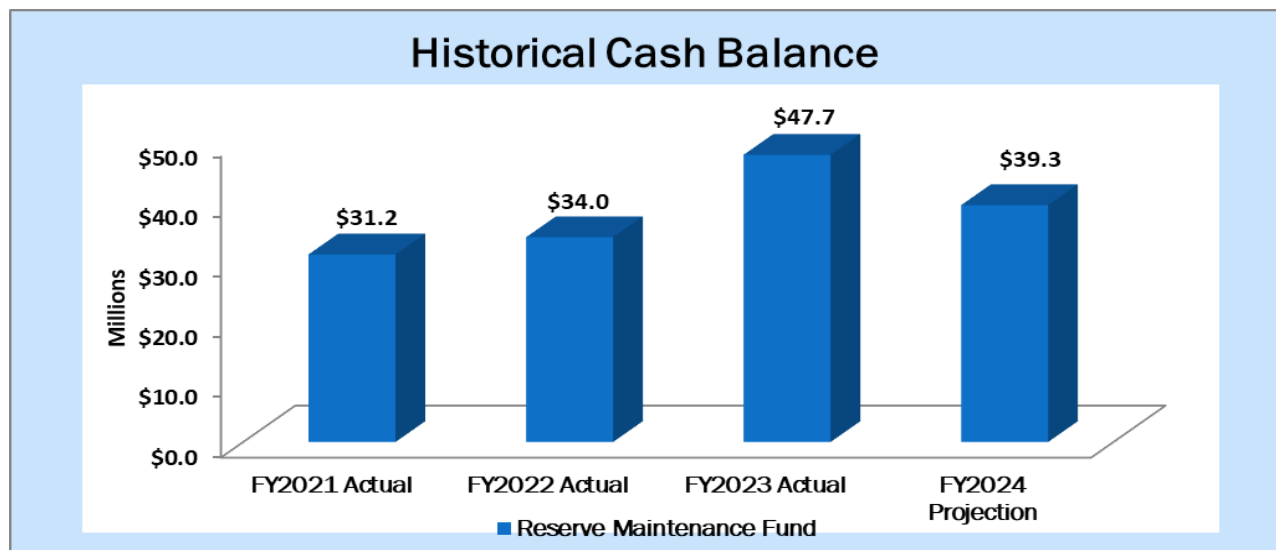
NTTA purchases and replaces hardware/software at specific intervals based on useful life and necessity. Once implemented the hardware/software are primarily used for ongoing operations and maintenance.

FY2025 Projects	
Systemwide Roadway Improvements	\$ 31,837,100
Computers, Servers and Equipment - New & Replacement, including software	13,035,000
Pavement Repairs	24,140,000
Trucks, Fleet & Equipment - New & Replacement	8,611,100
General Engineering Fees	3,964,600
Facility Improvements	5,847,000
Annual Inspection - Required by GASB 34 Modified Approach	3,355,261
Pavement Restriping	6,357,200
Total RMF Projects	\$ 97,147,261
Other Professional Fees	334,000
Total Reserve Maintenance Fund Cost	\$ 97,481,261

Calculation of Deposit to Reserve Maintenance Fund FY2025

Reserve Maintenance Fund Uncommitted Balance 1/1/2025		\$39,349,559
Estimated FY2025 Project Costs		
Software / Licensing	(300,000)	
Computer / Servers / Equipment	(12,735,000)	
Facility Improvements / Fleet	(17,813,361)	
Roadway Maintenance	(66,298,900)	
Total RMF Projects Cost		(97,147,261)
Other Professional Fees		(334,000)
Total Estimated RMF Cost		\$ (97,481,261)
Estimated Balance before Deposit		(58,131,702)
Estimated Deposit to Reserve Maintenance Fund		58,131,702
Estimated Uncommitted Cash Account Balance at 12/31/2025		\$ -
RMF Required Reserve Balance at 12/31/2025		5,000,000
Estimated RMF Balance as of 12/31/2025		\$ 5,000,000
FY2025 Required Deposit to Reserve Maintenance Fund Calculation		
Estimated Fund Balance at 12/31/25	\$ 5,000,000	
Required Trust Agreement Balance	5,000,000	
Fully Funded no additional Deposit Required for FY2025	\$ -	

The FY2024 Reserve Maintenance Fund has \$34.6 million expected to be utilized in FY2025 and the required deposit balance of \$5.0 million.



Reserve Maintenance Fund – Budget Comparisons FY2025 to FY2024

Department	FY2024 Budget	FY2025 Budget	Variance Amount	Percent
Administrative Services:				
Administration	\$ -	\$ -	\$ -	0.0%
Accounting	-	-	-	0.0%
Business Diversity	-	-	-	0.0%
Human Resources	-	-	-	0.0%
Internal Audit	-	-	-	0.0%
Legal Services	40,000	40,000	-	0.0%
Procurement	19,000	19,000	-	0.0%
Public/Government Affairs	-	-	-	0.0%
Treasury & Financial Planning	-	-	-	0.0%
Total Administrative Services	\$ 59,000	\$ 59,000	\$ -	0.0%
Operational Services:				
Contact Center and Collections	\$ -	\$ -	\$ -	0.0%
Information Technology	17,985,000	17,235,000	(750,000)	(4.2%)
Maintenance	12,480,954	16,688,100	4,207,146	33.7%
Operations	-	-	-	0.0%
Project Delivery	54,269,529	63,224,161	8,954,632	16.5%
Traffic & Incident Mgmt.	255,000	275,000	20,000	7.8%
Total Operational Services	\$ 84,990,483	\$ 97,422,261	\$ 12,431,778	14.6%
Shared Services	-	-	-	0.0%
Grand Totals	\$ 85,049,483	\$ 97,481,261	\$ 12,431,778	14.6%

MAJOR FY2025 BUDGET ITEMS

The Budget increased in comparison to the FY2024 budget. Major changes to the department's budgets are explained below:

- Information Technology – Decreased due to reduced spending in system wide roadway technology improvements
- Maintenance – Increased due to increased fleet, machinery, and comprehensive maintenance agreements
- Project Delivery – Increased due to the scheduling of system wide roadway improvements and pavement repairs

Reserve Maintenance Fund – Estimate FY2025

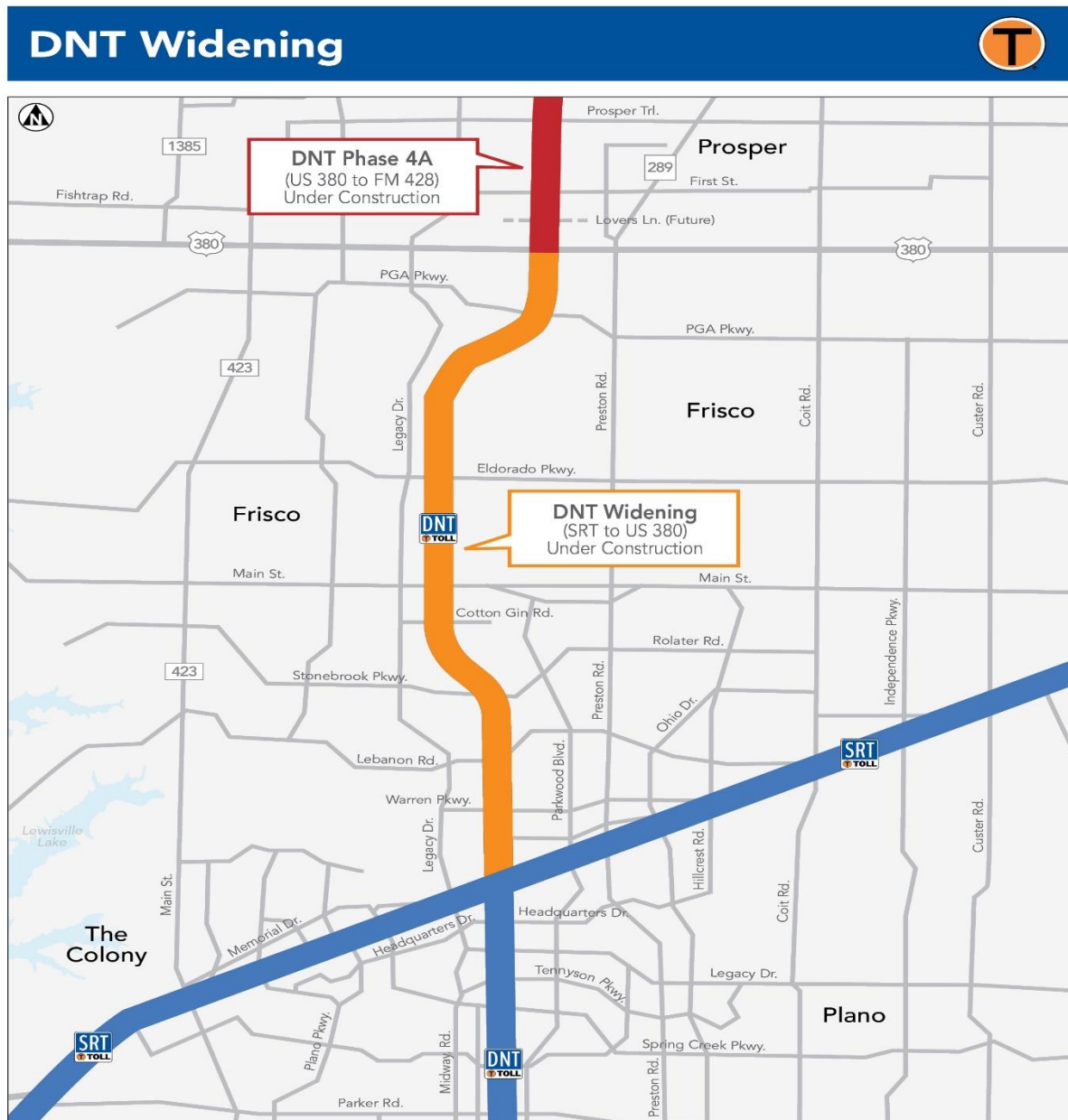
Department	Account	
Legal Services	Legal Fees - (521202)	40,000
	Legal Services Total	40,000
Procurement Services	Public Information Fees - (523203)	19,000
	Procurement Services Total	19,000
Information Technology	Electronic Supplies - (531106)	1,888,500
	Computers - (531641)	10,846,500
	Software - (531651)	300,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	4,200,000
	Information Technology Total	17,235,000
Maintenance	Landscaping - (522202)	550,000
	Machinery - (531611)	1,185,100
	Vehicles - (531621)	7,426,000
	Building Improvements - (541302)	5,847,000
	Consulting/Professional - (521201)	980,000
	Repairs and Maintenance - (522201)	700,000
	Maintenance Total	16,688,100
Project Delivery	General Engineering - (521213)	3,309,600
	Consulting/Profess Serv Tech - (521301)	3,355,261
	Signing Expense - (522203)	2,629,100
	Pavement Markings - (522204)	6,357,200
	Pavement & Shoulders - (522205)	24,140,000
	Bridge Repairs - (522206)	11,350,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	12,083,000
	Project Delivery Total	63,224,161
Traffic & Incident Mgmt.	Traffic Engineering Fees - (521207)	125,000
	Small Tools and Shop Supplies - (531601)	150,000
	Traffic & Incident Mgmt. Total	275,000
Total		\$97,481,261

FY2025 Capital Improvement Fund Projects

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

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

NTTA is planning to add an additional lane in each direction to DNT from SRT to U.S. 380. Construction began in FY2022 and is scheduled for completion in FY2025.



CHRISHOLM TRAIL PARKWAY (CTP) SOUTH 2 LANES

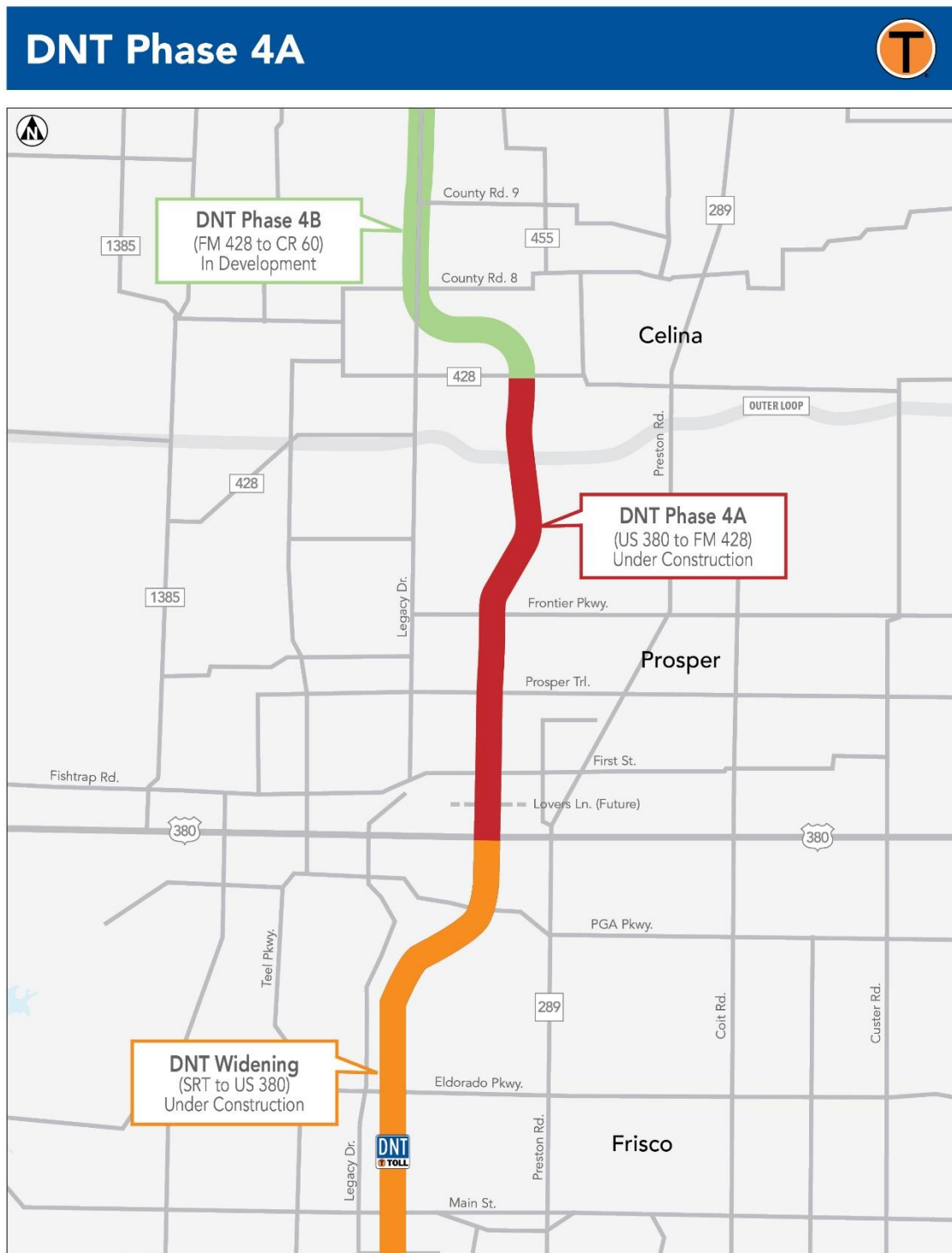
NTTA is planning to add an additional lane in each direction from FM1187 to U.S.67.

CTP Widening



DALLAS NORTH TOLLWAY PHASE 4A

Phase 4A runs 6 miles from north of U.S.380 to south of FM428. Construction will build northbound and southbound mainlines. This project will be have some cost reimbursed by the Town of Prosper and the City of Celina in FY2027.



EQUIPMENT/HARDWARE/SOFTWARE

As NTTA grows, it is important to upgrade infrastructure to maintain satisfactory services to customers, both internal and external. This includes upgrading equipment, hardware, and software. Some of the major upgrades include network upgrades, disaster recovery, enterprise storage upgrades, toll collection system enhancements, intelligent transportation systems, and items related to information security and compliance.

ILLUMINATION PROJECT FOR PGBT/SRT

Repairs and addition of lighting for President George Bush Turnpike (PGBT) and Sam Rayburn Tollway (SRT).

REPAIR OF RETAINING WALLS

Repairs of several retaining wall projects to address identified issues.

ROADWAYS

Various improvement projects are planned across the NTTA System including, but not limited to, repairs, resurfacing, reconstruction, and replacements.

BUILDINGS

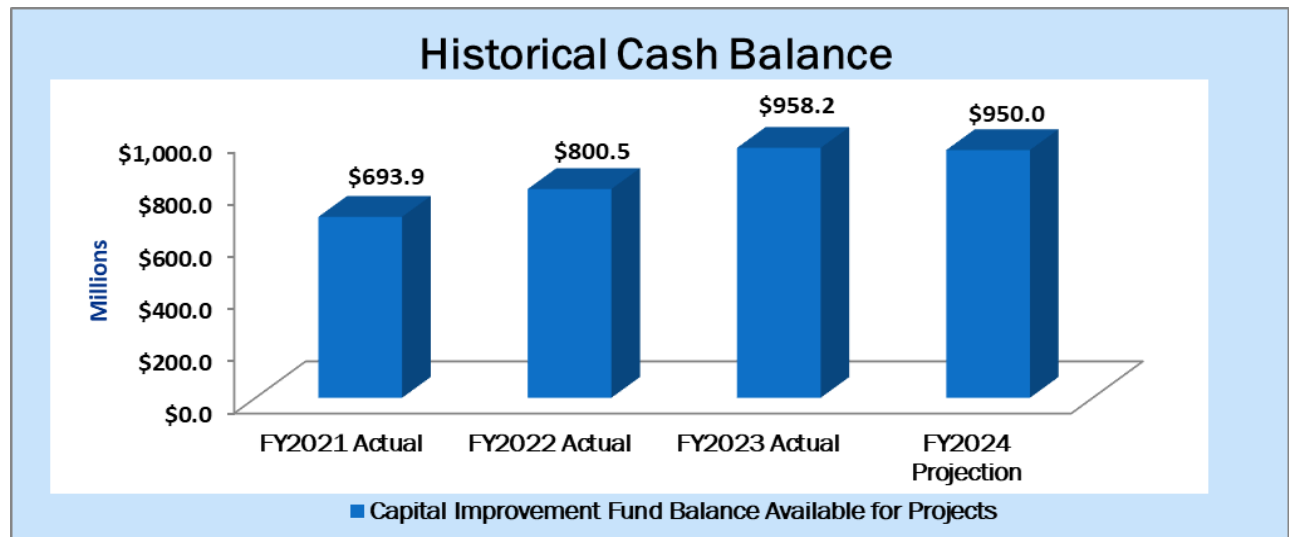
Buildings are being constructed, modified, improved, or expanded as the NTTA System expands. Annual reviews are conducted to identify any required improvements.

THE FOLLOWING IS THE LIST OF PROJECTS AND PURCHASES FOR FY2025

Capital Improvement Fund Projects	
DNT PH4A	\$137,495,217
Dallas North Tollway Widening (SRT to U.S. 380)	31,104,738
System Enhancements	48,045,000
Systemwide Roadway Improvements	38,588,000
MSE Wall Stabilization and Maintenance Program	11,600,000
CTP South 2-lanes	31,898,280
Systemwide Facility Improvements	5,250,000
Disaster Recovery	5,250,000
Planned Collection Initiatives	5,000,000
PCI Compliance	6,332,000
PGBT East Branch	3,538,107
Intelligent Transportation Systems	4,075,000
Multi-Channel Communications	3,300,000
Professional, Legal Fees	1,625,900
CTP Worth Creek Parkway Overpass	1,980,710
National Interoperability	1,000,000
GIS Enhancement	542,500
PeopleSoft Replacment Project	7,400,000
PGBT/360 Tollway Connector	3,939,516
Total Project Costs	347,964,968
Cash transfer to CIF Rainy Day Fund Account	-
Cash transfer to CIF Bond Payment Account	8,641,552
Total Expenditures	\$356,606,520

Estimated Capital Improvement Fund Requirements FY2025

Capital Improvement Fund Balance Available for Projects 1/1/2025		\$949,964,743
FY2025 Estimated Cash Inflows		
Estimated Deposit from Revenue Fund	339,623,580	
Reimbursement from Prosper - US 380	2,557,062	
DNT Expansion ILA - SRT to US 380 (City of Frisco)	9,500,000	
Total Cash Inflows		351,680,642
FY2025 Estimated Cash Outflows		
CIF Rainy Day Fund	-	
CIF Bond Payment Account	(8,641,552)	
Total Payments		(8,641,552)
Estimated CIF Projects Cost	(347,964,968)	
LOC Professional Fees, Audit Fees, Legal Fees	-	
Total CIF Projects Cost		(347,964,968)
Total Cash Outflows		(356,606,520)
Estimated Balance Available for Projects at 12/31/2025		945,038,864
FY2025 CIF Bond Payment Account balance		7,294,692
FY2024 CIF Rainy Day Fund Account balance		125,364,756
Estimated Total CIF Cash Balances at 12/31/2025		\$1,077,698,312



The Capital Improvement Fund has \$840.3 million expected to be utilized on planned projects.

Capital Improvement Fund - Budget Comparisons FY2025 to FY2024

	FY2024		FY2025		Variance	
Department	Budget		Budget		Amount	Percent
Administrative Services:						
Accounting	\$	-	\$	-	\$ -	0.0%
Administration		-		-	-	0.0%
Board		-		-	-	0.0%
Human Resources		-		-	-	0.0%
Internal Audit		-		-	-	0.0%
Legal Services		650,000		650,000	-	0.0%
Procurement and Business Diversity		12,000		12,000	-	0.0%
Public Affairs		-		-	-	0.0%
Treasury & Financial Planning		733,900		388,900	(345,000)	(47.0%)
Total Administrative Services	\$	1,395,900	\$	1,050,900	\$ (345,000)	(24.7%)
Operational Services:						
Contact Center and Collections	\$	-	\$	-	\$ -	0.0%
Information Technology		62,395,000		81,644,500	19,249,500	30.9%
Maintenance		6,667,590		4,700,000	(1,967,590)	(29.5%)
Operations		-		-	-	0.0%
Project Delivery		196,017,795		242,769,568	46,751,773	23.9%
Traffic & Incident Mgmt.		17,245,000		17,800,000	555,000	3.2%
Total Operational Services		282,325,385		346,914,068	64,588,683	22.9%
Shared Services		-		-	-	0.0%
Grand Totals	\$	283,721,285	\$	347,964,968	\$ 64,243,683	22.6%

MAJOR FY2025 BUDGET ITEMS

The budget increased in comparison to the FY2024 budget. Major changes to the department's budgets are explained below:

- Treasury & Financial Planning – decreased due to funding source of Trustee Fee and Traffic Engineering (T&R) studies
- Information Technology – Increased due to contractual increased for consulting and software and for PeopleSoft replacement project
- Maintenance – decreased due to evaluation of needs assessment
- Project Delivery – Increased major projects scheduled include the following:
 - DNT Phase 4A
 - CTP South 2-Lanes
 - DNT Widening (SRT to U.S. 380)
 - Illumination PGBT/SRT
 - MSE Wall Program
- Traffic & Incident Management – Increased due to increased spending for traffic and safety flow

Capital Improvement Fund – Estimate FY2025

Department	Account	
Legal Services	Legal Fees - (521202)	650,000
	Legal Services Total	650,000
Procurement Services	Public Information Fees - (523203)	12,000
	Procurement Services Total	12,000
Treasury & Financial Planning	Consulting/Professional - (521201)	67,900
	Trustee Fees - (521204)	75,000
	Rating Agency Fees - (521205)	91,000
	Traffic Engineering Fees - (521207)	155,000
	Treasury & Financial Planning Total	388,900
Information Technology	Consulting/Profess Serv Tech - (521301)	30,467,000
	Computers - (531641)	16,590,000
	Software - (531651)	34,112,500
	Infrastructure Rdway/Hwy/Bridg - (541401)	300,000
	Infrastructure - Other - (541403)	175,000
	Information Technology Total	81,644,500
Maintenance	Building Improvements - (541302)	4,700,000
	Maintenance Total	4,700,000
Project Delivery	Right of Way (ID #365) - (173003)	30,000
	General Engineering - (521213)	24,815,277
	Utility Relocation Costs - (531261)	1,332,446
	Infrastructure Rdway/Hwy/Bridg - (541401)	216,199,062
	Infrastructure Right -of -Way - (541402)	392,783
	Project Delivery Total	242,769,568
Traffic & Incident Mgmt.	Traffic Engineering Fees - (521207)	325,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	17,475,000
	Traffic & Incident Mgmt. Total	17,800,000
Total		\$347,964,968

Enterprise Fund

FY2025 Enterprise Fund

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

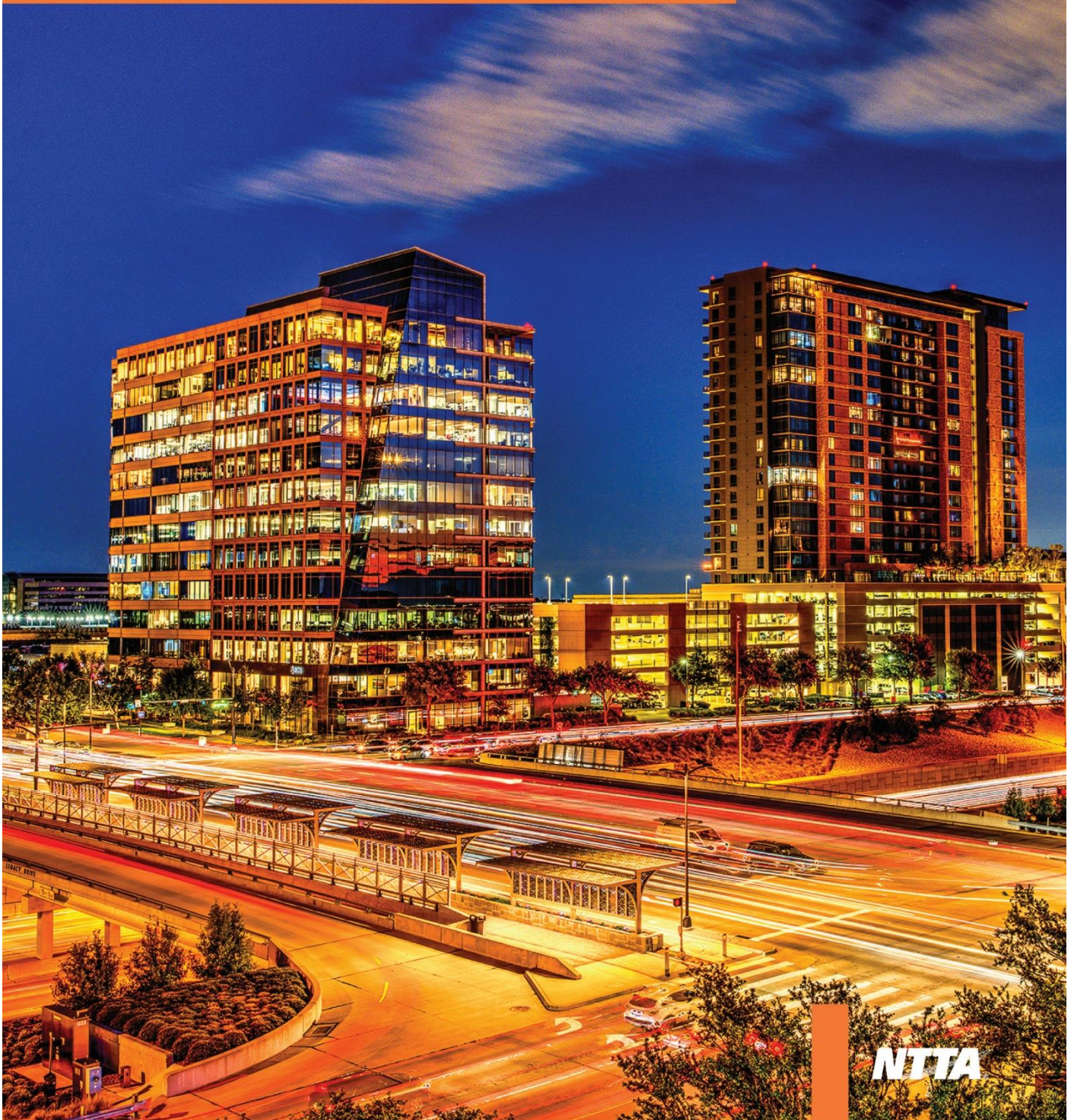
While NTTA serves as the regional tolling services provider for the North Central Region of Texas, this role is expanding as NTTA has entered into an agreement to provide back-office tolling services for North East Texas Regional Mobility Authority (NETRMA) which operates a toll road system in the Tyler, Texas area. The FY2025 budget includes the cost to provide those services based on the estimated number of transactions NTTA will process for NETRMA.

Estimated FY2025 Enterprise Fund

Developer TSA Projects		Total
<u>Transactions</u>		
Developer TollTag		91,912,232
Developer ZipCash		39,847,626
Regional TSA's		74,716,415
NETRMA		14,788,987
Total Transactions		221,265,261
<u>Payments to TSA's</u>		
Gross Payments	\$	888,244,854
NTTA Fees		(37,770,547)
Net Payments to TSA's	\$	850,474,307
<u>Revenues Collected from TSA's</u>		
TollTag Revenue	\$	600,279,970
ZipCash Revenue		258,280,423
Late Fees		13,889,010
Net Revenue Collected	\$	872,449,403
Collection (Exposure) Profit	\$	21,975,096
NTTA Expenses		(19,236,939)
Net Cash Flow	\$	2,738,157

* Does not include IOP's and Airports

The Dallas North Tollway near Legacy Drive in Plano



NTTA

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STATISTICS



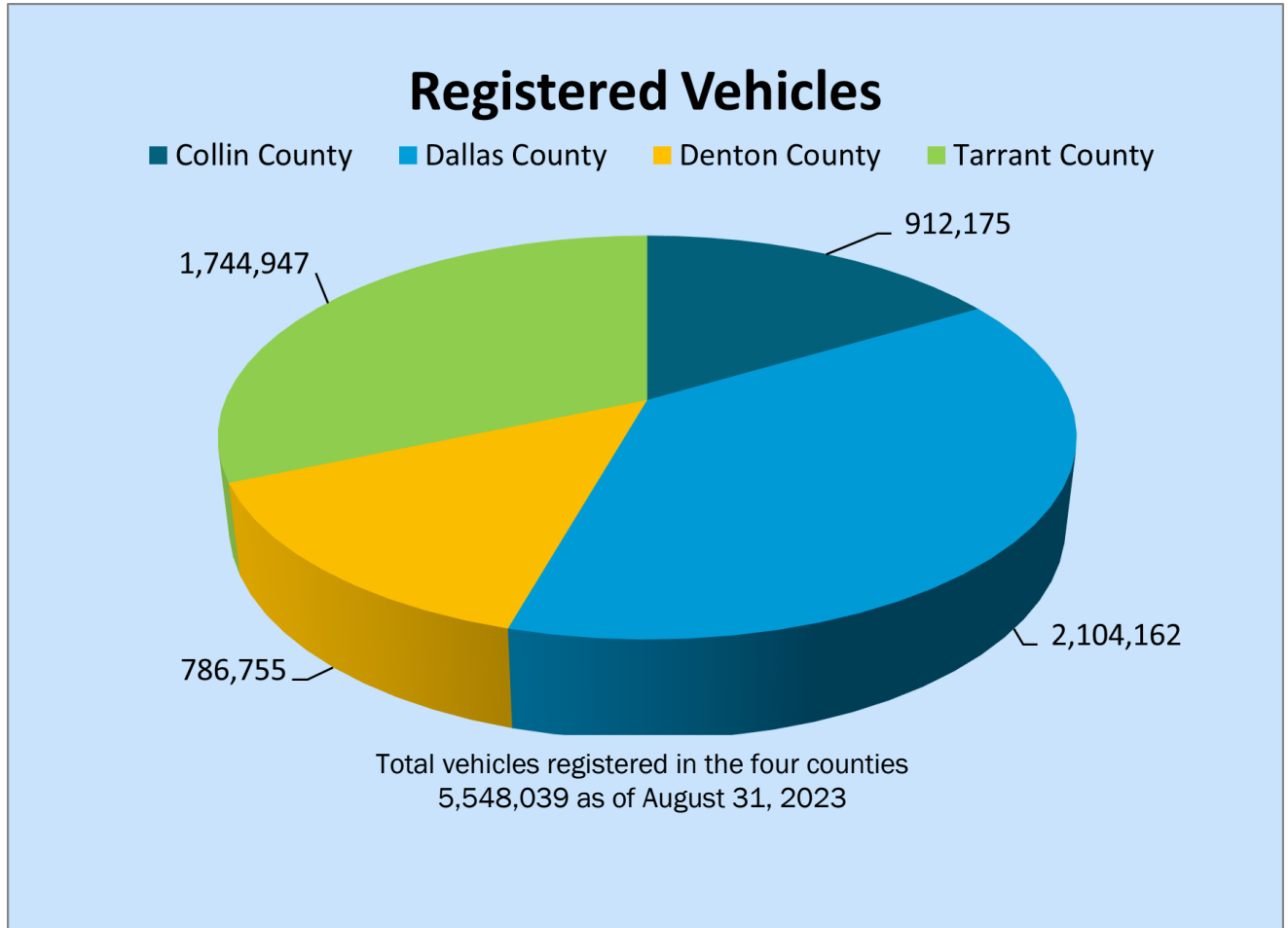


Beam placement

NTTA

Statistical Data

The North Texas four-county region has 5.5 million registered vehicles as of FY2023. The region's population has grown by 16.4 % since FY2014. The average household income has grown by 3.7% with an average unemployment rate of 3.2%.

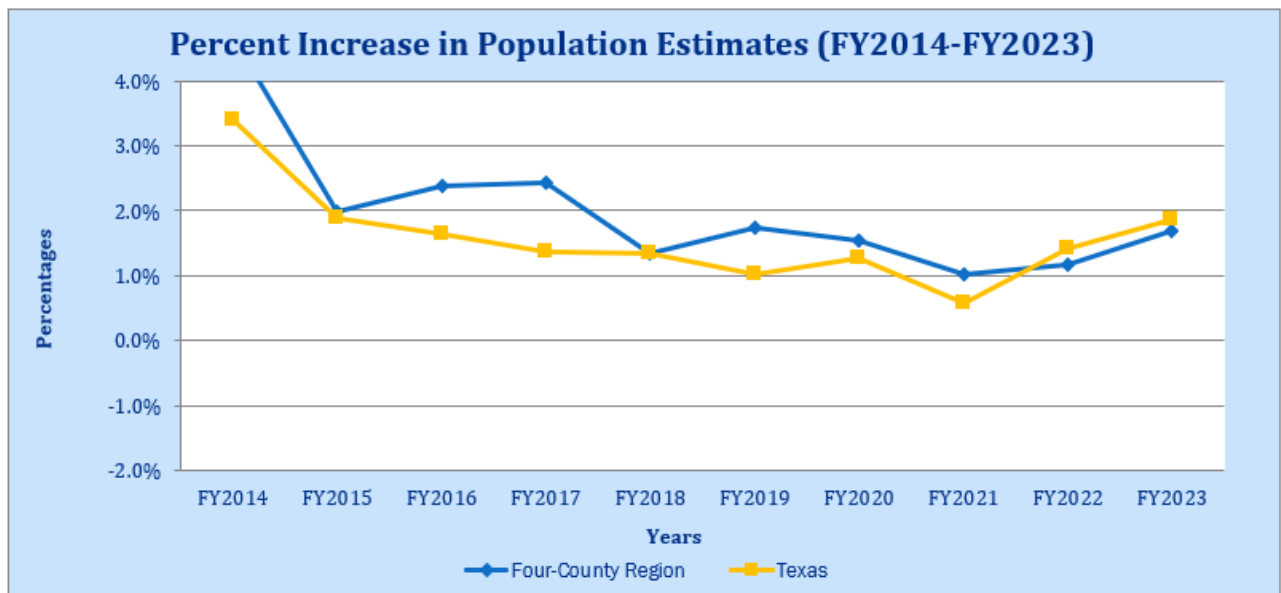


Source: [Texas Department of Motor Vehicles](#)

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

Year	COLLIN	DALLAS	DENTON	TARRANT	Est. Four County Regional Totals	Estimated Texas Totals	Percentage Change (From Prior Year)	
							Four-County Region	Texas
FY2014	854,778	2,480,331	713,200	1,931,335	5,979,644	26,977,142	4.66%	3.40%
FY2015	885,241	2,518,638	734,940	1,959,449	6,098,268	27,486,814	1.98%	1.89%
FY2016	914,127	2,553,385	784,840	1,991,639	6,243,991	27,937,492	2.39%	1.64%
FY2017	939,585	2,618,148	814,560	2,023,985	6,396,278	28,322,717	2.44%	1.38%
FY2018	969,603	2,618,148	836,210	2,057,926	6,481,887	28,701,845	1.34%	1.34%
FY2019	1,005,146	2,637,772	859,064	2,092,419	6,594,401	28,995,881	1.74%	1.02%
FY2020	1,034,730	2,635,516	915,673	2,110,640	6,696,559	29,360,759	1.55%	1.26%
FY2021	1,064,465	2,613,539	941,647	2,144,653	6,764,304	29,527,941	1.01%	0.57%
FY2022	1,109,462	2,586,050	976,720	2,170,962	6,843,194	29,947,238	1.17%	1.42%
FY2023	1,158,696	2,600,840	1,010,705	2,188,951	6,959,192	30,503,301	1.70%	1.86%
Increase/ Decrease Total from FY2014 to FY2023	303,918	120,509	297,505	257,616	979,548	3,526,159	16.4%	13.1%

Source: [US Census Bureau](#)

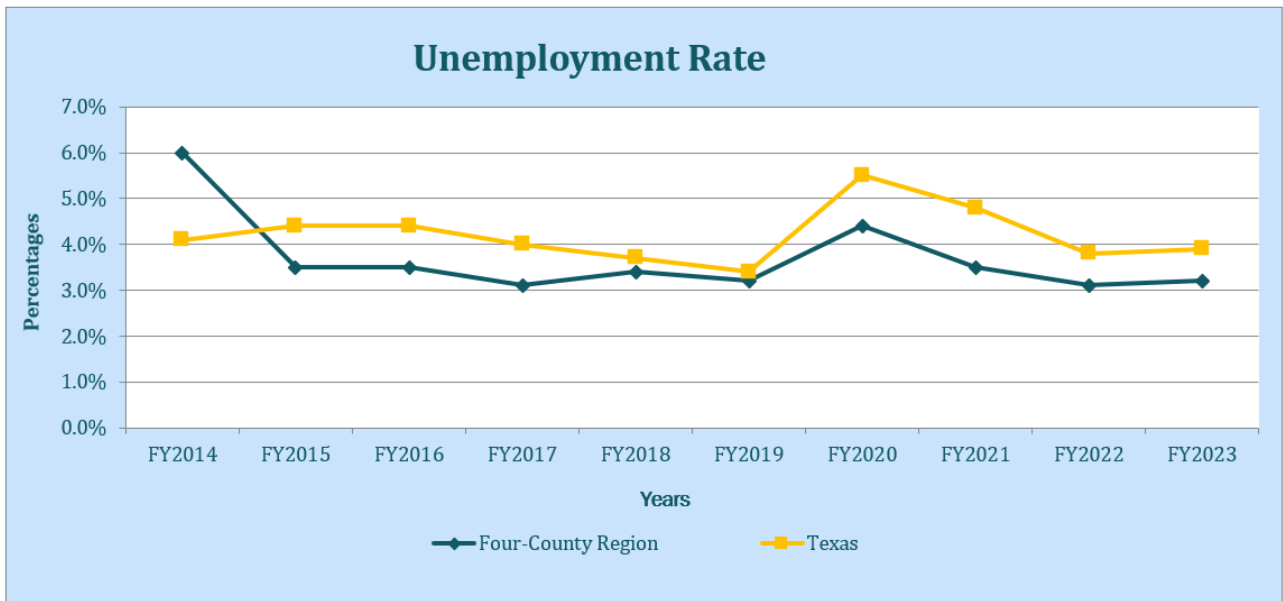


Ten Year Demographic Data-Combined Four-County Region and State of Texas Employment Status Estimates

Year	COLLIN	DALLAS	DENTON	TARRANT	Combined Four	Texas	Unemployment Rate	
					County Regional Estimated Totals	Estimated Totals	Four-County Region	Texas
FY2014	346,400	1,558,500	205,800	825,600	2,936,300	11,433,600	6.0%	4.1%
FY2015	366,900	1,616,800	221,400	844,900	3,050,000	11,681,000	3.5%	4.4%
FY2016	381,500	1,662,300	228,800	860,400	3,133,000	11,830,700	3.5%	4.4%
FY2017	398,000	1,691,100	239,600	877,800	3,206,500	12,008,941	3.1%	4.0%
FY2018	416,100	1,711,900	246,500	900,500	3,275,000	12,326,967	3.4%	3.7%
FY2019	431,973	1,750,722	260,926	926,263	3,369,884	12,603,200	3.2%	3.4%
FY2020	423,000	1,653,800	257,300	877,100	3,211,200	11,926,800	4.4%	5.5%
FY2021	462,900	1,747,400	277,100	922,700	3,410,100	12,613,100	3.5%	4.8%
FY2022	510,500	1,819,000	293,900	978,300	3,601,700	13,371,100	3.1%	3.8%
FY2023	530,200	1,836,000	308,600	998,500	3,673,300	13,731,100	3.2%	3.9%
Increase Total from Year FY2014 to Year FY2023								
	183,800	277,500	102,800	172,900	737,000	2,297,500		

Source: U.S. Bureau of Labor Statistics

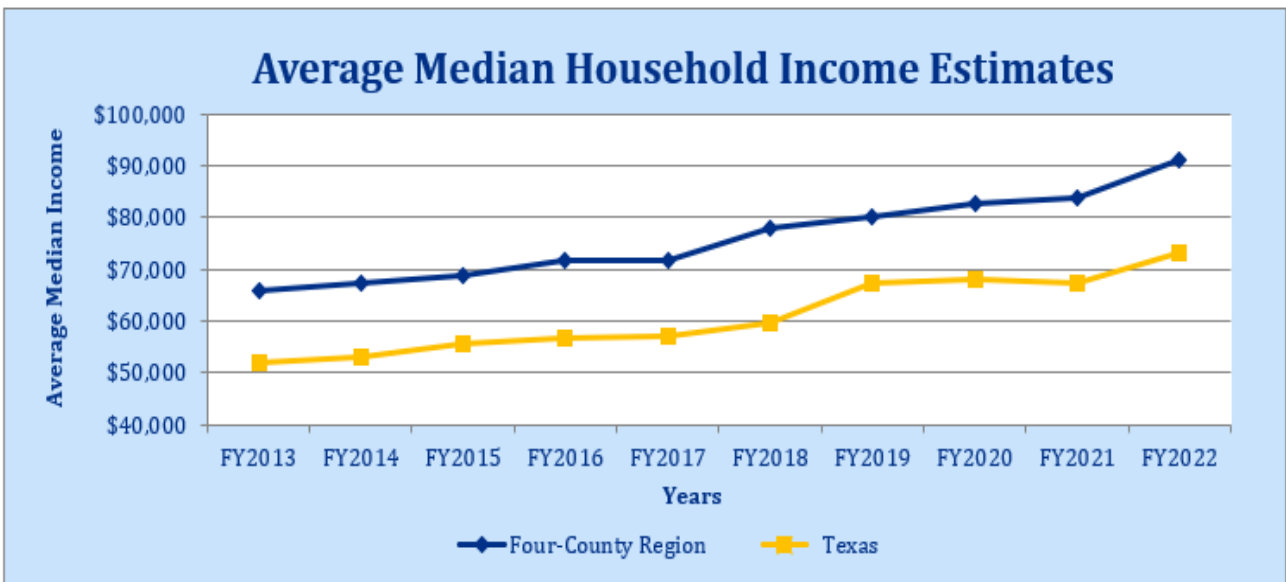
Source: [U.S. Bureau of Labor Statistics](#)



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

Year	COLLIN	DALLAS	DENTON	TARRANT	4 County Regional Totals	Texas	Percentage Change from Prior Years	
					Estimated Avg Median Income	Estimated Avg Median Income	Four-County Region	Texas
FY2013	\$82,762	49,481	74,155	\$56,853	\$65,813	\$51,900	0.40%	0.65%
FY2014	\$86,634	50,118	74,569	\$58,127	\$67,362	\$53,035	2.35%	2.19%
FY2015	\$86,823	51,824	75,898	\$60,735	\$68,820	\$55,653	2.16%	4.94%
FY2016	\$90,382	54,429	80,841	\$61,553	\$71,801	\$56,565	4.33%	1.64%
FY2017	\$90,124	53,626	80,290	\$62,532	\$71,643	\$57,051	-0.22%	0.86%
FY2018	\$96,936	59,838	88,384	\$66,059	\$77,804	\$59,570	8.60%	4.42%
FY2019	\$96,847	61,807	90,910	\$70,130	\$79,924	\$67,444	2.72%	13.22%
FY2020	\$101,560	65,770	90,880	\$72,064	\$82,569	\$68,093	3.31%	0.96%
FY2021	\$102,119	63,549	98,027	\$71,399	\$83,774	\$67,321	1.46%	-1.13%
FY2022	\$113,943	70,871	102,711	\$76,285	\$90,953	\$73,035	8.57%	8.49%
Averaged Yearly Totals	\$94,813	\$58,131	\$85,667	\$65,574	\$76,046	\$60,967	3.74%	4.02%

Source: [US Census Bureau](https://www.census.gov)



Top 10 Employers in Four-County Region

2023

COLLIN COUNTY TOP TEN EMPLOYERS

EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
STATE FARM INSURANCE CORPORATE OFFICE	10,000	1.59%	INSURANCE
JP MORGAN CHASE	9,500	1.51%	FINANCIAL SERVICES
FRISCO INDEPENDENT SCHOOL DISTRICT	8,799	1.40%	EDUCATION
CAPITAL ONE FINANCE	7,542	1.20%	FINANCIAL SERVICES
TOYOTA NORTH AMERICA HQ	4,573	0.73%	AUTOMOTIVE
BANK OF AMERICA	4,500	0.72%	FINANCIAL SERVICES
RAYTHEON INTELLIGENCE & SPACE	4,347	0.69%	TECHNOLOGY
UNIVERSITY OF TEXAS AT DALLAS	3,455	0.55%	EDUCATION
BLUE CROSS BLUE SHIELD OF TEXAS	3,100	0.49%	INSURANCE
MCKINNEY INDEPENDENT SCHOOL DISTRICT	2,729	0.43%	EDUCATION
Total	58,545	9.31%	

DALLAS COUNTY TOP TEN EMPLOYERS

EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
TEXAS HEALTH RESOURCES	27,000	1.03%	NONPROFIT HEALTH CARE
LOCKHEED MARTIN AERONAUTICS COMPANY	22,000	0.84%	MILITARY AIRCRAFT DESIGN & PRODUCTION
UT SOUTHWESTERN MEDICAL CENTER	21,539	0.82%	HEALTH CARE PROVIDER
MEDICAL CITY HEALTHCARE	17,000	0.65%	HEALTH CARE PROVIDER
BANK OF AMERICA	13,850	0.53%	FINANCIAL SERVICES
UNIVERSITY OF NORTH TEXAS SYSTEMS	13,275	0.51%	EDUCATION
PARKLAND HEALTH & HOSPITAL SYSTEMS	12,966	0.50%	HEALTH CARE PROVIDER
GENERAL MOTORS	10,512	0.40%	AUTOMOTIVE
UNIVERSITY OF TEXAS AT ARLINGTON	7,938	0.31%	EDUCATION
JPS HEALTH NETWORK	7,010	0.27%	HEALTH CARE PROVIDER
Total	153,090	5.86%	

DENTON COUNTY TOP TEN EMPLOYERS

EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
UNIVERSITY OF NORTH TEXAS	10,600	1.89%	EDUCATION
LEWISVILLE INDEPENDENT SCHOOL DISTRICT	6,554	1.17%	EDUCATION
DENTON ISD	4,690	0.84%	EDUCATION
MEDICAL CITY HOSPITALS	3,729	0.66%	HEALTH CARE PROVIDER
PETERBILT MOTORS	3,375	0.60%	MANUFACTURING
TEXAS WOMEN'S UNIVERSITY	2,734	0.49%	EDUCATION
CITY OF DENTON	1,967	0.35%	MUNICIPALITY
DENTON COUNTY	1,715	0.31%	MUNICIPALITY
DENTON STATE SCHOOL	1,312	0.23%	EDUCATION
ORTHOPIX	1,267	0.23%	MEDICAL
Total	37,943	6.77%	

TARRANT COUNTY TOP TEN EMPLOYERS

EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
AMR CORP./AMERICAN AIRLINES	35,000	3.31%	AIRLINE
LOCKHEED MARTIN AERONAUTICS COMPANY	21,600	2.04%	MANUFACTURING
DFW INTERNATIONAL AIRPORT	14,000	1.32%	AIRPORT
TEXAS HEALTH RESOURCES	12,776	1.21%	EDUCATION
NAS- FORT WORTH JOINT RESERVE BASE	11,000	1.04%	MILITARY
GENERAL MOTORS ARLINGTON ASSEMBLY PLANT	10,512	0.99%	AUTOMOTIVE
FORT WORTH INDEPENDENT SCHOOL DISTRICT	9,956	0.94%	EDUCATION
COOK'S CHILDREN HEALTH CARE SYSTEM	8,777	0.83%	HEALTH CARE PROVIDER
ARLINGTON INDEPENDENT SCHOOL DISTRICT	7,908	0.75%	EDUCATION
UNIVERSITY OF TEXAS AT ARLINGTON	7,647	0.72%	EDUCATION
Total	139,176	13.15%	

Source: Local Counties CAFR's (Collin, Dallas, Denton and Tarrant)

GFOA Distinguished Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to North Texas Tollway Authority, for its annual budget for the fiscal year beginning Jan. 1, 2024. This award is the highest form of recognition in the area of governmental accounting, financial reporting, and budgeting. NTTA has achieved this award consecutively since 2010. To be eligible for the award, a government entity must publish a budget document that meets stringent program criteria as a policy document, an operations guide, a financial plan, and communications device.

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

During FY2023, the Authority also received a Certificate of Achievement for Excellence in Financial Reporting from GFOA for its Annual Comprehensive Financial Report (ACFR) for the fiscal year ending Dec. 31, 2023. NTTA has achieved this award consecutively since 2008. The certificate is presented to government entities whose ACFRs achieve the highest standards in government accounting and financial reporting.

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



APPENDICES





Placing concrete for drilled shaft foundation

Appendix A: Budget Policy and Process

INTRODUCTION

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

BUDGETS OVERVIEW

The Authority uses accrual accounting for its budgets and financial information reports. The budget is established in accordance with the practices set forth in the provisions of the Trust Agreement for the North Texas Tollway Authority Revenue Bonds, as interpreted by the Authority. These practices are similar to U.S. generally accepted accounting principles (GAAP) for an enterprise fund on an accrual basis, except that depreciation and amortization of certain non-infrastructure capital assets and related acquisition and revenue bond issuance costs are not included as an operating expense. In addition, interest accrued for certain periods during and after official construction, 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 item is prepared for each department and compared to the same line items for the previous fiscal year. The summation of all departments is the Authority's annual budget, which is approved by the Board of Directors. The budget control is at the department level and is maintained through the purchase requisition approval process.

The Construction Fund, Reserve Maintenance Fund, and Capital Improvement Fund use a program budgeting and control approach, focused on programs and projects.

CASH BALANCES

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

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

Management determined that it is prudent to retain funds within the Capital Improvement Fund for unanticipated needs. During FY2010, the Authority's executive management requested, and the Board of Directors approved a Rainy Day Fund Account in the CIF. The FY2023 fund balance is \$99.4 million. Use of this balance will require specific action by the Board. Given the issuance of subordinated debt, a CIF Bond Payment Account has a reserve amount equal to the next interest payment.

BUDGET POLICY

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

Section 505. Preliminary Budget of Current Expenses, and Payments into Reserve Maintenance Fund; Hearing on Budget; Annual Budget; Failure to Adopt Annual Budget; Amended or Supplemental Annual Budget; Payments for Maintenance, Repair, and Operations.

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

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

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

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

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

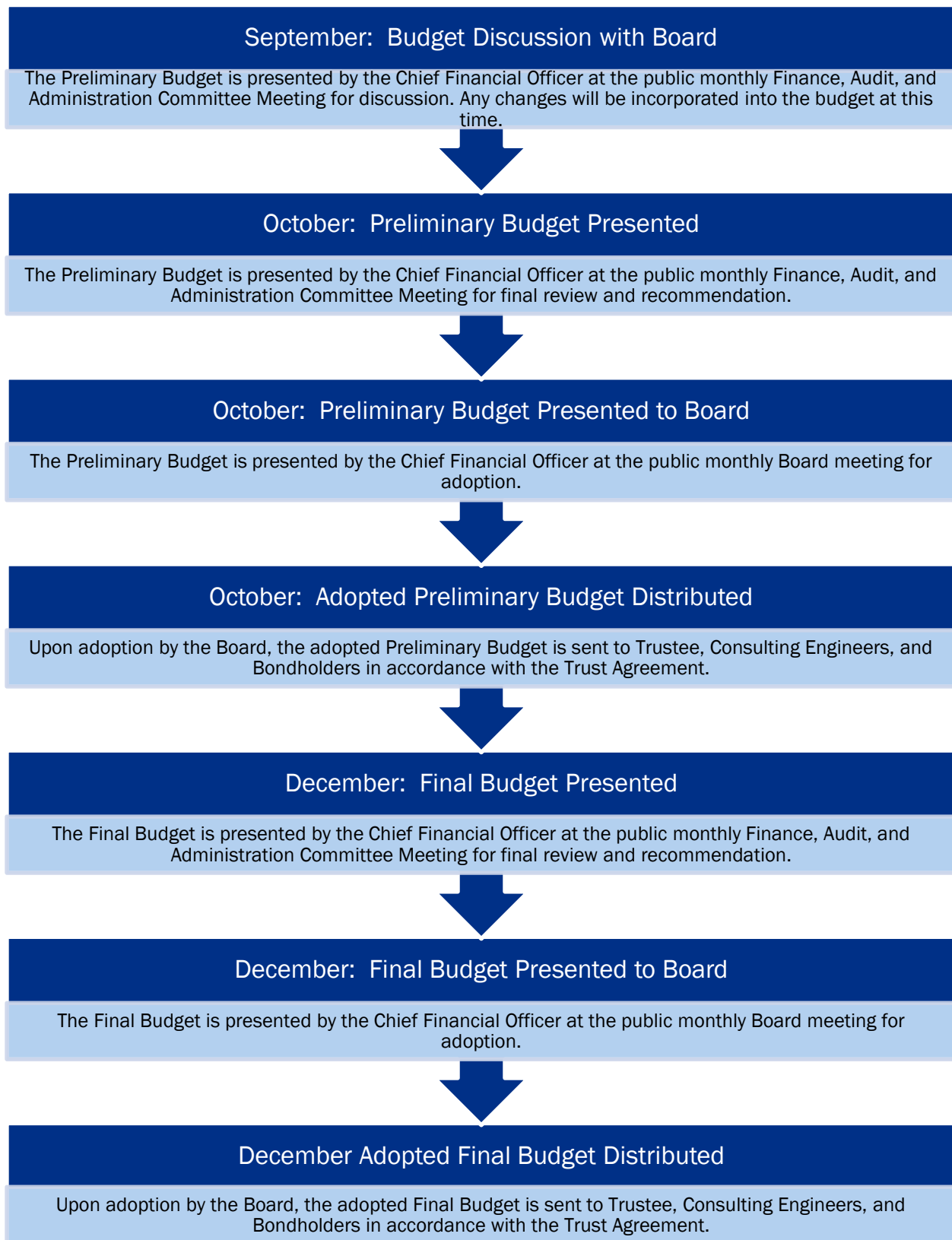
SECTION 506. PAYMENT OF CURRENT EXPENSES FROM OPERATION AND MAINTENANCE FUND.

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

The complete Amended and Restated Trust Agreement is available at www.NTTA.org

Budget Process





Budget Calendar

Area	Date	Action
Treasury Mgmt	April 01-26, 2024	Budget Year 2025 set up in Questica, Salaries and Benefits imported from HR PeopleSoft System
T&R/ Treasury Mgmt	April 19, 2024 (Friday)	Request updated transactions and revenues due from Traffic and Revenue consultants
EDs/AEDs Directors Treas	TBD/April	Executive Director's FY2025 Budget Meeting with Assistant Executive Directors to discuss budget priorities and overall direction, including
Depts. Treas Mgmt	April 29 - May 17, 2024	Preparers enter Operational Departmental Budgets and any Decision Packets into Questica
Depts. Treas Mgmt	April 29 - May 17, 2024	Preparers enter Five-Year Capital Plan into Questica
FA&A Committee	May 02, 2024 (Thursday)	Finance, Audit, and Administration Committee - Budget Calendar Review
Approval- Directors	May 24, 2024 (Friday)	Directors Approve Departmental Budgets and Decisions Packets in Questica
Approval- Directors	June 07, 2024 (Friday)	Directors Approve Five-Year Capital Plan in Questica
Treasury Mgmt	June 07 - June 14, 2024	Treasury Management prepares comparative budget analysis reports for discussion with Directors
T&R/ Treasury Mgmt	June 07, 2024 (Friday)	Request updated transactions and revenues due from Traffic and Revenue consultants
Board	June 12, 2024 (Wednesday)	First Board Budget Workshop
ED & AEDs	June 21, 2024 (Friday)	Departmental Objectives, Key Performance Indicators and Executive Summaries due to Treasury Management
Approval- AEDs	June 28, 2024 (Friday)	Assistant Executive Directors Approve Departmental Operational Budgets, Decision Packets, and Five-Year Capital Plan in Questica
Approval- ED	July 05, 2024 (Friday)	Executive Directors Approve Departmental Operational Budgets, Decision Packets, and Five-Year Capital Plan in Questica
Treasury Mgmt	July 08-19, 2024	Preliminary Budget assembled by Treasury Management
Treasury Mgmt	July 08-26, 2024	Five-Year Capital Plan assembled by Treasury Management

Budget Calendar - continued

Area	Date	Action
Review-ED & AEDs	July 24, 2024 (Wednesday)	Preliminary Budget Review by Executive Management Team
Deliverable	August 05, 2024 (Monday)	Preliminary Budget delivered to Board Members
Review-ED & AEDs	August 23, 2024 (Friday)	Five-Year Capital Plan Budget Review by Executive Management Team completed
Board	August 06-September 27, 2024	Budget Briefings (if requested by Board Members)
Treasury Mgmt	September 09 - September 20, 2024	Incorporate any updates to Preliminary Budget and prepare presentation on any changes
Board/FA&A	September 11, 2024 (Wednesday)	Finance, Audit, and Administration Committee - First Review of Preliminary Budget and Second Board Workshop
Deliverable	September 11, 2024 (Wednesday)	Five-Year Capital Plan delivered to Board Members
FA&A Committee	October 03, 2024 (Thursday)	Finance, Audit, and Administration Committee - Second Review Preliminary Budget Review and First Review Five-Year Capital Plan
Treasury Mgmt	October 03 - Oct. 18, 2024	Incorporate any updates to Five-Year Capital Plan and prepare presentation on any changes
Board Approval	October 16, 2024 (Wednesday)	Board Meeting Preliminary Budget Approval
FA&A Committee	November 07, 2024 (Thursday)	Finance, Audit, and Administration Committee - Second Review Five-Year Capital Plan Review
Board Approval	November 20, 2024 (Wednesday)	Board Meeting Five-Year Capital Plan Approval
FA&A Committee	December 05, 2024 (Thursday)	Finance, Audit, and Administration Committee - Final Budget Review
Board Approval	December 18, 2024 (Wednesday)	Board Meeting Final Budget Approval
<i>Assumes Thursday Committee Meetings and Wednesday Board Meetings</i>		
Executive Directors/Assistant Executive Directors		
FA&A Committee Meetings		
Deliverables		
Board Meetings		

Appendix B: Financial Policies

INTRODUCTION

The North Texas Tollway Authority's financial policies are guided by the Trust Agreement and are developed to conform to United States generally accepted accounting principles including all applicable GASB pronouncements.

BASIS OF ACCOUNTING/BUDGETING

The operations of the Authority, including the CIF-Revolving Account/Feasibility Study Fund, are accounted for as an enterprise fund on an accrual basis in order to recognize the flow of economic resources. Under this basis, revenues are recognized in the period in which they are earned, expenses are recognized in the period in which they are incurred, and all assets and liabilities associated with the operation of the Authority are included in the Statement of Net Assets. The assets of the Authority are stated at cost with the exception of certain investments, which are stated at fair value.

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

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

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

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

(a) Restricted Assets

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

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

- **Construction Fund** – The Construction and Property Fund was created to account for that portion of the proceeds from the sale of the Authority Revenue Bonds, which were required to be

deposited with the trustee in order to pay all costs of construction. There also may be deposited in the Construction and Property Fund any monies received from any other source for paying the cost of the Authority.

- **Revenue Fund** – The Revenue Fund was created to account for all revenues (all tolls, other revenues, and income) arising or derived by the Authority from the operation and ownership of the Authority. All revenues of this fund are distributed to other funds in accordance with the Trust Agreement.
- **Operation and Maintenance Fund** – The Operation and Maintenance Fund (OMF) was created to account for and pay current operating expenses of the Authority.
- **Reserve Maintenance Fund** – The Reserve Maintenance Fund (RMF) was created to account for those expenses of maintaining the Authority that do not recur on an annual or shorter basis. As defined in the Trust Agreement, such items include repairs, painting, renewal, and replacements necessary for safe or efficient operation of the Authority or to prevent loss of revenues, engineering expenses relating to the functions of the Authority, equipment, maintenance expenses, and operating expenses not occurring at annual or shorter periods.
- **Capital Improvement Fund** – The Capital Improvement Fund (CIF) was created to account for the cost of repairs, enlargements, extensions, resurfacing, additions, renewals, improvements, reconstruction and replacements, capital expenditures, engineering, and other expenses relating to the powers or functions of the Authority in connection with the Authority, or for any other purpose now or hereafter authorized by law. This CIF fund will also be combined with a revolving account, called the Feasibility Study Fund (FSF) to use exclusively for payment of studying the cost and feasibility and any other expenses relating to: (1) the preparation and issuance of bonds for the acquisition and construction of a proposed turnpike project for the Authority; (2) the financing of the improvement, extension or expansion of an existing turnpike for the Authority; (3) private participation, as authorized by law, in the financing of a proposed turnpike project for the Authority, the refinancing of an existing turnpike project for the Authority or the improvement, extension or expansion of a turnpike project for the Authority.
- **First, Second and Third Tier; Bond Interest Accounts** – The Bond Interest Accounts were created to account for the payment of the interest requirements of the revenue bonds.
- **First, Second and Third Tier; Reserve Accounts** – The Reserve Accounts were created for the purpose of paying interest and principal of the bonds whenever and to the extent that the monies held for the credit of the Bond Interest Accounts and the Redemption Accounts shall be insufficient for such purpose. The required reserve is an amount equal to the average annual debt service requirements of all bonds outstanding.
- **First, Second and Third Tier; Redemption Accounts** – The Redemption Accounts were created to account for the payment of the annual principal requirements of the revenue bonds.

(b) Cash and Investments

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

(C) Capital Assets

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

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

The costs to acquire additional capital assets, which replace existing assets or improve the efficiency of the Authority, are capitalized. Under the Authority's policy of accounting for infrastructure assets pursuant to the "preservation method of accounting" or "modified approach," property costs represent an historical accumulation of costs expended to acquire rights-of-way and to construct, improve, and place in operation the various projects and related facilities. These infrastructure assets are considered "indefinite lived assets," that is, the assets themselves will last indefinitely so they are 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

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

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

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

(g) Arbitrage Rebate Payable

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

(h) Estimates

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

(i) Debt Service Requirements

Each year, the Authority completes a review of its financial condition for 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 toll rate schedule, which will raise and produce net revenues during each fiscal year sufficient to satisfy the greatest of (1), (2), or (3) below:

- 1) 1.35 times the scheduled debt service requirements on all outstanding First Tier Bonds for the fiscal year; or
- 2) 1.20 times the scheduled debt service requirements on all outstanding First Tier Bonds and Second Tier Bonds for the fiscal year; or
- 3) 1.00 times the scheduled debt service requirements on all outstanding First Tier Bonds, Second Tier Bonds, Third Tier Bonds, and all other obligations secured by net revenues for the fiscal year.

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

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

(j) Financial Reporting Requirements

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

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

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

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

The Authority further covenants that during the month following the end of each Fiscal Year, it will cause an audit to be made of its books and accounts relating to the Authority for the previous Fiscal Year by an independent certified public accountant of recognized ability and standing. Promptly thereafter reports of each audit shall be filed with the Authority and the Trustee, and copies of such report shall be

mailed by the Authority to the Consulting Engineers, the Traffic Engineers, and each bondholder who shall have filed his name with the Board Representative designated for such purpose, which shall initially be the Chief Financial Officer of the Authority. Each such audit shall set forth in respect to the preceding Fiscal Year the same matters as are hereinabove required for the monthly reports and the findings of such certified public accountants whether the moneys received by the Authority under the provisions of the Trust Agreement have been applied in accordance with the provisions of the Trust Agreement. Such monthly reports and annual audit reports shall be open to the inspection of the bondholders and their agents and representatives.

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

Appendix C: Debt Policy

PHILOSOPHY

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

PURPOSES FOR WHICH DEBT MAY BE ISSUED

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

LIMITATIONS ON LEVEL OF INDEBTEDNESS

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

CREDIT OBJECTIVES

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

PERMISSIBLE TYPES OF DEBT

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

ALLOWABLE DEBT STRUCTURES

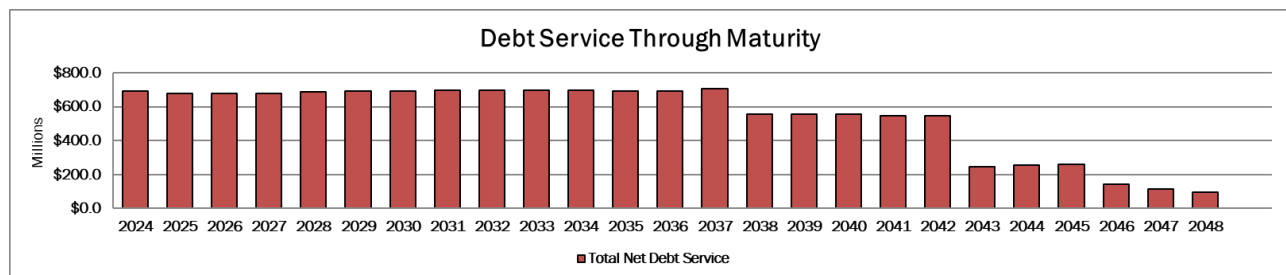
- Term of debt may not exceed expected useful life of the project or equipment financed, and in no case may exceed 40 years.
- Debt service structure shall correspond to estimated net revenue stream.
- Use of specific structural elements (zero-coupon bonds, capital appreciation bonds, subordinate lien 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, 2024**

Description of Issue	Beginning Balance Jan. 1, 2024	Additions	Matured or Retired	Ending Balance
Series 2008D	\$ 1,005,676,219	\$ 60,646,575	\$ -	\$ 1,066,322,794
Series 2009B	825,000,000	-	-	\$ 825,000,000
Series 2010B	48,855,000	-	(5,880,000)	\$ 42,975,000
Series 2014A	106,915,000	-	(41,020,000)	\$ 65,895,000
Series 2015A	802,860,000	-	(802,860,000)	\$ -
Series 2015B	369,290,000	-	(354,515,000)	\$ 14,775,000
Series 2016A	501,835,000	-	(42,550,000)	\$ 459,285,000
Series 2017A	1,376,205,000	-	(5,210,000)	\$ 1,370,995,000
Series 2017B	587,840,000	-	(2,140,000)	\$ 585,700,000
Series 2018	356,085,000	-	-	\$ 356,085,000
Series 2019A	376,490,000	-	(20,325,000)	\$ 356,165,000
Series 2019B	192,670,000	-	(28,430,000)	\$ 164,240,000
Series 2020A	192,105,000	-	-	\$ 192,105,000
Series 2020B	376,725,000	-	(61,465,000)	\$ 315,260,000
Series 2020C	25,205,000	-	(5,850,000)	\$ 19,355,000
Series 2021A	402,110,000	-	(157,670,000)	\$ 244,440,000
Series 2021B	446,045,000	-	-	\$ 446,045,000
Series 2022A	501,515,000	-	(39,245,000)	\$ 462,270,000
Series 2022B	187,650,000	-	(50,655,000)	\$ 136,995,000
Series 2023A	439,795,000	-	-	\$ 439,795,000
Series 2023B	137,440,000	-	-	\$ 137,440,000
Series 2024A		458,885,000	-	\$ 458,885,000
Series 2024B		676,290,000	-	\$ 676,290,000
Totals	\$ 9,258,311,219	\$ 1,195,821,575	\$ (1,617,815,000)	\$ 8,836,317,794

Outstanding Debt Service

FY Ending 12/31	First Tier Net Debt Service	Second Tier Net Debt Service	Subordinated	Total Net Debt Service
			Lien Bonds Debt Service	
2024	437,524,600	246,677,745	8,636,443	692,838,787
2025	460,634,301	206,973,113	8,641,552	676,248,966
2026	469,024,600	201,215,113	8,640,533	678,880,245
2027	472,345,943	197,891,113	8,642,541	678,879,596
2028	487,299,483	190,622,113	8,646,166	686,567,761
2029	465,871,884	223,907,113	-	689,778,996
2030	402,530,911	287,804,720	-	690,335,631
2031	398,688,905	295,942,113	-	694,631,018
2032	441,246,811	253,384,763	-	694,631,574
2033	456,306,452	238,327,313	-	694,633,764
2034	520,010,867	174,627,363	-	694,638,229
2035	540,992,903	151,001,563	-	691,994,466
2036	568,166,478	125,159,363	-	693,325,841
2037	620,496,187	83,679,563	-	704,175,749
2038	474,075,686	83,037,363	-	557,113,048
2039	472,645,958	82,100,413	-	554,746,370
2040	477,443,774	80,176,813	-	557,620,587
2041	479,493,622	64,553,463	-	544,047,085
2042	486,548,811	60,329,763	-	546,878,573
2043	195,205,020	48,346,513	-	243,551,532
2044	180,498,799	76,068,763	-	256,567,562
2045	142,446,854	118,147,863	-	260,594,716
2046	28,406,807	114,379,863	-	142,786,669
2047	-	115,371,563	-	115,371,563
2048	-	96,900,193	-	96,900,193
Total	\$ 9,677,905,654	\$ 3,816,625,632	\$ 43,207,235	\$ 13,537,738,521



Appendix D: Major Revenue Source

Toll revenue collected on the System is the Authority's major source of revenue. It accounted for \$1,247,993,500 of the FY2025 Operating Budget's total estimated revenues, or 94.5%.

TOLL REVENUE

The Authority Act authorizes the Authority to fix, revise, charge, and collect tolls for the use of the NTTA System. It 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. The payment of principal and interest on bonds issued by the System 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 for tow-axle vehicles are 21.2 cents per mile on the Dallas North Tollway (DNT), the President George Bush Turnpike (PGBT), the Chisholm Trail Parkway (CTP) from Altamesa and US 67, 360 Tollway (360T), and the Sam Rayburn Tollway (SRT). They are aligned with the regional toll rate adopted by the Regional Transportation Council in April 2006. The northern portion of CTP, from IH 30 to Altamesa, has TollTag rate of 27cents per mile. TollTag rates for two-axle vehicles are 74.0 cents per one-way trip on both Mountain Creek Lake Bridge and Addison Airport Toll Tunnel, and \$1.47 on Lewisville Lake Toll Bridge. ZipCash rates on all facilities are 100% more than the TollTag rates. Rates are adjusted on July 1 of every odd year at an annually compounded rate of 2.75%.

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

The schedule below shows CDM Smith toll revenue estimates for the System, over the next five years.

Roadway	Estimated NTTA System Annual Toll Revenue				
	FY2025	FY2026	FY2027	FY2028	FY2029
DNT	\$363,326,600	\$379,000,600	\$409,064,200	\$435,993,100	\$452,675,400
PGBT	453,537,500	475,233,000	497,074,700	519,739,100	542,641,100
AATT	1,176,400	1,222,500	1,269,800	1,322,500	1,380,400
MCLB	1,727,000	1,787,900	1,843,000	1,907,600	1,974,800
LLTB	15,664,800	16,516,200	17,406,100	18,339,600	19,398,500
SRT	286,381,200	299,484,200	312,247,100	325,951,800	340,163,500
360 Tollway	33,913,300	36,868,600	39,225,000	41,518,900	43,875,700
CTP	91,366,700	97,368,600	103,725,400	110,626,300	118,153,900
System Totals	\$1,247,093,500	\$1,307,481,600	\$1,381,855,300	\$1,455,398,900	\$1,520,263,300

The above estimated revenue numbers include the following assumptions.

NTTA System Tolling (Excluding SRT, CTP, and PGBT EE)

- Toll rate for two-axle vehicles with TollTags is \$0.212 per mile for the DNT, PGBT and 360T starting July 1, 2023
- Toll rate for two-axle vehicles with TollTags is \$0.74 for the MCLB and the AATT starting July 1, 2023
- Toll rate for two-axle vehicles with TollTags is \$1.47 for the LLTB starting July 1, 2023
- ZipCash toll for two-axle vehicles starting July 1, 2023, is equal to the sum of (i) the TollTag toll and (ii) 100% of the TollTag toll.
- Tolls charged to users at any tolling location are rounded to the next highest penny
- Tolls for all vehicle classifications are calculated based on “N-1” weighting, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle

CHISHOLM TRAIL PARKWAY - Tolling

- Toll rate for two-axle vehicles with TollTags is \$0.270 per mile from IH 30 to Altamesa Boulevard starting July 1, 2023
- Toll rate for two-axle vehicles with TollTags is \$0.212 per mile from Altamesa Boulevard to US 67 starting July 1, 2023
- ZipCash toll for two-axle vehicles starting July 1, 2023, is equal to the sum of (i) the TollTag toll and (ii) 100% of the TollTag toll.
- Tolls charged to users at any tolling location are rounded to the next highest penny
- Tolls for all vehicle classifications are calculated based on “N-1” weighting, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle

SAM RAYBURN TOLLROAD - Tolling

- Toll rate for two-axle vehicles with TollTags is \$0.212 per mile starting July 1, 2023, and thereafter toll rates shall be determined in accordance with the SRT Project Agreement, as amended, and shall be the maximum rates allowed under the SRT Project Agreement, as amended
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greatest of (a) 100% of the TollTag toll or (b) 29 cents per transaction
- Tolls charged to users at any tolling location are rounded to the next highest penny
- Tolls for all vehicle classifications are calculated based on “N-1” weighting on the SRT, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle

PRESIDENT GEORGE BUSH TOLLROAD_ EE Tolling

- The Construction, Operation and Maintenance Agreement for the PGBT EE between the Authority and TxDOT dated December 5, 2007, (the "EE Project Agreement") provides for a supplemental toll on the PGBT EE (the "Regional Toll") to be collected by the Authority and held in trust by TxDOT for the benefit of the North Central Texas region. The Regional Toll and the toll charged by NTTA (the "NTTA Toll") together constitute the publicly announced toll (the "Unified Toll"), but the Regional Toll will not constitute or be considered as the property or revenues of the Authority or the NTTA System.

- The Unified Toll rate for two-axle vehicles with TollTags is \$0.212 per mile as of July 1, 2023. The NTTA Toll rate for two-axle vehicles with TollTags is \$0.170 per mile for PGBT EE as of July 1, 2023. The Regional Toll rate for two-axle vehicles with TollTags is \$0.042 per mile for PGBT EE as of July 1, 2023. The Unified Toll rate for two-axle vehicles with TollTags is increased 2.75% per year thereafter, with toll adjustments made July 1 of every odd year thereafter. The ratio between the NTTA Toll and the Unified Toll remains constant at 80/20 percent.
- Toll rates shall be subject to the assumptions, qualifications and agreements set forth in Section 21 of the EE Project Agreement, as amended (as so amended, the "Amended EE Project Agreement").
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greatest of (a) 100% of TollTag toll or (b) 29 cents per transaction, increased 2.75% per year and adjusted on each July 1 of odd years thereafter.

REVENUE DISTRIBUTION

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

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

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

deposited to the applicable account in the Second Tier Sinking Fund (or to a fund or account created to pay or repay amounts owed under a Credit Agreement entered into in connection with a series of Second Tier Bonds in lieu of either of the foregoing) in the amounts due on any Second Tier Bond (including Second Tier Payment Obligations)

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



12400 Coit Road, Ste 400

Dallas, TX 75251

tel: 214 346-2800

July 25, 2024

Horatio Porter

Chief Financial Officer

North Texas Tollway Authority 5900

W. Plano Parkway, Suite 100

Plano TX 75093

Subject: NTTA System – FY2025 Transaction and Revenue Estimates

Dear Mr. Porter:

To assist with NTTA's annual budgeting process, CDM Smith is pleased to submit monthly transaction and revenue (T&R) estimates for the NTTA System for fiscal year 2025. The NTTA System includes the Dallas North Tollway (DNT), President George Bush Turnpike (PGBT), Sam Rayburn Tollway (SRT), Chisholm Trail Parkway (CTP), 360 Tollway (360T), Addison Airport Toll Tunnel (AATT), Mountain Creek Lake Bridge (MCLB), and Lewisville Lake Toll Bridge (LLTB).

NTTA System Transaction and Revenue Estimates

The T&R estimates for 2025, separated into TollTag and ZipCash, are shown for the NTTA System in Table 1 and separately for each facility in Tables 2 through 9. It should be noted that the T&R estimates categorized as "TollTag" in these tables also include transactions collected via interoperable transponders and V-toll transactions (transactions that are first identified as ZipCash but are subsequently determined to be valid TollTag transactions). The V-toll transactions that are included in the "TollTag" category in this letter are those that are identified in the first 90 days after a transaction has occurred. The ZipCash toll revenue estimates shown also include the ZipCash toll surcharge collected from ZipCash transactions, but they do not include the fees and fines that are collected through the ZipCash invoicing process ("fee revenue"). It should be noted that fee revenue is estimated by NTTA.

The NTTA System T&R estimates for 2025 are 975.2 million and \$1.247 billion, respectively. It is assumed that 80.0 percent of the transactions on the NTTA System in 2025 will be TollTag transactions, and the corresponding toll revenue contribution from TollTags will be 83.3 percent.

Table 1. Estimated 2025 NTTA System Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	73,311,400	58,643,700	14,667,700	\$92,266,900	\$75,722,300	\$16,544,600
February	72,520,100	57,995,400	14,524,700	\$91,473,900	\$74,996,400	\$16,477,500
March	82,536,500	66,000,200	16,536,300	\$102,720,600	\$85,614,500	\$17,106,100
April	82,283,200	65,799,400	16,483,800	\$101,623,400	\$85,251,200	\$16,372,200
May	84,591,100	67,652,300	16,938,800	\$104,394,200	\$87,852,500	\$16,541,700
June	83,389,100	66,702,500	16,686,600	\$103,828,800	\$86,515,200	\$17,313,600
July	84,401,600	67,522,600	16,879,000	\$109,855,600	\$92,409,200	\$17,446,400
August	84,702,600	67,745,400	16,957,200	\$110,549,100	\$92,541,700	\$18,007,400
September	81,878,200	65,483,600	16,394,600	\$106,983,700	\$89,508,800	\$17,474,900
October	83,532,700	66,800,900	16,731,800	\$109,871,300	\$91,465,400	\$18,405,900
November	80,467,200	64,360,700	16,106,500	\$106,256,500	\$88,249,500	\$18,007,000
December	81,632,200	65,312,800	16,319,400	\$107,269,500	\$89,519,400	\$17,750,100
Total	975,245,900	780,019,500	195,226,400	\$1,247,093,500	\$1,039,646,100	\$207,447,400

Facility-Level Forecasts

As seen in Tables 2 and 3, the DNT and PGBT (including EE and WE) are expected to generate \$363.3 million and \$453.5 million in toll revenue, respectively. Transactions on the DNT in 2025 are expected to be 299.4 million, and transactions on the PGBT in 2025 are expected to be 381.6 million. The SRT (see Table 4) is expected to generate \$286.4 million in toll revenue and 198.7 million transactions in 2025, and CTP (see Table 5) is expected to generate \$91.4 million in toll revenue and 51.3 million transactions in 2025. 360T (see Table 6) is expected to generate \$33.9 million in toll revenue and 30.1 million transactions in 2025. The AATT, MCLB and LLTB (Tables 7 through 9) are anticipated to produce \$1.2 million, \$1.7 million, and \$15.7 million in toll revenue, respectively. These three facilities are expected to generate a combined total of \$18.6 million in toll revenue from 14.0 million transactions in 2025.

Table 2. Estimated 2025 DNT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	23,022,900	18,694,800	4,328,100	\$27,418,300	\$23,052,700	\$4,365,600
February	22,484,700	18,257,700	4,227,000	\$26,838,200	\$22,522,500	\$4,315,700
March	25,069,500	20,356,600	4,712,900	\$29,643,400	\$25,156,100	\$4,487,300
April	25,174,700	20,442,100	4,732,600	\$29,578,500	\$25,238,900	\$4,339,600
May	25,870,400	21,007,000	4,863,400	\$30,326,400	\$25,968,100	\$4,358,300
June	25,596,300	20,784,400	4,811,900	\$30,153,200	\$25,703,900	\$4,449,300
July	26,002,700	21,114,400	4,888,300	\$32,140,200	\$27,574,200	\$4,566,000
August	25,904,500	21,034,600	4,869,900	\$32,108,000	\$27,417,300	\$4,690,700
September	25,038,000	20,331,100	4,706,900	\$31,107,700	\$26,543,300	\$4,564,400
October	25,488,100	20,696,500	4,791,600	\$31,912,700	\$27,100,300	\$4,812,400
November	24,454,100	19,856,900	4,597,200	\$30,635,200	\$25,970,900	\$4,664,300
December	25,296,200	20,540,700	4,755,500	\$31,464,800	\$26,816,100	\$4,648,700
Total	299,402,100	243,116,800	56,285,300	\$363,326,600	\$309,064,300	\$54,262,300

Table 3. Estimated 2025 PGBT Traffic and Revenue (including EE and WE)

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	28,406,000	22,280,800	6,125,200	\$33,300,800	\$26,823,300	\$6,477,500
February	28,529,800	22,376,500	6,153,300	\$33,484,500	\$27,012,000	\$6,472,500
March	32,553,500	25,530,500	7,023,000	\$37,529,500	\$30,874,600	\$6,654,900
April	32,334,900	25,359,900	6,975,000	\$37,031,600	\$30,638,800	\$6,392,800
May	33,031,700	25,905,900	7,125,800	\$37,807,500	\$31,321,800	\$6,485,700
June	32,704,000	25,655,600	7,048,400	\$37,926,000	\$31,108,200	\$6,817,800
July	32,787,300	25,721,800	7,065,500	\$39,711,400	\$32,887,000	\$6,824,400
August	33,317,900	26,137,900	7,180,000	\$40,382,300	\$33,330,400	\$7,051,900
September	32,196,100	25,258,900	6,937,200	\$39,126,200	\$32,253,700	\$6,872,500
October	32,909,300	25,816,300	7,093,000	\$40,224,600	\$33,019,100	\$7,205,500
November	31,518,700	24,727,400	6,791,300	\$38,684,100	\$31,615,500	\$7,068,600
December	31,323,100	24,576,700	6,746,400	\$38,329,000	\$31,422,300	\$6,906,700
Total	381,612,300	299,348,200	82,264,100	\$453,537,500	\$372,306,700	\$81,230,800

Table 4. Estimated 2025 SRT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	14,739,800	12,101,600	2,638,200	\$20,890,000	\$17,522,600	\$3,367,400
February	14,470,400	11,880,400	2,590,000	\$20,657,300	\$17,287,000	\$3,370,300
March	16,798,100	13,791,500	3,006,600	\$23,618,400	\$20,088,100	\$3,530,300
April	16,615,700	13,641,700	2,974,000	\$23,166,700	\$19,854,600	\$3,312,100
May	17,283,500	14,190,000	3,093,500	\$24,086,000	\$20,731,200	\$3,354,800
June	17,117,500	14,053,700	3,063,800	\$23,988,600	\$20,393,200	\$3,595,400
July	17,528,400	14,391,000	3,137,400	\$25,560,800	\$21,973,100	\$3,587,700
August	17,247,900	14,160,800	3,087,100	\$25,396,000	\$21,691,000	\$3,705,000
September	16,612,600	13,639,200	2,973,400	\$24,482,800	\$20,888,100	\$3,594,700
October	16,875,700	13,855,200	3,020,500	\$25,016,200	\$21,215,400	\$3,800,800
November	16,554,500	13,591,500	2,963,000	\$24,590,400	\$20,867,100	\$3,723,300
December	16,888,200	13,865,500	3,022,700	\$24,928,000	\$21,264,100	\$3,663,900
Total	198,732,300	163,162,100	35,570,200	\$286,381,200	\$243,775,500	\$42,605,700

Table 5. Estimated 2025 CTP Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	3,912,300	3,094,900	817,400	\$6,843,500	\$5,384,100	\$1,459,400
February	3,818,000	3,020,300	797,700	\$6,703,100	\$5,255,400	\$1,447,700
March	4,368,200	3,455,500	912,700	\$7,603,800	\$6,087,100	\$1,516,700
April	4,429,500	3,504,100	925,400	\$7,586,700	\$6,131,600	\$1,455,100
May	4,541,100	3,592,400	948,700	\$7,768,800	\$6,312,400	\$1,456,400
June	4,240,500	3,354,600	885,900	\$7,426,300	\$5,911,700	\$1,514,600
July	4,253,800	3,365,000	888,800	\$7,800,300	\$6,274,100	\$1,526,200
August	4,388,600	3,471,700	916,900	\$7,989,900	\$6,404,300	\$1,585,600
September	4,272,000	3,379,500	892,500	\$7,721,600	\$6,219,900	\$1,501,700
October	4,435,900	3,509,100	926,800	\$8,057,900	\$6,468,900	\$1,589,000
November	4,285,800	3,390,400	895,400	\$7,863,900	\$6,286,200	\$1,577,700
December	4,401,100	3,481,600	919,500	\$8,000,900	\$6,436,800	\$1,564,100
Total	51,346,800	40,619,100	10,727,700	\$91,366,700	\$73,172,500	\$18,194,200

Table 6. Estimated 2025 360T Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	2,177,800	1,653,000	524,800	\$2,441,800	\$1,839,400	\$602,400
February	2,174,600	1,650,600	524,000	\$2,433,200	\$1,833,600	\$599,600
March	2,551,400	1,936,600	614,800	\$2,788,900	\$2,154,100	\$634,800
April	2,531,000	1,921,100	609,900	\$2,732,500	\$2,132,300	\$600,200
May	2,624,800	1,992,300	632,500	\$2,821,900	\$2,212,000	\$609,900
June	2,562,900	1,945,300	617,600	\$2,816,700	\$2,167,700	\$649,000
July	2,622,400	1,990,500	631,900	\$3,006,600	\$2,353,700	\$652,900
August	2,622,800	1,990,800	632,000	\$3,022,300	\$2,348,100	\$674,200
September	2,565,900	1,947,600	618,300	\$2,947,800	\$2,291,700	\$656,100
October	2,611,100	1,981,900	629,200	\$3,026,800	\$2,331,200	\$695,600
November	2,493,300	1,892,500	600,800	\$2,904,800	\$2,228,100	\$676,700
December	2,566,000	1,947,700	618,300	\$2,970,000	\$2,295,100	\$674,900
Total	30,104,000	22,849,900	7,254,100	\$33,913,300	\$26,187,000	\$7,726,300

Table 7. Estimated 2025 AATT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	131,200	102,700	28,500	\$93,400	\$77,600	\$15,800
February	124,400	97,400	27,000	\$88,400	\$73,500	\$14,900
March	133,200	104,300	28,900	\$93,700	\$78,700	\$15,000
April	134,200	105,000	29,200	\$94,200	\$79,300	\$14,900
May	142,500	111,600	30,900	\$99,200	\$84,300	\$14,900
June	135,900	106,400	29,500	\$94,500	\$80,300	\$14,200
July	137,200	107,400	29,800	\$100,500	\$85,500	\$15,000
August	143,400	112,300	31,100	\$105,500	\$89,300	\$16,200
September	143,000	111,900	31,100	\$104,700	\$89,100	\$15,600
October	146,600	114,800	31,800	\$107,800	\$91,300	\$16,500
November	130,000	101,800	28,200	\$96,700	\$81,000	\$15,700
December	131,800	103,200	28,600	\$97,800	\$82,100	\$15,700
Total	1,633,400	1,278,800	354,600	\$1,176,400	\$992,000	\$184,400

Table 8. Estimated 2025 MCLB Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	164,900	114,700	50,200	\$129,200	\$87,800	\$41,400
February	173,800	120,900	52,900	\$134,400	\$92,500	\$41,900
March	195,300	135,900	59,400	\$145,400	\$104,000	\$41,400
April	196,600	136,800	59,800	\$144,600	\$104,700	\$39,900
May	189,200	131,600	57,600	\$140,900	\$100,700	\$40,200
June	177,900	123,700	54,200	\$135,400	\$94,700	\$40,700
July	178,400	124,100	54,300	\$141,600	\$100,100	\$41,500
August	192,300	133,800	58,500	\$150,600	\$107,900	\$42,700
September	196,700	136,800	59,900	\$151,900	\$110,400	\$41,500
October	202,000	140,500	61,500	\$156,900	\$113,400	\$43,500
November	192,000	133,600	58,400	\$151,700	\$107,700	\$44,000
December	180,200	125,400	54,800	\$144,400	\$101,100	\$43,300
Total	2,239,300	1,557,800	681,500	\$1,727,000	\$1,225,000	\$502,000

Table 9. Estimated 2025 LLTB Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	756,500	601,200	155,300	\$1,149,900	\$934,800	\$215,100
February	744,400	591,600	152,800	\$1,134,800	\$919,900	\$214,900
March	867,300	689,300	178,000	\$1,297,500	\$1,071,800	\$225,700
April	866,600	688,700	177,900	\$1,288,600	\$1,071,000	\$217,600
May	907,900	721,500	186,400	\$1,343,500	\$1,122,000	\$221,500
June	854,100	678,800	175,300	\$1,288,100	\$1,055,500	\$232,600
July	891,400	708,400	183,000	\$1,394,200	\$1,161,500	\$232,700
August	885,200	703,500	181,700	\$1,394,500	\$1,153,400	\$241,100
September	853,900	678,600	175,300	\$1,341,000	\$1,112,600	\$228,400
October	864,000	686,600	177,400	\$1,368,400	\$1,125,800	\$242,600
November	838,800	666,600	172,200	\$1,329,700	\$1,093,000	\$236,700
December	845,600	672,000	173,600	\$1,334,600	\$1,101,800	\$232,800
Total	10,175,700	8,086,800	2,088,900	\$15,664,800	\$12,923,100	\$2,741,700

CDM Smith has also estimated the amount of ZipCash revenue that is expected to be invoiced, the expected amount of unrecovered revenue and the resulting recovered ZipCash revenue. This information is shown in Table 10. The total ZipCash revenue invoiced is expected to be \$414.6 million and the net ZipCash revenue recovered is expected to be \$207.4 million.

Table 10. Estimated 2025 NTTA System ZipCash Revenue Invoiced and Recovered

Month	Total ZipCash Revenue in Process (Invoiced)	Total ZipCash Unrecovered Revenue	Total ZipCash Revenue Recovered
January	\$30,185,300	\$13,640,700	\$16,544,600
February	\$29,930,400	\$13,452,900	\$16,477,500
March	\$34,181,400	\$17,075,300	\$17,106,100
April	\$34,036,300	\$17,664,100	\$16,372,200
May	\$35,053,200	\$18,511,500	\$16,541,700
June	\$34,483,600	\$17,170,000	\$17,313,600
July	\$36,805,000	\$19,358,600	\$17,446,400
August	\$36,906,000	\$18,898,600	\$18,007,400
September	\$35,706,200	\$18,231,300	\$17,474,900
October	\$36,509,000	\$18,103,100	\$18,405,900
November	\$35,192,000	\$17,185,000	\$18,007,000
December	\$35,651,100	\$17,901,000	\$17,750,100
Total	\$414,639,500	\$207,192,100	\$207,447,400

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

Sincerely,



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

DISCLAIMER

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

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

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

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

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

Appendix E: Glossary of Terms and Acronyms

A

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

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

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

B

Balanced Budget – The recurring revenues meet or exceed the recurring expenses of operations, debt service and asset maintenance. Per the Trust Agreement, no payments for maintenance, repair and operations will exceed the reasonable and necessary amount required or exceed amounts in the Annual Budget.

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

Budget – The plan of revenue and expenses (Annual Budget or Operating Budget) for such Fiscal Year that the Authority adopts on or before the first day of each Fiscal Year, as required by the Trust Agreement.

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

CDM Smith– NTTA's consultants, who provide traffic and revenue projections used in the Annual Budget and long range planning process.

Construction Fund (CF) – Fund created by the Trust Agreement for paying all costs of acquiring or constructing new projects or extensions of the System.

Covenants – Conditions and requirements as outlined in the Trust Agreement.

CTP – Chisholm Trail Parkway, an approximately 28-mile toll road that is part of the System.

D

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

Debt Service Funds – Funds created by the Trust Agreement for the purpose of paying principal and interest on 1st, 2nd, and 3rd Tier debt obligations.

DFW Airport – the Dallas/Fort Worth International Airport, an interoperable agency.

DMV – the Texas Department of Motor Vehicles.

D/M/W/SBEs – Disadvantaged/Minority-owned/Woman-owned/Small-Business Enterprises.

DNT – the Dallas North Tollway, an approximately 32-mile portion of the System.

DPS – Texas Department of Public Safety, which is in charge of providing police services on the System.

E

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

F

Feasibility Study Fund (FSF) – The revolving account of the CIF created to account for the initial cost of determining if a project is viable.

Fiduciary Funds – Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

First Tier Debt Service – Debt of the Authority that is secured by and payable from a lien on and the pledge of the Net Revenues of the Authority.

Fiscal Year – A 12-month period used for the annual operating budget and the reporting of financial position and results of operations of the Authority. The Authority's fiscal year begins January 1 and ends December 31.

FTEs – full-time equivalent, a measurement of staffing. One FTE is a 40-hour week position. A part-time position working 20 hours per week or a temporary full-time position working six months would be ½ FTE.

Fund – A fund is defined in GASB as a 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, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

G

GAAP – The generally accepted accounting principles (GAAP) are a set of accounting rules, standards, and procedures issued and frequently revised by the Financial Accounting Standards Board (FASB) and the Governmental Accounting Standards Board (GASB). These principles ensure consistency, accuracy, and transparency in financial reporting across various industries in the United States.

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

GIS – Geographic Information System, which is used for mapping infrastructure assets and location of various aspects of the assets.

I

IBTTA – International Bridge, Tunnel and Turnpike Association

Interoperability – Term used to identify agencies with compatible systems that have agreed to honor each other's transponder transactions.

ITS – Intelligent Transportation System used by NTTA to monitor the System and communicate with System users.

L

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

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

M

MCLB – the Mountain Creek Lake Bridge, an approximately 2-mile-long bridge that is part of the System.

N

NTTA – the North Texas Tollway Authority, a political subdivision of the State of Texas created by and operating pursuant to Chapter 366 of the Texas Transportation Code.

O

OPEB – other post-employment benefits liability for health care and life insurance required by GASB Statement 75.

Operation & Maintenance Fund (OMF) – Fund created by the Trust Agreement for the purpose of accounting for and paying current operating expenses of the North Texas Tollway Authority.

P

PEBC – Public Employees Benefits Cooperative that manages the Authority's health and welfare benefit plans.

PGBT – the President George Bush Turnpike, an approximately 51-mile-long portion of the System.

PGBT-EE – the President George Bush Turnpike Eastern Extension, an approximately 10-mile portion of PGBT.

PGBT-WE – the President George Bush Turnpike Western Extension, an approximately 11.5-mile portion of PGBT.

R

Ramp-up – term used for potential traffic on new toll facilities to account for the time needed for travelers to become aware of the new toll roads and the benefits of using them.

Rainy Day Fund (RDF) – Fund created within CIF to maintain reserves for unanticipated needs.

Reserve Maintenance Fund (RMF) – Fund created by the Trust Agreement for the purpose of paying the cost of repairs, painting, renewals, replacements, improvements, and other costs and expenses necessary for safe or efficient operation of NTTA's toll roads or to prevent loss of revenues, for engineering expenses relating to the functions of the Authority, for equipment, expenses of maintenance, and operating expenses not occurring at annual or shorter periods.

Revenue Fund – Fund created by the Trust Agreement for the purpose of depositing all gross revenues (all tolls, other revenues, and income) arising or derived by the Authority from the operation and ownership of the NTTA System (excepting investment income from all Funds and Accounts other than the Revenue Fund) collected by the Authority and deposited daily, as far as practicable.

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

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 – the Sam Rayburn Tollway, an approximately 26.2-mile portion of the System.

T

360T – the 360 Tollway, an approximately 9.7-mile tollway part of the System.

TCDRS – Texas County & District Retirement System that manages one of NTTA's retirement plan.

TER – Toll Enforcement Remedies, which are tools the Authority, uses to collect unpaid ZipCash transactions.

Third Tier Debt Service – Debt of the Authority that is secured by and payable from a lien on and the pledge of the Net Revenues subordinate to the First and Second Tier Debt.

Toll Revenue – The revenue from tolls collected by the Authority and established by the Board pursuant to the Trust Agreement. It is the main source of revenue for the Authority.

Toll Road – Road on which tolls are charged.

TollTag® – Trademark name for the transponders used by NTTA to electronically collect toll transactions.

Trust Agreement - The Amended and Restated Trust Agreement with Supplements that governs all matters relating to the bonds and the operation of the North Texas Tollway Authority's roads, and their improvement, extension, additions enlargements, and other matters relating to the Authority and its road.

TSAs – Tolling services agreements, which are agreements between other agencies or companies and NTTA for the processing of toll transactions.

Turnpike – Expressway on which tolls are charged.

TxDOT – Texas Department of Transportation, a state agency responsible for the state's highway system.

U

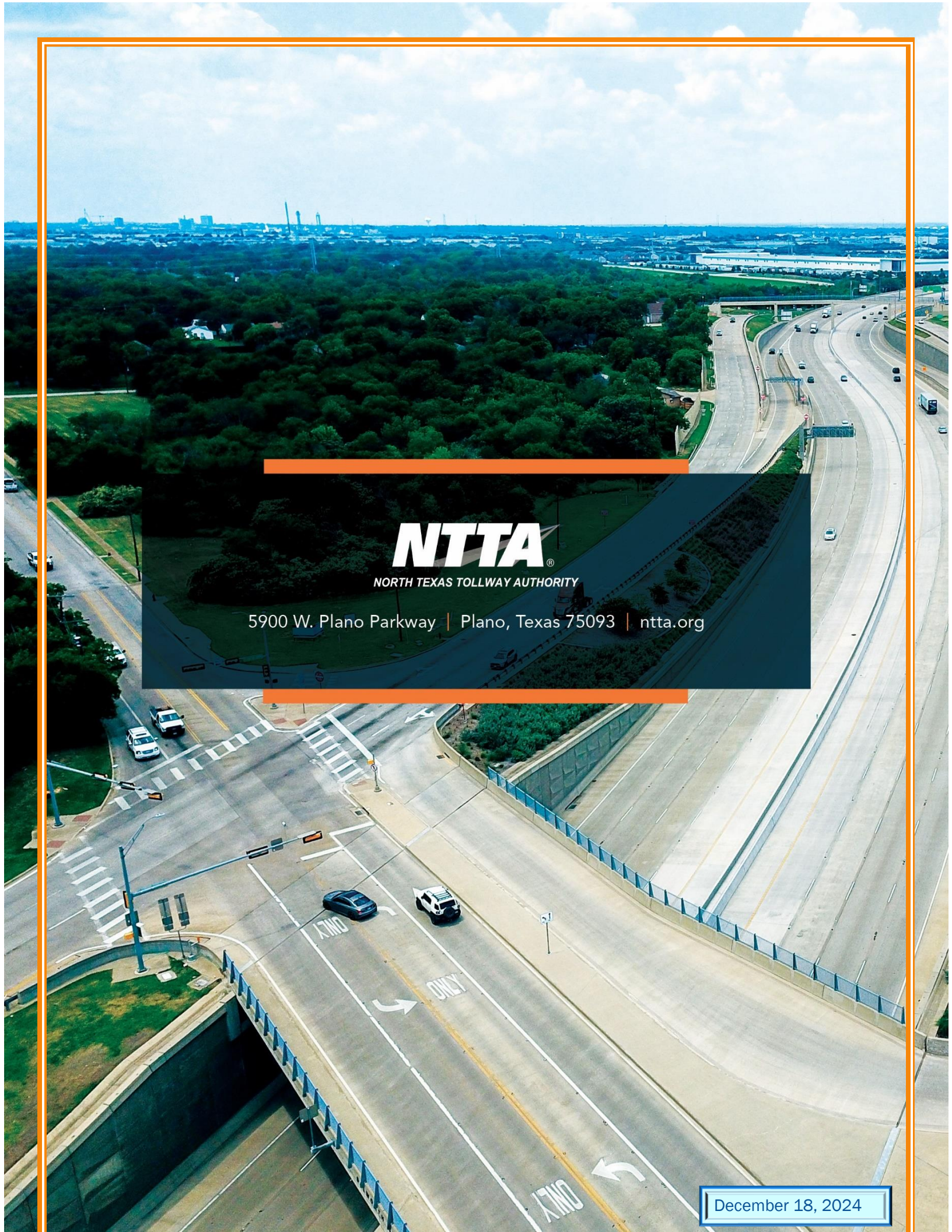
USDOT - United States Department of Transportation

V

VRB – Vehicle registration block program utilized by NTTA that keeps a habitual toll violator from registering a vehicle until outstanding tolls are paid.

Z

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



NTTA[®]

NORTH TEXAS TOLLWAY AUTHORITY

5900 W. Plano Parkway | Plano, Texas 75093 | ntta.org

December 18, 2024