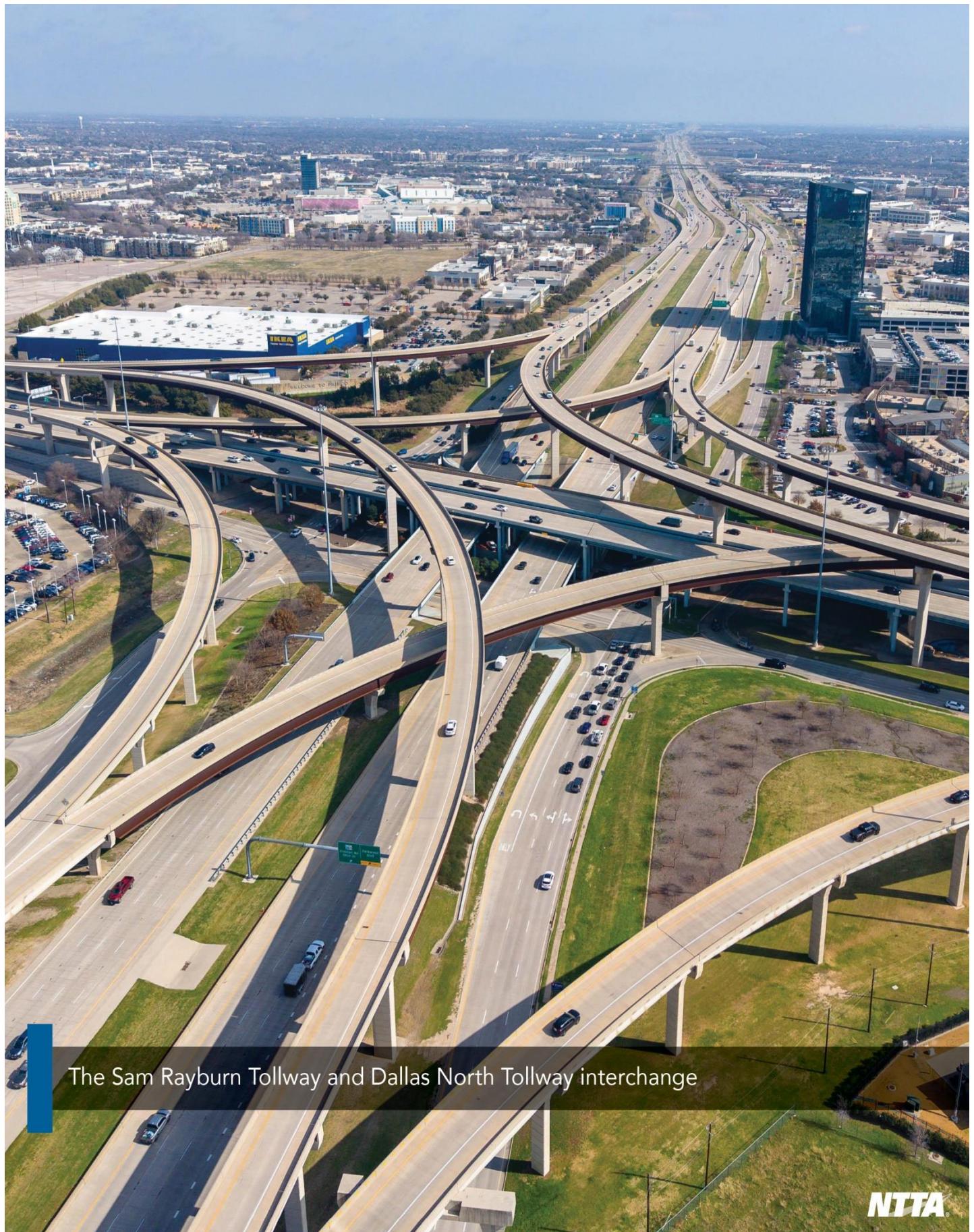


NTTA SYSTEM

FINAL BUDGET

FY2026

NTTA
NORTH TEXAS TOLLWAY AUTHORITY



The Sam Rayburn Tollway and Dallas North Tollway interchange

NTTA



Annual Budget
Fiscal Year 2026
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, 2025

Christopher P. Morill

Executive Director

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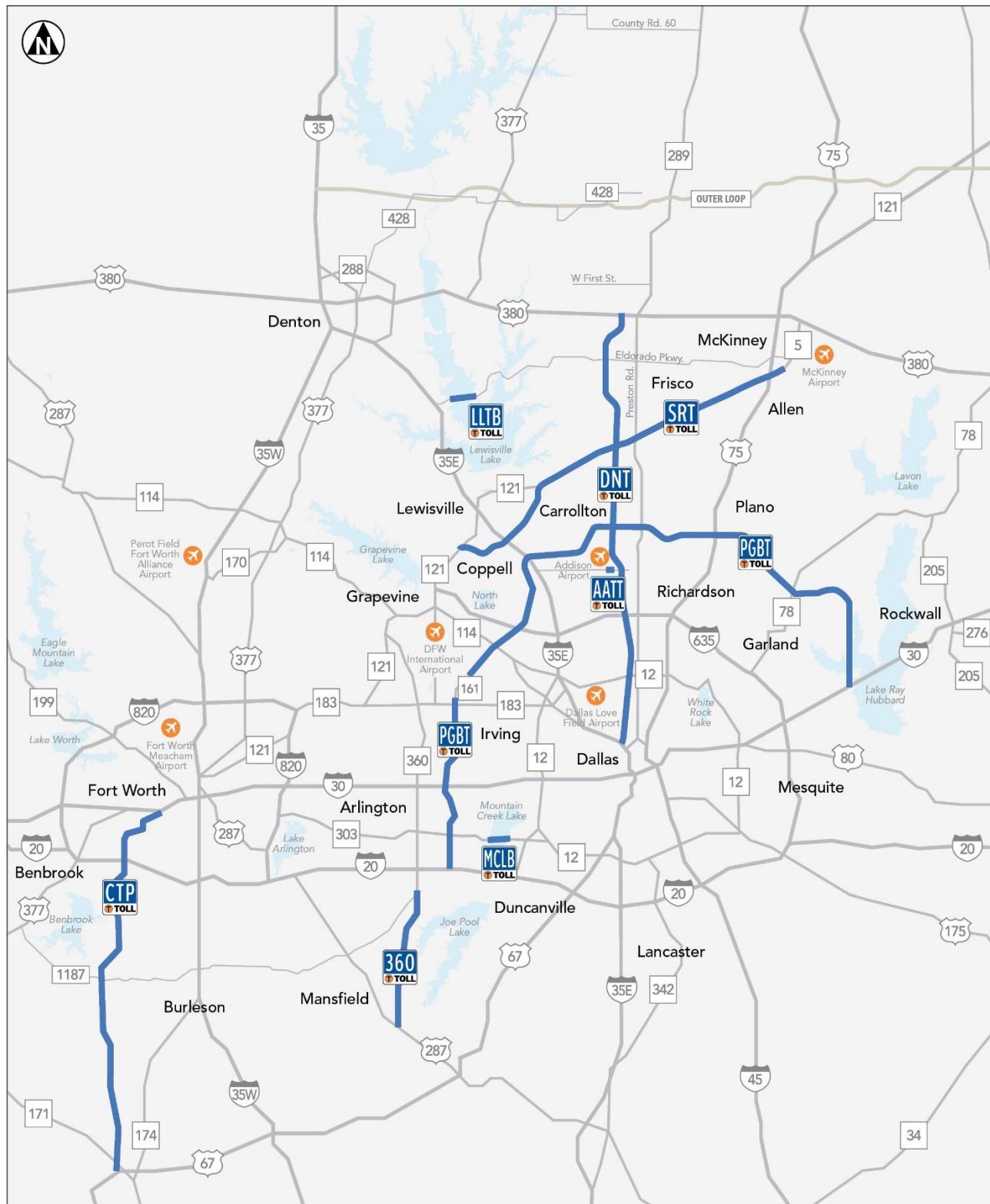
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NTTA System Corridors



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



Moy Haddad
Vice Chairman
Tarrant County



Justin Hewlett
Gubernatorial
Appointee



Derek V. Baker
Collin County



Marcus Knight
Dallas County



George "Tex" Quesada
Dallas County



Pete Kamp
Denton County



John Mahalik
Denton County



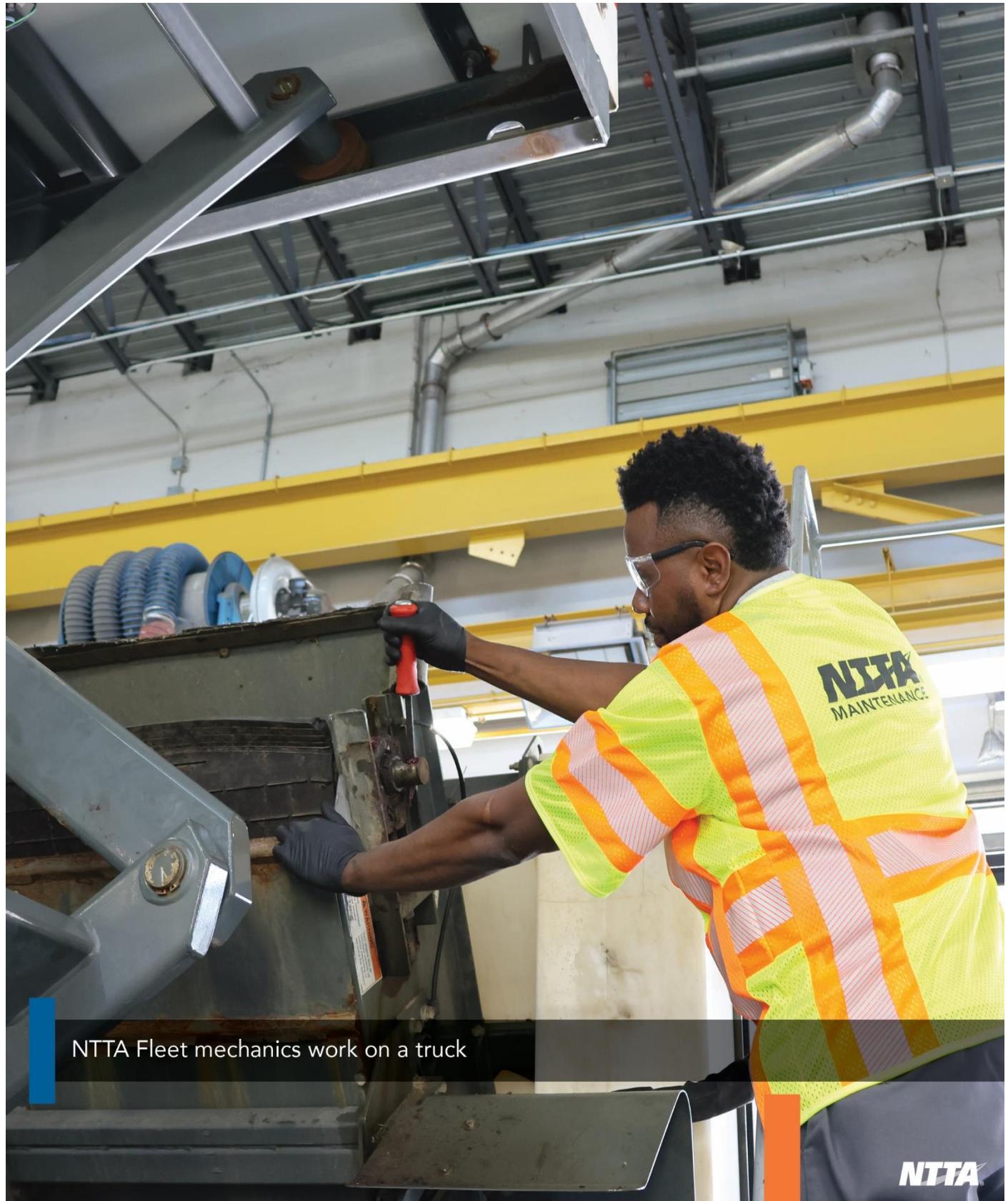
Andy Wambsganss
Tarrant County

Organizational Chart



NTTA Officials

James Hofmann	Executive Director/CEO
Leslie Garza	Interim 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
Moses Aito	Director, Business Development and Opportunities
Arturo Ballesteros	Director, External Affairs
Kevin Banks	Director, Customer Service
Eric Hemphill, P.E.	Director, Traffic, and Incident Management
Corina Johnson	Director, Human Resources
Pat Louthan	Director, Business Operations
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
Danielle Thompson	Director, Procurement
Sam Wu	Interim Director, Internal Audit & Enterprise Risk
John Bannerman	Ombudsman
Vacant	Director, Project Delivery



NTTA Fleet mechanics work on a truck

Letter of Transmittal

We are pleased to submit for your review the FY2026 Budget of the North Texas Tollway Authority (“NTTA” or “Authority”).

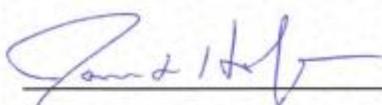
Section 505 of the Amended and Restated Trust Agreement (Trust Agreement) for the NTTA System requires that the Board adopt a Preliminary Budget of current expenses (operating budget) and the deposit to the Reserve Maintenance Fund for the following year in October of the current year and the Final Budget 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 FY2026 Budget with a comparison to the FY2025 Budget.

North Texas Tollway Authority		FY2026 Budget	FY2025 Budget
Estimated Revenues		\$1,387,421,200	\$1,321,093,500
Operating Budget		\$273,085,814	\$253,614,491
Total Net Debt Service		\$657,586,134	\$676,248,966
Estimated Coverage - First Tier		2.45	2.32
Estimated Coverage - All Debt		1.69	1.58
Reserve Maintenance Deposit		\$75,977,253	\$58,131,702
Revenues Available for Capital Projects		\$380,771,999	\$333,098,341

If you have any questions, or need additional information, please let us know. We look forward to presenting and discussing the FY2026 Budget.

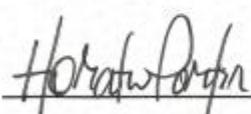
Very truly yours,



James Hofmann, Executive Director

12/17/2025

Date



Horatio Porter, Chief Financial Officer

12/17/2025

Date

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INTRODUCTION





NTTA Safety Services assists a customer

NTTA

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 for Regional Tolling Services Agreements (TSA's) 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 FY2024, boasted 5.5 million registered vehicles and an estimated population of 7.1 million. The expansion of NTTA facilities across the DFW metroplex has attracted interest from residential developers, retailers, and investors, making it one of the fastest-growing regions in the United States. It has added 1.2 million residents since 2010, a 20% increase and is now the nation's fourth-largest metropolitan area and home to 21 Fortune 500 companies.

Strategic Plan

Five-Year Strategic Goals

GOALS	OBJECTIVES
CUSTOMER-DRIVEN ORGANIZATION	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Maintain compliance with trust agreements• Maintain effective internal controls• Manage metrics to maximize performance
DELIVERING TRANSPORTATION SOLUTIONS	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Recruit, develop, and retain high-quality people• Recognize and reward performance• Advance employee communication and engagement strategies

FY2026 Strategic Priorities

The Authority establishes priorities to support its five-year strategic goals and objectives.

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
Improve collections	Customer-driven organization Financially sound and vibrant organization
Continue to promote vendor development	Respected leader and partner in the region's transportation network
Attract and retain staff	Highly qualified, energized, and engaged team

Each Department supports the Authority's strategic goals and objectives.

Link to department budgets: Department Section (ctrl+click to follow)



Columns on the Dallas North Tollway 4A project

NTTA

BUDGET OVERVIEW





Bent work on the Dallas North Tollway 4A project

NTTA

FY2026 Budget Executive Summary

INTRODUCTION

North Texas continues to experience robust economic growth, with Dallas-Fort Worth (DFW) area leading the way in job creation and overall economic expansion within Texas. The region's economy remains healthy and continues to outperform the national average. NTTA continues to focus on TollTag penetration and remains committed to its mission to provide a safe and reliable toll road system while operating in a businesslike manner.

BUDGET HIGHLIGHTS:

The FY2026 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
- Respected leader and partner in the region's transportation network
- Highly qualified, energized, and engaged team

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
- Widening the south 2 lanes in each direction of the Chisholm Trail Parkway
- React to the impacts of inflation, including labor and increased cost of goods and services
- Reinforce the value of the TollTag

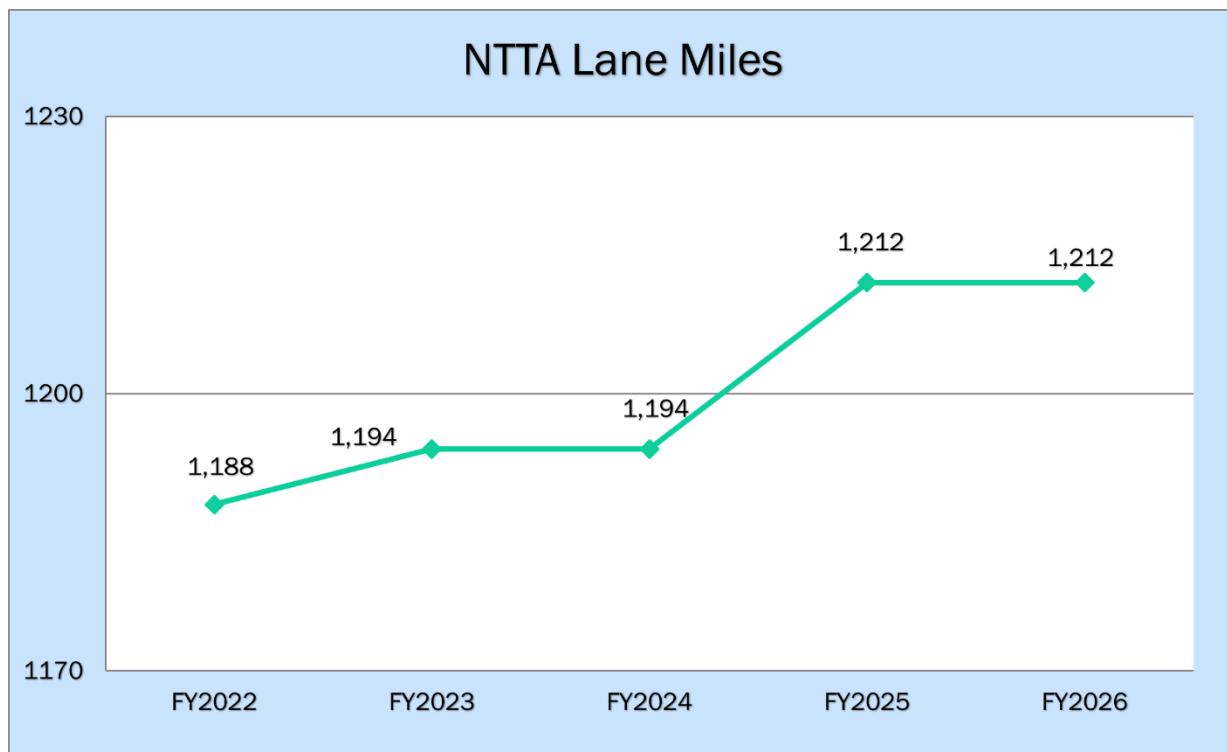
As NTTA continues to advance these efforts, there are critical assumptions about the drivers and components that shape FY2026.

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

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 24 or 2% from 1,188 lane miles to 1,212 lane miles.

DFW metroplex continues to be one of the fastest-growing regions in the United States, with both population and economic growth driving an increased demand for transportation. DFW continues to emerge as the prime destination for business expansions, relocations, and entertainment venues, which drives a surge in demand for infrastructure.

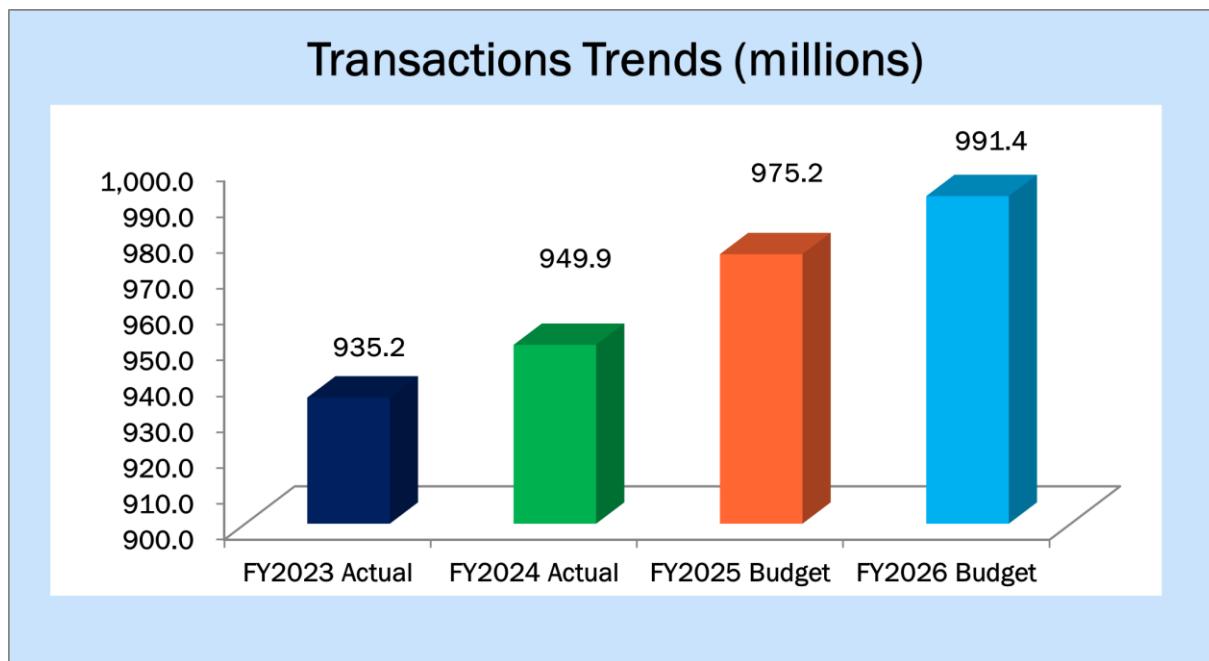
NTTA continues to account for environmental factors both in planning and ongoing operations to minimize impact on the budget and organizational goals, ensure sustainability and minimize other potential adverse effects.



FY2026 TRANSACTIONS

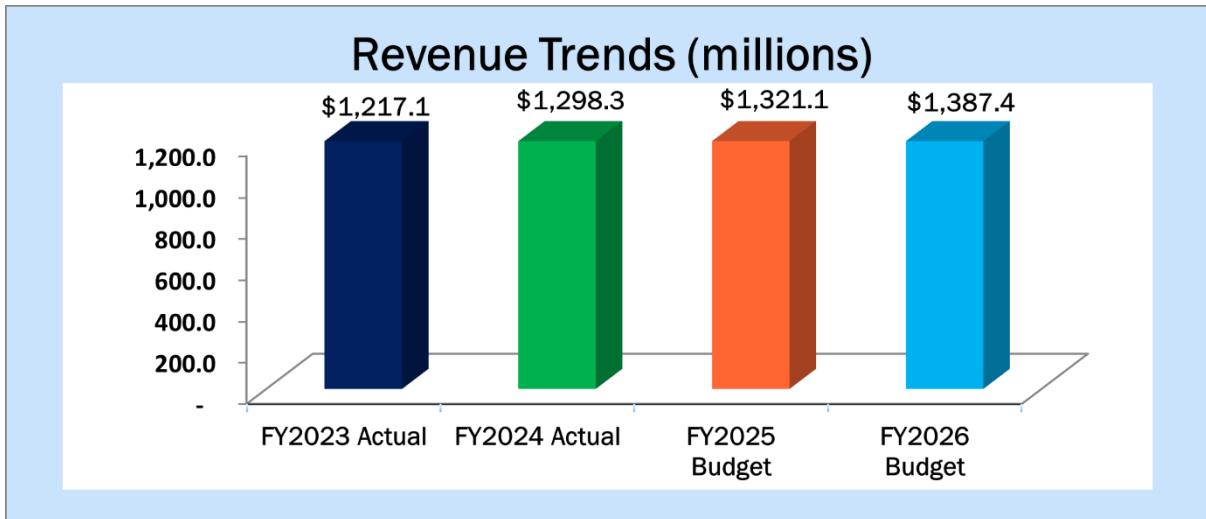
The budget maintains a strong focus on increasing the number of TollTag customers while also efficiently processing, invoicing, and collecting non-TollTag (ZipCash) transactions.

Overall, the toll transactions for the NTTA System are estimated to increase to 991.4 million. Separately, it is anticipated that the TSA's will have 233.0 million transactions.



FY2026 REVENUES

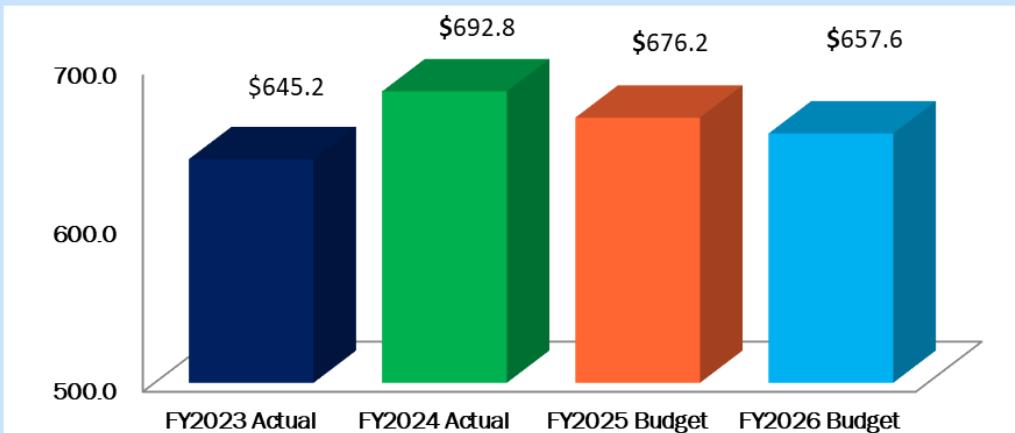
NTTA brings a business-like approach to a traditional government sector, providing transportation alternatives to customers for a reasonable fee. The business model approach of fee-for-service requires a keen focus on the customer to ensure they continue to enjoy a safe and reliable travel experience. 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 FY2026 estimated revenues for the NTTA System are \$1.39 billion. The primary source of revenue is from tolls totaling \$1.31 billion. The tolls are broken out into TollTag revenue of \$1.09 billion and ZipCash revenue of \$215.5 million (see Transaction and Revenue (T&R) projections in Appendix D). Budgeted toll revenues increased by \$62.1 million from FY2025 estimates. Another component of revenue is other income, which consists of late fees, statement fees, and miscellaneous revenues for a combined budget of \$28.3 million. This amount is approximately 2.0% 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 \$50.0 million or approximately 3.6% of total revenue.



FY2026 DEBT SERVICE AND LOAN REPAYMENT

Total net debt service for FY2026 is estimated at \$657.6 million. Annual debt service remains close to \$700 million annually, until it begins to decline each year starting in 2038 with final debt service payment made in 2048. (See debt service details provided in Appendix C) 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 FY2026 total First Tier debt service coverage is 2.45 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 1.69 times versus the required 1.00 times.

Debt Service Trends (millions)



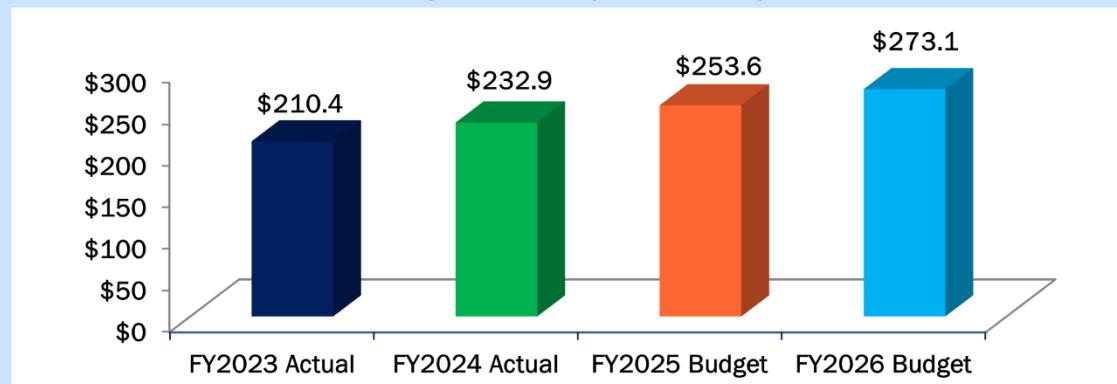
FY2026 EXPENDITURES

The requirement of the Trust Agreement is the adoption of an annual OMF budget and deposit to RMF.

OPERATION AND MAINTENANCE FUND (OMF)

The OMF budget is \$273.1 million to account for and pay current operating expenses. These expenses reflect an increase of \$19.5 million or 7.7% compared to the FY2025 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. NTTA System labor costs are primarily budgeted in OMF. This allows the Authority to present a complete view of salaries and benefits and to better track staffing-related costs, with the exception of certain project related labor costs capitalized and reported in the Capital Improvement Fund.

NTTA Expenses (millions)



RESERVE MAINTENANCE FUND (RMF)

The RMF budget of \$90.1 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 decrease \$7.4 million or 7.6% due to the completion of targeted major projects. NTTA continues to make systemwide roadway improvements and pavement repairs. The projected balance of the RMF at the beginning of FY2026 is \$14.1 million. Therefore, a deposit of \$76.0 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 the Other Funds Section.

CAPITAL IMPROVEMENT FUND (CIF)

The CIF budget of \$386.3 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 FY2026 project expenditures increasing by \$38.3 million or 11.1%. The NTTA System consists of the following toll roads:

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

Major projects details and associated costs are included in Other Funds Section.

ENTERPRISE FUND/TOLLING SERVICE AGREEMENTS (TSA'S)

The Authority is the regional toll provider responsible for the collection of tolls on all tolled projects in the North Texas region through Tolling Service Agreements (TSA's). In addition, NTTA's TolITags 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 NET RMA for processing transactions. The Enterprise Fund FY2026 net cash flow budget is \$19.6 million.

PERSONNEL

NTTA continues to pursue ways to attract and retain personnel and strives to remain competitive. The FY2026 budget includes \$87.1 million for salaries and benefits. Total budgeted full-time employees (FTE's) for FY2026 are 924.

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 35 individuals participating in this program. NTTA also participates in the Employees Retirement System of Texas Group Benefit Program for employees hired prior to 1997 and who remain eligible to retire under the State's plan.

Currently 35 individuals participate in this plan. The Budget includes \$8.9 million to cover all the group insurance costs mentioned above. Based on historical experience, this amount is projected to be sufficient to cover all claims.

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 96.9% as of December 31, 2024 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 9.20% to TCDRS, 3.50% to 401(K) and 1.45% to Medicare to fund these plans. The FY2026 budget includes the change in TCDRS contribution rate to 9.20%, down from FY2025 of 9.40%.

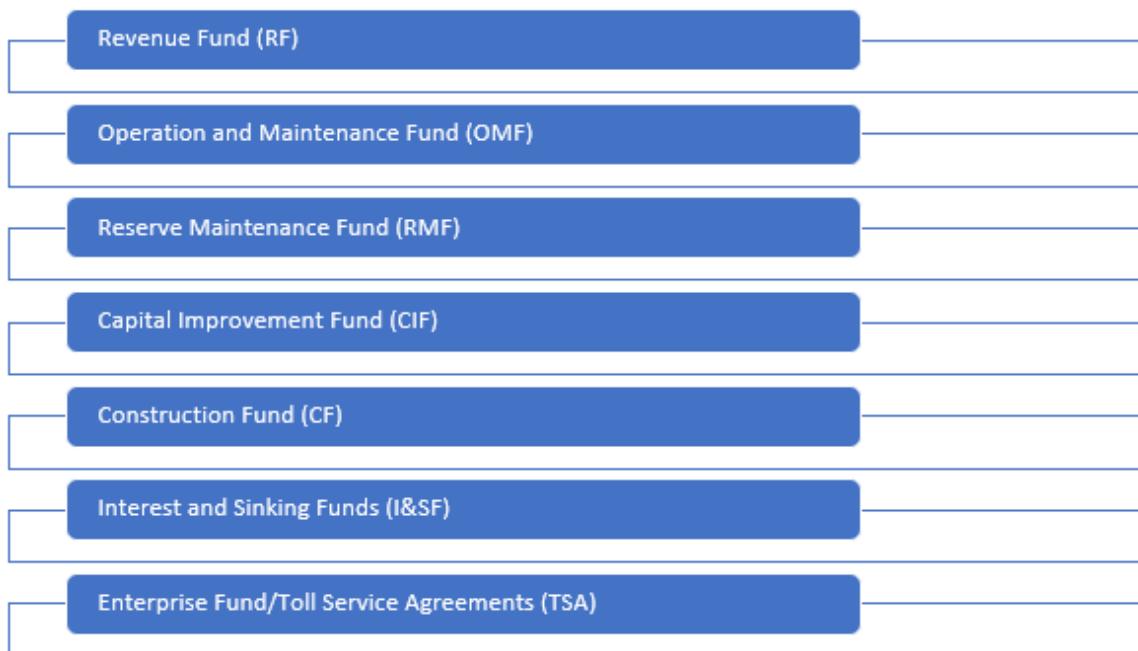
FY2026 BUDGET SUMMARY

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 2.45 times First Tier debt service coverage ratio. It is a balanced budget with estimated revenues exceeding 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) - 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 in Appendix D)

Operation and Maintenance Fund (OMF) - 1001

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

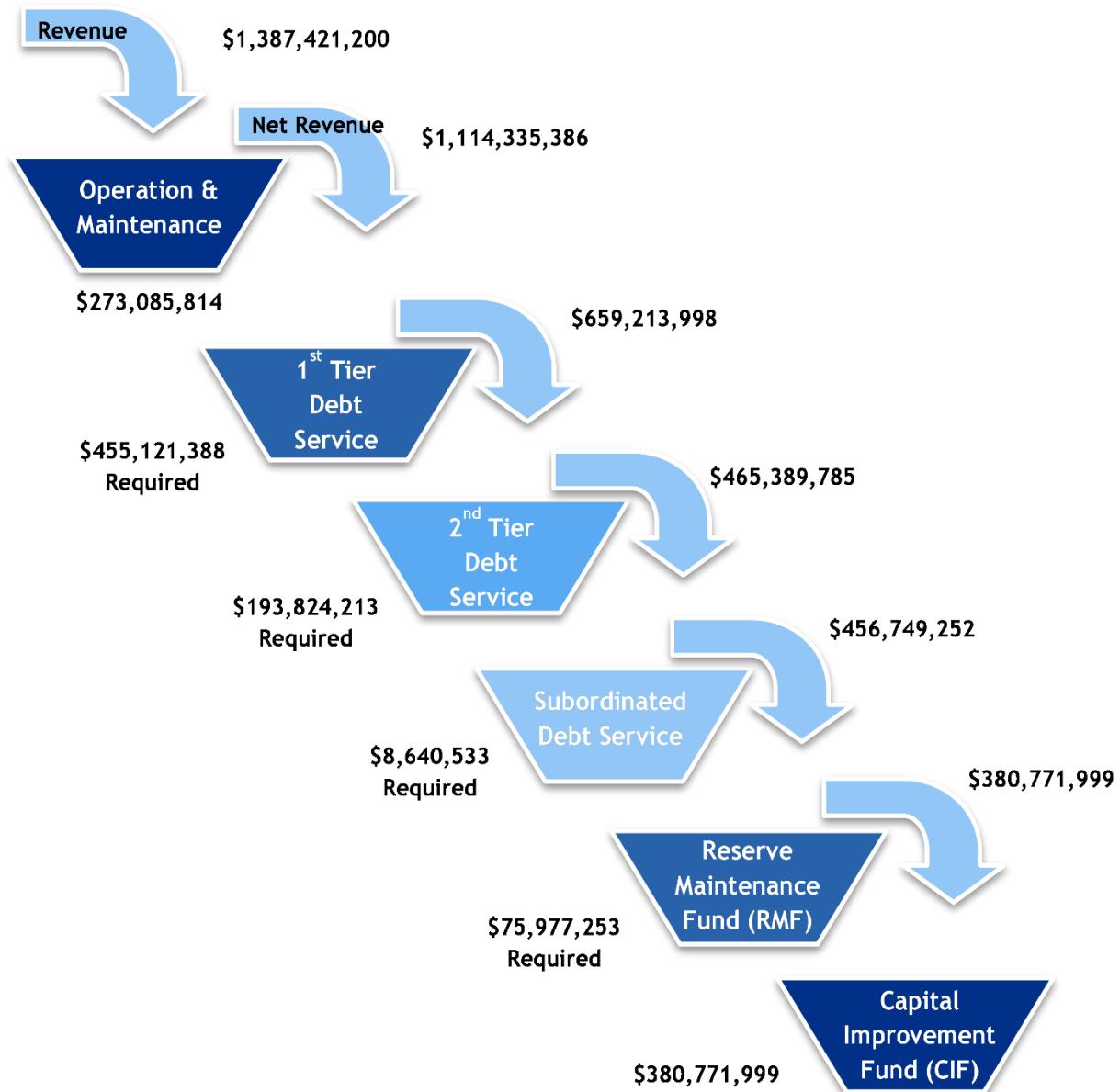
Departments and Funds Matrix

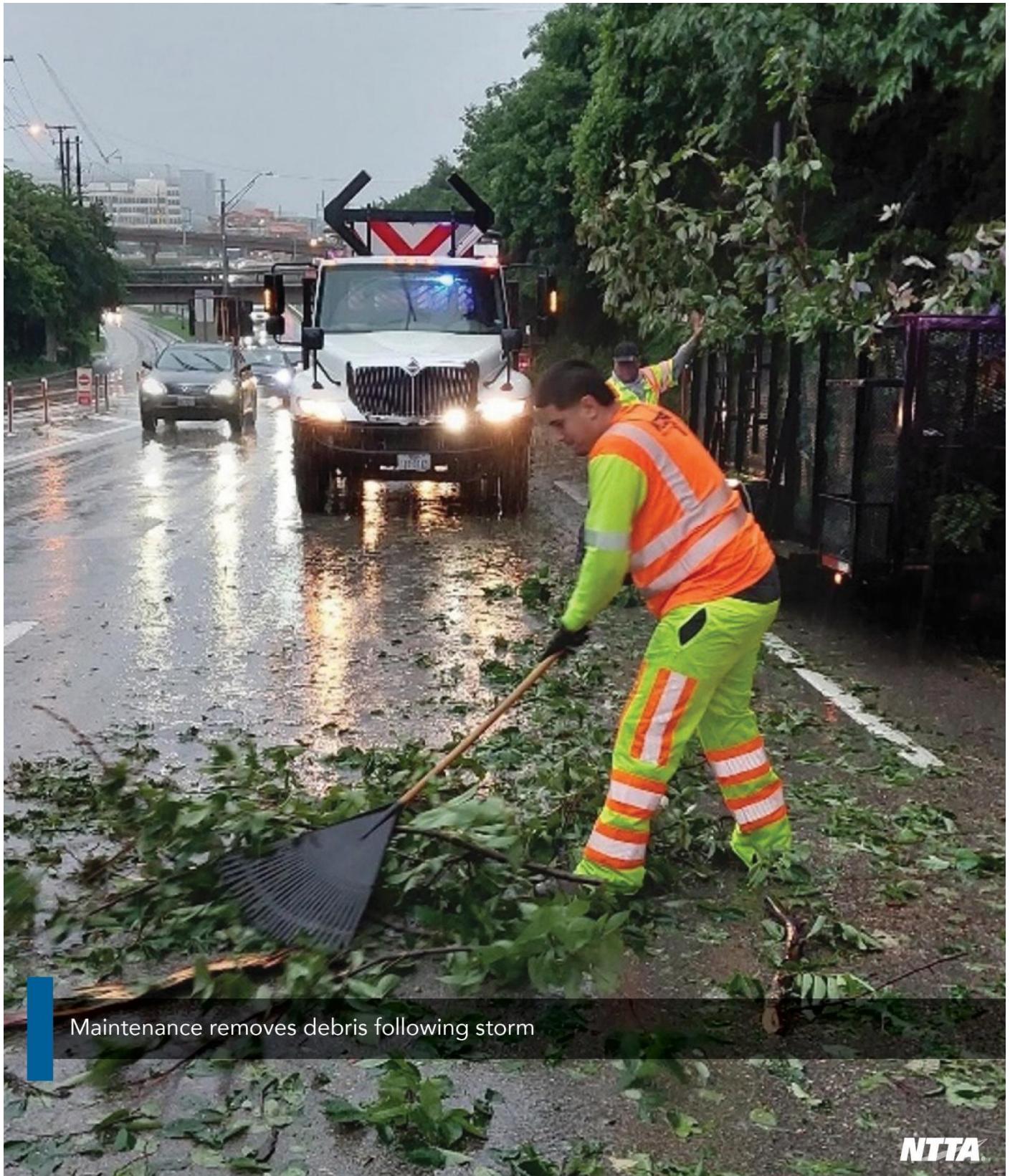
The relationship between the Authority's departments and the major funds is illustrated below in a matrix format. The use of a fund by the department is highlighted in blue, and the percent of the budget associated with the department is shown in the square. The dollar amounts are shown in detail in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

Department	Operation and Maintenance	Reserve Maintenance	Capital Improvement
Administrative Services:			
Accounting	0.8%	0.0%	0.0%
Administration	0.3%	0.0%	0.0%
Board	0.1%	0.0%	0.0%
Business Development & Opportunities	0.3%	0.0%	0.0%
Human Resources	1.2%	0.0%	0.0%
Internal Audit & Enterprise Risk Mgmt	0.5%	0.0%	0.0%
Legal Services	1.8%	0.0%	0.2%
Procurement	0.5%	0.0%	0.0%
External Affairs	3.5%	0.0%	0.0%
Treasury & Financial Planning	1.0%	0.0%	0.1%
Total Administrative Services	10.5%	0.0%	0.3%
Operational Services:			
Customer Service	44.9%	0.0%	0.0%
Information Technology	14.5%	19.1%	21.1%
Maintenance	25.8%	23.4%	4.6%
Operations	0.8%	0.0%	0.5%
Project Delivery	1.5%	56.1%	68.9%
Traffic and Incident Mgmt	13.6%	1.4%	4.7%
Total Operational Services	100.2%	100.0%	99.7%
Shared Services	-10.7%	0.0%	0.0%
FY2026 Totals	100.0%	100.0%	100.0%

Flow of NTTA System FY2026 Revenue

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





Maintenance removes debris following storm

NTTA

FY2023 to FY2026 Revenue Detail

	FY2023	FY2024
TOLL REVENUE		
President George Bush Turnpike (PGBT)	\$ 419,634,147	\$ 441,182,667
Dallas North Tollway (DNT)	334,407,595	346,198,435
Sam Rayburn Tollway (SRT)	253,128,952	275,962,124
Chisholm Trail Parkway (CTP)	78,923,731	85,948,436
Lewisville Lake Toll Bridge (LLTB)	13,717,271	15,123,598
Mountain Creek Lake Bridge (MCLB)	1,692,215	1,688,272
360 Tollway (SH360T)	28,643,937	31,142,245
Addison Airport Tunnel Tollway (AATT)	<u>1,203,947</u>	<u>1,096,090</u>
Total Toll Revenues	<u>1,131,351,793</u>	<u>1,198,341,866</u>
INVESTMENT INCOME	56,409,647	72,502,760
OTHER INCOME		
Statement Fees	3,829,282	3,533,706
Miscellaneous Revenues	258,499	257,108
Late Fees	<u>25,264,866</u>	<u>23,437,221</u>
Total Other Income	<u>29,352,647</u>	<u>27,228,035</u>
TOTAL REVENUES	<u>\$ 1,217,114,087</u>	<u>\$ 1,298,072,661</u>

FY2025		FY2026		Variance FY 2025 Budget vs FY 2026 Budget Increase/(Decrease)	
	Budget		Budget		% Change
\$	453,537,500	\$	478,230,200	\$	24,692,700 5.4%
	363,326,600		376,369,500		13,042,900 3.6%
	286,381,200		300,517,700		14,136,500 4.9%
	91,366,700		100,178,200		8,811,500 9.6%
	15,664,800		16,318,100		653,300 4.2%
	1,727,000		1,793,400		66,400 3.8%
	33,913,300		34,913,600		1,000,300 2.9%
	1,176,400		850,500		(325,900) (27.7%)
	<u>1,247,093,500</u>		<u>1,309,171,200</u>		<u>62,077,700</u> 5.0%
	45,000,000		50,000,000		5,000,000 11.1%
	3,500,000		3,500,000		-
	340,000		250,000		(90,000) (26.5%)
	<u>25,160,000</u>		<u>24,500,000</u>		<u>(660,000)</u> (2.6%)
	<u>29,000,000</u>		<u>28,250,000</u>		<u>(750,000)</u> (2.6%)
	<u>\$ 1,321,093,500</u>		<u>\$1,387,421,200</u>		<u>\$ 66,327,700</u> 5.0%

FY2025 Budget T&R projections provided by CDM Smith on July 25, 2024
 FY2026 Budget T&R projections provided by CDM Smith on June 5, 2025 – Appendix D

Revenue and Coverage Calculation FY2024 to FY2026

	FY2024	FY2025	FY2026	FY2026 vs FY2025	Variance
	Actual	Budget	Budget	Amount	% Change
Gross Toll Revenue	\$ 1,399,538,313	\$ 1,454,285,600	\$ 1,522,579,063	\$ 68,293,463	4.7%
Bad Debt Expense	(201,196,448)	(207,192,100)	(213,407,863)	(6,215,763)	3.0%
Net Toll Revenue (1)	1,198,341,866	1,247,093,500	1,309,171,200	62,077,700	5.0%
Investment Income	72,502,760	45,000,000	50,000,000	5,000,000	11.1%
Other Income (2)	27,228,035	29,000,000	28,250,000	(750,000)	(2.6%)
Total Revenues	a \$ 1,298,072,661	\$ 1,321,093,500	\$ 1,387,421,200	\$ 66,327,700	5.0%
REVENUE TRANSFERS TO OPERATION AND MAINTENANCE FUND					
Operating Expenses (3)	223,854,367 *	253,614,491	273,085,814	19,471,323	7.7%
Net Operating Expenses (3)	b 223,854,367	253,614,491	273,085,814	19,471,323	7.7%
Net Revenues for Debt Service	c=(a-b) 1,074,218,294	1,067,479,009	1,114,335,386	46,856,377	4.4%
DEBT SERVICE					
First Tier Debt Service	455,811,989	478,926,828	473,413,914	(5,512,914)	(1.2%)
First Tier Capitalized Interest and Credit	(18,292,527)	(18,292,527)	(18,292,526)	1.00	(0.0%)
Second Tier Debt Service	246,562,582	206,973,113	193,824,213	(13,148,900)	(6.4%)
Net Debt Service Fund	d 684,082,044	667,607,414	648,945,601	(18,661,813)	(2.8%)
CIF Subordinated Bonds Debt	e 8,636,443	8,641,552	8,640,533	(1,019)	(0.0%)
Total Net Debt Service	f=(d+e) 692,718,487	676,248,966	657,586,134	(18,662,832)	(2.8%)
Inter-Fund Transfer (4)	g 8,636,443	8,641,552	8,640,533	(1,019)	(0.0%)
Revenues Available after Debt Service	h=(c-f+g) 390,136,250	399,871,595	465,389,785	65,518,190	16.4%
Reserve Maintenance Fund Required Deposit	i 54,908,117	58,131,702	75,977,253	17,845,551	30.7%
Revenues Available for Capital Improvement Fund	j=(h-i) 335,228,133	341,739,893	389,412,532	47,672,639	13.9%
CIF Subordinated Debt Payment	k (8,636,443)	(8,641,552)	(8,640,533)	1,019	(0.0%)
Revenues Available for Capital Projects	j-k \$ 326,591,690	\$ 333,098,341	\$ 380,771,999	\$ 47,673,658	14.3%
DEBT SERVICE COVERAGE				TRUST AGREEMENT REQUIREMENT	
First Tier Coverage	2.46	2.32	2.45	1.35	
First & Second Tier Coverage	1.57	1.60	1.72	1.20	
All Debt Coverage	1.55	1.58	1.69	1.00	

(1) Toll Revenue Estimates are based on the T&R consultant's projections – Appendix D

(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) Capital Improvement Fund transfer of \$8.6 million to the Debt Service Fund for Subordinated Debt

* Operating expense variance from ACFR: does not include \$10,328,612 in amortization of SBITA assets

FY2026 Estimated Revenue and Debt Service Fund Requirements

Revenue Distribution		
Estimated Available Balance as of 1/1/2026	\$	-
Estimated Revenues		
Toll Revenue		1,309,171,200
Other Revenue		28,250,000
Investment Income		50,000,000
Total Estimated Revenues		1,387,421,200
Required Transfers per Trust Agreement		
Operation and Maintenance Fund		(273,085,814)
Debt Service Fund		(648,945,601)
Reserve Maintenance Fund		(75,977,253)
Subordinated Debt		(8,640,533)
Capital Improvement Fund		(380,771,999)
Total Estimated Transfers		(1,387,421,200)
Estimated Available Balance as of 12/31/2026	\$	-

Debt Service Fund Balance		
Debt Service Fund Available Balance as of 1/1/2026	\$	-
Debt Service Payments		
First Tier Debt Service		(455,121,388)
Second Tier Debt Service		(193,824,213)
Capital Improvement Fund Subordinated Debt		(8,640,533)
Total Debt Service Payments		(657,586,134)
Required Transfers per Trust Agreement		
Revenue Distribution	\$	648,945,601
Excess Bond Reserve Account		-
Subordinated Debt		8,640,533
Total Estimated Transfers		657,586,134
Estimated Available Balance as of 12/31/2026	\$	-

Bond Reserve Account Balance*		
Estimated Available Balance as of 1/1/2026	\$	438,733,114
Required Transfers per Trust Agreement		
First Tier Debt Service		-
2024 Bond Refunding Impact		13,161,993
Estimated Available Balance as of 12/31/2026	\$	451,895,107

*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 FY2023 to FY2026

FUND	FY2023 Budget	FY2024 Budget
Operation and Maintenance Fund	\$ 219,723,679	\$ 240,916,611
Reserve Maintenance Fund	77,544,501	85,049,483
Capital Improvement Fund	167,874,685	283,721,285
Enterprise Fund (TSA's)	26,509,237	31,989,314
Total Budgets	\$ 491,652,102	\$ 641,676,693

The above chart provides the total fund balances budgeted by year for FY2023-FY2026.

				Variance
		FY2025	FY2026	FY 2025 vs FY 2026
	Budget	Budget		
\$	253,614,491	\$	273,085,814	\$ 19,471,323
	97,481,261		90,050,415	(7,430,846)
	347,964,968		386,271,550	38,306,582
	32,829,551		37,020,700	4,191,149
<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
\$	731,890,271	\$	786,428,479	\$ 54,538,208

FY2026 OMF budget increase is due to additional planned volumes, contractual obligations, and rising cost of materials. FY2026 OMF budget detail by account and department vs FY2025 budget are available in the Departmental and Overview sections of this document. FY2026 RMF and CIF budget vs FY2025 variances are due to the scheduled timing of projects and maintenance. FY2026 Enterprise Fund variance is due to the projected increase in transactions. Additional FY2026 budget details by account for all funds combined are available in the Other Funds section of this document.

Revenue and Department Expenses FY2023 to FY2026

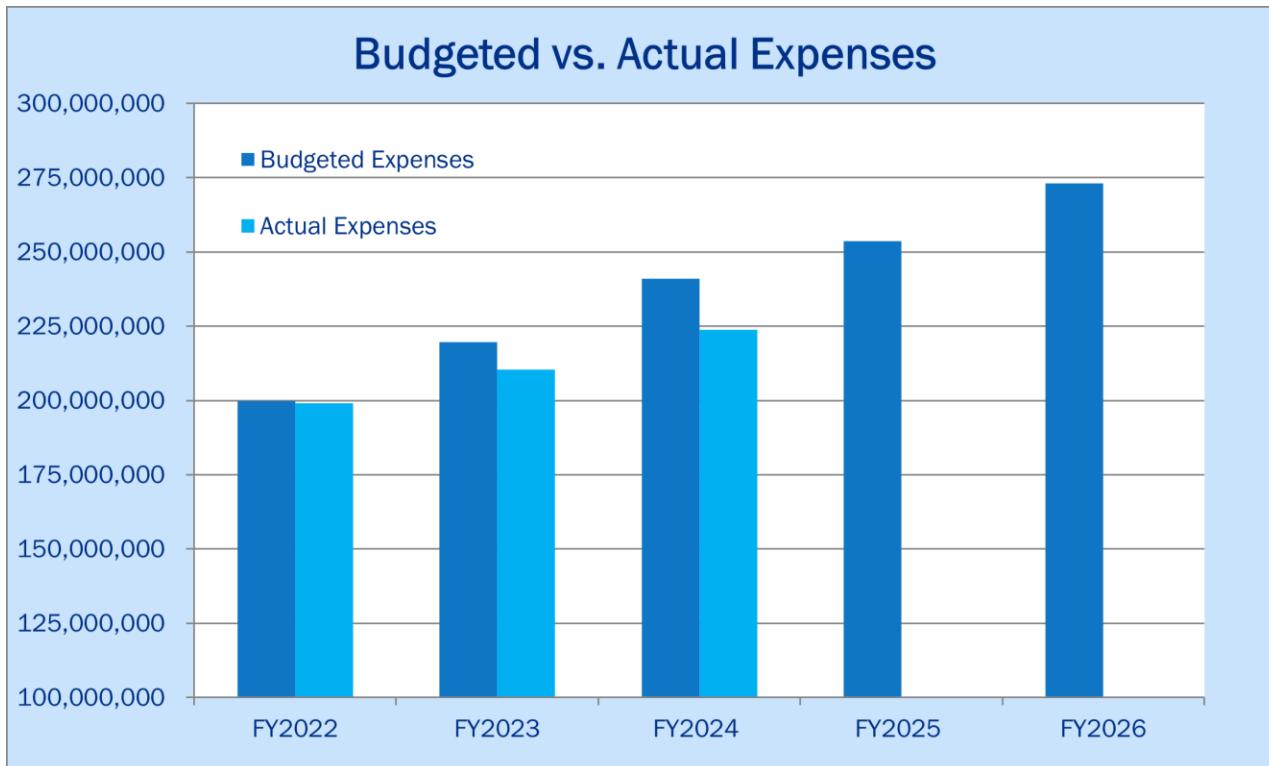
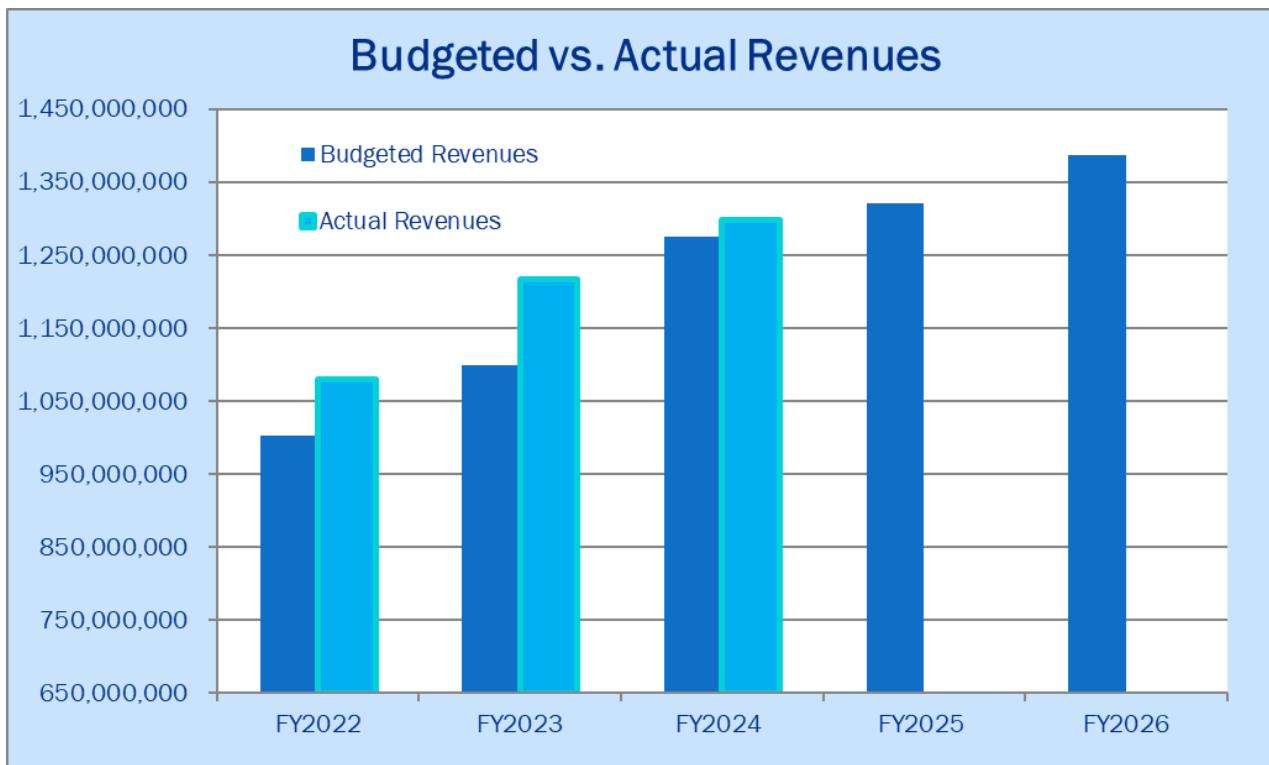
	FY2023	FY 2024
TOTAL REVENUE		
Toll Revenue	\$ 1,131,351,793	\$ 1,198,606,304
Investment Income	56,409,647	72,502,760
Other Income	29,352,647	27,228,035
Total Revenues	1,217,114,087	1,298,337,099
ADMINISTRATIVE SERVICES		
Accounting	1,883,284	2,126,187
Administration	679,129	726,000
Board	206,681	212,790
Business Development & Opportunities	649,249	684,377
Human Resources	1,905,621	2,207,222
Internal Audit & Enterprise Risk Mgmt.	1,275,334	1,255,685
Legal Services	4,226,341	4,623,709
Procurement	1,042,181	907,167
External Affairs	7,816,521	9,257,861
Treasury & Financial Planning	1,951,712	2,052,663
Sub-total	21,636,054	24,053,661
OPERATIONAL SERVICES		
Customer Service	97,743,874	104,071,848
Information Technology	29,643,111	34,271,044
Maintenance	53,291,979	55,053,483
Operations	2,349,667	2,774,678
Project Delivery	2,537,279	2,815,134
Traffic & Incident Management	27,396,479	31,162,636
Sub-total	212,962,389	230,148,823
Shared Services (2)	(24,230,777)	(30,348,117)
Total Expenses	<u>\$ 210,367,665</u>	<u>\$ 223,854,367</u>

(1) Toll Revenue budget numbers per T&R consultant projections, Appendix D
 (2) Shared Services includes the cost reimbursement for processing non-system transactions for the Enterprise Fund

Actuals from ACFR: does not include amortization of SBITA assets

FY2025	FY2026	Variance FY 2025 Budget vs FY 2026 Budget Increase/(Decrease)
BUDGET	BUDGET	
\$ 1,247,093,500	\$ 1,309,171,200	(1) \$ 62,077,700
45,000,000	50,000,000	5,000,000
29,000,000	28,250,000	(750,000)
<u>1,321,093,500</u>	<u>1,387,421,200</u>	<u>66,327,700</u>
2,304,966	2,264,017	(40,950)
806,109	834,625	28,516
203,195	105,621	(97,574)
818,648	902,065	83,416
2,636,596	3,142,329	505,733
1,316,533	1,403,645	87,111
3,638,162	6,326,737	2,688,575
1,317,947	1,370,393	52,446
9,717,506	9,593,402	(124,104)
2,299,395	2,714,134	414,739
<u>25,059,057</u>	<u>28,656,968</u>	<u>3,597,908</u>
110,341,208	120,138,470	9,797,260
39,051,712	39,729,619	677,907
66,651,777	70,588,742	3,936,965
3,524,704	2,295,611	(1,229,093)
3,647,309	3,984,878	337,569
33,237,225	37,003,163	3,765,938
<u>256,453,934</u>	<u>273,740,484</u>	<u>17,286,547</u>
(27,898,498)	(29,311,638)	(1,413,140)
<u>\$ 253,614,491</u>	<u>\$ 273,085,814</u>	<u>\$ 19,471,323</u>

Budget vs. Actual Revenues and Expenses Graphs



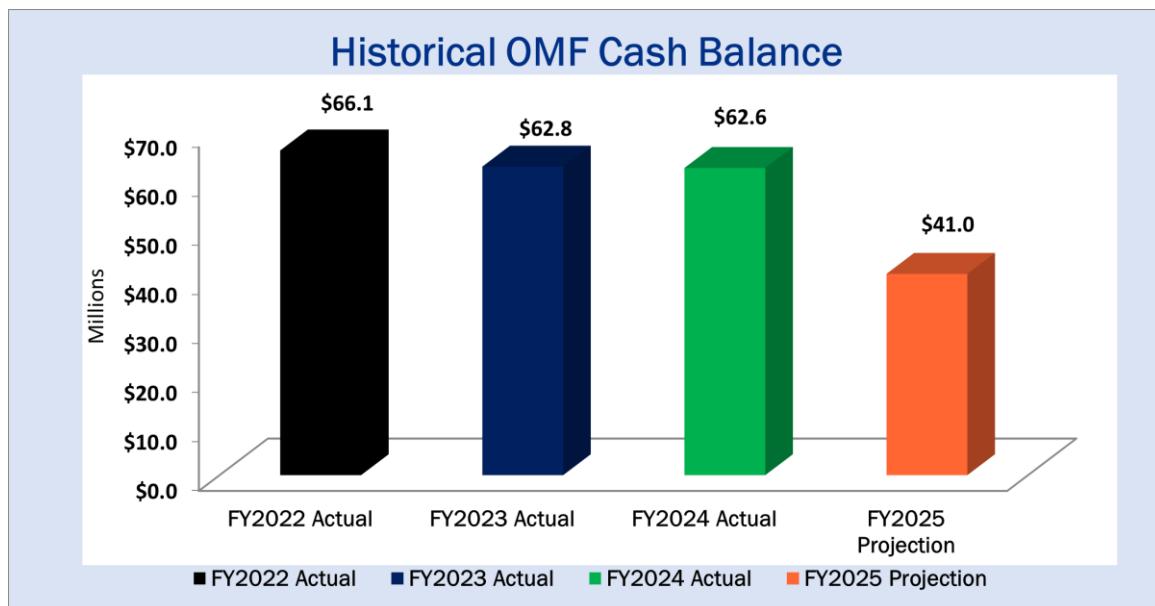
Operation and Maintenance Fund FY2026 Budget Comparisons to FY2025 Budget

Department	FY 2025 Budget	FY 2026 Budget	Variance Amount	Percent
<u>Administrative Services:</u>				
Accounting	\$ 2,304,966	\$ 2,264,017	\$ (40,950)	(1.8%)
Administration	806,109	834,625	28,516	3.5%
Board	203,195	105,621	(97,574)	(48.0%)
Business Development & Opportunities	818,648	902,065	83,416	10.2%
Human Resources	2,636,596	3,142,329	505,733	19.2%
Internal Audit & Enterprise Risk Mgmt.	1,316,533	1,403,645	87,111	6.6%
Legal Services	3,638,162	6,326,737	2,688,575	73.9%
Procurement	1,317,947	1,370,393	52,446	4.0%
External Affairs	9,717,506	9,593,402	(124,104)	(1.3%)
Treasury & Financial Planning	2,299,395	2,714,134	414,739	18.0%
Total Administrative Services	\$ 25,059,057	\$ 28,656,968	\$ 3,597,908	14.4%
<u>Operational Services:</u>				
Customer Service	\$ 110,341,208	\$ 120,138,470	\$ 9,797,260	8.9%
Information Technology	39,051,712	39,729,619	677,907	1.7%
Maintenance	66,651,777	70,588,742	3,936,965	5.9%
Operations	3,524,704	2,295,611	(1,229,093)	(34.9%)
Project Delivery	3,647,309	3,984,878	337,569	9.3%
Traffic & Incident Mgmt.	33,237,225	37,003,163	3,765,938	11.3%
Total Operational Services	\$ 256,453,934	\$ 273,740,484	\$ 17,286,547	6.7%
Shared Services	(27,898,498)	(29,311,638)	(1,413,140)	5.1%
Grand Totals	\$ 253,614,491	\$ 273,085,814	\$ 19,471,323	7.7%

The FY2026 vs FY2025 budget comparison reflects the total OMF budget by department with the Enterprise allocated on a per transaction basis through Shared Services. The FY2026 budget increased compared to the FY2025 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 in the Departmental Section. All department objectives are continuous strategic goals as part of the five year strategic plan.

Estimated Operation and Maintenance Fund Requirements FY2026

Operation and Maintenance Fund Estimated Balance as of 1/1/2026		\$41,001,009
Estimated Transfers:		
Revenue Distribution		273,085,814
Total Transfers		273,085,814
Estimated Expenditures Operating Budget		(273,085,814)
Estimated Balance at 12/31/2026		\$41,001,009
Additional Contribution Required		4,513,293
Required Balance per Trust Agreement		
(1/6 of Operating Budget)		\$45,514,302

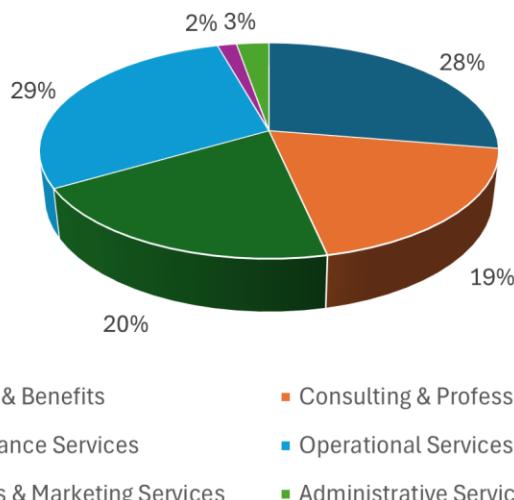




Financial Report - Categories

FY2026	
Operating expenses:	
Salaries & Benefits	\$ 87,051,965
Consulting & Professional Services	58,447,961
Maintenance Services	61,503,093
Operational Services	89,733,894
Business & Marketing Services	4,931,848
Administrative Services	8,437,753
 Total gross operating expenses	 <u>\$ 310,106,514</u>
Indirect Cost (Regional Tolling Services):	(37,020,700)
Total net operating expenses	<u>\$ 273,085,814</u>

Operating Expenses



Operation and Maintenance Fund FY2026 Budget by Dept and Account

Account	Accounting	Administration	Board	Human Resources	Internal Audit/Enterprise Risk Mgmt			
					Legal Services	Procurement		
511101-Salaries and Wages-Direct	\$ 1,795,440	\$ 617,122		\$ 1,951,069	\$ 1,087,690	\$ 1,742,883	\$ 1,130,854	
511202-Salaries and Wages-Internship				89,529			158,448	
511301-Salaries and Wage-Overtime				2,000			11,979	
512101-Group Insurance								
512401-Retirement Contributions	233,407	71,415		276,143	153,900	246,618	160,039	
512402-Retirement Contr.-Internship				8,305			2,298	
512501-Tuition Reimbursement				13,100				
512601-Unemployment Insurance								
Salaries & Benefits	\$ 2,028,847	\$ 688,537	\$ -	\$ 2,340,146	\$ 1,241,590	\$ 2,162,227	\$ 1,290,893	
521201-Consulting/Professional		35,000		353,000	130,000	1,000,000		
521202-Legal Fees						3,000,000		
521203-Auditing Fees	200,000							
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	\$ 35,000	\$ -	\$ 675,000	\$ 130,000	\$ 4,000,000	\$ -	
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	10,000	15,000
531103-Mobile Equipment Expense								
531501-Inven for resale(toll tags)								
531651-Software						80,000		
573002-Credit Card Fees								
Operations	\$ 5,000	\$ 2,628	\$ -	\$ 68,500	\$ 16,000	\$ 90,000	\$ 15,000	
523203-Public Information Fees							30,000	
523304-Promotional Expenses	1,000				16,000			
523306-Media Buy And Advertising								
523307-Media Production								
523401-Printing and Photographic	2,500							
Business & Marketing	\$ 3,500	\$ -	\$ -	\$ 16,000	\$ -	\$ -	\$ 30,000	
521101-Meeting Expense	6,100	15,000	83,918	20,000	2,000	3,500	2,500	
523101-Insurance Expense - Other								
523305-Employee Appreciation					800			
523501-Travel	10,000	25,000	9,926	11,500	6,000	13,209	18,000	
523601-Dues & Subscriptions	6,000	68,000	8,500	5,700	5,100	15,000	10,000	
523902-Liability Claims								
531101-Office Supplies	3,500	400	2,020	5,000	850	42,329	4,000	
531105-Freight and Express	420	60	1,257	483		472		
531401-Books & Periodicals					250			
573001-Bank Charges								
Administrative	\$ 26,020	\$ 108,460	\$ 105,621	\$ 42,683	\$ 15,000	\$ 74,510	\$ 34,500	
Enterprise Fund (Regional Tolling Services)								
Totals	\$ 2,264,017	\$ 834,625	\$ 105,621	\$ 3,142,329	\$ 1,403,645	\$ 6,326,737	\$ 1,370,393	

Operation and Maintenance Fund FY2026 Budget by Dept and Account-Cont'd

Account	Business Develop & Opportunities	External Affairs	Shared Services	Treasury & Financial Planning	Customer Service	Information Technology	Maintenance
511101-Salaries and Wages-Direct	\$ 568,149	\$ 1,955,272	\$ (943,111)	\$ 1,217,730	\$ 14,164,883	\$ 12,357,953	\$ 14,075,858
511202-Salaries and Wages-Internship							
511301-Salaries and Wage-Overtime		45,000				263,487	88,215
512101-Group Insurance			8,881,190				627,047
512401-Retirement Contributions	80,393	276,609	(677,517)	172,309	2,001,794	1,748,649	1,993,875
512402-Retirement Contr.-Internship							
512501-Tuition Reimbursement							
512601-Unemployment Insurance			175,000				
Salaries & Benefits	\$ 648,542	\$ 2,276,881	\$ 7,435,562	\$ 1,390,039	\$ 16,430,164	\$ 14,194,817	\$ 16,696,779
521201-Consulting/Professional	50,000	2,507,664	42,000	625,000	14,390,000		200,000
521202-Legal Fees							
521203-Auditing Fees							
521207-Traffic Engineering Fees				650,000			
521208-Police Services (DPS)							
521209-Armored Car Services						68,400	
523301-Recruitment							
523851-Temporary Contract Labor				17,000,000		40,000	
Consulting & Professional Services	\$ 50,000	\$ 2,507,664	\$ 42,000	\$ 1,275,000	\$ 31,458,400	\$ 40,000	\$ 200,000
521212-Outside Maintenance Services						10,312,338	36,992,919
522202-Landscaping							68,594
522301-Rentals - Land							477,583
522302-Rentals - Equipment					35,200		70,000
523801-Licenses						100	18,826
531102-Other Materials and Supplies		948				81,700	6,202,030
531107-Motor Fuel Expense							1,760,400
531211-Water							1,236,000
531221-Gas							75,000
531231-Electricity							2,987,000
531601-Small Tools and Shop Supplies							336,860
531701-Uniforms				42,650			309,000
Maintenance	\$ -	\$ 948	\$ -	\$ -	\$ 77,850	\$ 10,394,138	\$ 50,534,212
523201-Postage					19,750,000		
523202-Telecommunications						1,500,000	245,000
523701-Education and Training	2,610	11,454		3,090	39,805	75,400	214,015
531103-Mobile Equipment Expense							2,264,000
531501-Inven for resale(toll tags)					1,750,367		
531651-Software						13,408,914	191,575
573002-Credit Card Fees					50,000,000		
Operations	\$ 2,610	\$ 11,454	\$ -	\$ 3,090	\$ 71,540,172	\$ 14,984,314	\$ 2,914,590
523203-Public Information Fees							
523304-Promotional Expenses	124,525	1,715,841		700	50,000		
523306-Media Buy And Advertising		2,256,053					
523307-Media Production		700,000					
523401-Printing and Photographic		7,000		12,000		10,000	
Business & Marketing	\$ 124,525	\$ 4,678,894	\$ -	\$ 12,700	\$ 50,000	\$ 10,000	\$ -
521101-Meeting Expense	10,500	10,500		500	34,952	2,000	10,100
523101-Insurance Expense - Other							500
523305-Employee Appreciation		54,678	1,000		25,000		10,600
523501-Travel	7,100	22,000		5,000	22,543	68,000	182,686
523601-Dues & Subscriptions	58,488	25,000	1,500	1,500	63,844	14,150	15,575
523902-Liability Claims							
531101-Office Supplies	300	5,133	229,000	1,105	104,236	20,200	23,300
531105-Freight and Express		250		200	375	2,000	400
531401-Books & Periodicals							
573001-Bank Charges				25,000	330,934		
Administrative	\$ 76,388	\$ 117,561	\$ 231,500	\$ 33,305	\$ 581,884	\$ 106,350	\$ 243,161
Enterprise Fund (Regional Tolling Services)				(37,020,700)			
Totals	\$ 902,065	\$ 9,593,402	\$ (29,311,638)	\$ 2,714,134	\$ 120,138,470	\$ 39,729,619	\$ 70,588,742

Operation and Maintenance Fund FY2026 Budget by Dept and Account-Cont'd

Account	Operations	Project Delivery	Traffic & Incident Mgmt	FY2026 Budget	FY2025 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
511101-Salaries and Wages-Direct	\$ 1,655,622	\$ 3,468,787	\$ 10,390,317	\$ 67,236,519	\$ 61,740,284	\$ 5,496,235	8.9%
511202-Salaries and Wages-Internship				\$ 247,977	\$ 248,448	(-\$471)	(0.2%)
511301-Salaries and Wage-Overtime				\$ 270,554	\$ 1,308,282	\$ 950,257	358,025
512101-Group Insurance				\$ 8,881,190	\$ 7,618,675	\$ 1,262,515	16.6%
512401-Retirement Contributions	480,475	490,833	1,470,353	9,179,294	8,851,603	\$ 327,692	3.7%
512402-Retirement Contr.-Internship				\$ 10,603.00	\$ 3,603	\$ 7,000	194.3%
512501-Tuition Reimbursement				\$ 13,100	\$ 33,100	(-\$20,000)	(60.4%)
512601-Unemployment Insurance				\$ 175,000	\$ 100,000	\$ 75,000	75.0%
Salaries & Benefits	\$ 2,136,096	\$ 3,959,620	\$ 12,131,224	\$ 87,051,965	\$ 79,545,970	\$ 7,505,996	9.4%
521201-Consulting/Professional	50,000			\$ 43,342	\$ 19,426,006	\$ 17,958,106	\$ 1,467,900
521202-Legal Fees				\$ 3,000,000	\$ 1,950,000		1,050,000
521203-Auditing Fees				\$ 200,000	\$ 200,000		
521207-Traffic Engineering Fees				\$ 650,000	\$ 650,000		
521208-Police Services (DPS)				\$ 17,741,555	\$ 17,741,555	\$ 16,402,810	\$ 1,338,745
521209-Armored Car Services				\$ 68,400	\$ 50,150		18,250
523301-Recruitment				\$ 222,000	\$ 222,000		
523851-Temporary Contract Labor				\$ 17,140,000	\$ 15,467,000		1,673,000
Consulting & Professional Services	\$ 50,000	\$ -	\$ 17,784,897	\$ 58,447,961	\$ 52,900,066	\$ 5,547,895	10.5%
52212-Outside Maintenance Services				\$ 114,500	\$ 47,419,757	\$ 45,921,184	\$ 1,498,573
522202-Landscaping				\$ 68,594	\$ 69,572		(-\$978)
522301-Rentals - Land				\$ 477,583	\$ 376,000		101,583
522302-Rentals - Equipment				\$ 105,200	\$ 90,550		14,650
523801-Licenses	300	667		\$ 21,598	\$ 19,842		1,756
531102-Other Materials and Supplies				\$ 204,177	\$ 6,488,855	\$ 7,316,541	(-\$827,686)
531107-Motor Fuel Expense				\$ 1,760,400	\$ 2,250,000	(-\$489,600)	(21.8%)
531211-Water				\$ 1,236,000	\$ 1,200,000		36,000
531221-Gas				\$ 75,000	\$ 72,000		3,000
531231-Electricity				\$ 2,987,000	\$ 2,900,000		87,000
531601-Small Tools and Shop Supplies				\$ 336,860	\$ 287,802		49,058
531701-Uniforms				\$ 174,596	\$ 526,246	\$ 454,458	71,788
Maintenance	\$ 300	\$ 667	\$ 493,273	\$ 61,503,093	\$ 60,957,949	\$ 545,144	0.9%
523201-Postage				\$ 19,750,000	\$ 19,100,000		650,000
523202-Telecommunications				\$ 1,745,000	\$ 1,785,000		(-\$40,000)
523701-Education and Training	15,000	10,486		\$ 55,050	\$ 544,038	\$ 432,021	112,017
531103-Mobile Equipment Expense				\$ 2,264,000	\$ 2,020,000		244,000
531501-Inven for resale(toll tags)				\$ 1,750,367	\$ 1,750,000		367
531651-Software				\$ 13,680,489	\$ 13,060,331		620,158
573002-Credit Card Fees				\$ 50,000,000	\$ 41,500,000		8,500,000
Operations	\$ 15,000	\$ 10,486	\$ 55,050	\$ 89,733,894	\$ 79,647,352	\$ 10,086,542	12.7%
523203-Public Information Fees				\$ 30,000	\$ 13,369		16,631
523304-Promotional Expenses				\$ 6,229	\$ 1,914,295	\$ 1,963,273	(-\$48,978)
523306-Media Buy And Advertising				\$ 2,256,053	\$ 2,169,282		86,771
523307-Media Production				\$ 700,000	\$ 700,000		
523401-Printing and Photographic				\$ 31,500	\$ 13,431		18,069
Business & Marketing	\$ -	\$ -	\$ 6,229	\$ 4,931,848	\$ 4,859,355	\$ 72,493	1.5%
521101-Meeting Expense	8,000	500		\$ 1,000	\$ 211,070	\$ 180,464	30,606
523101-Insurance Expense - Other				\$ 6,487,528	\$ 6,488,028	\$ 6,637,528	(-\$149,500)
523305-Employee Appreciation				\$ 92,078	\$ 55,478		36,600
523501-Travel	50,000	5,000		\$ 18,191	\$ 474,155	\$ 449,193	24,962
523601-Dues & Subscriptions	16,000	6,157		\$ 6,011	\$ 326,525	\$ 294,162	32,363
523902-Liability Claims				\$ 9,800	\$ 9,800		
531101-Office Supplies	20,000	2,041		\$ 9,854	\$ 473,268	\$ 482,742	(-\$9,474)
531105-Freight and Express	215	407		\$ 106	\$ 6,645	\$ 6,735	(-\$90)
531401-Books & Periodicals				\$ 250	\$ 250		
573001-Bank Charges				\$ 355,934	\$ 417,000	(-\$61,066)	(14.6%)
Administrative	\$ 94,215	\$ 14,105	\$ 6,532,490	\$ 8,437,753	\$ 8,533,352	\$ (95,599)	(1.1%)
Enterprise Fund (Regional Tolling Services)				\$ (37,020,700)	\$ (32,829,551)	\$ (4,191,149)	12.8%
Totals	\$ 2,295,611	\$ 3,984,878	\$ 37,003,163	\$ 273,085,814	\$ 253,614,491	\$ 19,471,323	7.7%

FY2026 Staffing Summary

	FY2025 Budget		FY2026 Budget
	Approved	Changes	Full Time
ADMINISTRATIVE SERVICES			
Accounting	17	-	17
Administration	2	-	2
Board	1	(1)	-
Business Development and Opportunities	4	-	4
Human Resources	17	4	21
Internal Audit and Enterprise Risk Management	8	-	8
Legal Services	9	13	22
Procurement	11	-	11
External Affairs	20	2	22
Treasury Management	9	1	10
Total Administrative Services	98	19	117
OPERATIONAL SERVICES			
Customer Service	280	(20)	260
Information Technology	104	12	116
Maintenance	200	22	222
Operations	24	-	24
Project Delivery	20	2	22
Traffic & Incident Management	141	22	163
Total Operational Services	769	38	807
Total	867	57	924

*The FY2026 Budget includes 57 FTE additions across several departments within NTTA, detail as follows:

- Board/Legal Dept: movement of personnel to the Legal Department (-1)
- Human Resources: increase focus on training, recruiting, and ERP implementation (4)
- External Affairs: restructured an existing role into two distinct positions, resulting in a net increase of one headcount to support the Account Management System (AMS) program (2)
- Treasury Management: increase in IOP activity and growth (1)
- Customer Service: reductions resulting from the move and/or the reorganization and consolidation of positions into different roles for the IT department and Legal Department (-20)
- Information Technology is adding 12 positions:
 - Reorganization of the Customer Service department converted to IT (2)
 - Enhance core systems and asset management and governance (4)
 - Increase roadway IT toll and intelligent transportation system capacity to install and maintain service levels (6)
- Maintenance: adding positions for essential services in facilities, landscape, roadway, and maintenance (22)
- Project Delivery: ongoing competency for document and invoicing controls (2)
- Traffic & Incident Mgmt. is adding 22 positions:
 - Roadway Safety Services: essential services to actively patrol and service customers (18)
 - Safety Operations Center: provide coverage for all shifts (4)

FY2022 to FY2026 FTE Staffing Summary History

	FY2022 Budget	FY2023 Budget	FY2024 Budget	FY2025 Budget	FY2026 Budget	Change in Budgeted FTEs Variance
ADMINISTRATIVE SERVICES						
Accounting	15	15	15	17	17	-
Administration	2	2	2	2	2	-
Board	1	1	1	1	-	(1)
Business Development and Opportunities	5	5	5	4	4	-
Human Resources	14	14	14	17	21	4
Internal Audit and Enterprise Risk Management	8	8	8	8	8	-
Legal Services	7	7	8	9	22	13
Procurement	12	12	12	11	11	-
External Affairs	17	17	17	20	22	2
Treasury Management	9	9	9	9	10	1
Total Administrative Services	90	90	91	98	117	19
OPERATIONAL SERVICES						
Customer Service	305	305	297	280	260	(20)
Information Technology	96	91	93	104	116	12
Maintenance	193	193	193	200	222	22
Operations	8	16	16	24	24	-
Project Delivery	19	19	19	20	22	2
Traffic & Incident Management	141	141	141	141	163	22
Total Operational Services	762	765	759	769	807	38
Grand Total	852	855	850	867	924	57

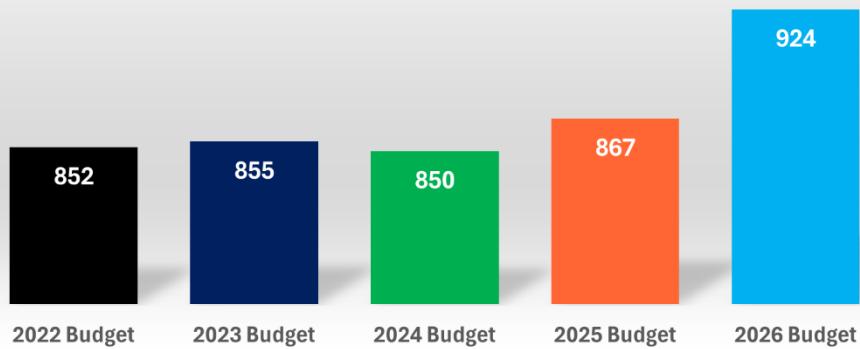
924 FTEs – Full Time Employees

5 Part-time Employees

15 Interns

Total 944

-NTTA- Full-Time Budget Headcount





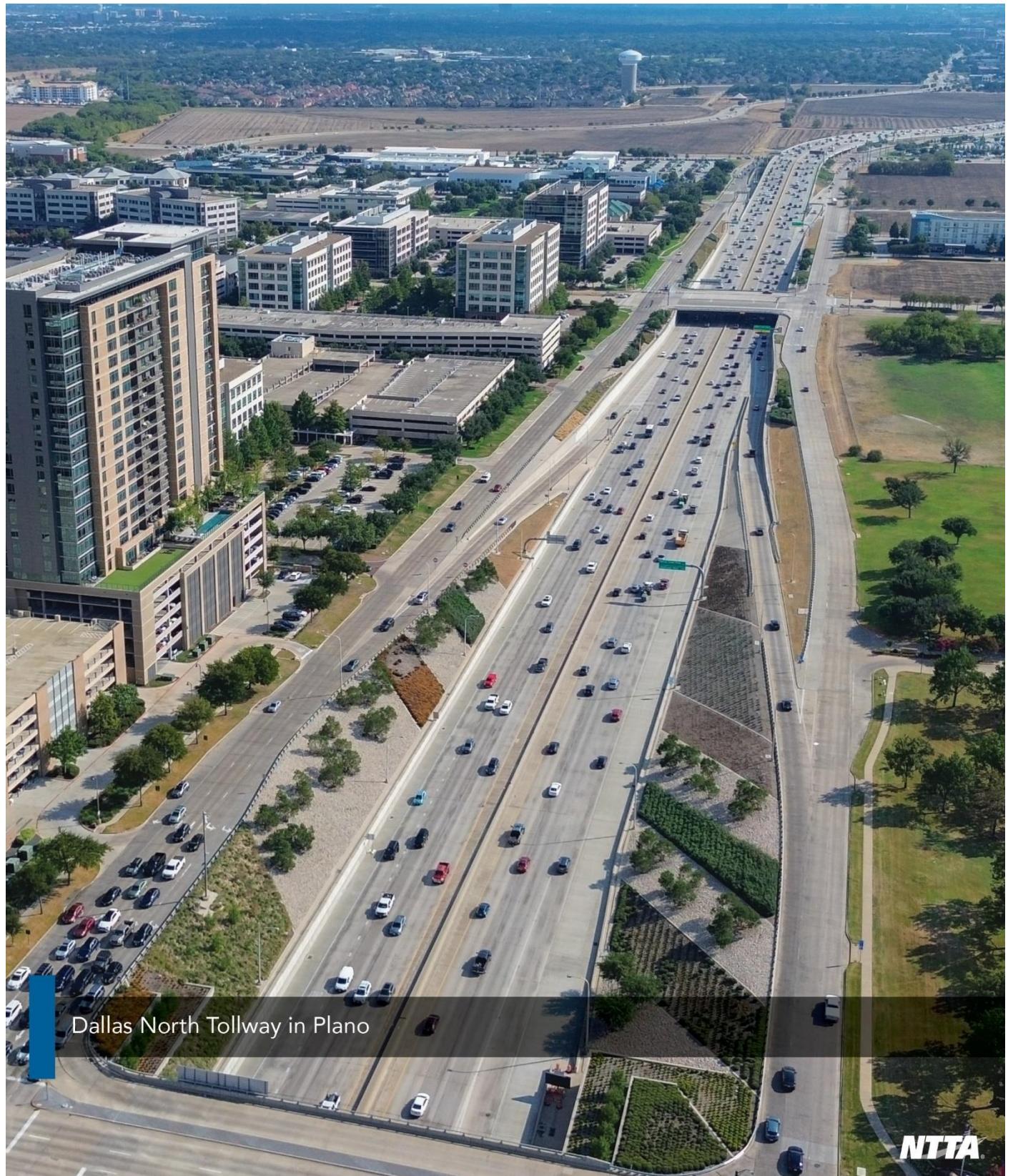
Median subgrade improvements on the Dallas North Tollway Frisco Widening project

NTTA

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DEPARTMENTAL BUDGETS





Dallas North Tollway in Plano

NTTA

ADMINISTRATIVE SERVICES DEPARTMENTS



OPERATIONAL SERVICES DEPARTMENTS



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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 NTTA's Trust Agreement. 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 FY2026 on managing costs, performing rigorous financial analyses, and delivering tangible results that advance the strategic goal of being a financially sound and vibrant organization.

FY2026 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 and adherence to policies and procedures
- Produce Annual Comprehensive Financial Report (ACFR) and expand on reporting of Toll Services Agreements (TSA's)

Respected Leader & Partner in Region's Transportation Network

- Elevate outreach efforts through regional organizational participation
- Promote best-in-class business relationships that reflect the communities we serve

Highly Qualified, Energized & Engaged Team

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

FY2026 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 FY2026 BUDGET

Account	FY2025	FY2026	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$1,831,978	\$1,795,440	(\$36,538)	(2.0)%
Retirement Contributions - (512401)	240,818	233,407	(7,410)	(3.1)%
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	10,000	3,000	42.9%
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	-	-
Total Expenses	\$2,304,966	\$2,264,017	(\$40,950)	(1.8)%

MAJOR FY2026 BUDGET ITEMS

The departmental budget decreased in comparison to the FY2025 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- There were not variances that met this criteria; however, decrease in Salaries and Wages due to the capitalization of personnel cost associated with the ERP project

FY2026 BUDGET – SHARED SERVICES

Shared Services

Shared Services is a division within Finance where system wide expenditures are budgeted and system wide allocated expenditures on a transaction basis are credited from the Enterprise Fund, resulting in a “negative” budget for Shared Services. The department’s FY2026 budget increased from FY2025 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: represents centrally budgeted vacancies net of other shared expenses
- Retirement Contributions: adjusted for vacancies from unfilled positions
- Group Insurance: growth in headcount; ensure budget sufficiently cover claims
- Enterprise Fund: due to transaction volume and increase in fees for services

Accounting Department

Shared Services

Account	FY2025 Budget	FY2026 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	(\$3,077,260)	(\$943,111)	2,134,149	69.4%
Retirement Contributions - (512401)	-	(677,517)	(677,517)	100.0%
Group Insurance - (512101)	7,618,675	8,881,190	1,262,515	16.6%
Unemployment Insurance - (512601)	100,000	175,000	75,000	-
Consulting/Professional - (521201)	42,000	42,000	-	-
Employee Appreciation - (523305)	-	1,000	1,000	100.0%
Dues & Subscriptions - (523601)	1,562	1,500	(62)	(4.0)%
Office Supplies - (531101)	246,076	229,000	(17,076)	-
Enterprise Fund (Regional Tolling Services)	(32,829,551)	(37,020,700)	(4,191,149)	12.8%
Total Expenses	(\$27,898,498)	(\$29,311,638)	(\$1,413,140)	5.1%

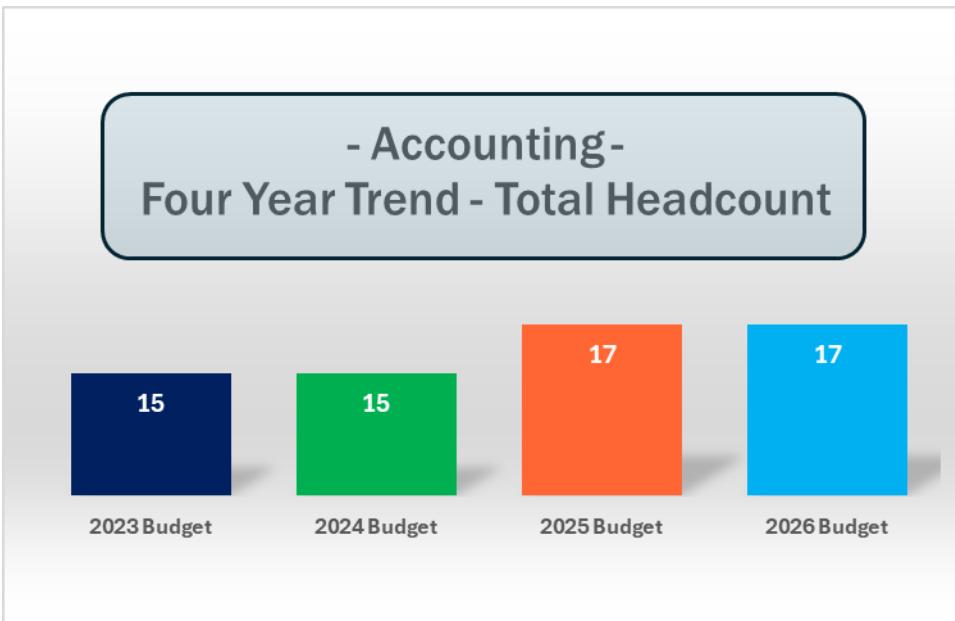
FY2026 ALL FUNDS

Beyond its primary OMF budget, the Accounting Department or Shared Services does not have allocations from other funds.

POSITION SUMMARY

Accounting			
Full-Time Positions	FY2025	FY2026	Change
Chief Financial Officer	1	1	0
Executive Assistant	1	1	0
Controller	1	1	0
Manager, Accounting	1	1	0
Manager, Accounts Payable	1	1	0
Manager, Payroll	0	1	1
Accountant	3	3	0
Accounts Payable Analyst	3	3	0
Finance Tech	1	1	0
Financial Systems Analyst	2	2	0
Functional Lead - Payroll	1	0	(1)
Payroll Coordinator	1	1	0
Senior Payroll Coordinator	1	1	0
Total Positions	17	17	0

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 Comprehensive Financial 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

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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.

FY2026 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

FY2026 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 FY2026 BUDGET

Account	FY2025	FY2026	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$592,281	\$617,122	\$24,841	4.2%
Retirement Contributions - (512401)	67,740	71,415	3,675	5.4%
Meeting Expense - (521101)	15,000	15,000	-	-
Consulting/Professional - (521201)	45,000	35,000	(10,000)	(22.2)%
Travel - (523501)	20,000	25,000	5,000	25.0%
Dues & Subscriptions - (523601)	63,000	68,000	5,000	7.9%
Education and Training - (523701)	2,628	2,628	-	-
Office Supplies - (531101)	400	400	-	-
Freight and Express - (531105)	60	60	-	-
Total Expenses	\$806,109	\$834,625	\$28,516	3.5%

MAJOR FY2026 BUDGET ITEMS

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

- Consulting/Professional: to align with trend

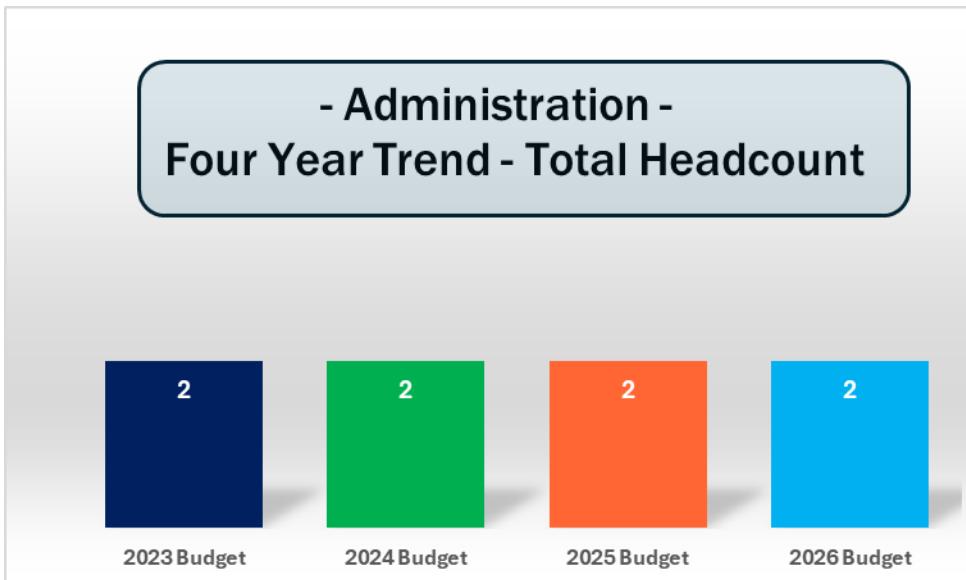
ALL FUNDS FY2026

Beyond its primary OMF budget, the Administration Department does not have allocations from other funds.

POSITION SUMMARY

Administration Department			
Full-Time Positions	FY2025	FY2026	Change
Executive Director	1	1	0
Executive Assistant to ED DED	1	1	0
Total Positions	2	2	0

Administration Department



MAJOR BUSINESS FUNCTIONS

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

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



Board of Directors Department

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.

FY2026 DEPARTMENT OBJECTIVES (SUPPORTING NTTA'S 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 delivers projects

Delivering Transportation Solutions

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

Respected Leader and Partner

- 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

FY2026 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

Board of Directors Department

DEPARTMENTAL FY2026 BUDGET

Account	FY2025	FY2026	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$102,819	\$0	(\$102,819)	(100.0)%
Retirement Contributions - (512401)	14,755	-	(14,755)	(100.0)%
Meeting Expense - (521101)	63,918	83,918	20,000	31.3%
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	-	-
Total Expenses	\$203,195	\$105,621	(\$97,574)	(48.0)%

MAJOR FY2026 BUDGET ITEMS

The departmental budget decreased in comparison to the FY2025 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 these criteria.

- Salaries/Wages Direct and Retirement: movement of personnel to the Legal department
- Meeting Expense: to align with trend

ALL FUNDS FY2026

Other funds (RMF and CIF) did not include budget allocations for the Board of Directors Department.

POSITION SUMMARY

Board of Directors	FY2025	FY2026	Change
Full-Time Positions			
Secretary to the Board	1	0	(1)
Total Positions	1	0	(1)

Board of Directors Department



- Change was due to movement of the Board Secretary position to the Legal Department

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 and Five-Year Capital Plan
- Oversight for the planning, design, construction, and operation of NTTA projects, including final approval of contracts over \$300,000
- Advocate on behalf of NTTA's interests
- Review and oversight of all activities related to project financing and internal audit functions



***Business Development and
Opportunities Department***

Business Development and Opportunities Department

OVERVIEW

The department is responsible for the development of Small Business Enterprises (SBE) through capacity building efforts; promoting and encouraging competition on NTTA procurement opportunities; identify divisible opportunities and determine contract-by-contract subcontracting aspirational goals; manage, maintain and report monthly and annual subcontracting spend reporting by prime contractors. The department also coordinates and manages the internal and external outreach efforts to generate awareness of all procurement opportunities.

FY2026 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 Small Business Enterprises (SBE) as part of NTTA's strategic sourcing and procurement process

Financially Sound & Vibrant Organization

- Monitor and report progress toward achieving business development goals and objectives with an emphasis on continuous improvement
- Communicate business development metrics on a regular basis. The defined metrics are, subcontracting 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 community partnerships and relationships within the region

Highly Qualified, Energized & Engaged Team

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

FY2026 KEY PERFORMANCE INDICATORS

- Department will host a Second Wednesday Business Chat each month to build the pipeline of SBE vendors
- Department will manage the Surety Bond Assistance Program to assist suppliers/vendors with bonding. Deliverables include collaborative outreach campaign for recruitment, bonding workshops for bond readiness, technical assistance to participants, and assist workshop participants with access to local surety bond producers

Business Development and Opportunities Department

DEPARTMENTAL FY2026 BUDGET

Account	FY2025	FY2026		
	Budget	Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$547,105	\$568,149	\$21,044	3.8%
Retirement Contributions - (512401)	78,510	80,393	1,883	2.4%
Meeting Expense - (521101)	1,350	10,500	9,150	677.8%
Consulting/Professional - (521201)		50,000	50,000	100.0%
Promotional Expenses - (523304)	124,440	124,525	85	0.1%
Travel - (523501)	4,400	7,100	2,700	61.4%
Dues & Subscriptions - (523601)	58,500	58,488	(12)	-
Education and Training - (523701)	2,844	2,610	(234)	(8.2)%
Office Supplies - (531101)	1,500	300	(1,200)	(80.0)%
Total Expenses	\$818,648	\$902,065	\$83,416	10.2%

MAJOR FY2026 BUDGET ITEMS

The departmental budget increased in comparison to the FY2025 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Meeting Expense: adding two BOSS (Business Opportunity Stakeholder Session) events
- Consulting/Professional: adding an authorized consultant to assist with surety bond assistance program for small business

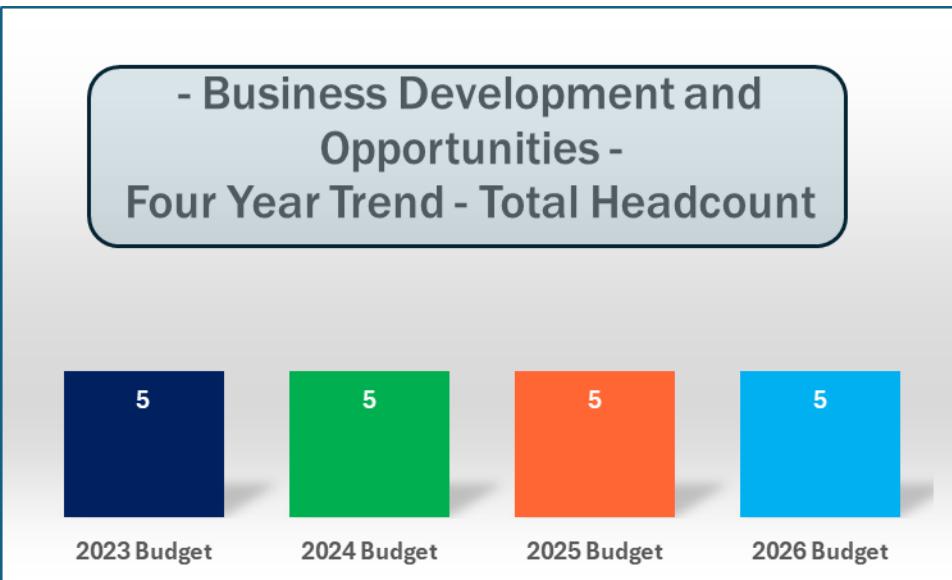
FY2026 ALL FUNDS

Beyond its primary OMF budget, the Business Development and Opportunities Department does not have allocations from other funds.

POSITION SUMMARY

Business Development and Opportunities			
	FY2025	FY2026	Change
Full-Time Positions			
Director Business Dev & Opps	1	1	0
Business Development Manager	1	1	0
Bus Dev Outreach Specialist	1	1	0
Sr Bus Dev Compliance Analyst	1	1	0
Total Full-Time Positions	4	4	0
Part-Time Positions			
Bus Dev Compliance Analyst	1	1	0
Total Positions	5	5	0

Business Development and Opportunities Department



MAJOR BUSINESS FUNCTIONS

The Business Development and Opportunities Department works with business representatives in the communities to improve mobility in North Texas. NTTA Business Development and Opportunities Department seeks to ensure the inclusion of Small Business Enterprises (SBE) in all phases of purchasing and contracting.

- **Relationships and Opportunities Advancing Development (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 Business Development 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 NTTA's mission by recruiting and retaining a skilled workforce dedicated to safe, efficient, and customer-focused services. HR manages talent acquisition, employee development, benefits, and compliance with state and federal regulations, all while fostering a culture of accountability and innovation. In the coming fiscal year, HR will focus on enhancing recruiting and retention strategies and streamlining HR systems to effectively meet the needs of the organization.

FY2026 DEPARTMENT OBJECTIVES (SUPPORTING NTTA'S FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Provide high quality internal customer service
- Develop training programs reflecting needs of the departments
- Effectively market NTTA job openings by leveraging corporate branding within recruiting efforts

Financially Sound & Vibrant Organization

- Comply with employment law
- Maintain effective internal controls by working with Internal Audit
- Manage/Develop metrics to maximize performance

Delivering Transportation Solutions

- Assist the organization in delivering transportation solutions by building a Mission Forward culture through the hiring of the right people
- Efficiently maintain and operate system assets through the implementation and training of employees on HRIS system
- Drive internal and external safety improvements by supporting and working with the Safety Team
- Leverage assets and technology to create new customer value by incorporating automation, streamlining workflows, and expanding data analytic capabilities

Respected Leader and Partner

- Advocate the value of NTTA to partners, stakeholders, and government entities by fostering relationships with member counties and surrounding cities
- Actively contribute to the reorganization of Public Employees Benefits Cooperative and strengthening its offerings and appeal to potential members
- Foster management and business relationships that reflect the communities NTTA serves

Highly Qualified, Energized & Engaged Team

- Recruit, develop, and retain high-quality people
- Recognize and reward performance
- Partner with External Affairs to advance employee communication and engagement strategies

FY2026 KEY PERFORMANCE INDICATORS

- Internal Service Satisfaction: Measures how internal teams rate responsiveness, professionalism, and support. Data collected twice a year via digital surveys and shared through the HR performance dashboard to drive service improvements
- Compliance with Employment laws: Measured annually with reviews and checklists
- Average Time-to-Fill Open Positions: Monitors how quickly open position are filled. Using HR system data to optimize hiring timelines and support NTTA's staffing goals

Human Resources Department

DEPARTMENTAL FY2026 BUDGET

Account	FY2025	FY2026	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$1,465,400	\$1,951,069	\$485,669	33.1%
Salaries and Wages-Internship - (511202)	90,000	89,529	(471)	(0.5)%
Salaries and Wage-Overtime - (511301)	4,000	2,000	(2,000)	(50.0)%
Retirement Contributions - (512401)	190,608	276,143	85,535	44.9%
Retirement Contr.-Internship -(512402)	1,305	8,305	7,000	536.4%
Tuition Reimbursement - (512501)	33,100	13,100	(20,000)	(60.4)%
Meeting Expense - (521101)	20,000	20,000	-	-
Consulting/Professional - (521201)	403,000	353,000	(50,000)	(12.4)%
Recruitment - (523301)	222,000	222,000	-	0.0%
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	-	-
Total Expenses	\$2,636,596	\$3,142,329	\$505,733	19.2%

MAJOR FY2026 BUDGET ITEMS

The departmental budget increased in comparison to the FY2025 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Salary/Wages Direct: merit and additional headcount
- Retirement Contributions: associated with increase in salary and wages
- Tuition Reimbursement: to align with trend
- Consulting/Professional: timing of cyclical market studies

Human Resources Department

FY2026 ALL FUNDS

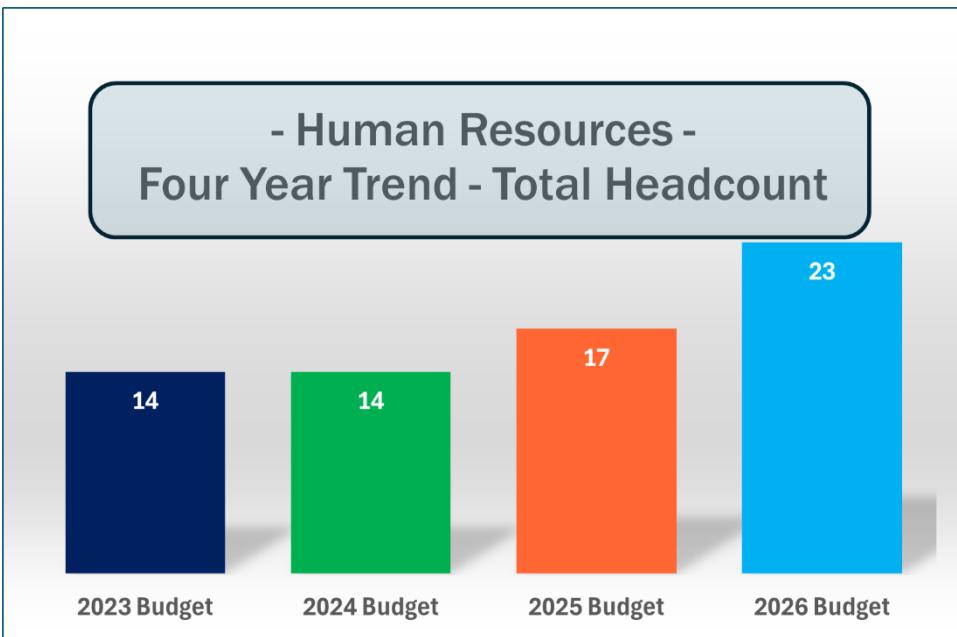
Beyond its primary OMF budget, the Human Resources Department does not have allocations from other funds.

POSITION SUMMARY

Human Resources			
Full-Time Positions	FY2025	FY2026	Change
Director of Human Resources	1	1	0
Asst Dir of Human Resources	1	2	1
Manager, Comp & Benefits	1	1	0
Manager, HRIS	1	1	0
Manager, Talent Acquisition	1	0	(1)
Manager, Training	1	1	0
Manager, Recruiting	0	1	1
Benefits Analyst	1	0	(1)
Comp and Benefits Analyst	1	2	1
HR Business Partner	2	3	1
HR Coordinator	1	1	0
HRIS Analyst	1	1	0
Instructional Designer	0	1	1
Recruiter	0	5	5
Sr Comp & Benefits Analyst	1	1	0
Sr HR Generalist	1	0	(1)
Talent Acquisition Coordinator	1	0	(1)
Talent Acquisition Partner	2	0	(2)
Total Full-Time Positions	17	21	4
Part-Time Positions			
HR Coordinator	0	1	1
HR Project Manager	0	1	1
Total Positions	17	23	6

- The above totals do not include temporary positions for 12 Interns / 7 Trainers

Human Resources Department



- Total Headcount increased/reallocated to focus on training, recruiting, and ERP implementation

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 renumeration 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 Procedures** - 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

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***Internal Audit and Enterprise Risk
Management Department***

Internal Audit and Enterprise Risk Management 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

FY2026 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Conduct audits to evaluate the effectiveness of controls related to processes that impact customers including, but not limited to, toll collections, safety and talent management

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 key operational, financial, compliance, and information systems/technology risks including fraud, asset management, contract management, and data/cybersecurity
- 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

FY2026 KEY PERFORMANCE INDICATORS

- 75% of 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 and Enterprise Risk Management Department

DEPARTMENTAL FY2026 BUDGET

Account	FY2025	FY2026	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$1,036,710	\$1,087,690	\$50,980	4.9%
Retirement Contributions - (512401)	148,768	153,900	5,132	3.4%
Meeting Expense - (521101)	1,000	2,000	1,000	100.0%
Consulting/Professional - (521201)	100,000	130,000	30,000	30.0%
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	-	-
Total Expenses	\$1,316,533	\$1,403,645	\$87,111	6.6%

MAJOR FY2026 BUDGET ITEMS The departmental budget increased in comparison to the FY2025 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Salary/Wages Direct: merit and compensation adjustments
- Consulting/Professional: third party assessment of NTTA's Risk Management Program

FY2026 ALL FUNDS

Beyond its primary OMF budget, the Internal Audit and Enterprise Risk Management Department does not have allocations from other funds.

POSITION SUMMARY

Internal Audit and Enterprise Risk Management			
Full-Time Positions	FY2025	FY2026	Change
Sr Dir Audit & Enterprise Risk	1	0	(1)
Dir of Audit & Enterprise Risk	0	1	1
Interim Dir of Internal Audit	0	1	1
Asst Dir Internal Audit	1	0	(1)
Interim Assistant Director	0	1	1
Internal Audit Coordinator	0	1	1
Administrative Assistant	1	0	(1)
Manager, Enterprise Risk	1	1	0
Sr Risk and Audit Data Analyst	1	0	(1)
Sr Internal Auditor	3	3	0
Total Positions	8	8	0

Internal Audit and Enterprise Risk Management 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



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.

FY2026 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 NTTA 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 (PIA) 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 to 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 NTTA 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

FY2026 KEY PERFORMANCE INDICATORS

- Not Applicable

DEPARTMENTAL FY2026 BUDGET

Account	FY2025 Budget	FY2026 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,173,310	\$1,742,883	\$569,574	48.5%
Salaries and Wages-Overtime - (511301)		\$11,979	11,979	100.0%
Salaries and Wages-Internship - (511202)	158,448	158,448	-	-
Retirement Contributions - (512401)	155,686	246,618	90,932	58.4%
Retirement Contr.-Internship - (512402)	2,298	2,298	-	-
Meeting Expense - (521101)	2,300	3,500	1,200	52.2%
Consulting/Professional - (521201)		1,000,000	1,000,000	100.0%
Legal Fees - (521202)	1,950,000	3,000,000	1,050,000	53.8%
Travel - (523501)	12,869	13,209	340	-
Dues & Subscriptions - (523601)	12,310	15,000	2,690	21.9%
Education and Training - (523701)	6,846	10,000	3,154	46.1%
Office Supplies - (531101)	42,129	42,329	200	-
Freight and Express - (531105)	472	472	-	-
Software - (531651)	121,495	80,000	(41,495)	(34.2)%
Total Expenses	\$3,638,162	\$6,326,737	\$2,688,575	73.9%

MAJOR FY2026 BUDGET ITEMS

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

- Salary/Wages Direct: merit and transfer of personnel
- Retirement Contributions: associated with additional personnel
- Legal Fees: to align with trend, as well as increase in projects and legal consultative hourly rates
- Software: move of the GovQA (PIA) software to the IT department

FY2026 ALL FUNDS

Along with its primary OMF budget, the Legal Department has cost allocated to other funds as follows:

Legal Services Department

Account	OMF	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,742,883	\$-	\$-	\$1,742,883
Salaries and Wages-Overtime - (511301)	\$11,979	-	-	11,979
Salaries and Wages-Internship - (511202)	158,448	-	-	158,448
Retirement Contributions - (512401)	246,618	-	-	246,618
Retirement Contr.-Internship - (512402)	2,298	-	-	2,298
Meeting Expense - (521101)	3,500	-	-	3,500
Consulting/Professional - (521201)	1,000,000	-	-	1,000,000
Legal Fees - (521202)	3,000,000	40,000	650,000	3,690,000
Travel - (523501)	13,209	-	-	13,209
Dues & Subscriptions - (523601)	15,000	-	-	15,000
Education and Training - (523701)	10,000	-	-	10,000
Office Supplies - (531101)	42,329	-	-	42,329
Freight and Express - (531105)	472	-	-	472
Software - (531651)	80,000	-	-	80,000
FY2026 Totals	\$6,326,737	\$40,000	\$650,000	\$7,016,737
FY2025 Totals	\$3,638,162	\$40,000	\$650,000	\$4,328,162
Increase/(Decrease)	\$2,688,575	\$0	\$0	\$2,688,575

OTHER FUNDS

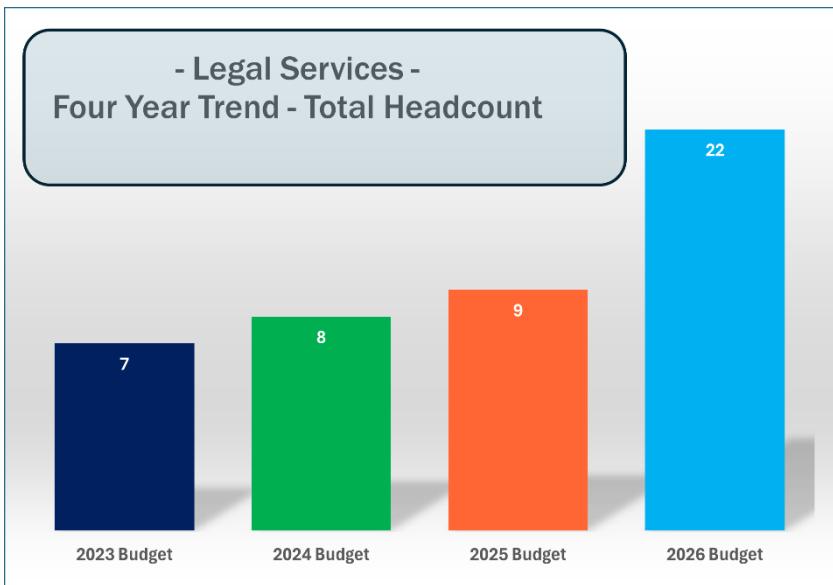
- RMF – Legal fees pertaining to projects
- CIF – Civil Litigation

POSITION SUMMARY

Legal			
Full-Time Positions	FY2025	FY2026	Change
AED General Counsel	1	1	0
Director Asst General Counsel	1	1	0
Asst Director of Legal Ops	0	1	1
Assistant PIA Officer	0	1	1
Board Secretary	0	1	1
Executive Assistant	1	1	0
Bankruptcy Specialist	1	2	1
Bankruptcy Support Specialist	0	3	3
Court Coordinator	0	3	3
Corporate Counsel	1	1	0
PIA Operations Specialist	0	1	1
Legal Assistant	1	1	0
Legal Ops Project Specialist	0	3	3
Legal Dept Administrator	1	0	(1)
Public Information Act Officer	1	1	0
Sr Bankruptcy Specialist	1	1	0
Total Positions	9	22	13

- The above totals do not include temporary positions for 3 Interns

Legal Services Department



- FY2026 Change was due to movement of the Board Secretary position from the Board Department and reorganization of Customer Service 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 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).

FY2026 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Collaborate with departments to provide top-tier procurement strategies and exceptional customer service through comprehensive training and purchasing support

Financially Sound & Vibrant Organization

- Pursue cost savings and procurement efficiencies through strategic market analysis, effective negotiations, and adherence to contract compliance

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

- Update procurement policy and procedures to include industry best-practices and standards

Highly Qualified, Energized & Engaged Team

- Enhance the development, training, and certification of purchasing professionals to achieve and sustain exceptional performance

FY2026 KEY PERFORMANCE MEASURES

- Streamline and standardize procurement procedures
- Train at least half of the departments in procurement and contract management processes, best practices, and compliance
- Foster accurate forecasting of projects

Procurement Department

DEPARTMENTAL FY2026 BUDGET

Account	FY2025	FY2026	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$1,102,194	\$1,130,854	\$28,660	2.6%
Retirement Contributions - (512401)	151,232	160,039	8,807	5.8%
Meeting Expense - (521101)	231	2,500	2,269	982.3%
Public Information Fees - (523203)	13,369	30,000	16,631	124.4%
Travel - (523501)	15,000	18,000	3,000	20.0%
Dues & Subscriptions - (523601)	16,647	10,000	(6,647)	(39.9)%
Education and Training - (523701)	15,000	15,000	-	-
Office Supplies - (531101)	4,184	4,000	(184)	(4.4)%
Freight and Express - (531105)	90	-	(90)	(100.0)%
Total Expenses	\$1,317,947	\$1,370,393	\$52,446	4.0%

MAJOR FY2026 BUDGET ITEMS

The departmental budget increased in comparison to the FY2025 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Public Information Fees: contractual increases
- Dues & Subscriptions: to align with staff size and development goals

FY2026 ALL FUNDS

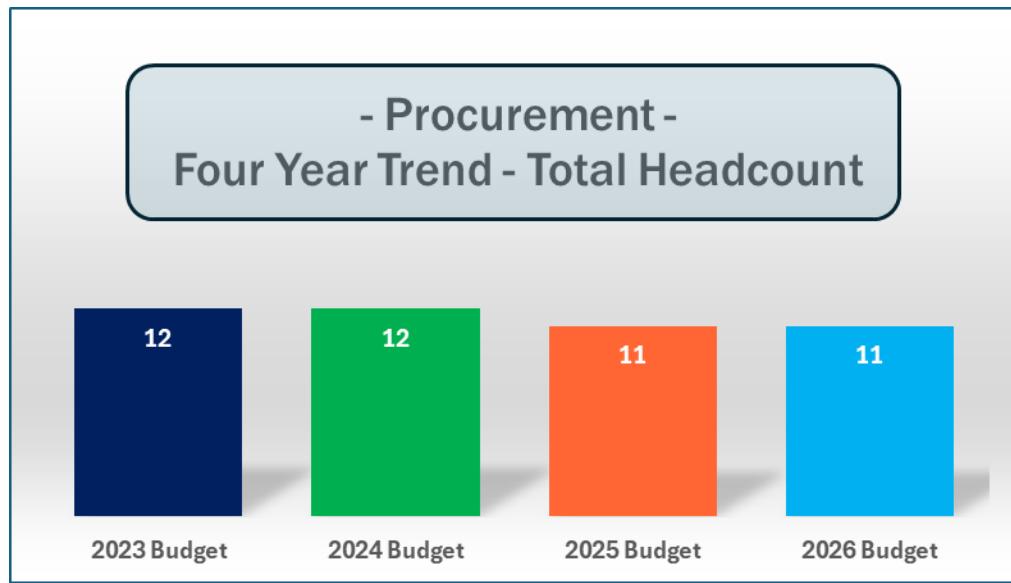
Along with its primary OMF budget, the Procurement Department has cost allocated to other funds as follows:

Account	OMF	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,130,854	\$-	\$-	\$1,130,854
Retirement Contributions - (512401)	160,039	-	-	160,039
Meeting Expense - (521101)	2,500	-	-	2,500
Public Information Fees - (523203)	30,000	19,000	12,000	61,000
Travel - (523501)	18,000	-	-	18,000
Dues & Subscriptions - (523601)	10,000	-	-	10,000
Education and Training - (523701)	15,000	-	-	15,000
Office Supplies - (531101)	4,000	-	-	4,000
FY2026 Totals	\$1,370,393	\$19,000	\$12,000	\$1,401,393
FY2025 Totals	\$1,317,947	\$19,000	\$12,000	\$1,348,947
Increase/(Decrease)	\$52,446	\$0	\$0	\$52,446

Procurement Department

POSITION SUMMARY

Procurement			
Full-Time Positions	FY2025	FY2026	Change
Director of Procurement Svcs	1	1	0
Manager, Procurement	1	1	0
Procurement Systems Analyst	1	1	0
Procurement Processes Analyst	1	1	0
Sr Procurement Specialist	7	5	(2)
Sr. Procurement Specialist II	0	2	2
Total Positions	11	11	0



MAJOR BUSINESS FUNCTIONS

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



EXTERNAL AFFAIRS DEPARTMENT

External Affairs Department

OVERVIEW

The External Affairs (EA) Department, NTTA's lead department for external relations, executes the Authority's strategic communications and business development goals and objectives through active engagement with prospective and existing customers, appointed and elected officials, public and private sector stakeholders, businesses, and media.

FY2026 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Drive TollTag adoption, increasing the number of new TollTag accounts and active transponders, achieving a net percentage decrease in the ZipCash customer base with dynamic advertising, promotions, and community engagement, and supporting revenue assurance through research of and deployment of strategies in new customer segments
- Increase communications regarding value-added services, including Roadside Safety Services (#999), TollPerks, the TollMate app, and other NTTA products and services
- Deliver active account management and proactive customer service for NTTA commercial accounts, Regional Tolling Partners (RTP), fleets, dealerships, leasing agencies (through toll assignment automation and account support), and government agency/political subdivision partners

Financially Sound & Vibrant Organization

- Increase TollTag adoption through positive, consistent advertising, marketing development, customer engagement, and promotions, continuing work converting ZipCash customers to the TollTag, helping decrease collections costs and risk
- Continue targeting ZipCash customers, new residents, and major employers adjacent to or traversed by NTTA roads, customizing messages and product offerings for customers in low TollTag adoption zip codes

Respected Leader & Partner in Region's Transportation Network

- Continue promoting the TollTag's value for traveling on toll roads – including those in Texas and participating interoperable states: the TollTag helps customers save money and enjoy payment convenience
- Build and maintain productive relationships with regional appointed and elected officials and staff, member counties, corridor cities, ring counties, and public and private stakeholders to create partnerships that amplify NTTA messaging and promotions, and assist NTTA in fulfilling its mission
- Engage with communities and businesses through our speakers' bureau and participation in events hosted by entities in the communities we serve

Highly Qualified & Engaged Team

- Continue leading the Employee Steering Committee to implement programs and activities to engage with the NTTA workforce
- Encourage agency-wide interaction and collaboration through employee engagement events, activities, recognition, and communications
- Nurture the relationship between NTTA Executive Leadership and employees through informative, engaging, and transparent executive communications, increasing executive/employee interaction and engagement opportunities

External Affairs Department

FY2026 KEY PERFORMANCE INDICATORS

- Increase number of new TollTag accounts – individual and commercial – by 500k per year
- Increase public engagements by 20% at event sponsorships to continue offering first-person narratives of NTTA's value to the region
- Develop and begin executing a robust elected official and stakeholder outreach plan in preparation for the 2027 legislative session
- Increase number of transactions associated with guaranteed payment (TollTag or registered ZipCash) fleet accounts by 20%

DEPARTMENTAL FY2025 BUDGET – EXTERNAL AFFAIRS

Account	FY2025		FY2026	
	Budget	Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$2,210,274	\$1,955,272	(\$255,002)	(11.5)%
Salaries and Wage-Overtime - (511301)	35,000	45,000	10,000	28.6%
Retirement Contributions - (512401)	283,816	276,609	(7,207)	(2.5)%
Meeting Expense - (521101)	9,785	10,500	715	7.3%
Consulting/Professional - (521201)	2,432,664	2,507,664	75,000	3.1%
Promotional Expenses - (523304)	1,715,841	1,715,841	-	-
Employee Appreciation - (523305)	54,678	54,678	-	-
Media Buy and Advertising - (523306)	2,169,282	2,256,053	86,771	4.0%
Media Production - (523307)	700,000	700,000	-	-
Printing and Photographic - (523401)	5,931	7,000	1,069	18.0%
Travel - (523501)	52,000	22,000	(30,000)	(57.7)%
Dues & Subscriptions - (523601)	30,000	25,000	(5,000)	(16.7)%
Education and Training - (523701)	11,454	11,454	-	-
Office Supplies - (531101)	5,583	5,133	(450)	(8.1)%
Other Materials and Supplies - (531102)	948	948	-	-
Freight and Express - (531105)	250	250	-	-
Total Expenses	\$9,717,506	\$9,593,402	(\$124,104)	(1.3)%

MAJOR FY2026 BUDGET ITEMS

The departmental budget decreased in comparison to the FY2025 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: reduction resulting from restructuring of Government Affairs Department
- Salaries/Wages: Overtime: to align with trend
- Consulting and Professional Fees: extended contracts and adjusted retainer fees
- Media Buy and Advertising: maximize trackable digital media buy opportunities
- Travel: Texas legislature not in session for 2026

FY2026 ALL FUNDS

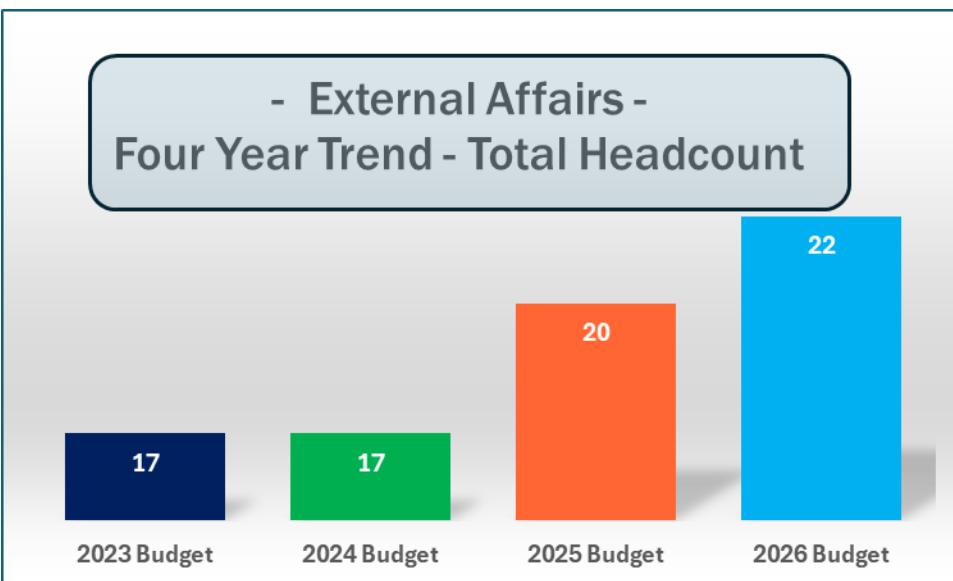
Beyond its primary OMF budget, the External Affairs Department does not have allocations from other funds.

External Affairs Department

POSITION SUMMARY

External Affairs	FY2025	FY2026	Change
Full-Time Positions			
Director of External Affairs	1	1	0
AD of Public Affairs	1	1	0
Sr Manager, Customer Engagement	0	1	1
Manager, Account Mgmt Svcs	1	1	0
Manager, Community Engagement	1	0	(1)
Manager, Corporate Communication	1	0	(1)
Market Development Manager	0	1	1
Marketing Manager	1	1	0
Media Public Relations Manager	1	1	0
Project Communications Manager	1	1	0
Administrative Assistant	1	0	(1)
Account Mgmt Svcs Specialist	3	7	4
Account Mgmt Svcs Supervisor	1	1	0
Community Engagement Spec	1	0	(1)
Government Affairs Strategist	3	2	(1)
Graphic Designer	1	1	0
Public Affairs Coordinator	0	1	1
Public Affairs Specialist	0	2	2
Senior Communications Specialist	1	0	(1)
Senior Tolltag Marketing Strategist	1	0	(1)
Total Positions	20	22	2

External Affairs Department



- Additional headcount to support the account management system, government, authorized emergency vehicle, and leasing company programs

MAJOR BUSINESS FUNCTIONS

With the FY2026 budget, the External Affairs department will successfully support the Authority's strategic goals and objectives through

- **Strategy and Planning** – Develop innovative strategies to continue increasing TollTag accounts, TollTag adoption, TollPerks members and member program engagement, and use of NTTA roads by identifying trends, using data analytics and market research to craft programs to support operations and collaborate with IT on any back-office system enhancements and new business solutions development that bring value to customers
- **Account Management Services** – Provide advanced initiative-taking account management services, overseeing the operations, functions, and program's for NTTA major qualifying fleet accounts, Regional Tolling Partners (RTP), dealerships, lease owner renewals, and government agency/political subdivision partners
- **Media Relations** – Effectively communicate NTTA messaging in media channels through a commitment to being transparent and responsive
- **Marketing and Advertising** – Target ZipCash customers using advanced analytics and data with a "Cut Your Toll Bill in Half" message to encourage TollTag adoption, deploy imaginative promotions, events, and paid media to draw in new customer cohorts and help convert ZipCash customers or improve revenue assurance

External Affairs Department

- **Project Communications** – Create and widely disseminate project communications, including video and infographics to notify customers and businesses of ongoing construction and maintenance activity. Communications may include NTTA road safety and TollTag value messaging. Work with IT and TIM departments to develop effective online and mobile app communications regarding NTTA projects, safety programs, and any new enhancements to our back-office system
- **Speakers Bureau** – Tell the NTTA story, educate external audiences through grassroots community outreach, including staff presentations to community leadership forums, realtors, homeowner associations, business, and industry groups. Further engage the business community to be advocates for transportation and NTTA's role to provide mobility options for the region's transportation needs
- **Customer Engagement** – Sustain existing and develop new methods for engaging with all segments of NTTA's customer base. Launch customer engagement campaigns that communicate NTTA's value proposition across North Texas and promote NTTA's reward platforms to drive customer retention and sustain revenue assurance
- **Government Affairs** – Cultivate and maintain productive relationships with regional appointed and elected officials and other public policy stakeholders to advance NTTA's mission in the region. Foster a sense of 'ownership' with the region's appointed and elected officials and stakeholders. Continue collaborating with appointed and elected officials and public policy stakeholders to successfully achieve our agenda of preserving NTTA's statutory authority and maintaining our operational authority



***Treasury and Financial Planning
Department***

Treasury and Financial Planning Department

OVERVIEW

The Treasury and Financial Planning department is responsible for the planning, development, and maintenance of NTTA System's annual Operating Budget, Five-Year-Capital Plan, and long-range financial plans, as well as financial reporting to NTTA's Board. The department is also responsible for managing NTTA's relationships with financial partners, including bankers, underwriters, and financial advisors. The department handles all cash management, investment portfolio management and continuing oversight of NTTA's debt, disclosures, compliance, and relevant policies and procedures. The department manages all short- and long-term financing for the Authority and handles all post bond issuance administrative functions. In addition, the department directs the daily certificate process, including cash settlements with tolling partners and financial analysis of toll revenue, transactions and cash collections.

FY2026 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 and produce a Five-Year Capital Plan based on best estimates for future planning
- Maintain compliance with Trust Agreements and provide financial reporting and metrics to drive business decisions
- Provide analysis to ensure compliance with policies and federal/state laws, illustrate transparency, and highlight opportunities

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, investors, and other stakeholders

Highly Qualified, Energized & Engaged Team

- Recognize and reward individual and team performance

FY2026 KEY PERFORMANCE INDICATORS

Reporting requirements

- Monthly Financial Report is posted to EMMA and NTTA's website monthly within 10 business days of month-end
- Annual Comprehensive Financial Report is posted to EMMA and NTTA's website by June 30th of the following year
- Investment report delivered to Board quarterly prior to 60 days after quarter-end

Treasury and Financial Planning Department

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
- Public Funds Investment Act (PFIA) 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 advance 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
- 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 FY2026 BUDGET

Account	FY2025		FY2026	
	Budget		Budget	Variance
Salaries and Wages-Direct - (511101)	\$1,085,635		\$1,217,730	\$132,094
Retirement Contributions - (512401)	155,789		172,309	16,520
Meeting Expense - (521101)	500		500	-
Consulting/Professional - (521201)	375,000		625,000	250,000
Traffic Engineering Fees - (521207)	650,000		650,000	-
Promotional Expenses & Events - (523304)	700		700	-
Printing and Photographic - (523401)	5,000		12,000	7,000
Travel - (523501)	5,000		5,000	-
Dues & Subscriptions - (523601)	375		1,500	1,125
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		25,000	8,000
Total Expenses	\$2,299,395		\$2,714,134	\$414,739
				18.0%

MAJOR FY2026 BUDGET ITEMS

The departmental budget increased in comparison to the FY2025 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: merit increase and additional headcount to support IOP expansion
- Consulting /Professional: contracting for investment management and advisory services
- Printing and Photographic: additional print volume and price increase

Treasury and Financial Planning Department

FY2026 ALL FUNDS

Along with its primary OMF budget, the Treasury and Financial Planning Department has cost allocated to other funds as follows:

Account	OMF	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,217,730	\$-	\$-	\$1,217,730
Retirement Contributions - (512401)	172,309	-	-	172,309
Meeting Expense - (521101)	500	-	-	500
Consulting/Professional - (521201)	625,000	-	67,900	692,900
Trustee Fees - (521204)	-	-	75,000	75,000
Rating Agency Fees - (521205)	-	-	91,000	91,000
Traffic Engineering Fees - (521207)	650,000	-	-	650,000
Promotional Expenses - (523304)	700	-	-	700
Printing and Photographic - (523401)	12,000	-	-	12,000
Travel - (523501)	5,000	-	-	5,000
Dues & Subscriptions - (523601)	1,500	-	-	1,500
Education and Training - (523701)	3,090	-	-	3,090
Office Supplies - (531101)	1,105	-	-	1,105
Freight and Express - (531105)	200	-	-	200
Bank Charges - (573001)	25,000	-	-	25,000
FY2026 Totals	\$2,714,134	\$0	\$233,900	\$2,948,034
FY2025 Totals	\$2,299,395	\$0	\$388,900	\$2,688,295
Increase/(Decrease)	\$414,739	\$0	(\$155,000)	\$259,740

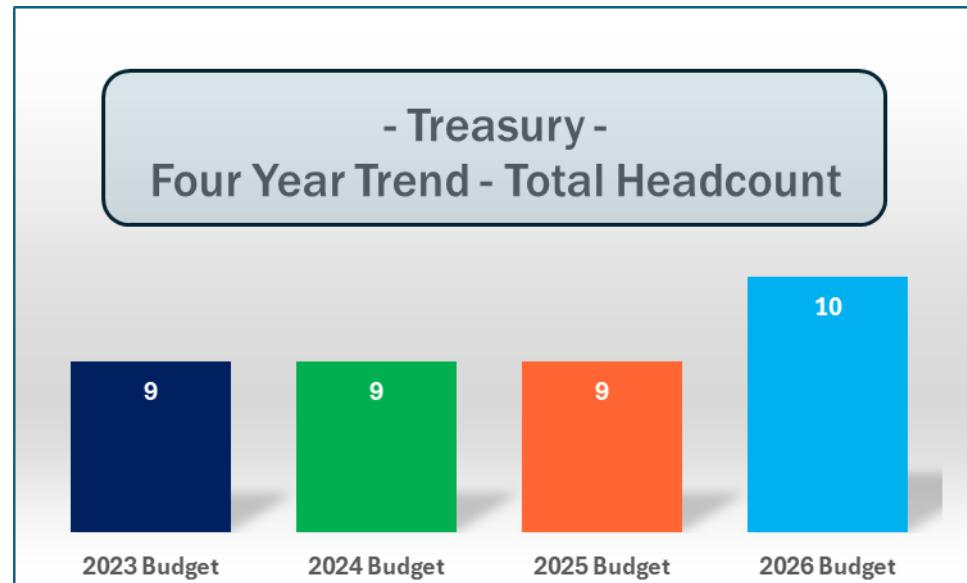
OTHER FUNDS

- Consulting/Professional Fees for financial advisors and traffic and revenue consultant fees
- Trustee and Custodial Fees as required by NTTA's Trust Agreement
- Rating Agency Fees for annual monitoring and rating of new bond issuances
- Decrease in CIF for Traffic and Engineering Fees to properly allocate to bond issuance cost

Treasury and Financial Planning Department

POSITION SUMMARY

Treasury & Financial Planning			
Full-Time Positions	FY2025	FY2026	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	6	1
Total Positions	9	10	1



- Increase in headcount due to IOP transaction growth and expansion

Treasury and Financial Planning Department

MAJOR BUSINESS FUNCTIONS

- Lead NTTA's business planning process, direct investment activities, and manage the debt portfolio
- Plan and manage all matters relating to NTTA's short- and long-term financing
- Perform all post bond issuance 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
- Direct and oversee all aspects of preparing, integrating, and presenting the annual budget and five year capital plan
- Work with management to define performance metrics to measure organizational performance
- Lead and develop agencywide planning process
- Develop and maintain financial planning tools and models
- Develop and oversee a full range of financial analyses to support periodic reviews with CFO, executive leadership, and Board of Directors



OPERATIONAL SERVICE DEPARTMENTS

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Customer Service Department

Customer Service Department

OVERVIEW

The Customer Service department plays a crucial role in supporting NTTA's mission by ensuring exceptional customer service. This department is committed to enhancing the customer experience through innovative methods and efficient toll collection strategies. It manages back-office operations to ensure payments are accurately recorded in customer accounts. For customers identified as habitual violators, the department handles notifications, collections, and enforces toll violations. The department achieves its goals through a combination of staff and vendor support.

The department's 2026 objectives continue 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

FY2026 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Improve customer satisfaction by improving processes which include reducing call wait and handle times, enhancing contact channel opportunities to offer greater customer access, leveraging emerging payment technologies to facilitate customers' ability to pay

Financially Sound & Vibrant Organization

- Meet or exceed targets for transponder penetration, pursuable transactions, and targets for billing and revenue collection, and support revenue assurance activities and continually identify and implement new processes and initiatives to increase revenue collection

Respected Leader and Partner

- Build new and enhance existing partnerships within the toll and other relevant industries, identify and collaborate on lessons learned and best practices through industry events and peer exchanges

Highly Qualified, Energized & Engaged Team

- Develop staff/skills and provide career path development, enhance analytical and soft skills and business process management methodology for supervisors and management staff to drive efficiency, and enhance succession and career planning to increase management strength

FY2026 KEY PERFORMANCE INDICATORS

Meet or exceed targets for Operations key performance measures:

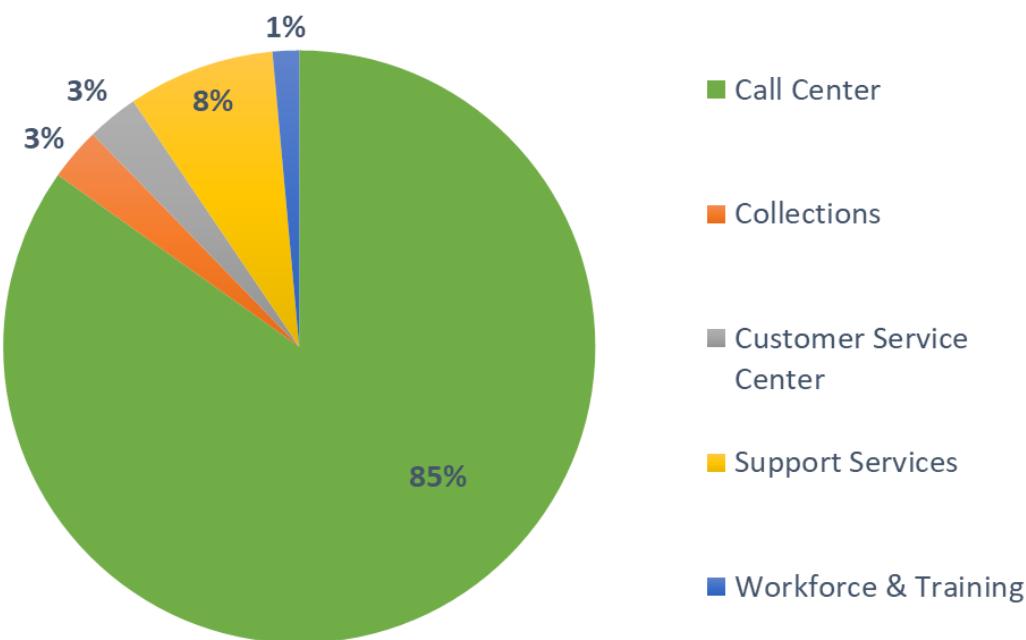
- Call center performance service level of 91.0% of calls answered within 30 seconds
- Customer service rating of 93.0%
- Collectible revenue of 90.5% at 12 months and 93.0% at 24 months
- TollTag Penetration - TollTag on every windshield - 82.5%

Customer Service Department

DEPARTMENTAL FY2026 BUDGET

Account	FY2025	FY2026	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$15,357,783	\$14,164,883	(\$1,192,900)	(7.8)%
Salaries and Wage-Overtime - (511301)	275,466	263,487	(11,979)	(4.3)%
Retirement Contributions - (512401)	2,093,255	2,001,794	(91,461)	(4.4)%
Meeting Expense - (521101)	34,880	34,952	72	0.2%
Consulting/Professional - (521201)	14,147,100	14,390,000	242,900	1.7%
Armored Car Services - (521209)	50,150	68,400	18,250	36.4%
Rentals - Equipment - (522302)	35,200	35,200	-	-
Postage - (523201)	19,100,000	19,750,000	650,000	3.4%
Promotional Expenses - (523304)	100,000	50,000	(50,000)	(50.0)%
Employee Appreciation - (523305)	-	25,000	25,000	100.0%
Travel - (523501)	20,907	22,543	1,636	7.8%
Dues & Subscriptions - (523601)	44,150	63,844	19,694	44.6%
Education and Training - (523701)	39,900	39,805	(95)	(0.2)%
Temporary Contract Labor - (523851)	15,250,000	17,000,000	1,750,000	11.5%
Office Supplies - (531101)	98,300	104,236	5,936	6.0%
Freight and Express - (531105)	375	375	-	-
Inven for resale(toll tags) - (531501)	1,750,000	1,750,367	367	0.0%
Uniforms - (531701)	43,742	42,650	(1,092)	(2.5)%
Bank Charges - (573001)	400,000	330,934	(69,066)	(17.3)%
Credit Card Fees - (573002)	41,500,000	50,000,000	8,500,000	20.5%
Total Expenses	\$110,341,208	\$120,138,470	\$9,797,260	8.9%

2026 Customer Service Budget Distribution - \$120.1M



Customer Service Department

MAJOR FY2026 BUDGET ITEMS

The departmental budget increased in comparison to the FY2025 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, should be explained.

- Salary/Wages Direct: decrease resulting from staff reduction and reorganization to other departments
- Retirement Contributions: decrease due to headcount reduction
- Consulting/Professional: vendor pricing increase and transaction volume
- Armored Car Service: to align with trend
- Postage: USPS postage rates increase and transaction volume
- Promotional Expense: to align with trend
- Dues and Subscriptions: participation in learning, training, and development associations
- Temporary Contract Labor: transaction volume increase, “Smishing” and a focus on disaster mitigation
- Bank Charges: customers lower the use of checks as well as a lower contract cost
- Credit Card Fees: transaction volumes and contractual costs

FY2026 ALL FUNDS

Beyond its primary OMF budget, the Customer Service Department does not have allocations from other funds.

Customer Service Department

POSITION SUMMARY

Customer Service			
Full-Time Positions	FY2025	FY2026	Change
Director of Customer Service	1	1	0
Director of Customer Care	1	1	0
AD of Customer Service	1	2	1
Asst Director of Customer Care	1	0	(1)
 <i>Call Center</i>			
Sr Manager, CSC Call Center	1	1	0
Customer Service Relations Mgr	0	1	1
Manager, Special Accounts	1	0	(1)
CSC Coordinator	1	1	0
CSC Project Coordinator I	1	0	(1)
CSC Sr Specialist	9	9	0
CSC Supervisor	10	11	1
CSS II	101	88	(13)
Total	124	111	(13)
 <i>Customer Service Center</i>			
Manager, Customer Center	1	1	0
CSC Sr Specialist	7	7	0
CSC Supervisor	5	6	1
CSS II	42	51	9
Receptionist	1	1	0
Total	56	66	10

Customer Service Department

POSITION SUMMARY -CONTINUED

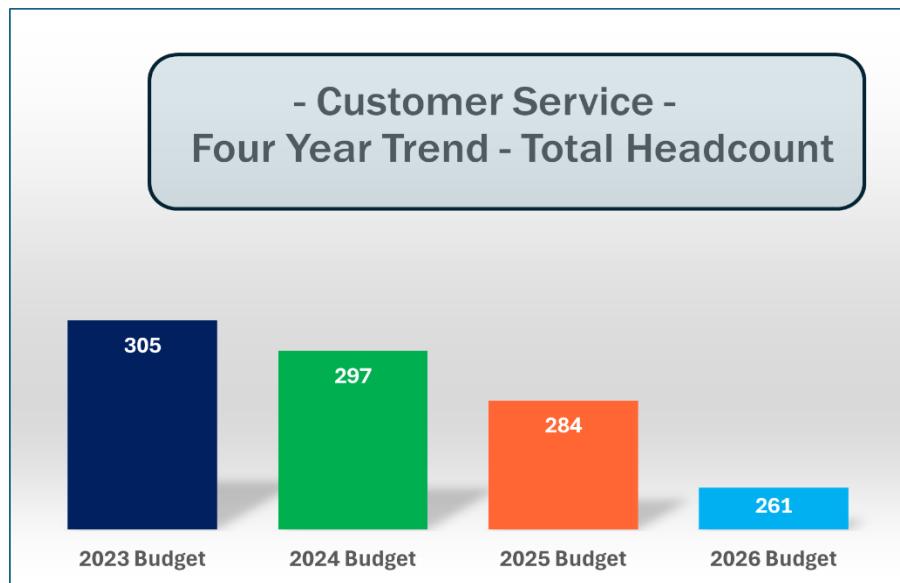
Customer Service			
Workforce			
Sr Manager, Workforce	1	1	0
Forecast Analyst	1	1	0
QA QC Coordinator	0	12	12
QA QC Supervisor	0	1	1
Sr Operations Analyst	0	1	1
Workforce Analyst	4	4	0
Total	6	20	14
Collections			
Sr Manager, Vendors	1	1	0
Vendor Management Liaison	6	6	0
Vendor Supervisor	3	3	0
Total	10	10	0
Toll Enforcement Remedies			
Court Coordinator	3	0	(3)
Total	3	0	-3
Support Services			
Sr Manager, Support Services	1	1	0
Customer Resolution Specialist	0	4	4
CSC Project Coordinator I	1	1	0
CSC Sr Specialist	4	4	0
CSC Supervisor	4	4	0
CSS I	30	25	(5)
CSS II	11	9	(2)
Mail Specialist	1	1	0
Total	52	49	(3)

Customer Service Department

POSITION SUMMARY -CONTINUED

Customer Service			
<i>Customer Care</i>			
Sr Manager, CSC Training	1	0	(1)
Manager, Customer Care	1	0	(1)
Customer Care Sr Specialist	1	0	(1)
CSC Supervisor	1	0	(1)
CSS III	1	0	(1)
Customer Care Coordinator	1	0	(1)
QA QC Coordinator	12	0	(12)
QA QC Supervisor	1	0	(1)
Sr Operations Analyst	1	0	(1)
Trainer	4	0	(4)
Training Assistant	1	0	(1)
Total	25	0	(25)
Total Full Time Positions	280	260	(20)
Part-Time Positions			
CSS II PT	4	1	(3)
Total Positions	284	261	(23)

Customer Service Department



- Reductions resulting from the transfer and/or reorganization and consolidation of open positions into different roles for the IT department and Legal Department

MAJOR BUSINESS FUNCTIONS

The Customer Service department contributes to NTTA's financial position by driving TollTag adoption and collection of unpaid tolls. The department consists of the following functional areas:

- **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
- **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



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.

FY2026 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Provide secure and reliable information technology systems that meets or exceed the needs of internal and external customers and the strategic objectives of NTTA

Financially Sound & Vibrant Organization

- Continuously pursue to improve efficiencies and accuracy through automation

Delivering Transportation Solutions

- Provide and support roadway toll and intelligent transportation systems that enhance reliability, safety, and customer service

Respected Leader & Partner in Region's Transportation Network

- Support all NTTA's systems and provide first class customer service, and 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, and Engaged Team

- Optimize/align the organizational structure and resources to meet the needs customers and support the Five-Year Capital Plan, develop staff/skills and provide career path development, enhance analytical and soft skills and business process management and technical methodology to drive efficiently, and enhance succession and career planning and to increase management strength

FY2026 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

Information Technology Department

DEPARTMENTAL FY2026 BUDGET

Account	FY2025	FY2026	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$11,442,115	\$12,357,953	\$915,838	8.0%
Salaries and Wage-Overtime - (511301)	88,215	88,215	-	-
Retirement Contributions - (512401)	1,599,831	1,748,649	148,818	9.3%
Meeting Expense - (521101)	2,000	2,000	-	-
Consulting/Professional - (521201)	20,000	-	(20,000)	(100.0)%
Outside Maintenance Services - (521212)	11,220,700	10,312,338	(908,362)	(8.1)%
Telecommunications - (523202)	1,500,000	1,500,000	-	-
Printing and Photographic - (523401)	-	10,000	10,000	100.0%
Travel - (523501)	62,500	68,000	5,500	8.8%
Dues & Subscriptions - (523601)	8,650	14,150	5,500	63.6%
Education and Training - (523701)	86,000	75,400	(10,600)	(12.3)%
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	81,700	7,000	9.4%
Freight and Express - (531105)	2,000	2,000	-	-
Software - (531651)	12,884,700	13,408,914	524,214	4.1%
Total Expenses	\$39,051,712	\$39,729,619	\$677,907	1.7%

MAJOR FY2026 BUDGET ITEMS

The departmental budget increased in comparison to the FY2025 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: merit and reclassified or added positions to support the expansion of roadway capacity and to enhance overall compliance and service levels
- Retirement Contributions: associated with increase in salary and wages
- Consulting/ Professional: resources utilized for capital projects
- Outside Maintenance Services: resources utilized for capital projects
- Printing and Photographic: replacement badge ID cards for facility access
- Dues and Subscriptions: increase in professional certifications for ServiceNow, Project Delivery, and other key areas
- Software: annual cost of subscriptions increase based on the number of users and cloud storage

Information Technology Department

FY2026 ALL FUNDS

Along with its primary OMF budget, the Information Technology Department has cost allocated to other funds as follows:

Account	OMF	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$12,357,953	\$-	\$1,289,000	\$13,646,953
Salaries and Wage-Overtime - (511301)	88,215	-	-	88,215
Retirement Contributions - (512401)	1,748,649	-	-	1,748,649
Meeting Expense - (521101)	2,000	-	-	2,000
Outside Maintenance Services - (521212)	10,312,338	-	1,100,000	11,412,338
Consulting/Profess Serv Tech - (521301)	-	-	32,132,670	32,132,670
Telecommunications - (523202)	1,500,000	-	-	1,500,000
Printing and Photographic - (523401)	10,000	-	-	10,000
Travel - (523501)	68,000	-	-	68,000
Dues & Subscriptions - (523601)	14,150	-	-	14,150
Education and Training - (523701)	75,400	-	-	75,400
Licenses - (523801)	100	-	-	100
Temporary Contract Labor - (523851)	40,000	-	-	40,000
Office Supplies - (531101)	20,200	-	-	20,200
Other Materials and Supplies - (531102)	81,700	-	-	81,700
Freight and Express - (531105)	2,000	-	-	2,000
Electronic Supplies - (531106)	-	1,888,500	-	1,888,500
Computers - (531641)	-	10,846,500	18,660,000	29,506,500
Software - (531651)	13,408,914	300,000	27,708,457	41,417,371
Infrastructure Rdway/Hwy/Bridg - (541401)	-	4,200,000	300,000	4,500,000
Infrastructure - Other - (541403)	-	-	175,000	175,000
FY2026 Totals	\$39,729,619	\$17,235,000	\$81,365,127	\$138,329,746
FY2025 Totals	\$39,051,712	\$17,235,000	\$81,644,500	\$137,931,211
Increase/(Decrease)	\$677,907	\$0	(\$279,373)	\$398,535

OTHER FUNDS

- RMF – The Reserve Maintenance Fund remained the same to continue support, maintain and replace equipment and systems.
- CIF – The Capital Improvement Fund decreased as major primary application replacement programs start to transition from implementation to post go-live operations (i.e. human resource, finance system, customer service, and revenue systems, etc...).

Information Technology Department

POSITION SUMMARY

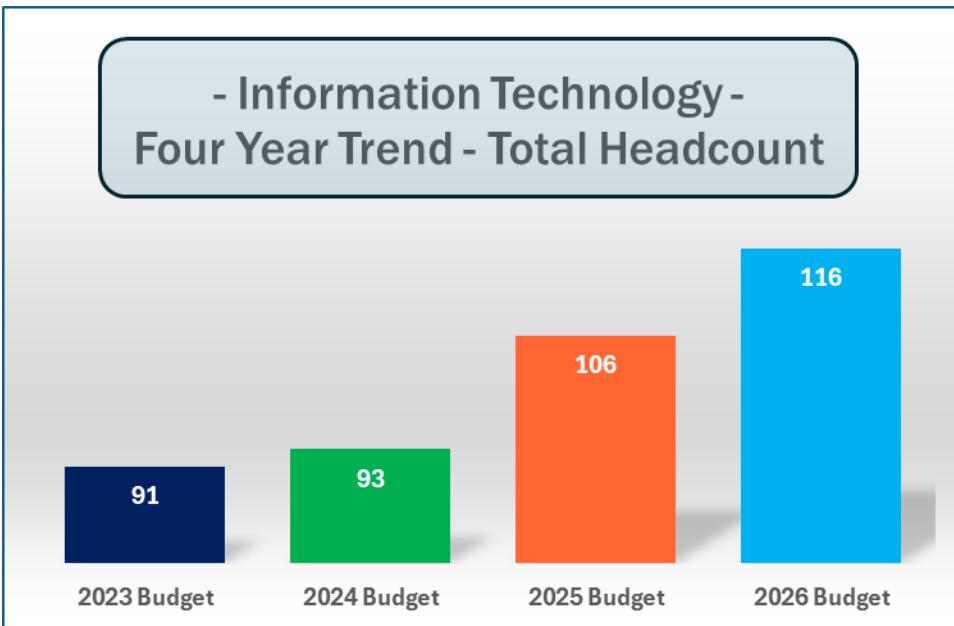
Information Technology		FY2025	FY2026	Change
Full-Time Positions				
Director of IT	1	1	0	
Assistant Director IT	2	4	2	
Sr Manager, Applications	1	0	(1)	
Sr Manager, Enterprise Apps	1	1	0	
Sr Manager, Enterprise Comms	1	1	0	
Sr Manager, Enterprise Systems	1	1	0	
Sr Manager, IT Programs	1	0	(1)	
Sr Mgr, IT Risk & Compliance	0	1	1	
Sr Manager, ITS	1	1	0	
Sr Project Manager	3	3	0	
Sr Toll & ITS Program Manager	1	1	0	
Manager, Configuration Management	1	0	(1)	
Manager, Information Security	1	1	0	
IT Project Manager	4	3	(1)	
Project Manager ITS (AMS)	0	1	1	
ITS Manager	0	1	1	
Manager, Roadway Systems	2	2	0	
Manager, Service Desk	1	1	0	
Manager, ServiceNow	0	1	1	
Mgr, Tolling Applications	0	1	1	
Application Support Supervisor	1	1	0	
Applications Administrator	4	2	(2)	
Apps Admin II Liaison SOC	0	1	1	
App Admin III Liaison SOC	0	1	1	
AV Support Engineer	1	1	0	
Backup Engineer	1	1	0	
Configuration Management Analyst	1	0	(1)	
Communications Administrator	2	2	0	
Compliance Analyst	2	2	0	
Desktop Support Engineer	1	2	1	
Endpoint Mgmt Administrator	0	2	2	
Enterprise Applications Lead	1	1	0	
IAM Governance Engineer	0	1	1	
Inventory Control Specialist	1	1	0	
IT Asset Analyst	1	0	(1)	
ITS Lead	0	1	1	
ITS Support Specialist	1	1	0	
IT Support Technician	2	0	(2)	
ITS Technician	0	3	3	
Lane Performance Analyst	0	1	1	
Lane Systems Lead	3	3	0	
Lane Systems Quality Ctrl Spec	0	1	1	

Information Technology Department

POSITION SUMMARY - CONTINUED

Information Technology			
Lane Systems Supervisor	2	3	1
Lane Systems Tech	7	7	0
Lanes System Support Sup	0	1	1
Lane System Support Specialist	0	1	1
Network Administrator	1	1	0
Network Engineer	2	2	0
Quality Control Specialist	1	0	(1)
Roadway Systems Supervisor	1	1	0
Security Engineer	3	3	0
Service Desk Supervisor	1	1	0
Service Desk Tech II	0	3	3
ServiceNow Administrator	0	1	1
ServiceNow Architect	1	1	0
ServiceNow CMDB Data Manager	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	2	0	(2)
Sr Enterprise Architect	0	1	1
Sr IT Asset Analyst	0	1	1
SR. ITS Technician	0	3	3
Sr Lane Systems Tech	8	6	(2)
Sr Network Engineer	3	3	0
Sr Reporting Data Analyst	1	0	(1)
Sr Server Administrator	1	1	0
Sr Service Desk Analyst	1	0	(1)
Sr Service Desk Systems Tech	1	0	(1)
Sr Systems Engineer	5	5	0
Sr Technical Lead	1	1	0
Sr Web Applications Developer	1	1	0
Operations Strategy Manager	0	1	1
Manager, Endpoint Management	0	1	1
Systems Support Supervisor	1	0	(1)
Systems Support Tech II HD	2	0	(2)
Systems Support Tech II RW	1	1	0
Systems Support Tech III	2	2	0
TRIPS App Support Analyst	2	1	(1)
Warehouse Team Lead	1	1	0
Workday Application Admin	2	2	0
Total Full-Time Positions	104	116	12
Part-Time Positions			
Systems Support Tech II HD	2	0	(2)
Total Positions	106	116	10

Information Technology Department



- Reorganization of Customer Service positions into IT and enhancement of core systems, asset management and governance

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 HRIS and ERP financial system, 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.

FY2026 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
- Implement new asset management software solution to support data-based decision making when allocating maintenance resources which maximizes the impact of investments and reduces overall costs

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
- Proactive maintenance and rehabilitation strategies to extend the lifespan of road assets
- 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 (TXDOT), Texas Transportation Institute (TTI), American Public Works Association (APWA), and other industry leaders to improve safety for our employees, contractors, and customers
- Collaborate with area supply chain experts through the Association for Supply Chain Management (ASCM)

Highly Qualified, Energized & Engaged Team

- Continue to provide position-specific training programs to prepare employees for advancement in the department
- Provide education and training programs focused on asset management
- Participate and actively engage with regional and national technical organizations such as American Public Works Association (APWA), International Bridge, Tunnel and Turnpike Association (IBTTA), Association for the Management and Operation of Transportation Infrastructure Assets (AMOTIA), and Association for Supply Chain Management (ASCM)

Maintenance Department

FY2026 KEY PERFORMANCE MEASURES

Maintenance Rating Program / Delivering Transportation Solutions /Data-Driven Decision Making

- 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

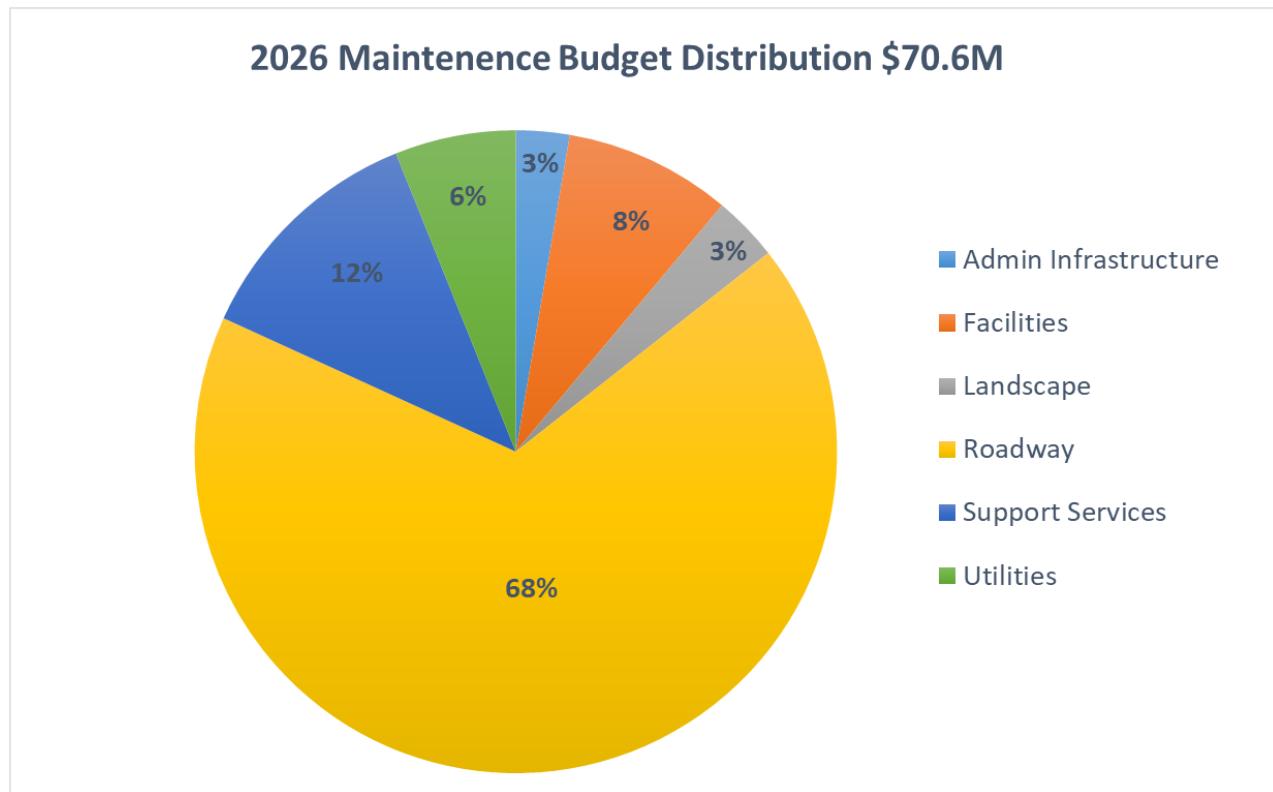
Inventory Management/ Financially Sound & Vibrant Organization / Inventory Accuracy Percentage

- Achieve an 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, measured annually

DEPARTMENTAL FY2026 BUDGET

Account	FY2025	FY2026	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$12,282,053	\$14,075,858	\$1,793,805	14.6%
Salaries and Wage-Overtime - (511301)	524,306	627,047	102,741	19.6%
Retirement Contributions - (512401)	1,714,665	1,993,875	279,210	16.3%
Meeting Expense - (521101)	13,900	10,100	(3,800)	(27.3)%
Consulting/Professional - (521201)	200,000	200,000	-	-
Outside Maintenance Services - (521212)	34,585,984	36,992,919	2,406,935	7.0%
Landscaping - (522202)	69,572	68,594	(978)	(1.4)%
Employee Appreciation - (523305)	-	10,600	10,600	100.0%
Rentals - Buildings/Land - (522301)	376,000	477,583	101,583	27.0%
Rentals - Equipment - (522302)	55,350	70,000	14,650	26.5%
Insurance Expense - Other - (523101)	-	500	500	100.0%
Telecommunications - (523202)	285,000	245,000	(40,000)	(14.0)%
Travel - (523501)	143,800	182,686	38,886	27.0%
Dues & Subscriptions - (523601)	12,850	15,575	2,725	21.2%
Education and Training - (523701)	104,065	214,015	109,950	105.7%
Licenses - (523801)	17,070	18,826	1,756	10.3%
Temporary Contract Labor - (523851)	77,000	-	(77,000)	(100.0)%
Office Supplies - (531101)	20,000	23,300	3,300	16.5%
Other Materials and Supplies - (531102)	7,089,825	6,202,030	(887,795)	(12.5)%
Mobile Equipment Expense - (531103)	2,020,000	2,264,000	244,000	12.1%
Freight and Express - (531105)	400	400	-	-
Motor Fuel Expense - (531107)	2,250,000	1,760,400	(489,600)	(21.8)%
Water - (531211)	1,200,000	1,236,000	36,000	3.0%
Gas - (531221)	72,000	75,000	3,000	4.2%
Electricity - (531231)	2,900,000	2,987,000	87,000	3.0%
Small Tools and Shop Supplies - (531601)	287,802	336,860	49,058	17.0%
Software- (531651)	54,136	191,575	137,439	253.9%
Uniforms - (531701)	296,000	309,000	13,000	4.4%
Total Expenses	\$66,651,777	\$70,588,742	\$3,936,965	5.9%

Maintenance Department



MAJOR FY2026 BUDGET ITEMS

The departmental budget increased in comparison to the FY2025 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: merit, compensation adjustments, and added positions
- Salary and Wage Overtime: to align with trend
- Retirement Contributions: associated with increased salary and wages
- Outside Maintenance Services: increase in contractual obligations
- Employee Appreciation: enhance employee recognition efforts
- Rentals Building/Land: contractual rates and a new TollTag store in Fort Worth
- Rentals Equipment: anticipated cost for planned maintenance activities
- Telecommunications: to align with trend
- Travel: expand training at various conferences
- Education and Training: expand training and cover costs of commercial driver's license (CDL), safety and TxDOT courses required for new and existing employees
- Temporary Contract Labor: eliminated, activities now handled by NTTA staff
- Other Materials and Supplies: to align with trend
- Mobile Equipment Expense: inflation of prices for automotive parts
- Motor Fuel Expense: to align with trend
- Electricity: contractual increases
- Small Tools and Shop Supplies: purchase of new tools and equipment
- Software: contractual increases and increase in GPS subscription for additional fleet

Maintenance Department

FY2026 ALL FUNDS

Along with its primary OMF budget, the Maintenance Department has cost allocated to other funds as follows:

Account	OMF	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$14,075,858	\$-	\$-	\$14,075,858
Salaries and Wage-Overtime - (511301)	627,047	-	-	627,047
Retirement Contributions - (512401)	1,993,875	-	-	1,993,875
Meeting Expense - (521101)	10,100	-	-	10,100
Consulting/Professional - (521201)	200,000	500,000	-	700,000
Outside Maintenance Services - (521212)	36,992,919	-	-	36,992,919
Repairs and Maintenance - (522201)	-	715,000	-	715,000
Landscaping - (522202)	68,594	600,000	-	668,594
Rentals - Land - (522301)	477,583	-	-	477,583
Rentals - Equipment - (522302)	70,000	-	-	70,000
Insurance Expense - Other - (523101)	500	-	-	500
Telecommunications - (523202)	245,000	-	-	245,000
Employee Appreciation - (523305)	10,600	-	-	10,600
Travel - (523501)	182,686	-	-	182,686
Dues & Subscriptions - (523601)	15,575	-	-	15,575
Education and Training - (523701)	214,015	-	-	214,015
Licenses - (523801)	18,826	-	-	18,826
Office Supplies - (531101)	23,300	-	-	23,300
Other Materials and Supplies - (531102)	6,202,030	-	-	6,202,030
Mobile Equipment Expense - (531103)	2,264,000	-	-	2,264,000
Freight and Express - (531105)	400	-	-	400
Motor Fuel Expense - (531107)	1,760,400	-	-	1,760,400
Water - (531211)	1,236,000	-	-	1,236,000
Gas - (531221)	75,000	-	-	75,000
Electricity - (531231)	2,987,000	-	-	2,987,000
Small Tools and Shop Supplies - (531601)	336,860	-	-	336,860
Machinery - (531611)	-	1,397,000	-	1,397,000
Vehicles - (531621)	-	10,053,000	-	10,053,000
Software - (531651)	191,575	-	-	191,575
Uniforms - (531701)	309,000	-	-	309,000
Building Improvements - (541302)	-	8,477,372	17,708,000	26,185,372
FY2026 Totals	\$70,588,742	\$21,742,372	\$17,708,000	\$110,039,114
FY2025 Totals	\$66,651,777	\$16,688,100	\$4,700,000	\$88,039,877
Increase/(Decrease)	\$3,936,965	\$5,054,272	\$13,008,000	\$21,999,237

OTHER FUNDS

- RMF – The Reserve Maintenance Fund varies year-by-year based on projects identified in the Five-Year Capital Plan and 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 the annual inspection

Maintenance Department

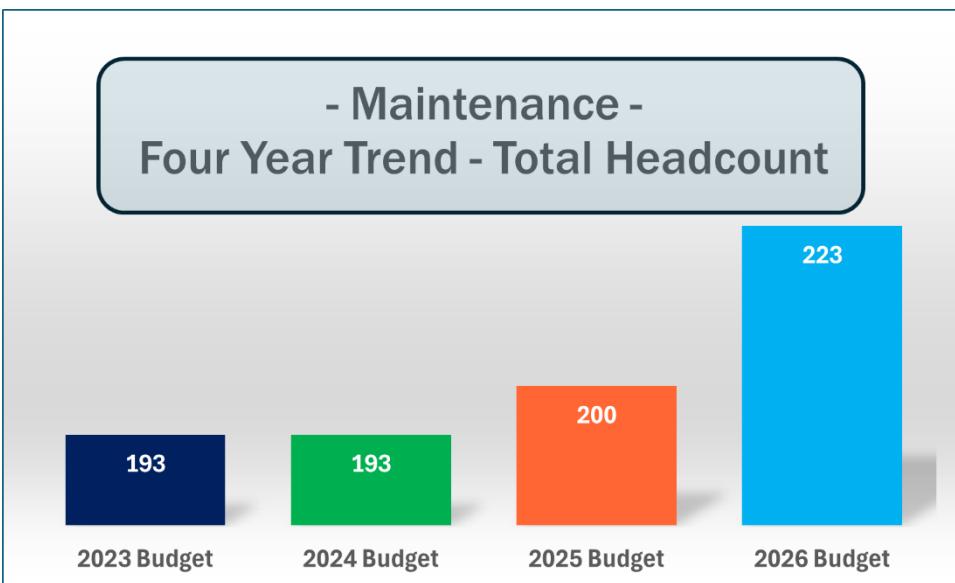
POSITION SUMMARY

Total Maintenance			
Full-Time Positions	FY2025	FY2026	Change
Director of Maintenance	1	1	0
Assistant Director Maint Ops	1	1	0
Admin Infrastructure			
Manager, Assets	1	1	0
Administrative Assistant	1	1	0
AMSS User Administrator	0	1	1
Asset Mgmt Data Analyst	1	1	0
Asset Mgmt Sr Data Analyst	1	1	0
CMMS App Administrator	1	1	0
Rdwy Special Projects Manager	3	3	0
Total	8	9	1
Roadway			
Manager, Roadway	2	2	0
Laborer	22	22	0
Lead Rdwy Maint Tech	8	8	0
Maintenance Tech I	33	33	0
Maintenance Tech II	23	31	8
Roadway Maintenance Supervisor	6	6	0
Roadway Maintenance Supv Night	2	2	0
Sr Maintenance Tech	17	17	0
Total	113	121	8
Support Services			
Manager, Fleet	1	1	0
Manager, Logistics Operations	1	1	0
Administrative Tech	2	2	0
Compliance Specialist	1	2	1
Fleet Supervisor	2	2	0
Contract Coordination Supv	0	1	1
Inventory Control Specialist	3	3	0
Lead Mechanic	2	2	0
Lead Sign Specialist	1	1	0
Lead Upfit Technician	0	1	1
Logistics Ops Supervisor	1	1	0
Mechanic	9	9	0
Project Coordinator	1	0	(1)
Senior Upfit Technician	1	1	0
Sign & Fabrication Supervisor	1	1	0
Maint Sourcing Specialist	1	1	0

Maintenance Department POSITION SUMMARY - CONTINUED

Total Maintenance			
Sr Mechanic	2	2	0
Sr Sign Specialist	2	3	1
Upfit Supervisor	1	1	0
Upfit Technician	2	3	1
Warehouse Team Lead	2	2	0
Total	36	40	4
Facilities			
Sr Manager, Facilities	1	1	0
Manager, Capital Improvements	1	1	0
Bldg Maint Supervisor	1	1	0
Capital Improvement Architect	0	1	1
Electrical Lead	1	1	0
Electrical Maintenance Tech	2	3	1
Electrical Supervisor	1	1	0
Electrician	3	4	1
HVAC & R Tech	2	2	0
Lead Maintenance Tech - Bldgs	1	2	1
Maint Specialist	1	1	0
Maintenance Spec Craftsman	1	1	0
Maintenance Tech I - Buildings	3	3	0
Maintenance Tech II - Bldgs	1	1	0
Project Coordinator	1	1	0
Sr Electrician	2	2	0
Total	22	26	4
Landscape			
Manager, Landscape	1	1	0
Irrigation Supervisor	0	1	1
Laborer	2	2	0
Landscape Supervisor	1	1	0
Lead Maint Tech - Landscape	3	3	0
Maintenance Tech - Irrigation	2	2	0
Maint Tech I - Landscape	4	8	4
Maint Tech II - Landscape	2	2	0
Sr Irrigation Tech	2	2	0
Sr Maint Tech - Landscape	2	2	0
Total	19	24	5
Total Full-Time Positions	200	222	22
Part-Time Positions			
Asset Mgmt Data Coordinator	0	1	1
Total Positions	200	223	23

Maintenance Department



Increase in headcount:

- Admin Infrastructure (1) – to facilitate management/implementation of Asset Management System
- Roadway (8) – increase staff to meet the needs on roadways
- Facilities, Landscape, and Support Services (13) – to support and maintain fleet vehicles and equipment, signage, compliance, CCTV cameras, landscaping, and small building rehabilitation

MAJOR BUSINESS FUNCTIONS

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

- **Roadway** – 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** – Responsible for the maintenance of NTTA facilities, electrical services, and roadway lighting
- **Landscape** – 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** – Provides maintenance of the authority-owned fleet and equipment, oversight of the NTTA warehouse and supply chain activities, maintenance, and fabrication of signs
- **Administration** – Oversight of contracted maintenance of the PGBT, MCLB, and CTP; management of the department's RMF, CIF funds, and building renovations



Operations Department

Operations Department

OVERVIEW

The Operations department will continue to lead enterprise-wide revenue assurance initiatives, business intelligence and analytics, geographic information systems, support continuous improvement, advance interoperability both regionally and nationally, provide procurement and budget controls for the Operations areas, and manage NTTA's Toll Services Agreements (TSA).

FY2026 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Provide first class analytical support enterprise-wide business intelligence and analytics and facilitate and support the full implementation of national interoperability for seamless experience for TollTag customer to use and pay tolls on other agency toll roads throughout the United States

Financially Sound & Vibrant Organization

- Lead enterprise-wide revenue assurance activities to evaluate, identify, and implement new processes that improve customers' experience and increase collections

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, and 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

- Optimize/align the organizational structure and resources to meet the needs of customers and support the Five-Year Capital Plan, develop staff/skills and provide career path development, enhance analytical and soft skills business process management and technical methodology to drive efficiency, and enhance succession and career planning to increase management strength

FY2026 KEY PERFORMANCE INDICATORS

- TollTag penetration of 82.5% at 90 days
- Call center performance service level of 91.0% calls answered within 30 seconds
- Customer service rating of 93.0%
- Pursuable transactions of 95.7% over rolling 12 months
- Collectible revenue of 90.5% at 12 months and 93.0% at 24 months
- Toll Enforcement Remedies at \$7.5M per month for commitment, collected, and TollTag

Operations Department

DEPARTMENTAL FY2026 BUDGET

Account	FY2025 Budget	FY2026		Variance %
		Budget	Variance	
Salaries and Wages-Direct - (511101)	\$2,869,383	\$1,655,622	(\$1,213,761)	(42.3)%
Retirement Contributions - (512401)	385,206	480,475	95,269	24.7%
Meeting Expense - (521101)	8,000	8,000	-	-
Consulting/Professional - (521201)	150,000	50,000	(100,000)	(66.7)%
Travel - (523501)	55,100	50,000	(5,100)	(9.3)%
Dues & Subscriptions - (523601)	13,000	16,000	3,000	23.1%
Education and Training - (523701)	23,500	15,000	(8,500)	(36.2)%
Licenses - (523801)	300	300	-	-
Office Supplies - (531101)	20,000	20,000	-	-
Freight and Express - (531105)	215	215	-	-
Total Expenses	\$3,524,704	\$2,295,611	(\$1,229,093)	(34.9)%

MAJOR FY2026 BUDGET ITEMS

The departmental budget decreased in comparison to the FY2025 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: compensation and merit increases, partly offset with capitalization of labor on transportation technology infrastructure projects
- Retirement Contributions: calculated for all salaries and wages including labor capitalization in CIF; the increase reflects impact of higher salary and wages
- Consulting/ Professional: to align with trend
- Education and Training: to align with trend

FY2026 ALL FUNDS

Along with its primary OMF budget, the Operations Department has cost allocated to other funds as follows:

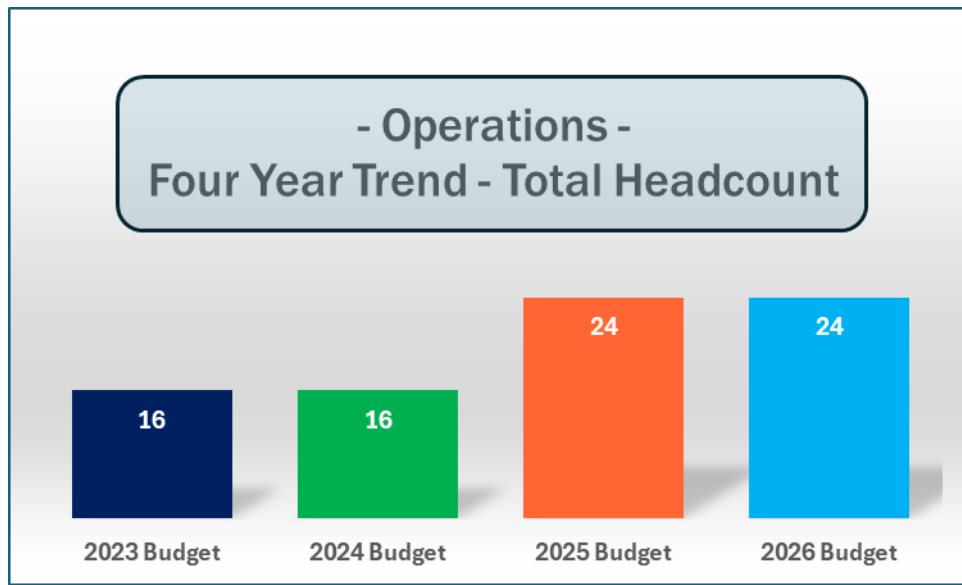
Account	OMF	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,655,622	\$-	\$1,831,030	\$3,486,652
Retirement Contributions - (512401)	480,475	-	-	480,475
Meeting Expense - (521101)	8,000	-	-	8,000
Consulting/Professional - (521201)	50,000	-	-	50,000
Travel - (523501)	50,000	-	-	50,000
Dues & Subscriptions - (523601)	16,000	-	-	16,000
Education and Training - (523701)	15,000	-	-	15,000
Licenses - (523801)	300	-	-	300
Office Supplies - (531101)	20,000	-	-	20,000
Freight and Express - (531105)	215	-	-	215
FY2026 Totals	\$2,295,611	\$0	\$1,831,030	\$4,126,641
FY2025 Totals	\$3,524,704	\$0	\$0	\$3,524,704
Increase/(Decrease)	(\$1,229,093)	\$0	\$1,831,030	\$601,937

Operations Department

POSITION SUMMARY

Operations			
Full-Time Positions	FY2025	FY2026	Change
AED Operations	1	1	0
Director of Busn Operations	0	1	1
Asst Director of Operations	0	1	1
Sr Manager, Projects	1	1	0
Sr Program Controls Proj Mgr	0	1	1
Manager, Business Intelligence	1	1	0
Manager, Business Ops	1	0	(1)
Manager, Asst. Business Ops	1	0	(1)
Manager, Data & Soln Architect	1	1	0
Manager, GIS	1	1	0
Operations Strategy Manager	2	2	0
Manager, Ops Analytics	1	1	0
Manager, Program Controls	1	1	0
Data Engineer	0	1	1
GIS Analyst	1	1	0
GIS Solutions Architect	1	1	0
Operations Analyst I	2	2	0
Operations Analyst II	0	1	1
Program Control Assistant	1	0	(1)
Project Manager	1	1	0
Sr BI Developer	1	1	0
Senior Digital Communication Specialist	1	0	(1)
Sr Enterprise Rptng Architect	1	1	0
Sr ETL & Data Modeling Dev	1	1	0
Sr GIS Analyst	1	1	0
Sr Operations Analyst	1	1	0
Sr Program Controls Specialist	1	0	(1)
Total Positions	24	24	0

Operations Department



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.

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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, proactive asset management and continual improvement of the planning, design, and construction processes.

FY2026 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Delivering Transportation Solutions

- Continue planning, design, and delivery of NTTA's Five-Year Capital Plan commitments
- Continue construction of the DNT extension 4A from US 380 to FM 428 in Celina
- Continue 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

FY2026 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 deliver projects on that schedule

DEPARTMENTAL FY2026 BUDGET

Account	FY2025		FY2026	
	Budget	Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$3,185,217	\$3,468,787	\$283,570	8.9%
Retirement Contributions - (512401)	441,834	490,833	48,999	11.1%
Meeting Expense - (521101)	500	500	-	-
Travel - (523501)	5,000	5,000	-	-
Dues & Subscriptions - (523601)	1,157	6,157	5,000	432.2%
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	\$3,647,309	\$3,984,878	\$337,569	9.3%

MAJOR FY2026 BUDGET ITEMS

The departmental budget increased in comparison to the FY2025 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: merit increases, compensation adjustments, and additional personnel

Project Delivery Department

FY2026 ALL FUNDS

Along with its primary OMF budget, the Project Delivery Department has cost allocated to other funds as follows:

Account	OMF	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$3,468,787	\$-	\$-	\$3,468,787
Retirement Contributions - (512401)	490,833	-	-	490,833
Meeting Expense - (521101)	500	-	-	500
General Engineering - (521213)	-	5,498,000	21,902,437	27,400,437
Consulting/Profess Serv Tech - (521301)	-	3,728,043	-	3,728,043
Signing Expense - (522203)	-	1,482,000	-	1,482,000
Pavement Markings - (522204)	-	3,387,000	-	3,387,000
Pavement & Shoulders - (522205)	-	14,115,000	-	14,115,000
Bridge Repairs - (522206)	-	10,981,000	-	10,981,000
Travel - (523501)	5,000	-	-	5,000
Dues & Subscriptions - (523601)	6,157	-	-	6,157
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)	-	-	667,554	667,554
Infrastructure Rdway/Hwy/Bridg - (541401)	-	11,303,000	241,704,959	253,007,959
Infrastructure Right -of -Way - (541402)	-	-	1,975,543	1,975,543
FY2026 Totals	\$3,984,878	\$50,494,043	\$266,250,493	\$320,729,414
FY2025 Totals	\$3,647,309	\$63,224,161	\$242,769,568	\$309,641,038
Increase/(Decrease)	\$337,569	(\$12,730,118)	\$23,480,925	\$11,088,376

OTHER FUND

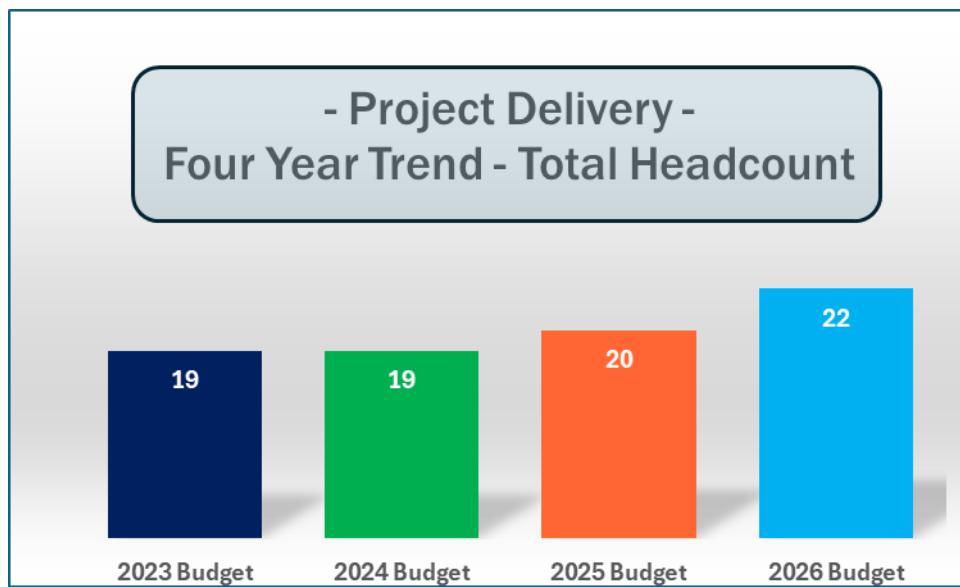
- RMF – The Reserve Maintenance Fund varies year-by-year based on projects identified in the Five-Year Capital Plan and the annual inspection
- CIF – The Capital Improvement Fund varies year-by-year based on projects identified in the Five-Year Capital Plan and annual inspection

Project Delivery Department

POSITION SUMMARY

Project Delivery			
Full-Time Positions	FY2025	FY2026	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 Engineering Infrast Manager	1	1	0
Construction Engineering Mgr	1	1	0
Contracts Manager	1	1	0
Manager, Construction	1	1	0
Manager, Letting	1	0	(1)
Manager, Program Controls	1	1	0
Right of Way Manager	1	1	0
Document Control Manager	0	1	1
Engineering Project Specialist	0	1	1
Invoice Analysis	0	1	1
Project Engineer	2	2	0
Project Manager of PD	1	1	0
Roadway Project Manager	2	2	0
Planning/Env Sr Program Mgr	1	1	0
DesignGuidelines Sr Project Mg	1	1	0
Sr Project Manager	1	1	0
Total Positions	20	22	2

Project Delivery Department



- Increase in headcount due to building in-house competency for document and invoicing controls

MAJOR BUSINESS FUNCTIONS

The Project Delivery department will continue to bring value to the Authority and the people of North Texas by performing several key functions:

- **Project Management** - Overall management of planning, design, and construction of NTTA projects, ensuring a consistent application of project delivery standards across all corridors
- **Planning** – Facilitate and manage decision making for 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, Federal Highway Administration (FHWA), and American Association of State Highway and Transportation Officials (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.

FY2026 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 of recovering 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

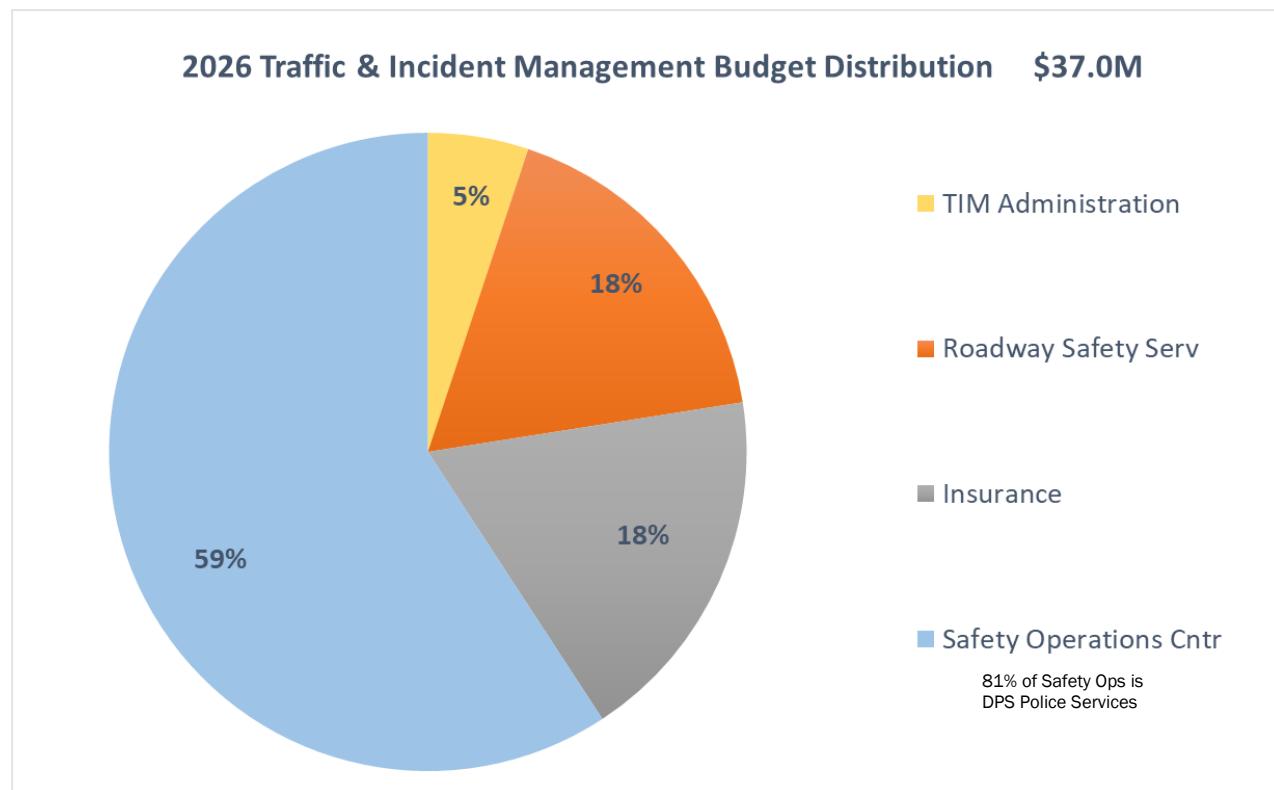
FY2026 KEY PERFORMANCE INDICATORS

- 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 FY2026 BUDGET

Account	FY2025	FY2026	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$8,533,287	\$10,390,317	\$1,857,030	21.8%
Salaries and Wage-Overtime - (511301)	23,270	270,554	247,284	1,062.7%
Retirement Contributions - (512401)	1,129,092	1,470,353	341,261	30.2%
Meeting Expense - (521101)	1,000	1,000	-	-
Consulting/Professional - (521201)	43,342	43,342	-	-
Police Services (DPS) - (521208)	16,402,810	17,741,555	1,338,745	8.2%
Outside Maintenance Services - (521212)	114,500	114,500	-	-
Insurance Expense - Other - (523101)	6,637,528	6,487,528	(150,000)	(2.3)%
Promotional Expenses - (523304)	5,292	6,229	937	17.7%
Travel - (523501)	18,191	18,191	-	-
Dues & Subscriptions - (523601)	6,661	6,011	(650)	(9.8)%
Education and Training - (523701)	36,708	55,050	18,342	50.0%
Liability Claims - (523902)	9,800	9,800	-	-
Office Supplies - (531101)	9,854	9,854	-	-
Other Materials and Supplies - (531102)	151,068	204,177	53,109	35.2%
Freight and Express - (531105)	106	106	-	-
Uniforms - (531701)	114,716	174,596	59,880	52.2%
Total Expenses	\$33,237,225	\$37,003,163	\$3,765,938	11.3%



Traffic and Incident Management Department

MAJOR FY2026 BUDGET ITEMS

The departmental budget increased in comparison to the FY2025 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: merit increases, compensations adjustments, and additional headcount
- Salaries/Wages – Overtime: to align with trend
- Retirement Contributions: associated with increase in salary and wages
- Police services (Texas DPS): based on state mandated contract costs
- Insurance Expense: new estimates received
- Education and Training: cost for new and existing employees
- Other Materials and Supplies: additional vehicles and employees
- Uniforms: new and existing employees

Traffic and Incident Management Department

FY2026 ALL FUNDS

Along with its primary OMF budget, the Traffic and Incident Management Department has cost allocated to other funds as follows:

Account	OMF	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$10,390,317	\$-	\$-	\$10,390,317
Salaries and Wage-Overtime - (511301)	270,554	-	-	270,554
Retirement Contributions - (512401)	1,470,353	-	-	1,470,353
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)	17,741,555	-	-	17,741,555
Outside Maintenance Services - (521212)	114,500	-	-	114,500
Insurance Expense - Other - (523101)	6,487,528	-	-	6,487,528
Promotional Expenses - (523304)	6,229	-	-	6,229
Travel - (523501)	18,191	-	-	18,191
Dues & Subscriptions - (523601)	6,011	-	-	6,011
Education and Training - (523701)	55,050	-	-	55,050
Liability Claims - (523902)	9,800	-	-	9,800
Office Supplies - (531101)	9,854	-	-	9,854
Other Materials and Supplies - (531102)	204,177	-	-	204,177
Freight and Express - (531105)	106	-	-	106
Small Tools and Shop Supplies - (531601)	-	395,000	-	395,000
Uniforms - (531701)	174,596	-	-	174,596
Infrastructure Rdway/Hwy/Bridg - (541401)	-	-	17,896,000	17,896,000
FY2026 Totals	\$37,003,163	\$520,000	\$18,221,000	\$55,744,163
FY2025 Totals	\$33,237,225	\$275,000	\$17,800,000	\$51,312,225
Increase/(Decrease)	\$3,765,938	\$245,000	\$421,000	\$4,431,938

OTHER FUNDS VARIANCE

- RMF – Increase in small tools and supplies based on 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

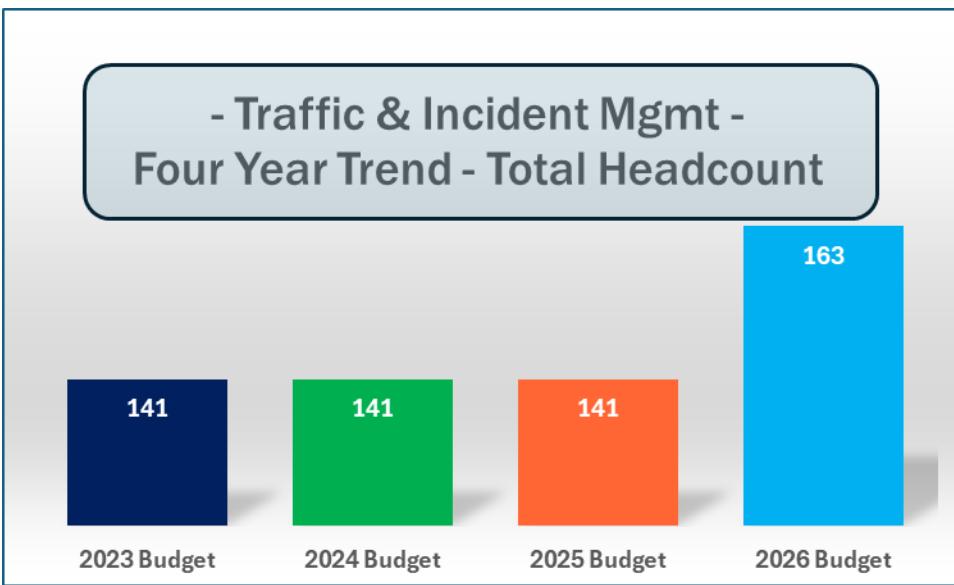
Total Traffic & Incident Management			
Full-Time Positions	FY2025	FY2026	Change
Dir of Traffic & Incident Man	1	1	0
AsstDir TIM Operations	1	1	0
<i>TIM Administration</i>			
Sr Manager, Traffic Incidents	1	1	0
Sr Manager, Traffic Engineering	1	1	0
Manager, Safety & Emergency	1	1	0
Citation Support Team Lead	1	1	0
Citation Support Tech	3	3	0
Data Analyst	1	1	0
Project Coordinator TIM	1	1	0
Safety Coordinator	1	1	0
Safety Specialist	1	1	0
Traffic Engineer	1	1	0
Total	12	12	0
<i>Roadside Safety Services</i>			
Manager, Roadside Safety Svc	1	1	0
Assistant Manager, RSS	1	1	0
Roadside Safety Svc Specialist	47	55	8
Roadside Safety Svc Supervisor	3	3	0
RSS Supervisor Evening	3	3	0
RSS Supervisor Night	3	4	1
RSS Team Lead	9	10	1
Safety Rec Vehicle Specialist	11	19	8
Total	78	96	18

Traffic and Incident Management Department

POSITION SUMMARY - CONTINUED

Total Traffic & Incident Management			
<i>Insurance</i>			
Manager, Insurance Programs	1	1	0
Claims Specialist	1	1	0
Total	2	2	0
<i>Safety Operations Center</i>			
Manager, Safety Ops Center	1	1	0
Admin Assistant Team Lead	1	1	0
DPS Administrative Technician	0	7	7
Public Safety Dispatch Lead	6	6	0
Public Safety Dispatch Trainer	4	6	2
Public Safety Dispatcher I	5	5	0
Public Safety Dispatcher II	17	19	2
Safety Ops Center Supervisor	3	2	(1)
Safety Ops Center Tech	7	0	(7)
SOC Supervisor Evening	2	2	0
SOC Supervisor Night	1	2	1
Total	47	51	4
Total Positions	141	163	22

Traffic and Incident Management Department



- Increase in headcount:
 - Roadway Safety Services (18): For essential services to actively patrol and service customers
 - Safety Operations Center (4): To provide station coverage for every shift for the eight stations

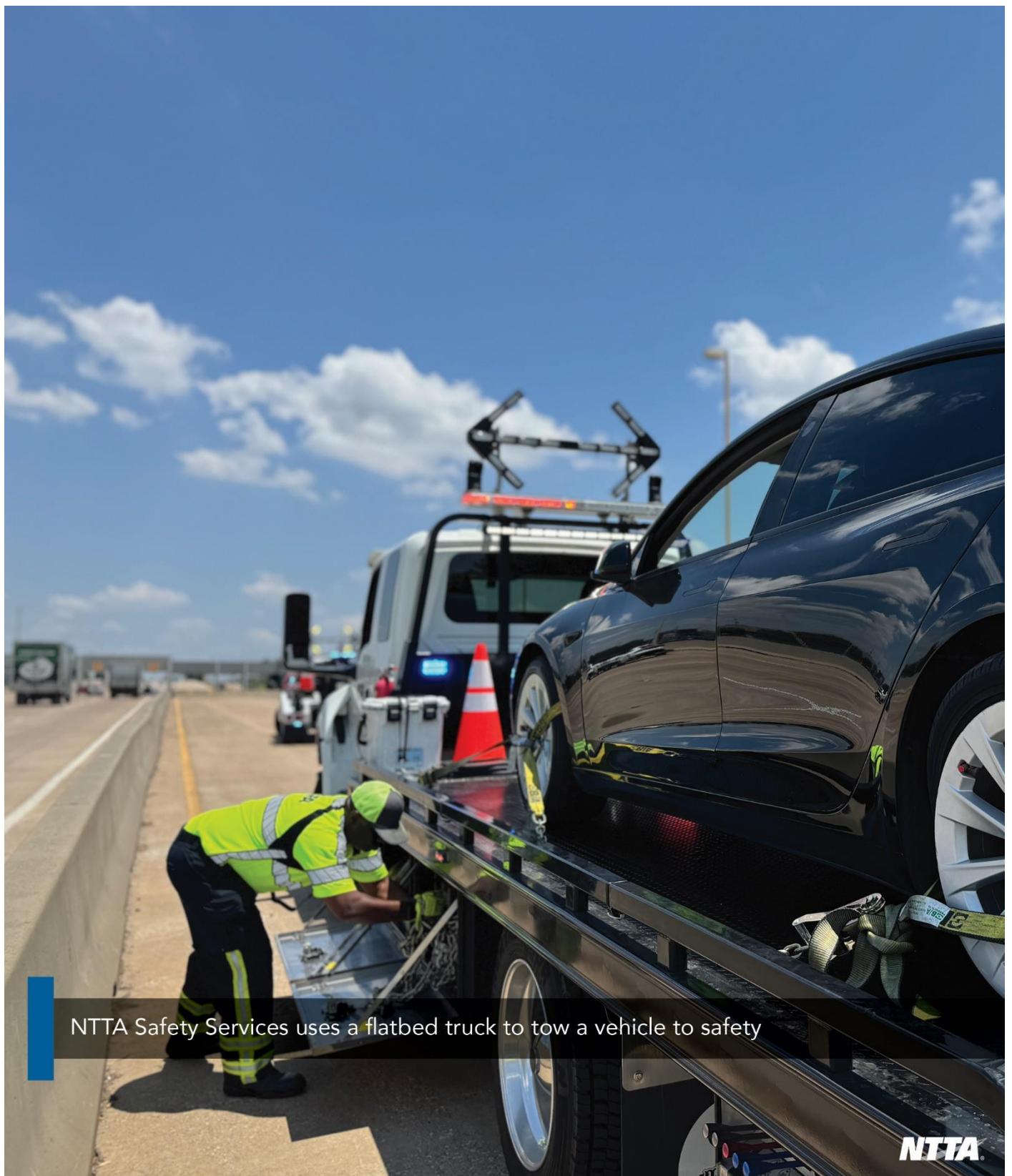
MAJOR BUSINESS FUNCTIONS

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 functional areas:

- **Administration** – Includes Loss Prevention, Safety, Emergency Management, and Traffic Engineering. This group manages NTTA-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** – 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** – Collects on NTTA property damage caused by third parties, assesses insurance needs, and manages NTTA's coverages
- **Roadside Safety Services** – 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

OTHER FUNDS





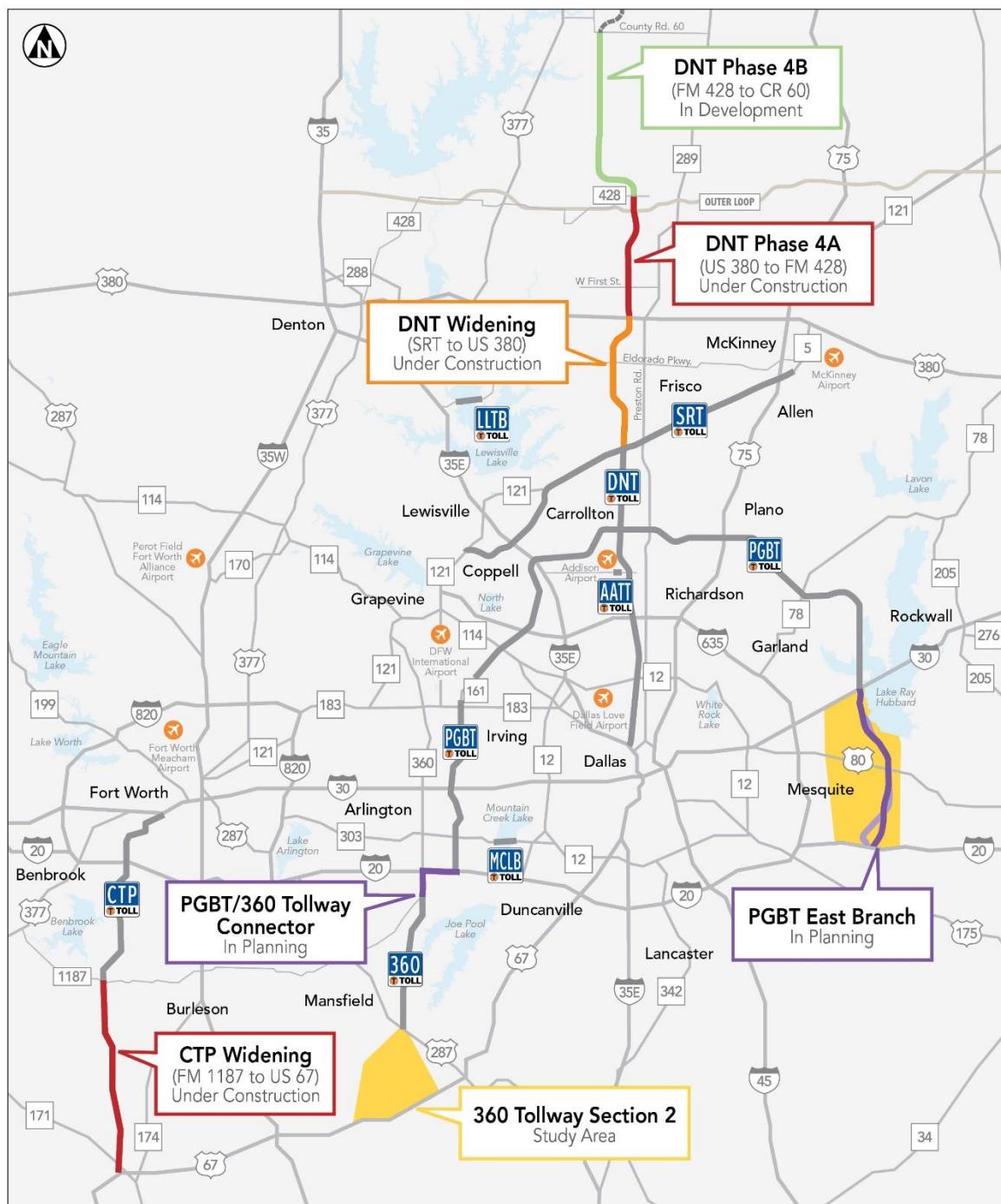
NTTA Safety Services uses a flatbed truck to tow a vehicle to safety

NTTA

Map of the North Texas Region

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

NTTA System Projects



FY2026 Reserve Maintenance Fund Major Projects or Purchases

To ensure alignment with NTTA's goals and objectives, 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 as outlined in the FY2026-FY2030 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.

FY2026 Projects	
Systemwide Roadway Improvements	\$ 31,944,000
Computers, Servers and Equipment - New & Replacement, including software	13,035,000
Pavement Repairs	14,115,000
Trucks, Fleet & Equipment - New & Replacement	11,450,000
General Engineering Fees	3,335,000
Facility Improvements	8,477,372
Annual Inspection - Required by GASB 34 Modified Approach	3,728,043
Pavement Restriping	3,387,000
Total RMF Projects	\$ 89,471,415
Other Professional Fees	579,000
Total Reserve Maintenance Fund Cost	\$ 90,050,415

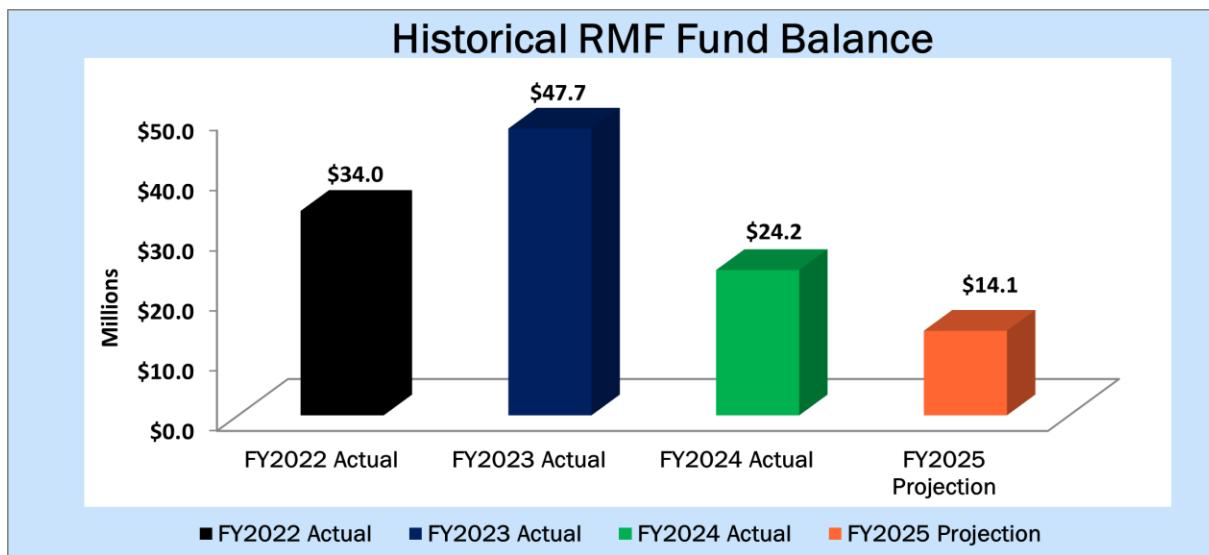
Reserve Maintenance Fund – FY2026 – FY2030 Capital Plan by Project

Project	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	Five Year Total
							FY2026 - FY2030
<i>Procurement Services - (10521)</i>							
60120012: Procurement Ads-RMF	19,000	19,000	19,000	19,000	19,000	19,000	95,000
Procurement Services - (10521) Total	19,000	19,000	19,000	19,000	19,000	19,000	95,000
<i>Legal Services - (10911)</i>							
40120012: Legal Fees-RMF	40,000	40,000	40,000	40,000	40,000	40,000	200,000
Legal Services - (10911) Total	40,000	40,000	40,000	40,000	40,000	40,000	200,000
<i>Information Technology - (20111)</i>							
1000825: Server Hardware Upgrades and Replacements	8,970,000	8,970,000	8,970,000	8,970,000	8,970,000	8,970,000	44,850,000
1000827: Printer Hardware Upgrades and Replacements	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
1000828: Network Equip. & Comm. Systems Replacement	1,888,500	1,888,500	1,888,500	1,888,500	1,888,500	1,888,500	9,442,500
1000829: Software and Licensing	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
1000431: IT Roadway Systems	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000	21,000,000
1000826: Computer Hardware Upgrades and Replacements	1,676,500	1,676,500	1,676,500	1,676,500	1,676,500	1,676,500	8,382,500
Information Technology - (20111) Total	17,235,000	17,235,000	17,235,000	17,235,000	17,235,000	17,235,000	86,175,000
<i>Admin Infrastructure - (20221)</i>							
1000009: Landscape	550,000	600,000	600,000	600,000	650,000	650,000	3,100,000
1000026: RMF - Fleet	8,611,100	11,450,000	9,728,600	4,706,500	4,887,700	5,862,500	36,635,300
1000030: Gleneagles Facility Improvements-RMF	5,847,000	2,560,500	4,728,600	4,022,790	3,000,000	3,000,000	17,311,890
1000047: General Engineering - Asset Mgmt	980,000	500,000	500,000	500,000	600,000	600,000	2,700,000
1012030: Systemwide Facility Improvements-RMF	0	5,916,872	2,486,585	4,263,516	1,265,456	1,014,900	14,947,329
Admin Infrastructure - (20221) Total	15,988,100	21,027,372	18,043,785	14,092,806	10,403,156	11,127,400	74,694,519
<i>Project Delivery - (20511)</i>							
1000011: Restriping	6,357,200	3,387,000	12,886,000	14,059,000	11,136,000	2,409,000	43,877,000
1000013: Erosion Mitigation & Drainage Repairs	4,683,000	9,140,000	9,283,000	4,046,000	5,350,000	2,500,000	30,319,000
1000018: Pavement Repair and Rehab	24,140,000	14,115,000	25,862,000	15,022,000	7,900,000	15,551,000	78,450,000
1000020: Signage	2,629,100	1,482,000	605,000	1,583,000	3,735,000	823,000	8,228,000
1000028: System-Wide Bridge Repair	11,350,000	10,981,000	5,529,000	8,270,000	7,301,000	7,031,000	39,112,000
1000031: Inspection Services	3,355,261	3,728,043	3,444,572	3,871,000	4,527,828	4,566,828	20,138,271
1000042: General Engineering - RMF	2,984,600	2,835,000	2,977,000	3,126,000	3,283,000	3,447,000	15,668,000
1000040: Walls, Railings and Steel Elements Repair	7,400,000	2,163,000	5,310,000	6,015,000	4,780,000	4,750,000	23,018,000
1000041: Lighting Replacement or Repair	325,000	2,663,000	500,000	3,000,000	2,000,000	1,000,000	9,163,000
Project Delivery - (20511) Total	63,224,161	50,494,043	66,396,572	58,992,000	50,012,828	42,077,828	267,973,271
<i>TIM Administration - (20611)</i>							
80120012: Traffic Engineering Fees-RMF	125,000	125,000	125,000	125,000	125,000	150,000	650,000
80120013: Roadway Safety Serv Tools	150,000	395,000	225,000	275,000	275,000	325,000	1,495,000
TIM Administration - (20611) Total	275,000	520,000	350,000	400,000	400,000	475,000	2,145,000
<i>Roadway - (20231)</i>							
1000841: 360T Comprehensive Maintenance Agreement	700,000	715,000	5,300,000	324,000	334,000	344,000	7,017,000
Roadway - (20231) Total	700,000	715,000	5,300,000	324,000	334,000	344,000	7,017,000
Totals	\$97,481,261	\$90,050,415	\$107,384,357	\$91,102,806	\$78,443,984	\$71,318,228	\$438,299,790

Calculation of Deposit to Reserve Maintenance Fund FY2026

Reserve Maintenance Fund Uncommitted Balance 1/1/2026		\$14,073,163
Estimated FY2026 Project Costs		
Software / Licensing		(300,000)
Computer / Servers / Equipment		(12,735,000)
Facility Improvements / Fleet		(23,655,415)
Roadway Maintenance		(52,781,000)
Total RMF Projects Cost		(89,471,415)
Other Professional Fees		(579,000)
Total Estimated RMF Cost		\$ (90,050,415)
Estimated Balance before Deposit		(75,977,253)
Estimated Deposit to Reserve Maintenance Fund		75,977,253
Estimated Uncommitted Cash Account Balance		\$ -
RMF Required Reserve Balance		5,000,000
Estimated RMF Balance		\$ 5,000,000
Required Deposit to Reserve Maintenance Fund Calculation		
Estimated Fund Balance	\$ 5,000,000	
Required Trust Agreement Balance	5,000,000	
Fully Funded no additional Deposit Required	\$ -	

The Reserve Maintenance Fund balance at the beginning of FY2026 is estimated at \$14.1 million, to be utilized for FY2026 RMF projects, while maintaining the required deposit balance of \$5.0 million.



Reserve Maintenance Fund – Budget Comparisons FY2026 to FY2025

Department	FY 2025 Budget	FY 2026 Budget	Variance Amount	Percent
Administrative Services:				
Administration	\$ -	\$ -	\$ -	-
Accounting	-	-	-	-
Business Development & Opportunities	-	-	-	-
Human Resources	-	-	-	-
Internal Audit & Enterprise Risk Mgmt.	-	-	-	-
Legal Services	40,000	40,000	-	-
Procurement	19,000	19,000	-	-
External Affairs	-	-	-	-
Treasury & Financial Planning	-	-	-	-
Total Administrative Services	\$ 59,000	\$ 59,000	\$ -	-
Operational Services:				
Customer Service	\$ -	\$ -	\$ -	-
Information Technology	17,235,000	17,235,000	-	-
Maintenance	16,688,100	21,027,372	4,339,272	26.0%
Operations	-	-	-	-
Project Delivery	63,224,161	50,494,043	(12,730,118)	(20.1%)
Traffic & Incident Mgmt.	275,000	1,235,000	960,000	349.1%
Total Operational Services	\$ 97,422,261	\$ 89,991,415	\$ (7,430,846)	(7.6%)
Shared Services	-	-	-	0.0%
Grand Totals	\$ 97,481,261	\$ 90,050,415	\$ (7,430,846)	(7.6%)

MAJOR FY2026 BUDGET ITEMS

The Budget increased in comparison to the FY2025 budget. Major changes to the department budgets are explained below:

- Maintenance – increased fleet, machinery, and comprehensive maintenance agreements
- Project Delivery – scheduling of system wide roadway improvements and pavement repairs and completion of targeted projects
- Traffic & Incident Management – small tools and supplies and comprehensive maintenance agreement

Reserve Maintenance Fund FY2026 – Budget by Category

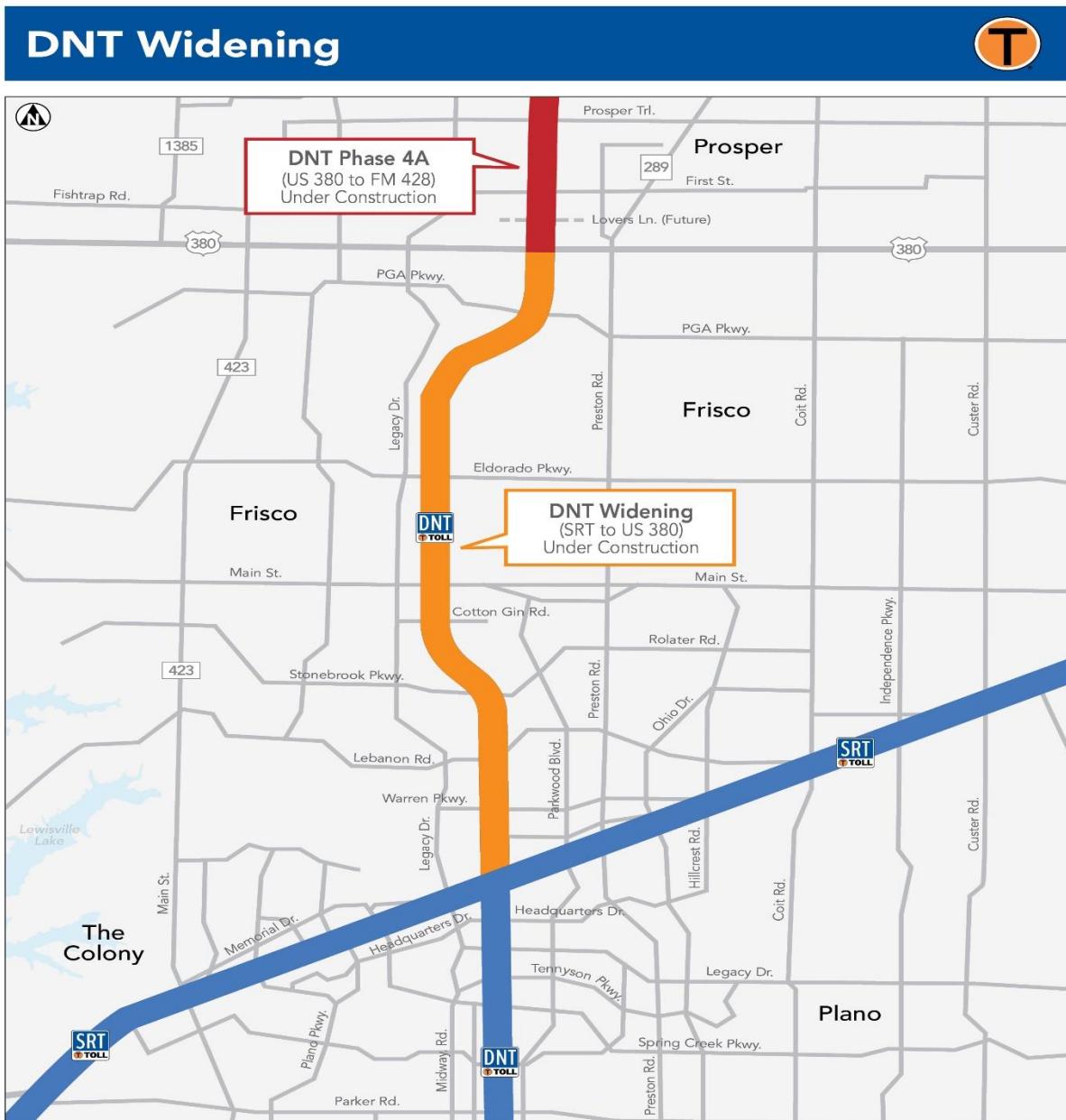
Department	Account	
Legal Services	Legal Fees-(521202)	40,000
	Legal Services Total	40,000
Procurement Services	Public Information Fees - (523203)	19,000
	Procurement Services Total	19,000
Information Technology	Electronic Supplies - (531106)	1,888,500
	Computers - (531641)	10,846,500
	Software - (531651)	300,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	4,200,000
	Information Technology Total	17,235,000
Maintenance	Landscaping - (522202)	600,000
	Machinery - (531611)	1,397,000
	Vehicles - (531621)	10,053,000
	Building Improvements - (541302)	8,477,372
	Consulting/Professional - (521201)	500,000
	Repairs and Maintenance - (522201)	715,000
	Maintenance Total	21,742,372
Project Delivery	General Engineering - (521213)	5,498,000
	Consulting/Profess Serv Tech - (521301)	3,728,043
	Signing Expense - (522203)	1,482,000
	Pavement Markings - (522204)	3,387,000
	Pavement & Shoulders - (522205)	14,115,000
	Bridge Repairs - (522206)	10,981,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	11,303,000
	Project Delivery Total	50,494,043
Traffic & Incident Mgmt.	Traffic Engineering Fees - (521207)	125,000
	Small Tools and Shop Supplies - (531601)	395,000
	Traffic & Incident Mgmt. Total	520,000
Total		\$90,050,415

FY2026 Capital Improvement Fund Projects

To ensure alignment with NTTA's goals and objectives, 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. The following are some of the major projects and purchases outlined in the FY2026-FY2030 Capital Plan.

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

NTTA is adding an additional lane in each direction to DNT from SRT to U.S. 380. Construction began in FY2022 and is scheduled to open to traffic in FY2025.

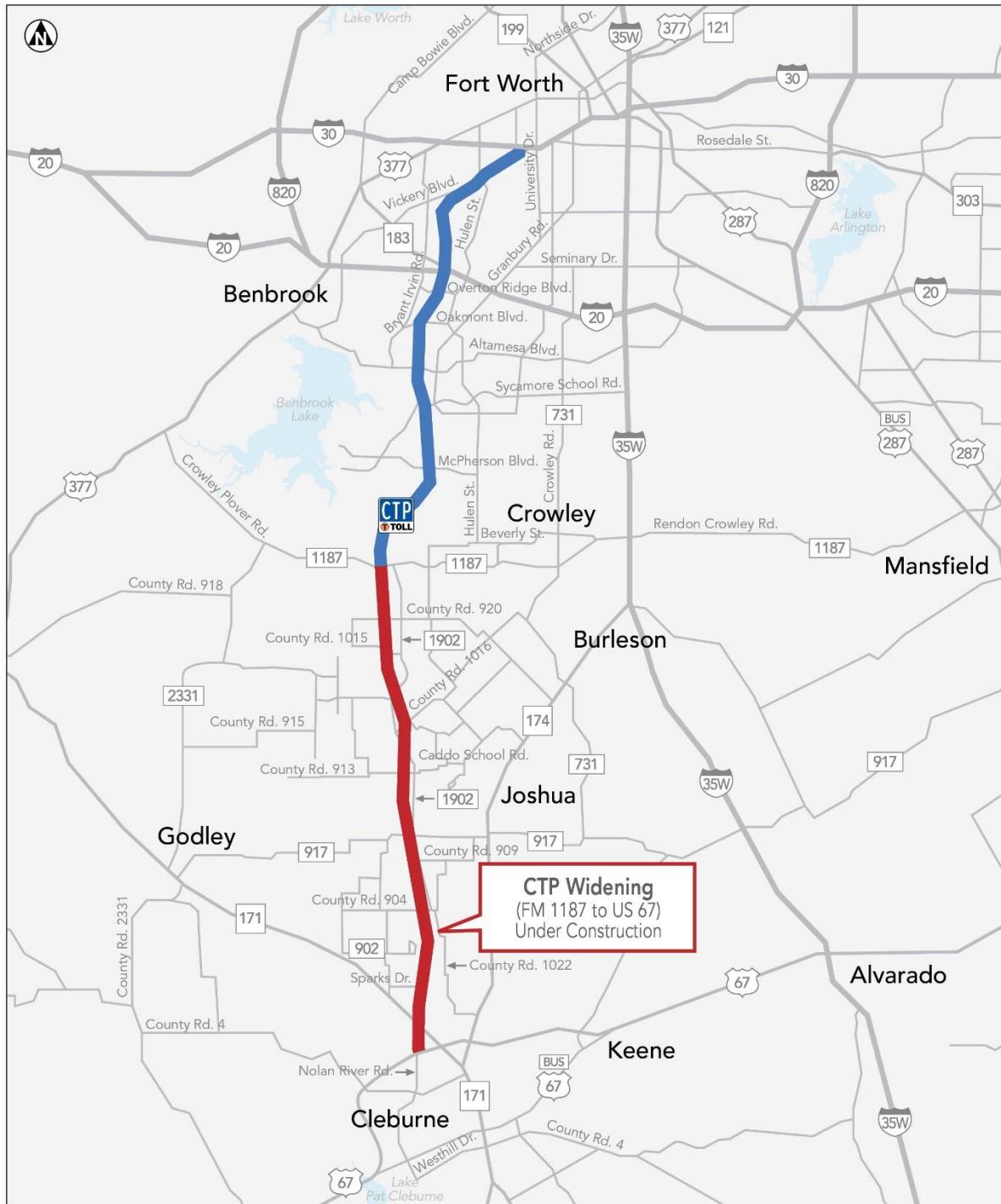


FY2026 Capital Improvement Fund Projects – Cont'd

CHISHOLM TRAIL PARKWAY (CTP) SOUTH 2 LANES

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

CTP Widening



FY2026 Capital Improvement Fund Projects – Cont'd

DALLAS NORTH TOLLWAY PHASE 4A

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



FY2026 Capital Improvement Fund Projects – Cont'd

ILLUMINATION PROJECT FOR PGBT/SRT

Repairs and addition of continuous 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.

EQUIPMENT/HARDWARE/SOFTWARE

As NTTA grows and in alignment with the goals and objectives, 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.

The five year capital plan includes non-recurring projects in support of NTTA's operational requirements, existing infrastructure and future growth. Each of these projects are evaluated and prioritized factoring in the future operational impact. Detail of these projects is included in the pages that follow.

Capital Improvement Fund – FY2026 – FY2030 Capital Plan by Project

Project	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	Five Year Total FY2026 - FY2030
Procurement Services - (10521)							
60150012: Procurement Ads-CIF	12,000	12,000	12,000	12,000	12,000	12,000	60,000
Procurement Services - (10521) Total	12,000	12,000	12,000	12,000	12,000	12,000	60,000
Treasury & Financial Planning - (10531)							
50150012: Consulting Fees	67,900	67,900	67,900	67,900	67,900	67,900	339,500
50150013: Trustee Fees	75,000	75,000	75,000	75,000	75,000	75,000	375,000
50150014: Rating Agency Fees	91,000	91,000	91,000	91,000	91,000	91,000	455,000
50150015: Traffic & Revenue Fees	155,000	0	160,000	0	165,000	0	325,000
Treasury & Financial Planning - (10531) Total	388,900	233,900	393,900	233,900	398,900	233,900	1,494,500
Legal Services - (10911)							
40150012: Legal Fees-CIF	650,000	650,000	650,000	650,000	650,000	650,000	3,250,000
Legal Services - (10911) Total	650,000	650,000	650,000	650,000	650,000	650,000	3,250,000
Information Technology - (20111)							
7000005: Business Intelligence System	2,470,000	3,150,000	2,250,000	2,350,000	2,350,000	2,450,000	12,550,000
7000006: PCI Compliance	6,332,000	6,750,000	7,100,000	5,750,000	5,800,000	5,100,000	30,500,000
7000008: Disaster Recovery	5,250,000	5,333,334	5,333,334	5,333,334	5,000,000	5,000,000	26,000,002
7000011: Intelligent Transportation Systems - Traffic and Incident Management	4,075,000	8,859,000	3,270,000	3,270,000	3,270,000	1,020,000	19,689,000
7000013: Syst. Enhancements-PS-FIN	0	60,000	30,000	0	0	0	90,000
7000017: Enterprise Project Delivery System	300,000	0	0	0	0	0	0
7000018: Corporate Website	150,000	150,000	150,000	0	0	0	300,000
7000021: PeopleSoft Human Resource System	300,000	300,000	0	0	0	0	300,000
7000022: Digital Aerial Photography	175,000	210,000	350,000	350,000	400,000	450,000	1,760,000
7000033: Microsoft Enterprise Agreement	100,000	535,000	600,000	650,000	700,000	750,000	3,235,000
7000040: Virtualization	400,000	0	1,605,000	1,605,000	1,605,000	1,605,000	6,420,000
7000042: Computer Hardware Upgrade	100,000	0	0	0	0	0	0
7000050: Geographic Information System	542,500	721,000	787,000	626,000	647,000	732,000	3,513,000
7000054: Service Desk Management System	300,000	1,000,000	400,000	400,000	400,000	0	2,200,000
7000064: Conference Room Audio Video	175,000	175,000	175,000	175,000	175,000	0	700,000
7000067: Data Logger Auditing Tool for Lane System	1,050,000	1,050,000	650,000	650,000	480,000	0	2,830,000
7000068: National Interoperability	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
7000070: Multi-Channel Communications System	3,300,000	2,300,000	2,300,000	2,300,000	2,300,000	0	9,200,000
7000071: LoneStar Traffic Management System	1,050,000	1,050,000	750,000	750,000	750,000	0	3,300,000
7000086: NTTA Employee Portal	300,000	0	0	0	150,000	150,000	300,000
7000115: C*ure Facility Access System	1,550,000	1,450,000	400,000	0	0	0	1,850,000
7000116: Backup System	400,000	1,742,457	1,742,457	1,742,457	1,750,000	1,750,000	8,727,371
7000117: Lane Level Toll Collection System	1,500,000	1,750,000	1,350,000	1,350,000	1,350,000	0	5,800,000
7001253: Command Center Radio System	100,000	650,000	650,000	650,000	650,000	650,000	3,250,000
7000134: Back Office System	4,290,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
7000172: Infrastructure Managed Services - Data Centers	5,300,000	5,394,336	5,394,336	5,394,336	5,000,000	5,000,000	26,183,008
7000173: Cloud Expansion Project	100,000	0	0	0	0	0	0
7000174: PeopleSoft Replacement Project	7,400,000	5,100,000	1,900,000	0	0	0	7,000,000
7000175: Equinix Data Center	8,800,000	4,025,000	3,270,000	3,270,000	3,270,000	3,270,000	17,105,000
7000176: CJIS Compliance	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
7000177: New Debt and Cash Management Software	0	150,000	50,000	0	0	0	200,000
7000179: Lockbox Replacement Assessment	1,250,000	0	0	0	0	0	0
7000180: CSC Print Vendor	3,500,000	0	0	0	0	0	0
7000181: Payment Processor Replacement	1,335,000	1,500,000	0	0	0	0	1,500,000
7000184: Planned Collection Initiatives	5,000,000	5,000,000	5,000,000	5,000,000	0	0	15,000,000
7000188: Expand Parking Using TolITag	300,000	100,000	100,000	100,000	100,000	0	400,000
7000195: IT General Operations Consultant	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	0	5,000,000
7000197: Assetworks Replacement Project	3,000,000	2,250,000	530,000	0	0	0	2,780,000
7000198: Maintenance Tool Firmware Upgrade Project	10,000	10,000	10,000	10,000	0	0	30,000

Capital Improvement Fund – FY2026 – FY2030 Capital Plan by Project-Cont'd

Project	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	Five Year Total
							FY2026 - FY2030
<i>Information Technology - (20111) - cont'</i>							
7000199: NTTAMarketPlace.org	0	60,000	50,000	0	0	0	110,000
7000206: RFID Asset Management Software	100,000	100,000	50,000	0	0	0	150,000
7000207: Enterprise Applications Support Services	300,000	1,415,000	1,140,000	400,000	300,000	0	3,255,000
7000211: CCure Integration with Genetec	100,000	0	0	0	0	0	0
7000214: Project Management and Technical Support	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	1,000,000	18,000,000
7000222: BlueBeam License Expansion (Project Delivery)	50,000	10,000	0	0	0	0	10,000
7000223: Customer Services and Revenue Systems Project Management Services	1,500,000	500,000	0	0	0	0	500,000
000010P: IOP Payments	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
7001257: Digital Cabinet Access System	425,000	600,000	350,000	50,000	50,000	0	1,050,000
7001258: Cisco Intersight	365,000	365,000	365,000	365,000	365,000	0	1,460,000
7001259: Image Cloud Archive	500,000	500,000	500,000	500,000	500,000	0	2,000,000
7001260: Tolling Equipment for Rdwy	325,000	2,250,000	575,000	250,000	250,000	0	3,325,000
7001261: VMS and ITS Expansion	400,000	450,000	450,000	300,000	300,000	0	1,500,000
7001262: OpenSUSE for Rdwy	500,000	1,300,000	350,000	350,000	350,000	0	2,350,000
7001263: Bluetooth Sensors for Rdwy	75,000	250,000	150,000	0	0	0	400,000
70151265: Tolltag Store	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Information Technology - (20111) Total	81,644,500	81,365,127	62,927,127	56,741,127	51,062,000	36,227,000	288,322,381
<i>Admin Infrastructure - (20221)</i>							
1000835: Gleneagles Facility Improvements-CIF	4,700,000	4,530,000	7,630,000	10,094,000	8,240,000	8,240,000	38,734,000
7000109: Customer Service Store	0	1,000,000	0	0	0	0	1,000,000
1015030: Systemwide Facility Improvements-CIF	0	12,178,000	12,810,000	18,956,250	20,246,450	20,900,000	85,090,700
Admin Infrastructure - (20221) Total	4,700,000	17,708,000	20,440,000	29,050,250	28,486,450	29,140,000	124,824,700
<i>Project Delivery - (20511)</i>							
2000005: PGBT Continuous Illumination	13,909,000	20,989,000	28,096,000	13,839,000	100,000	0	63,024,000
2100011: DNT Widening (SRT to U.S. 380)	31,104,738	1,917,326	718,948	0	0	0	2,636,274
2100012: DNT Corridor Study	50,000	0	0	0	0	0	0
2100013: DNT Phase 4A	137,495,217	124,292,591	42,348,091	1,700,000	0	0	168,340,682
2100310: DNT South End Design Guidelines Implementation	0	0	1,700,292	13,737,499	8,237,308	965,360	24,640,459
2500004: SRT Continuous Illumination	1,349,000	1,685,000	10,447,000	19,778,000	10,462,000	0	42,372,000
3000000: PGBT East Branch	3,538,107	3,558,205	26,316,382	44,876,692	71,890,445	111,890,445	258,532,169
3900001: PGBT/360 Tollway Connector	3,939,516	3,923,919	5,494,081	14,733,697	13,490,523	85,390,824	123,033,044
7000072: MSE Wall Program	11,600,000	18,650,000	22,000,000	24,000,000	24,600,000	13,000,000	102,250,000
7200000: Chisholm Trail Parkway	125,000	50,000	25,000	0	0	0	75,000
7200001: Chisholm Trail Pkwy Widening	31,898,280	69,649,755	70,365,299	47,925,222	1,982,602	0	189,922,878
2000000: PGBT EE	30,000	25,000	0	0	0	0	25,000
1000045: Winter Operations Facilities	550,000	5,000,000	450,000	5,000,000	0	0	10,450,000
2100010: DNT 4B (Segment 6)	50,000	2,690,006	2,490,006	11,015,696	10,015,696	10,015,696	36,227,100
2900001: 360T Section 1 Improvements	1,850,000	4,750,000	15,429,698	3,650,000	275,000	110,000	24,214,698
2900002: 360T Section 2	2,800,000	2,800,000	300,000	0	0	0	3,100,000
7200002: CTP Worth Creek Parkway Overpass	1,980,710	5,769,691	10,743,749	4,092,570	0	0	20,606,010
2100015: Interchange Improvements	250,000	250,000	0	0	0	0	250,000
1000046: General Engineering - CIF	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Project Delivery - (20511) Total	242,769,568	266,250,493	237,174,546	204,598,376	141,303,574	221,622,325	1,070,949,314
<i>TIM Administration - (20611)</i>							
80150012: Traffic Engineering Fees-CIF	325,000	325,000	400,000	400,000	400,000	400,000	1,925,000
80150013: Traffic Safety and Flow	17,475,000	17,896,000	19,606,000	19,884,000	18,310,000	16,145,000	91,841,000
TIM Administration - (20611) Total	17,800,000	18,221,000	20,006,000	20,284,000	18,710,000	16,545,000	93,766,000
<i>Operations - (20001)</i>							
30150011: Wages for Intelligent Tran Sys	0	1,831,030	0	0	0	0	1,831,030
Operations - (20001) Total	0	1,831,030	0	0	0	0	1,831,030
Totals	\$347,964,968	\$386,271,550	\$341,603,573	\$311,569,653	\$240,622,924	\$304,430,225	\$1,584,497,925

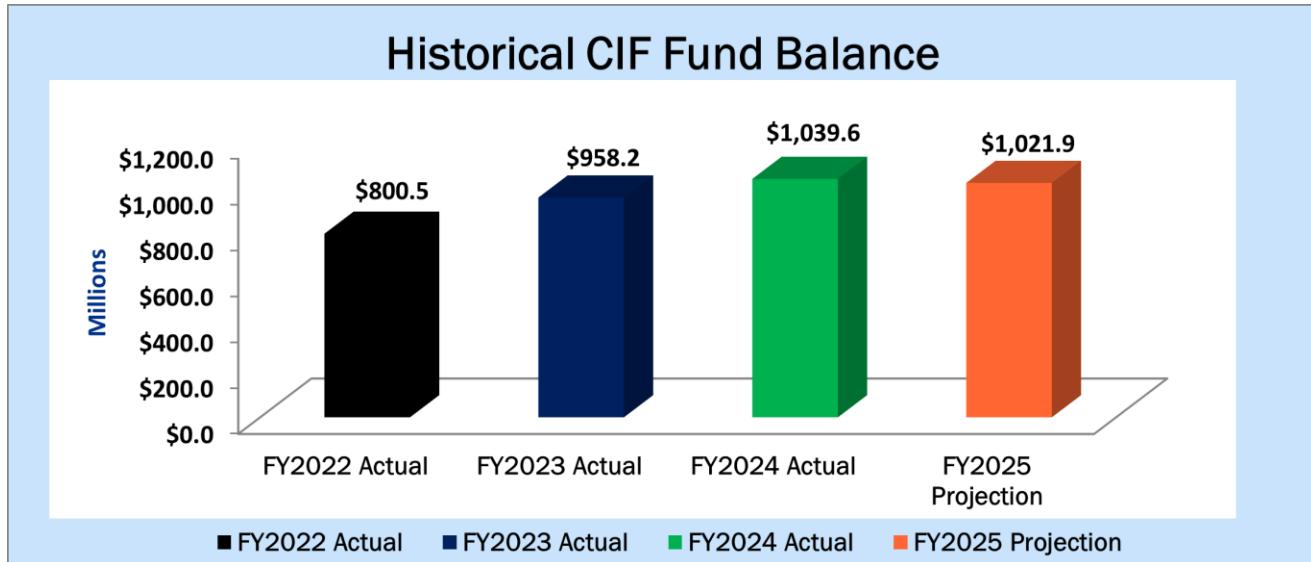
LIST OF CAPITAL IMPROVEMENT FUND PROJECTS FOR FY2026

Capital Improvement Fund Projects	
DNT PH4A	\$ 124,292,591
Chisholm Trail Pkwy Widening	69,649,755
Systemwide Roadway Improvements	54,635,006
System Enhancements	43,632,823
MSE Wall Stabilization and Maintenance Program	18,650,000
Systemwide Facility Improvements	22,708,000
Intelligent Transportation Systems	8,859,000
PCI Compliance	6,750,000
CTP Worth Creek Parkway Overpass	5,769,691
Disaster Recovery	5,333,334
PeopleSoft Replacement Project	5,100,000
Planned Collection Initiatives	5,000,000
PGBT/360 Tollway Connector	3,923,919
PGBT East Branch	3,558,205
Multi-Channel Communications	2,300,000
National Interoperability	2,000,000
Dallas North Tollway Widening (SRT to U.S. 380)	1,917,326
Professional, Legal Fees	1,470,900
GIS Enhancement	721,000
Total Project Costs	\$ 386,271,550
Cash transfer to CIF Bond Payment Account	8,641,552
Total Expenditures	\$ 394,913,102

Calculated Capital Improvement Fund Balance FY2026

Capital Improvement Fund Balance Available for Projects 1/1/2026		\$1,021,943,179
FY2026 Estimated Cash Inflows		
Estimated Deposit from Revenue Fund	<u>386,167,311</u>	386,167,311
Total Cash Inflows		386,167,311
FY2026 Estimated Cash Outflows		
CIF Bond Payment Account	<u>(8,640,533)</u>	(8,640,533)
Total Payments		(8,640,533)
Estimated CIF Projects Cost	<u>(386,271,550)</u>	(386,271,550)
CIF Rainy Day Fund Transfer	<u>(11,630,092)</u>	(11,630,092)
Total CIF Projects Cost		(397,901,642)
Total Cash Outflows		(406,542,176)
Estimated Balance Available for Projects		1,001,568,316
FY2026 CIF Estimated Bond Payment Account balance		7,466,307
FY2026 CIF Estimated Rainy Day Fund Account balance		136,542,907
Estimated Total CIF Cash Balances at 12/31/2026		\$1,145,577,530

The Capital Improvement Fund has \$1,021.9 million available to be utilized for planned projects.



Capital Improvement Fund - Budget Comparisons FY2025 to FY2026

Department	FY 2025 Budget	FY 2026 Budget	Variance Amount	Percent
Administrative Services:				
Accounting	\$ -	\$ -	\$ -	0.0%
Administration	-	-	-	0.0%
Board	-	-	-	0.0%
Business Development & Opportunities	-	-	-	0.0%
Human Resources	-	-	-	0.0%
Internal Audit & Enterprise Risk Mgmt.	-	-	-	0.0%
Legal Services	650,000	650,000	-	0.0%
Procurement	12,000	12,000	-	0.0%
External Affairs	-	-	-	0.0%
Treasury & Financial Planning	388,900	233,900	(155,000)	(39.9%)
Total Administrative Services	\$ 1,050,900	\$ 895,900	(155,000)	(14.7%)
Operational Services:				
Customer Service	\$ -	\$ -	\$ -	0.0%
Information Technology	81,644,500	81,365,127	(279,373)	(0.3%)
Maintenance	4,700,000	17,708,000	13,008,000	276.8%
Operations	-	1,831,030	1,831,030	0.0%
Project Delivery	242,769,568	266,250,493	23,480,925	9.7%
Traffic & Incident Mgmt.	17,800,000	18,221,000	421,000	2.4%
Total Operational Services	\$ 346,914,068	\$ 385,375,650	\$ 38,461,582	11.1%
Shared Services	-	-	-	0.0%
Grand Totals	\$ 347,964,968	\$ 386,271,550	\$ 38,306,582	11.1%

MAJOR FY2026 BUDGET ITEMS

The budget increased in comparison to the FY2025 budget. Major changes to the department's budgets are explained below:

- Treasury & Financial Planning – transaction fees reported as bond issuance cost
- Information Technology – completion of targeted projects
- Maintenance – systemwide facility improvements
- Project Delivery – major projects scheduled include the following:
 - CTP South 2-Lanes
 - DNT Widening (SRT to U.S. 380)
 - Illumination PGBT/SRT
 - MSE Wall Program
 - System Roadway Improvements
- Traffic & Incident Management – projects spending for traffic and safety flow

Capital Improvement Fund – FY2026 Budget by Category

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
	Treasury & Financial Planning Total	233,900
Information Technology	Consulting/Profess Serv Tech - (521301)	32,132,670
	Salaries and Wages-Direct - (511101)	1,289,000
	Outside Maintenance Services - (521212)	1,100,000
	Computers - (531641)	18,660,000
	Software - (531651)	27,708,457
	Infrastructure Rdway/Hwy/Bridg - (541401)	300,000
	Infrastructure - Other - (541403)	175,000
	Information Technology Total	81,365,127
Maintenance	Building Improvements - (541302)	17,708,000
	Maintenance Total	17,708,000
Operations	Salaries and Wages-Direct - (511101)	1,831,030
	Operations Total	1,831,030
Project Delivery	General Engineering - (521213)	21,902,437
	Utility Relocation Costs - (531261)	667,554
	Infrastructure Rdway/Hwy/Bridg - (541401)	241,704,959
	Infrastructure Right -of -Way - (541402)	1,975,543
	Project Delivery Total	266,250,493
Traffic & Incident Mgmt.	Traffic Engineering Fees - (521207)	325,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	17,896,000
	Traffic & Incident Mgmt. Total	18,221,000
Total		\$386,271,550

Enterprise Fund

FY2026 Enterprise Fund

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

NTTA also provides back-office tolling services for the North East Texas Regional Mobility Authority (NET RMA) which operates a toll road system in the Tyler, Texas area. The FY2026 budget includes the cost to provide those services based on the estimated number of transactions NTTA will process for NET RMA.

Enterprise Fund		
<u>Transactions</u>		
Developer TollTag		92,632,475
Developer ZipCash		40,414,900
Regional TSA's		84,179,669
NETRMA		15,758,718
Total Transactions		232,985,762
<u>Revenue</u>		
Fees for Service	\$	1,023,247,866
IOP Fees		9,290,313
Airport Fees		5,677,922
Admin Fees		57,598,746
Total Revenue	\$	1,095,814,847
<u>Expense</u>		
Payments to Developers	\$	1,039,198,086
NTTA Processing Expenses		37,020,700
	\$	1,076,218,786
Net Available to offset Collection Exposure	\$	19,596,061

Long-Term Financial Plan and Estimated Fund Balance

INTRODUCTION

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

The All Funds Long-Term Financial Projections included in this section are summary pages from the FY2026 - FY2030 Five-Year Capital Plan. The five-year plan is adopted by the Board on an annual basis.

Revenue Fund

Estimated total revenue over the next five years is \$7.3 billion. Approximately \$6.9 billion or 94.0% of total revenue is based on projections provided by the traffic and revenue engineers. Approximately \$0.4 billion or 6.0% of total revenue is estimated by the Authority and includes ZipCash late fees and estimated interest earnings on projected cash balances. Total revenue growth is projected to average 2.9% per year from FY2026 through FY2030. All NTTA revenues on deposit in the Revenue Fund must be distributed to the other funds in accordance with the Trust Agreement.

NTTA SYSTEM LONG TERM FINANCIAL PLANS							
Operating Revenues							
	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	Five-Year Totals FY2026 - FY2030
REVENUE FUND							
INFLOWS							
Estimated Toll Revenues	\$ 1,248,189,200	\$ 1,309,171,200	\$ 1,351,355,000	\$ 1,386,484,900	\$ 1,410,986,200	\$ 1,434,079,500	\$ 6,892,076,800
Estimated Other Revenues	74,000,000	78,250,000	93,448,831	89,882,165	88,212,136	90,205,585	439,998,717
TOTAL INFLOWS	1,322,189,200	1,387,421,200	1,444,803,831	1,476,367,065	1,499,198,336	1,524,285,085	7,332,075,517
Total Revenues Available for Operations	\$ 1,322,189,200	\$ 1,387,421,200	\$ 1,444,803,831	\$ 1,476,367,065	\$ 1,499,198,336	\$ 1,524,285,085	\$ 7,332,075,517

Operation and Maintenance Fund (OMF)

OMF expenses for the next five years are estimated at \$1.5 billion. These funds are required to run the day-to-day operations of the Authority. According to the Trust Agreement, cash generated from revenues must be transferred to the OMF to cover expenses and maintain a reserve balance. A projected \$1.2 billion for OMF expense and reserve will be transferred from the Revenue Fund to the OMF.

The estimated operating expenses for FY2026 are prepared by the individual departments and are budgeted to increase an average of 4.1% per year between FY2026 and FY2030.

NTTA SYSTEM LONG TERM FINANCIAL PLANS							
Operating Expenditures							
	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	Five-Year Totals FY2026 - FY2030
Total Revenues Available for Operations	\$ 1,322,189,200	\$ 1,387,421,200	\$ 1,444,803,831	\$ 1,476,367,065	\$ 1,499,198,336	\$ 1,524,285,085	\$ 7,332,075,517
OPERATION AND MAINTENANCE FUND							
Estimated Beginning Available Cash Balance	62,562,826	42,269,082	45,514,302	47,334,875	49,228,270	50,458,977	234,805,506
INFLOWS							
Trust Agreement Required OMF Balance (1/6 Opr Exp)	42,269,082	45,514,302	47,334,875	49,228,269	50,458,976	51,720,451	244,256,873
Transfer from Revenue Fund	191,051,665	230,816,732	238,494,945	248,034,742	253,525,587	259,863,726	1,230,735,731
TOTAL INFLOWS	233,320,747	276,331,035	285,829,819	297,263,012	303,984,564	311,584,178	1,474,992,608
OUTFLOWS							
Estimated Operating Expenses	(253,614,491)	(273,085,814)	(284,009,247)	(295,369,616)	(302,753,857)	(310,322,703)	(1,465,541,237)
TOTAL OUTFLOWS	(253,614,491)	(273,085,814)	(284,009,247)	(295,369,616)	(302,753,857)	(310,322,703)	(1,465,541,237)
Estimated Ending Available Cash Balance	42,269,082	45,514,302	47,334,875	49,228,270	50,458,977	51,720,453	244,256,877
Net Revenues Available for Debt Service	\$ 1,088,868,453	\$ 1,111,090,166	\$ 1,158,974,012	\$ 1,179,104,053	\$ 1,195,213,773	\$ 1,212,700,907	\$ 5,857,082,910

Debt Service Fund

To fund NTTA System expansions and capital improvements, NTTA has previously issued 1st and 2nd Tier debt. NTTA maintains Debt Service Funds to pay these debt obligations. Over the next five years, principal and interest requirements total \$3.3 billion, which is funded from the Revenue Fund. The System issued subordinated debt to fund the construction of the Chisholm Trail Parkway (CTP). The subordinated debt payments total \$25.9 million until paid off in FY 2028. While the subordinated debt represents a portion of the NTTA System's indebtedness, it is funded from the Capital Improvement Fund.

The Trust Agreement requires 1st Tier debt service coverage (net revenues divided by net debt service) of 1.35 times. The Board of Directors established a more conservative target of 1.50 times coverage. The debt service coverage ranges from a low of 2.45 in FY2026 to a high of 3.11 in FY2030.

The chart below incorporates both bond refunding and bond defeasance, resulting in variances from the figures reported in the Capital Plan book.

	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	Five-Year Totals FY2026 - FY2030
Net Revenues Available for Debt Service	\$ 1,088,868,453	\$ 1,111,090,166	\$ 1,158,974,012	\$ 1,179,104,053	\$ 1,195,213,773	\$ 1,212,700,907	\$ 5,857,082,910
DEBT SERVICE FUNDS							
INFLOWS							
Transfer from Capital Improvement Fund	8,641,552	8,640,533	8,642,541	8,646,166	-	-	25,929,240
Transfer from Revenue Fund	666,756,837	648,945,601	651,641,194	658,757,984	670,664,179	670,298,175	3,300,307,134
TOTAL INFLOWS	675,398,389	657,586,134	660,283,735	667,404,150	670,664,179	670,298,175	3,326,236,374
OUTFLOWS							
1st Tier Debt Service	(460,050,659)	(455,121,388)	(462,090,232)	(476,026,022)	(453,724,967)	(390,710,855)	(2,237,673,464)
2nd Tier Debt Service	(206,706,178)	(193,824,213)	(189,550,963)	(182,731,963)	(216,939,213)	(279,587,320)	(1,062,633,670)
Total Debt Service	(666,756,837)	(648,945,601)	(651,641,194)	(658,757,984)	(670,664,179)	(670,298,175)	(3,300,307,134)
Capital Improvement Fund - Subordinate Debt	(8,641,552)	(8,640,533)	(8,642,541)	(8,646,166)	-	-	(25,929,240)
TOTAL OUTFLOWS	(675,398,390)	(657,586,134)	(660,283,734)	(667,404,149)	(670,664,178)	(670,298,175)	(3,326,236,374)
Net Revenues Available for Major Maintenance Projects	\$ 422,111,615	\$ 462,144,565	\$ 507,332,818	\$ 520,346,070	\$ 524,549,594	\$ 542,402,732	\$ 2,556,775,778
Net Revenues for Debt Service Coverage	\$ 1,068,574,709	\$ 1,114,335,386	\$ 1,160,794,584	\$ 1,180,997,449	\$ 1,196,444,479	\$ 1,213,962,382	\$ 5,866,534,280
First Tier Debt Service Coverage	2.32	2.45	2.51	2.48	2.64	3.11	2.62
First & Second Tier Debt Service Coverage	1.60	1.72	1.78	1.79	1.78	1.81	1.78
All Debt Service Coverage	1.58	1.69	1.76	1.77	1.78	1.81	1.76

Reserve Maintenance Fund

The Reserve Maintenance fund is used for the renewal and replacement of System assets in the Authority's long-term plan. The Authority elected to use the Governmental Accounting Standards Board (GASB) 34 Modified Approach to account for the 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 the Authority's infrastructure assets. The assessment of conditions is made by visual 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 using a 1 to 10 scale.

These condition levels were adopted by the Board of Directors Resolution No. 02-31 on June 19, 2002; and further clarified by Resolution No. 07-169 on December 19, 2007. The roads are maintained at the Authority's targeted level to enhance the customers' driving experience.

The Reserve Maintenance Fund estimate for FY2026 through FY2030 is \$438.3 million, an average of \$87.7 million per year.

The Reserve Maintenance Fund is funded from the Revenue Fund. Trust Agreement requires a monthly transfer be made to cover budgeted maintenance expenditures and maintain a required fund balance of \$5.0 million.

The chart below incorporates results from both bond refunding and bond defeasance, resulting in variances from the figures reported in the Capital Plan book.

	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	Five-Year Totals FY2026 - FY2030
Net Revenues Available for Reserve Maintenance Projects	\$ 422,111,615	\$ 462,144,565	\$ 507,332,818	\$ 520,346,070	\$ 524,549,594	\$ 542,402,732	\$ 2,556,775,778
RESERVE MAINTENANCE FUND							
Estimated Beginning Available Cash Balance	24,178,343	14,073,163	-	-	-	-	14,073,163
INFLOWS							
Transfer from Revenue Fund	58,131,702	75,977,253	107,384,357	91,102,806	78,443,984	71,318,228	424,226,628
TOTAL INFLOWS	58,131,702	75,977,253	107,384,357	91,102,806	78,443,984	71,318,228	424,226,628
OUTFLOWS							
RMF Project Expenses	(68,236,883)	(90,050,415)	(107,384,357)	(91,102,806)	(78,443,984)	(71,318,228)	(438,299,790)
TOTAL OUTFLOWS	(68,236,883)	(90,050,415)	(107,384,357)	(91,102,806)	(78,443,984)	(71,318,228)	(438,299,790)
Estimated Ending Available Cash Balance	14,073,163	-	-	-	-	-	-
RMF Reserve Account							
Estimated Ending Cash Balance/RMF Reserve	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Net Revenues Available for Capital Improvement Projects	\$ 363,979,913	\$ 386,167,311	\$ 399,948,461	\$ 429,243,264	\$ 446,105,610	\$ 471,084,504	\$ 2,132,549,149

Capital Improvement Fund

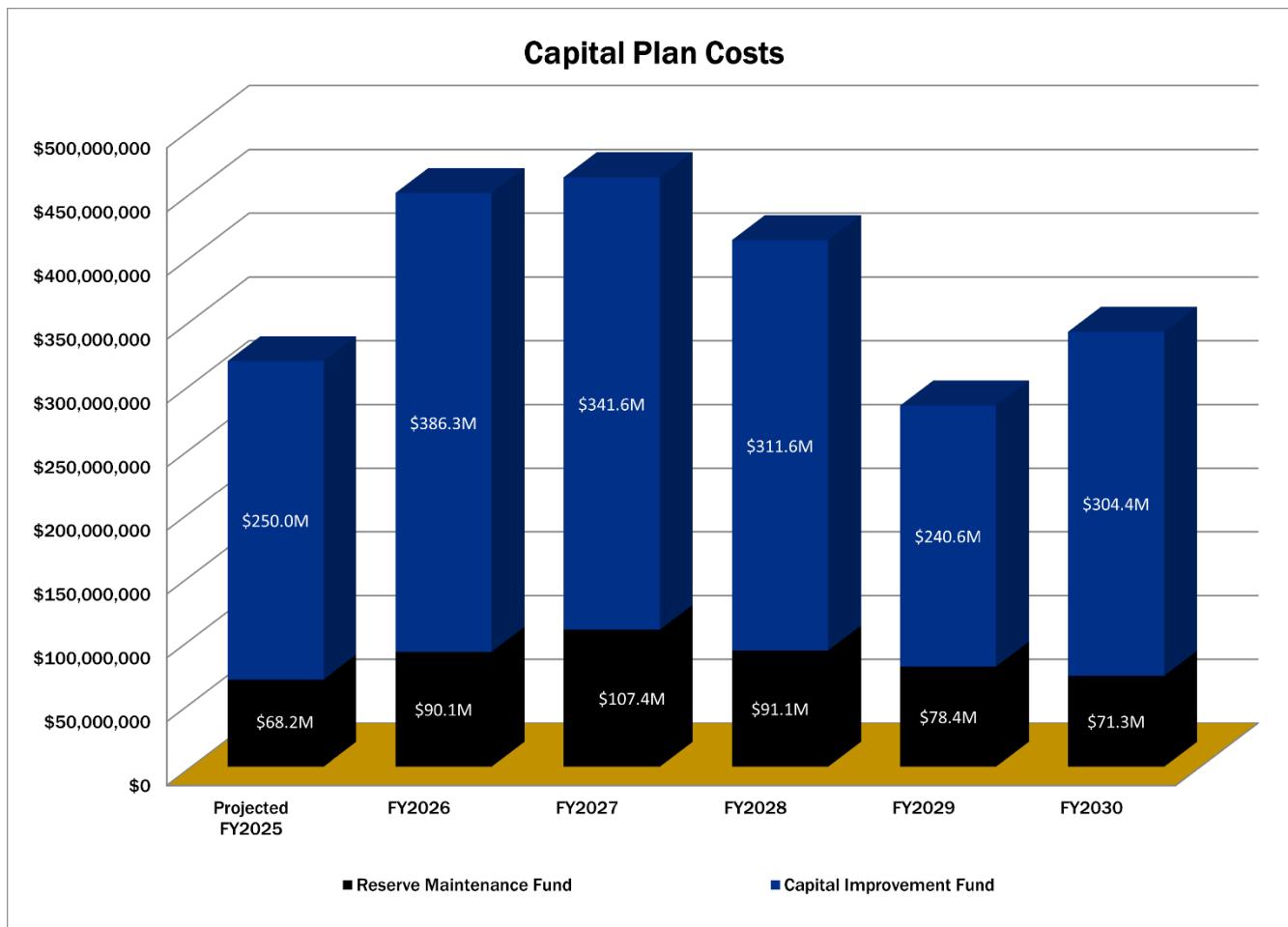
The Capital Improvement Fund (CIF) was created to account for the Authority's long-term expansions, improvements, reconstructions, and replacements of the assets of the NTTA System. Over the next five years, capital improvement projects total \$1.6 billion. The projects listed for FY2026 to FY2030 are approved by executive management through the capital plan process. Funds for the CIF flow from the Revenue Fund after funding operations maintenance and debt service requirements. The estimated contribution to CIF over the next five years is \$1.5 billion. The FY2026 – FY2030 Capital Plan includes \$25.9 million for payments due on subordinated debt. The Authority's executive management anticipates increasing the existing \$125.0 million Rainy Day fund each year as needed in order to maintain a balance equal to six months of the current year's OMF Budget.

The chart below incorporates results from both bond refunding and bond defeasance, resulting in variances from the figures reported in the Capital Plan book.

	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	Five-Year Totals FY2026 - FY2030
Net Revenues Available for Capital Improvement Projects	\$ 363,979,913	\$ 386,167,311	\$ 399,948,461	\$ 429,243,264	\$ 446,105,610	\$ 471,084,504	\$ 2,132,549,149
CAPITAL IMPROVEMENT FUND							
Estimated Beginning CIF Cash Balance Available for Projects	898,123,234	1,021,943,179	1,001,568,316	1,061,808,946	1,165,156,206	1,366,946,769	1,021,943,179
INFLOWS							
Transfer from Revenue Fund	363,979,913	386,167,311	399,948,461	429,243,264	446,105,610	471,084,504	2,132,549,149
Reimbursement from Prosper - DNT over US 380	2,557,062	-	-	-	-	-	-
Denton County ILA - DNT Phase 4B	-	-	-	-	-	-	-
DNT Expansion ILA - SRT to US 380 (City of Frisco)	9,500,000	-	-	-	-	-	-
DNT Phase 4A (City of Celina)	-	-	11,000,000	-	-	-	11,000,000
DNT Phase 4A (Town of Prosper)	-	-	5,000,000	-	-	-	5,000,000
NET INFLOWS AVAILABLE FOR CIF EXPENSES	376,036,975	386,167,311	415,948,461	429,243,264	446,105,610	471,084,504	2,148,549,149
OUTFLOWS							
CIF Project Expenses	(243,575,478)	(386,271,550)	(341,603,573)	(311,569,653)	(240,622,924)	(304,430,225)	(1,584,497,925)
Transfer to CIF Bond Payment Account	(8,641,552)	(8,640,533)	(8,642,541)	(8,646,166)	-	-	(25,929,240)
Transfer to CIF Rainy Day Fund Account	-	(11,630,092)	(5,461,717)	(5,680,185)	(3,692,121)	(3,784,423)	(30,248,537)
TOTAL OUTFLOWS	(252,217,030)	(406,542,176)	(355,707,830)	(325,896,004)	(244,315,045)	(308,214,648)	(1,640,675,702)
Estimated Ending CIF Cash Balance Available for Projects	1,021,943,179	1,001,568,316	1,061,808,946	1,165,156,206	1,366,946,769	1,529,816,626	1,529,816,626
CIF Bond Payment Account							
Estimated Beginning CIF Bond Payment Account Cash Balance	7,466,307	7,466,307	7,466,307	7,466,307	7,466,307	7,466,307	7,466,307
Transfers from CIF Cash Account	8,641,552	8,640,533	8,642,541	8,646,166	-	-	25,929,240
Transfer to Debt Service Fund for CIF Subordinated Debt Payment	(8,641,552)	(8,640,533)	(8,642,541)	(8,646,166)	-	-	(25,929,240)
Estimated Ending CIF Bond Payment Account Cash Balance	7,466,307	7,466,307	7,466,307	7,466,307	7,466,307	7,466,307	7,466,307
CIF Rainy Day Fund Account							
Estimated Beginning CIF Rainy Day Fund Account Cash Balance	124,912,815	124,912,815	136,542,907	142,004,624	147,684,808	151,376,929	124,912,815
*Strategic Deposit to the Rainy Day Fund	-	11,630,092	5,461,717	5,680,185	3,692,121	3,784,423	30,248,537
Estimated Ending CIF Rainy Day Fund Account Cash Balance	124,912,815	136,542,907	142,004,624	147,684,808	151,376,929	155,161,352	155,161,352
Estimated Ending Total CIF Cash Balances	\$ 1,154,322,301	\$ 1,145,577,530	\$ 1,211,279,876	\$ 1,320,307,321	\$ 1,525,790,005	\$ 1,692,444,285	\$ 1,692,444,285

Summary Project Cost by Fund

Project Type	Projected FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	Five Year Total FY2026 - FY2030
Reserve Maintenance Fund	\$68,236,883	\$90,050,415	\$107,384,357	\$91,102,806	\$78,443,984	\$71,318,228	\$438,299,790
Capital Improvement Fund	243,575,478	386,271,550	341,603,573	311,569,653	240,622,924	304,430,225	1,584,497,925
Totals	\$311,812,361	\$476,321,965	\$448,987,930	\$402,672,459	\$319,066,908	\$375,748,453	\$2,022,797,715



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

Delivering projects on schedule ensures anticipated revenue generation. Managing project scope minimizes project cost increases. Delivering projects on budget is important to ensure financial stability and reputation which is the primary departmental objective of the Project Delivery and Maintenance departments:

- Managing project schedules included in the bond offering documents or other commitments for each project
- Managing contract changes (e.g. change orders) for each individual major construction contract
- Managing actual costs vs estimates used for financing each project
- Complete projects in advance of schedule within cost estimates

Schedule as of October 31, 2025

PROJECT			Phase of Work	Budget (\$'s shown in millions)			Project Changes (\$'s shown in millions)		Schedule	
Corridor	Project Limits	Total Project Budget	Planning Design Construction	Total Project Budget this Phase	Actual Spent to Date	Percent Spent of Total Project Budget this Phase	Project Contingency \$ (at current Phase)	Project Change Amount	Scheduled Completion (OTT)	Actual
CTP	FM 1187 to US 67 SB Mainlanes	\$230.6	Construction	\$230.6	\$17.9	7.8%	\$17.0	\$0.0	June 2028	On Schedule
DNT	SRT to US 380 4th Lane	\$157.3	Construction	\$157.3	\$138.4	88.0%	\$7.7	\$1.8	August 2025	Open to Traffic
	4A: US 380 to FM 428	\$459.7	Construction	\$459.7	\$234.1	50.9%	\$16.9	\$0.9	August 2027	On Schedule
PGBT	East Branch IH-30 to IH-20	\$1,728.9	Planning	\$14.0	\$3.2	22.7%	\$2.3	\$0.0	TBD	On Schedule

All Funds Budget by Account FY2026

Account	Accounting	Administration	Board	Business Dev & Opportunities	Customer Service	Human Resources	Information Technology
Right of Way - (173003)	\$ 1,795,440	\$ 617,122	\$ -	\$ 568,149	\$ 14,164,883	\$ 1,951,069	\$ 13,646,953
Salaries and Wages-Direct - (511101)							
Salaries and Wages-Internship - (511202)							
Salaries and Wage-Overtime - (511301)							
Group Insurance - (512101)							
Retirement Contributions - (512401)	233,407	71,415		80,393	2,001,794	276,143	1,748,649
Retirement Contr.-Internship - (512402)							
Tuition Reimbursement - (512501)							
Unemployment Insurance - (512601)							
Meeting Expense - (521101)	6,100	15,000	83,918	10,500	34,952	20,000	2,000
Consulting/Professional - (521201)		35,000		50,000	14,390,000	353,000	
Legal Fees - (521202)							
Auditing Fees - (521203)	200,000						
Trustee Fees - (521204)							
Rating Agency Fees - (521205)							
Traffic Engineering Fees - (521207)							
Police Services (DPS) - (521208)							
Armored Car Services - (521209)					68,400		
Outside Maintenance Services - (521212)							11,412,338
General Engineering - (521213)							
Consulting/Profess Serv Tech - (521301)							32,132,670
Repairs and Maintenance - (522201)							
Landscaping - (522202)							
Signing Expense - (522203)							
Pavement Markings - (522204)							
Pavement & Shoulders - (522205)							
Bridge Repairs - (522206)							
Rentals - Land - (522301)							
Rentals - Equipment - (522302)					35,200		
Insurance Expense - Other - (523101)							
Postage - (523201)					19,750,000		
Telecommunications - (523202)							1,500,000
Public Information Fees - (523203)							
Recruitment - (523301)						222,000	
Promotional Expenses & Events - (523304)	1,000			124,525	50,000	16,000	
Employee Appreciation - (523305)					25,000		
Media Buy and Advertising - (523306)							
Media Production - (523307)							
Printing and Photographic - (523401)	2,500						10,000
Travel - (523501)	10,000	25,000	9,926	7,100	22,543	11,500	68,000
Dues & Subscriptions - (523601)	6,000	68,000	8,500	58,488	63,844	5,700	14,150
Education and Training - (523701)	5,000	2,628		2,610	39,805	68,500	75,400
Licenses - (523801)	650						100
Temporary Contract Labor - (523851)					17,000,000	100,000	40,000
Liability Claims - (523902)							
Office Supplies - (531101)	3,500	400	2,020	300	104,236	5,000	20,200
Other Materials and Supplies - (531102)							81,700
Mobile Equipment Expense - (531103)							
Freight and Express - (531105)	420	60	1,257		375	483	2,000
Electronic Supplies - (531106)							1,888,500
Motor Fuel Expense - (531107)							
Water - (531211)							
Gas - (531221)							
Electricity - (531231)							
Utility Relocation Costs - (531261)							
Books & Periodicals - (531401)							
Inven for resale(toll tags) - (531501)					1,750,367		
Small Tools and Shop Supplies - (531601)							
Machinery - (531611)							
Vehicles - (531621)							
Computers - (531641)							29,506,500
Software - (531651)							41,417,371
Uniforms - (531701)					42,650		
Building Improvements - (541302)							
Infrastructure Rdway/Hwy/Bridg - (541401)							4,500,000
Infrastructure Right -of -Way - (541402)							
Infrastructure - Other - (541403)							175,000
Bank Charges - (573001)					330,934		
Credit Card Fees - (573002)					50,000,000		
Totals	\$2,264,017	\$834,625	\$105,621	\$902,065	\$120,138,470	\$3,142,329	\$ 138,329,746

All Funds Budget by Account FY2026-Cont'd

Account	Internal Audit/Enterprise Risk Mgmt	Legal Services	Maintenance	Operations	Procurement	Project Delivery	External Affairs
Right of Way - (173003)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Salaries and Wages-Direct - (511101)	1,087,690	1,742,883	14,075,858	3,486,652	1,130,854	3,468,787	1,955,272
Salaries and Wages-Internship - (511202)	-	158,448	-	-	-	-	-
Salaries and Wage-Overtime - (511301)	-	11,979	627,047	-	-	-	45,000
Group Insurance - (512101)	-	-	-	-	-	-	-
Retirement Contributions - (512401)	153,900	246,618	1,993,875	480,475	160,039	490,833	276,609
Retirement Contr.-Internship - (512402)	-	2,298	-	-	-	-	-
Tuition Reimbursement - (512501)	-	-	-	-	-	-	-
Unemployment Insurance - (512601)	-	-	-	-	-	-	-
Meeting Expense - (521101)	2,000	3,500	10,100	8,000	2,500	500	10,500
Consulting/Professional - (521201)	130,000	1,000,000	700,000	50,000	-	-	2,507,664
Legal Fees - (521202)	-	3,690,000	-	-	-	-	-
Auditing Fees - (521203)	-	-	-	-	-	-	-
Trustee Fees - (521204)	-	-	-	-	-	-	-
Rating Agency Fees - (521205)	-	-	-	-	-	-	-
Traffic Engineering Fees - (521207)	-	-	-	-	-	-	-
Police Services (DPS) - (521208)	-	-	-	-	-	-	-
Armored Car Services - (521209)	-	-	-	-	-	-	-
Outside Maintenance Services - (521212)	-	-	36,992,919	-	-	-	-
General Engineering - (521213)	-	-	-	-	-	27,400,437	-
Consulting/Profess Serv Tech - (521301)	-	-	-	-	-	3,728,043	-
Repairs and Maintenance - (522201)	-	-	715,000	-	-	-	-
Landscaping - (522202)	-	-	668,594	-	-	-	-
Signing Expense - (522203)	-	-	-	-	-	1,482,000	-
Pavement Markings - (522204)	-	-	-	-	-	3,387,000	-
Pavement & Shoulders - (522205)	-	-	-	-	-	14,115,000	-
Bridge Repairs - (522206)	-	-	-	-	-	10,981,000	-
Rentals - Land - (522301)	-	-	477,583	-	-	-	-
Rentals - Equipment - (522302)	-	-	70,000	-	-	-	-
Insurance Expense - Other - (523101)	-	-	500	-	-	-	-
Postage - (523201)	-	-	-	-	-	-	-
Telecommunications - (523202)	-	-	245,000	-	-	-	-
Public Information Fees - (523203)	-	-	-	-	61,000	-	-
Recruitment - (523301)	-	-	-	-	-	-	-
Promotional Expenses & Events - (523304)	-	-	-	-	-	-	1,715,841
Employee Appreciation - (523305)	800	-	10,600	-	-	-	54,678
Media Buy and Advertising - (523306)	-	-	-	-	-	-	2,256,053
Media Production - (523307)	-	-	-	-	-	-	700,000
Printing and Photographic - (523401)	-	-	-	-	-	-	7,000
Travel - (523501)	6,000	13,209	182,686	50,000	18,000	5,000	22,000
Dues & Subscriptions - (523601)	5,100	15,000	15,575	16,000	10,000	6,157	25,000
Education and Training - (523701)	16,000	10,000	214,015	15,000	15,000	10,486	11,454
Licenses - (523801)	1,055	-	18,826	300	-	667	-
Temporary Contract Labor - (523851)	-	-	-	-	-	-	-
Liability Claims - (523902)	-	-	-	-	-	-	-
Office Supplies - (531101)	850	42,329	23,300	20,000	4,000	2,041	5,133
Other Materials and Supplies - (531102)	-	-	6,202,030	-	-	-	948
Mobile Equipment Expense - (531103)	-	-	2,264,000	-	-	-	-
Freight and Express - (531105)	-	472	400	215	-	407	250
Electronic Supplies - (531106)	-	-	-	-	-	-	-
Motor Fuel Expense - (531107)	-	-	1,760,400	-	-	-	-
Water - (531211)	-	-	1,236,000	-	-	-	-
Gas - (531221)	-	-	75,000	-	-	-	-
Electricity - (531231)	-	-	2,987,000	-	-	-	-
Utility Relocation Costs - (531261)	-	-	-	-	-	667,554	-
Books & Periodicals - (531401)	250	-	-	-	-	-	-
Inven for resale(toll tags) - (531501)	-	-	-	-	-	-	-
Small Tools and Shop Supplies - (531601)	-	-	336,860	-	-	-	-
Machinery - (531611)	-	-	1,397,000	-	-	-	-
Vehicles - (531621)	-	-	10,053,000	-	-	-	-
Computers - (531641)	-	-	-	-	-	-	-
Software - (531651)	-	80,000	191,575	-	-	-	-
Uniforms - (531701)	-	-	309,000	-	-	-	-
Building Improvements - (541302)	-	-	26,185,372	-	-	-	-
Infrastructure Rdway/Hwy/Bridg - (541401)	-	-	-	-	-	253,007,959	-
Infrastructure Right -of -Way - (541402)	-	-	-	-	-	1,975,543	-
Infrastructure - Other - (541403)	-	-	-	-	-	-	-
Bank Charges - (573001)	-	-	-	-	-	-	-
Credit Card Fees - (573002)	-	-	-	-	-	-	-
Totals	\$ 1,403,645	\$ 7,016,737	\$ 110,039,114	\$ 4,126,641	\$ 1,401,393	\$ 320,729,414	\$ 9,593,402

All Funds Budget by Account FY2026-Cont'd

Account	Shared Services	Traffic & Incident Mgmt	Treasury & Financial Planning	FY2026 Budget	FY2025 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
Right of Way - (173003)	\$ -	\$ -	\$ -	\$ 30,000	\$ (30,000)	\$ (30,000)	(100.0)%
Salaries and Wages-Direct - (511101)	(943,111)	10,390,317	1,217,730	70,356,549	61,740,284	8,616,266	14.0%
Salaries and Wages-Internship - (511202)	-	-	-	247,977	248,448	(471)	(0.2)%
Salaries and Wage-Overtime - (511301)	-	270,554	-	1,308,282	950,257	358,025	37.7%
Group Insurance - (512101)	8,881,190	-	-	8,881,190	7,618,675	1,262,515	16.6%
Retirement Contributions - (512401)	(677,517)	1,470,353	172,309	9,179,294	8,851,601	327,693	3.7%
Retirement Contr.-Internship - (512402)	-	-	-	10,603	3,603	7,000	194.3%
Tuition Reimbursement - (512501)	-	-	-	13,100	33,100	(20,000)	(60.4)%
Unemployment Insurance - (512601)	175,000	-	-	175,000	100,000	75,000	75.0%
Meeting Expense - (521101)	-	1,000	500	211,070	180,464	30,606	17.0%
Consulting/Professional - (521201)	42,000	43,342	692,900	19,993,906	19,006,006	987,900	5.2%
Legal Fees - (521202)	-	-	-	3,690,000	2,640,000	1,050,000	39.8%
Auditing Fees - (521203)	-	-	-	200,000	200,000	-	-
Trustee Fees - (521204)	-	-	75,000	75,000	75,000	-	-
Rating Agency Fees - (521205)	-	-	91,000	91,000	91,000	-	-
Traffic Engineering Fees - (521207)	-	450,000	650,000	1,100,000	1,255,000	(155,000)	(12.4)%
Police Services (DPS) - (521208)	-	17,741,555	-	17,741,555	16,402,810	1,338,745	8.2%
Armed Car Services - (521209)	-	-	-	68,400	50,150	18,250	36.4%
Outside Maintenance Services - (521212)	-	114,500	-	48,519,757	45,921,184	2,598,573	5.7%
General Engineering - (521213)	-	-	-	27,400,437	28,124,877	(724,440)	(2.6)%
Consulting/Profess Serv Tech - (521301)	-	-	-	35,860,713	33,822,261	2,038,452	6.0%
Repairs and Maintenance - (522201)	-	-	-	715,000	700,000	15,000	2.1%
Landscaping - (522202)	-	-	-	668,594	619,572	49,022	7.9%
Signin Expense - (522203)	-	-	-	1,482,000	2,629,100	(1,147,100)	(43.6)%
Pavement Markings - (522204)	-	-	-	3,387,000	6,357,200	(2,970,200)	(46.7)%
Pavement & Shoulders - (522205)	-	-	-	14,115,000	24,140,000	(10,025,000)	(41.5)%
Bridg Repairs - (522206)	-	-	-	10,981,000	11,350,000	(369,000)	(3.3)%
Rentals - Land - (522301)	-	-	-	477,583	376,000	101,583	27.0%
Rentals - Equipment - (522302)	-	-	-	105,200	90,550	14,650	16.2%
Insurance Expense - Other - (523101)	-	6,487,528	-	6,488,028	6,637,528	(149,500)	(2.3)%
Postage - (523201)	-	-	-	19,750,000	19,100,000	650,000	3.4%
Telecommunications - (523202)	-	-	-	1,745,000	1,785,000	(40,000)	(2.2)%
Public Information Fees - (523203)	-	-	-	61,000	44,369	16,631	37.5%
Recruitment - (523301)	-	-	-	222,000	222,000	-	-
Promotional Expenses & Events - (523304)	-	6,229	700	1,914,295	1,963,273	(48,978)	(2.5)%
Employee Appreciation - (523305)	1,000	-	-	92,078	55,478	36,600	66.0%
Media Buy and Advertising - (523306)	-	-	-	2,256,053	2,169,282	86,771	4.0%
Media Production - (523307)	-	-	-	700,000	700,000	-	-
Printing and Photographic - (523401)	-	-	12,000	31,500	13,431	18,069	134.5%
Travel - (523501)	-	18,191	5,000	474,155	449,193	24,962	5.6%
Dues & Subscriptions - (523601)	1,500	6,011	1,500	326,525	294,162	32,363	11.0%
Education and Training - (523701)	-	55,050	3,090	544,038	432,021	112,017	25.9%
Licenses - (523801)	-	-	-	21,598	19,842	1,756	8.8%
Temporary Contract Labor - (523851)	-	-	-	17,140,000	15,467,000	1,673,000	10.8%
Liability Claims - (523902)	-	9,800	-	9,800	9,800	-	-
Office Supplies - (531101)	229,000	9,854	1,105	473,268	482,742	(9,474)	(2.0)%
Other Materials and Supplies - (531102)	-	204,177	-	6,488,855	7,316,541	(827,686)	(11.3)%
Mobile Equipment Expense - (531103)	-	-	-	2,264,000	2,020,000	244,000	12.1%
Freight and Express - (531105)	-	106	200	6,645	6,735	(90)	(1.3)%
Electronic Supplies - (531106)	-	-	-	1,888,500	1,888,500	-	-
Motor Fuel Expense - (531107)	-	-	-	1,760,400	2,250,000	(489,600)	(21.8)%
Water - (531211)	-	-	-	1,236,000	1,200,000	36,000	3.0%
Gas - (531221)	-	-	-	75,000	72,000	3,000	4.2%
Electricity - (531231)	-	-	-	2,987,000	2,900,000	87,000	3.0%
Utility Relocation Costs - (531261)	-	-	-	667,554	1,332,446	(664,892)	(49.9)%
Books & Periodicals - (531401)	-	-	-	250	250	-	-
Inven for resale(toll tags) - (531501)	-	-	-	1,750,367	1,750,000	367	-
Small Tools and Shop Supplies - (531601)	-	395,000	-	731,860	437,802	294,058	67.2%
Machinery - (531611)	-	-	-	1,397,000	1,185,100	211,900	17.9%
Vehicles - (531621)	-	-	-	10,053,000	7,426,000	2,627,000	35.4%
Computers - (531641)	-	-	-	29,506,500	27,436,500	2,070,000	7.5%
Software - (531651)	-	-	-	41,688,946	47,472,831	(5,783,885)	(12.2)%
Uniforms - (531701)	-	174,596	-	526,246	454,458	71,788	15.8%
Building Improvements - (541302)	-	-	-	26,185,372	10,547,000	15,638,372	148.3%
Infrastructure Rdway/Hwy/Bridg - (541401)	-	17,896,000	-	275,403,959	250,257,062	25,146,897	10.0%
Infrastructure Right -of -Way - (541402)	-	-	-	1,975,543	392,783	1,582,760	403.0%
Infrastructure - Other - (541403)	-	-	-	175,000	175,000	-	-
Bank Charges - (573001)	-	-	25,000	355,934	417,000	(61,066)	(14.6)%
Credit Card Fees - (573002)	-	-	-	50,000,000	41,500,000	8,500,000	20.5%
Totals	\$ 7,709,062	\$ 55,744,163	\$ 2,948,034	\$ 786,428,480	\$ 731,890,271	\$ 54,538,209	7.5%



NTTA maintenance at work

NTTA

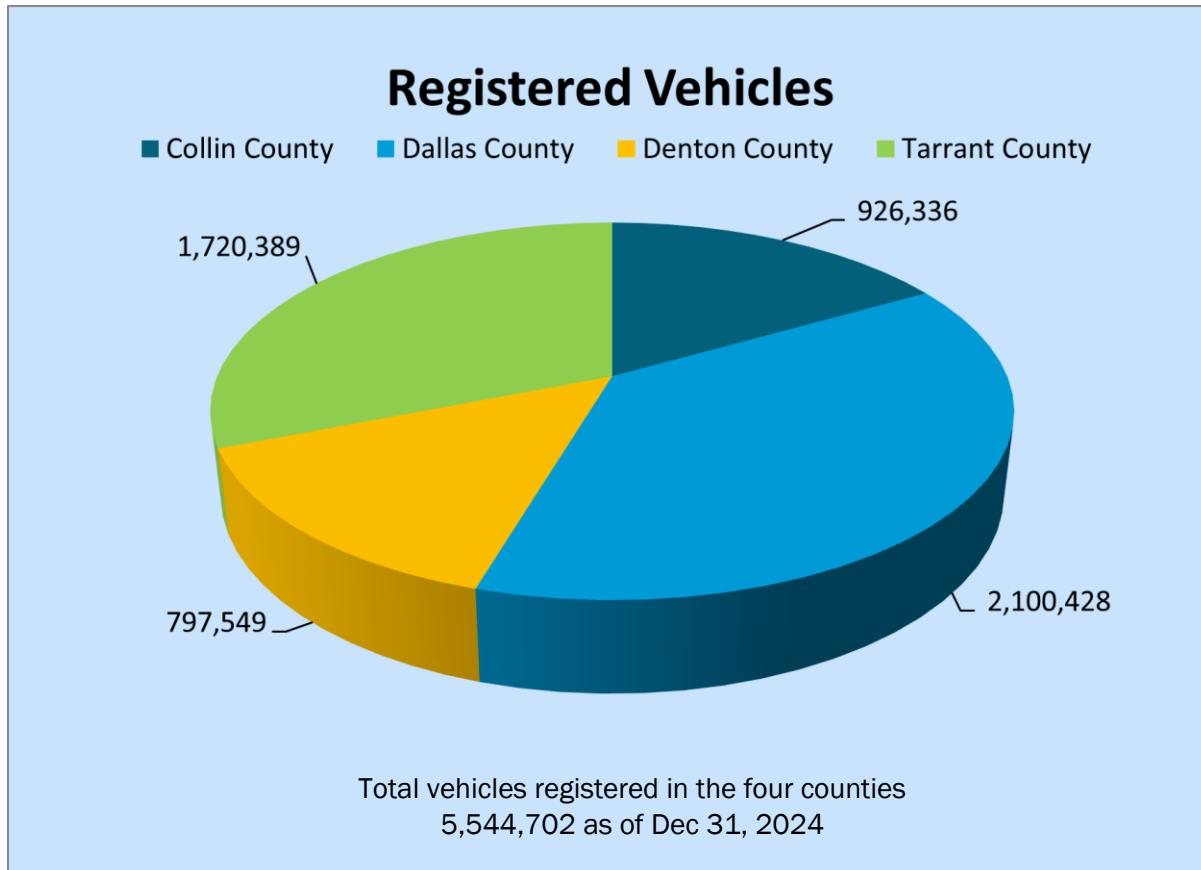
STATISTICS





Statistical Data

The North Texas four-county region has 5.5 million registered vehicles as of FY2024. The region's population has grown by 16% since FY2015. The average household income has grown by 5% with an average unemployment rate of 3.4%.

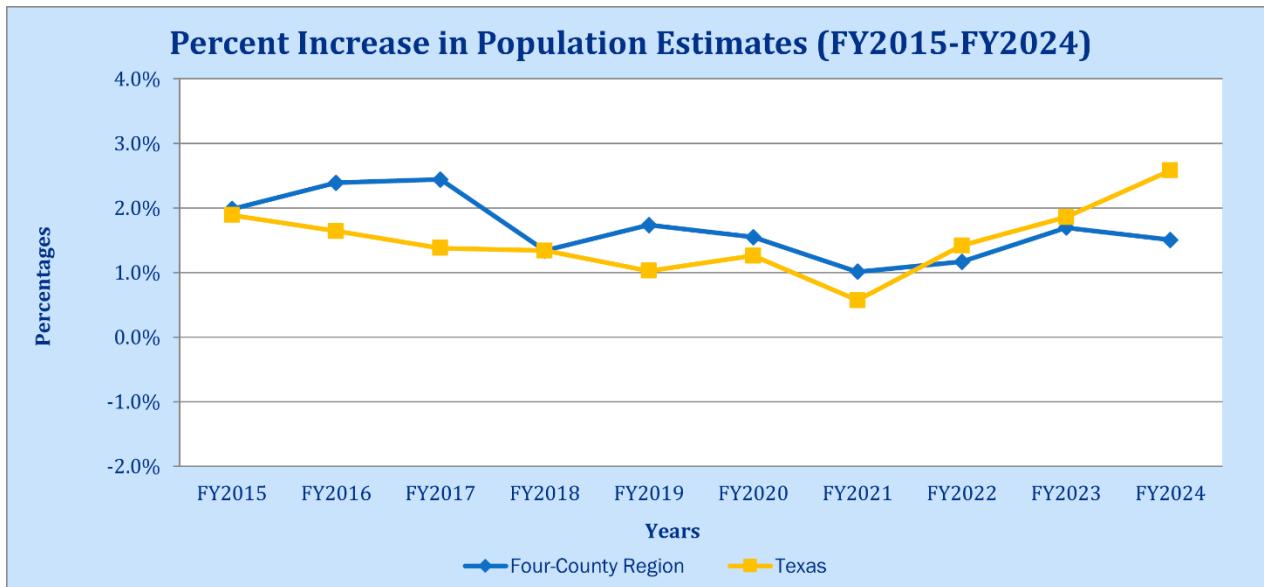


Source: [Texas Department of Motor Vehicles](#)

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
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%
FY2024	1,195,359	2,606,358	1,037,646	2,224,584	7,063,947	31,290,831	1.51%	2.58%
Increase/ Decrease Total from FY2015 to FY2024	340,581	126,027	324,446	293,249	1,084,303	4,313,689	18.1%	16.0%

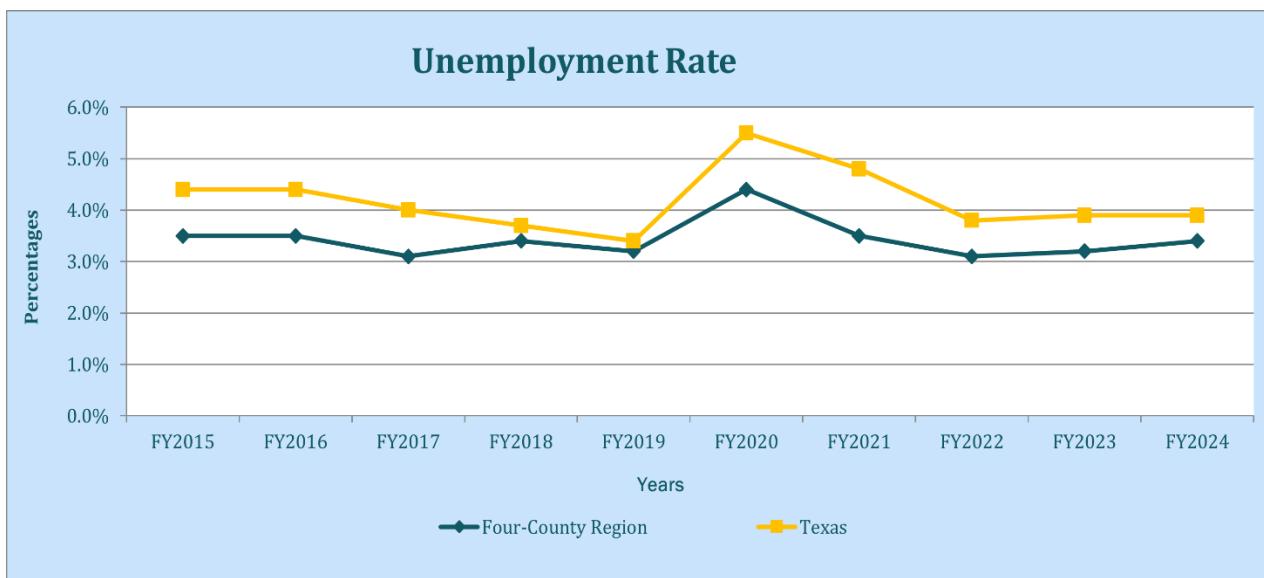
Source: [US Census Bureau](#)



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		Four-County Region	Texas
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%
FY2024	547,900	1,818,500	311,300	1,013,500	3,691,200	13,933,500	3.4%	3.9%
Increase Total								
from Year		181,000	201,700	89,900	168,600	641,200	2,252,500	
FY2015 to Year								
FY2024								

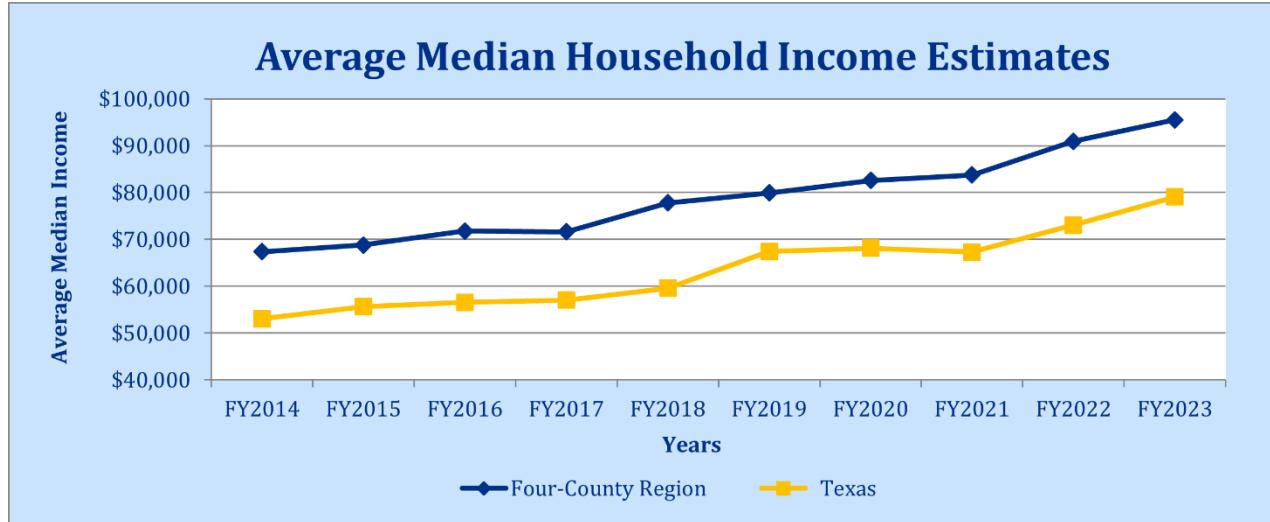
Source: [U.S. Bureau of Labor Statistics](#)



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		Percentage Change from Prior Years	
					Estimated Avg	Median Income	Four-County Region	Texas
					Estimated Avg	Median Income		
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%
FY2023	120,149	74,352	107,401	80,083	\$95,496	\$79,060	4.95%	8.25%
Averaged Yearly Totals	\$98,552	\$60,618	\$88,991	\$67,897	\$76,046	\$60,967	4.25%	4.87%

Source: [US Census Bureau](#)



Top 10 Employers in Four-County Region

2024

COLLIN COUNTY TOP TEN EMPLOYERS

EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT		INDUSTRY
		EMPLOYMENT	PERCENTAGE	
STATE FARM INSURANCE CORPORATE OFFICE	12,000	1.91%		INSURANCE
JP MORGAN CHASE	10,530	1.68%		FINANCIAL SERVICES
FRISCO INDEPENDENT SCHOOL DISTRICT	8,850	1.41%		EDUCATION
BANK OF AMERICA	6,318	1.01%		FINANCIAL SERVICES
CAPITAL ONE FINANCE	5,578	0.89%		FINANCIAL SERVICES
RICHARDSON ISD	5,500	0.88%		EDUCATION
BLUE CROSS BLUE SHIELD OF TEXAS	5,300	0.84%		INSURANCE
TOYOTA NORTH AMERICA HQ	4,960	0.79%		AUTOMOTIVE
RAYTHEON INTELLIGENCE & SPACE	4,200	0.67%		TECHNOLOGY
PEPSI	3,759	0.60%		FOOD PRODUCTS
Total	66,995	10.68%		

DALLAS COUNTY TOP TEN EMPLOYERS

EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT		INDUSTRY
		EMPLOYMENT	PERCENTAGE	
WALMART	38,500	1.48%		RETAIL
UT SOUTHWESTERN MEDICAL CENTER	25,349	0.97%		HEALTH CARE PROVIDER
JP MORGAN CHASE	18,500	0.71%		FINANCIAL SERVICES
MEDICAL CITY HEALTHCARE	17,000	0.65%		HEALTH CARE PROVIDER
UNIVERSITY OF NORTH TEXAS SYSTEMS	14,730	0.57%		EDUCATION
SOUTHWEST AIRLINES	14,618	0.56%		COMMERCIAL AIRLINE
BANK OF AMERICA	14,300	0.55%		FINANCIAL SERVICES
KROGER	12,323	0.47%		FOOD RETAIL
PARKLAND HEALTH & HOSPITAL SYSTEMS	11,872	0.46%		HEALTH CARE PROVIDER
METHODIST HOSPITAL SYSTEM	11,224	0.43%		HEALTH CARE PROVIDER
Total	178,416	6.85%		

DENTON COUNTY TOP TEN EMPLOYERS

EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT		INDUSTRY
		EMPLOYMENT	PERCENTAGE	
UNIVERSITY OF NORTH TEXAS	8,891	1.58%		EDUCATION
LEWISVILLE INDEPENDENT SCHOOL DISTRICT	6,845	1.22%		EDUCATION
DENTON ISD	4,593	0.82%		EDUCATION
NORTHWEST ISD	3,000	0.53%		EDUCATION
CITY OF DENTON	2,070	0.37%		MUNICIPALITY
PETERBILT MOTORS	2,000	0.36%		MANUFACTURING
DENTON COUNTY	1,959	0.35%		MUNICIPALITY
MEDICAL CITY HOSPITALS	1,684	0.30%		HEALTH CARE PROVIDER
ORTHOFIX	1,267	0.23%		MEDICAL
DENTON STATE SCHOOL	1,146	0.20%		EDUCATION
Total	33,455	5.96%		

TARRANT COUNTY TOP TEN EMPLOYERS

EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT		INDUSTRY
		EMPLOYMENT	PERCENTAGE	
AMR CORP./AMERICAN AIRLINES	35,000	3.24%		COMMERCIAL AIRLINE
LOCKHEED MARTIN AERONAUTICS COMPANY	21,500	1.99%		MANUFACTURING
DFW INTERNATIONAL AIRPORT	14,000	1.29%		AIRPORT
TEXAS HEALTH RESOURCES	13,363	1.24%		HEALTHCARE
FORT WORTH INDEPENDENT SCHOOL DISTRICT	10,683	0.99%		EDUCATION
GENERAL MOTORS ARLINGTON ASSEMBLY PLANT	10,512	0.97%		AUTOMOTIVE
NAS- FORT WORTH JOINT RESERVE BASE	10,500	0.97%		MILITARY
COOK'S CHILDREN HEALTH CARE SYSTEM	9,700	0.90%		HEALTH CARE PROVIDER
WALMART	9,567	0.88%		RETAIL
AMAZON	9,000	0.83%		RETAIL
Total	143,825	13.30%		

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

FY2024 Strategic Priorities & Accomplishments

Priorities to support the Authority's five-year strategic goals and objectives are established annually. Below is a summary of the FY2024 priorities and key accomplishments.

Strategic Priority	2024 Accomplishments
Enhance safety	<ul style="list-style-type: none"> • Illumination Project for PGBT/SRT - Repairs and addition of lighting • Repair of retaining walls - Repairs of several retaining wall projects to address identified issues • Various improvement projects across the NTTA System including repairs, resurfacing, reconstruction, and replacements. • Building Improvements - constructed, modified, improved, or expanded as the NTTA System expands. Annual reviews are conducted to identify any required improvements. • Maintenance Rating Program score of 97.8 • Targeted training initiative: Led, organized, and implemented hundreds of hours of safety training in Maintenance and Traffic & Incident Management
Execute Capital Plan	<p>Infrastructure:</p> <ul style="list-style-type: none"> • Completed design for more than 25 routine maintenance projects and rehabilitation projects • Started construction of DNT Extension Phase 4A mainlanes in Prosper and Celina • DNT Widening - construction to add an additional lane in each direction from SRT to U.S. 380 • Chisholm Trail Parkway (CTP) Widening - design to add an additional lane in each direction from FM1187 to U.S.67 • Started 360 Tollway environmental planning project from US 287 to US 67. Held first public meeting to solicit public input on various alternative alignments • Procured and started design for Worth Creek Parkway at CTP and 360 Tollway from Camp Wisdom to US 287 landscape and turf enhancements <p>Information Technology:</p> <ul style="list-style-type: none"> • Procured project management, integration, and vendor services for customer service and revenue collection, human resources and finance management, roadway and facility asset management, and advanced traffic management systems • Implemented a new cloud-based MicroStrategy/Google Cloud business intelligence system • Deployed a new lane-level toll and ITS system for monitoring and managing system reliability and uptime • Installed new lane-level toll cameras with advanced high-quality image functionality, improved license plate clarity, reduced maintenance costs, and increased potential revenue collection • Enhanced enterprise cybersecurity systems, as well as data center/cloud storage and processing capabilities, including business continuity and disaster recovery measures, to bolster operational resilience and mitigate risks
Reduce debt service obligations	<ul style="list-style-type: none"> • Successful completion of 2024 \$1.1 billion bond refunding transaction resulting in \$135M NPV savings • Continued timely debt service payments • Reduced outstanding long term debt by \$444M

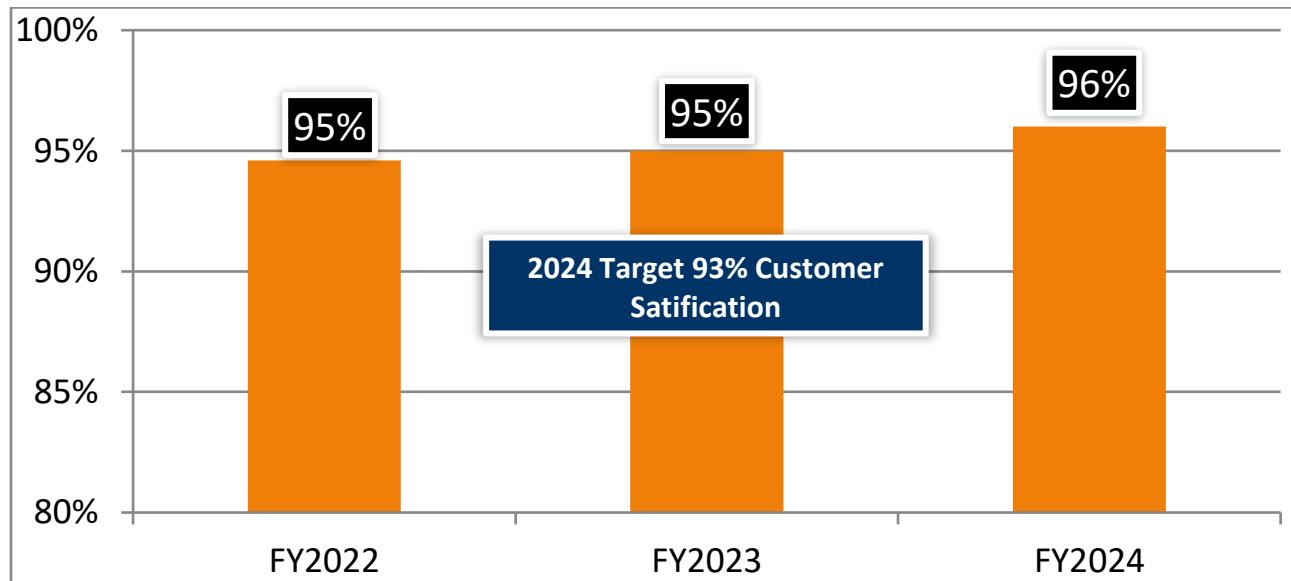
FY2024 Strategic Priorities & Accomplishments – Cont'd

Strategic Priority	2024 Accomplishments
Continue to relieve congestion	<ul style="list-style-type: none"> Started construction of DNT Extension Phase 4A mainlanes in Prosper and Celina DNT Widening - construction to add an additional lane in each direction from SRT to U.S. 380 Chisholm Trail Parkway (CTP) Widening - design to add an additional lane in each direction from FM1187 to U.S.67 Roadside Safety Services Clearance Time of 18:59 minutes on average to clear on average 3,000 incidents per month Average Accident Clearance Time of 49:59 to clear on average 450 accidents per month
Back-office system enhancements	<ul style="list-style-type: none"> Added E-470 in Colorado to the Central U.S. interoperability to enable toll transponder use across Colorado, Oklahoma, Kansas, Texas, and Florida Revenue assurance efforts such as new invoice design and system upgrades to improve collections and efficiency, resulting in \$17.5 million from revenue assurance and \$80 million from toll enforcement Switched to a new cost-effective TollTag transponder saved \$6.2 million annually, with over 1.5 million units distributed Initiated a multi-year upgrade plan to legacy systems with modernized information technology systems and services including enhance automation and reporting, data governance and use of artificial intelligence
Improve collections	<ul style="list-style-type: none"> Call center performance service level 94.0% vs 2024 Target 91.0% Customer Service Rating exceeded target of 93% for both TollTag and ZipCash customers Continued expansion of transponder interoperability - E470 (Colorado) Central US Region, Fort Bend (Texas)-Southeast Region
Represent NTTA policy concerns during Legislative session	<ul style="list-style-type: none"> Through coordinated advocacy, educational outreach, and direct engagement with legislators and staff, Public Affairs succeeded in preserving NTTA's statutory integrity and operational autonomy
Continue to promote vendor development	<ul style="list-style-type: none"> Thirty-nine cents of every dollar spent by NTTA included disadvantaged, minority- and woman-owned business enterprises Graduated the seventh Relationships and Opportunities Advancing Development (ROAD) program class Commenced the eighth ROAD mentorship program class of 2024-2026
Attract and retain staff	<ul style="list-style-type: none"> Continued initiatives to attract, retain, and develop a highly qualified, engaged, and energized workforce through updated resources and tools Employee engagement : Employee events throughout the year; employee conducted fundraisers to benefit communities in all NTTA member counties, including sports program for special needs individuals (for the eleventh consecutive year), book, school supply drives for disadvantaged students, a toy drive for families in need, and a donation drive for homeless adolescents Continued advancing organizational culture initiative Employee training and development throughout departments; Targeted training initiative: Led, organized, and implemented hundreds of hours of safety training in Maintenance and Traffic & Incident Management

FY2024 Performance Metrics

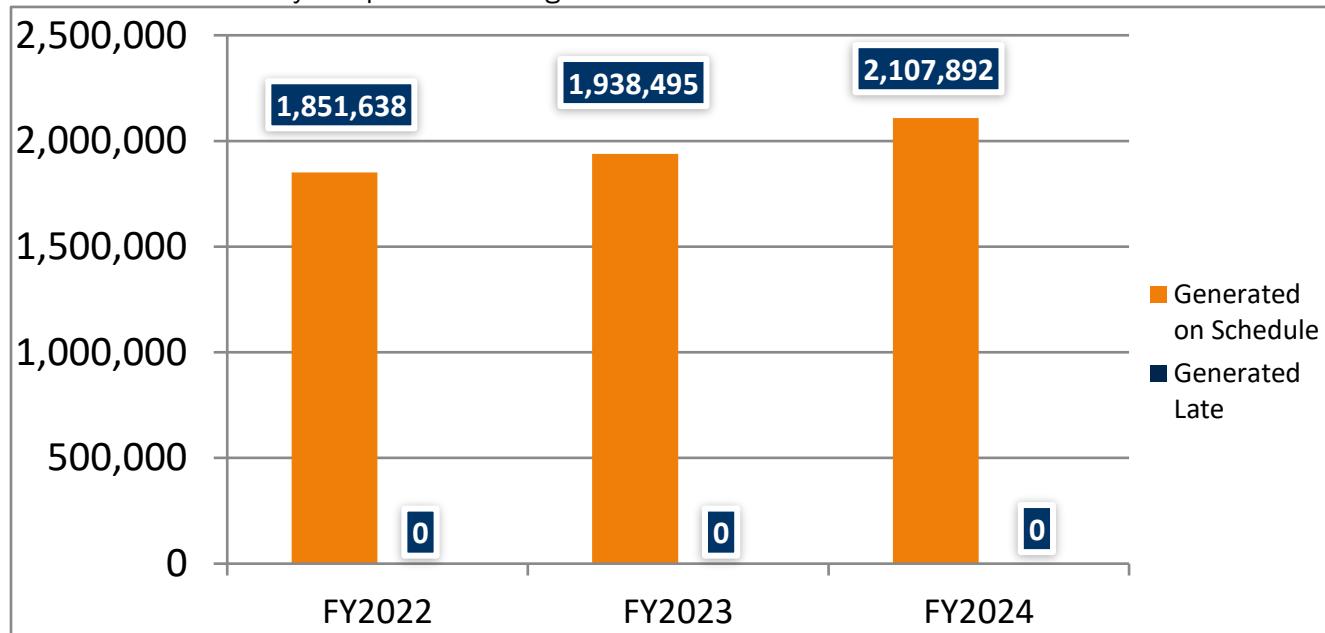
Customer Service Rating

The Customer Service interaction score based on 15 question survey. Provides immediate first-hand measure of the customer's experience.



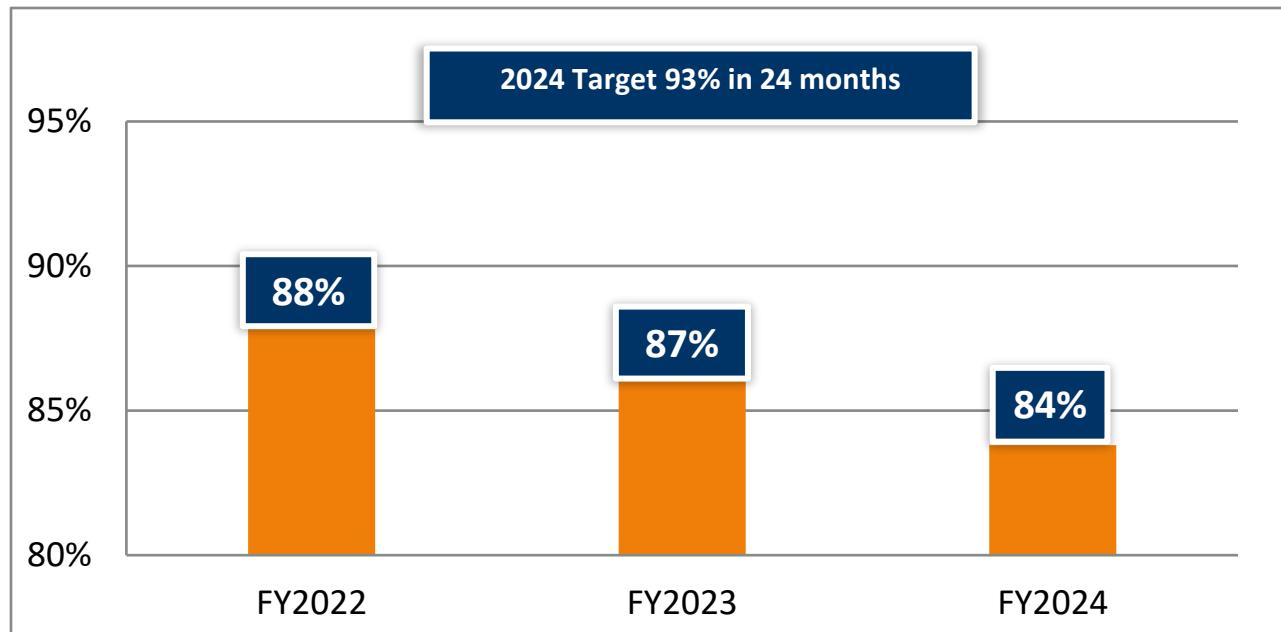
Average ZipCash Invoicing

The average ZipCash invoices generated according to each customer's monthly invoice date and measures the efficiency of ZipCash invoicing.



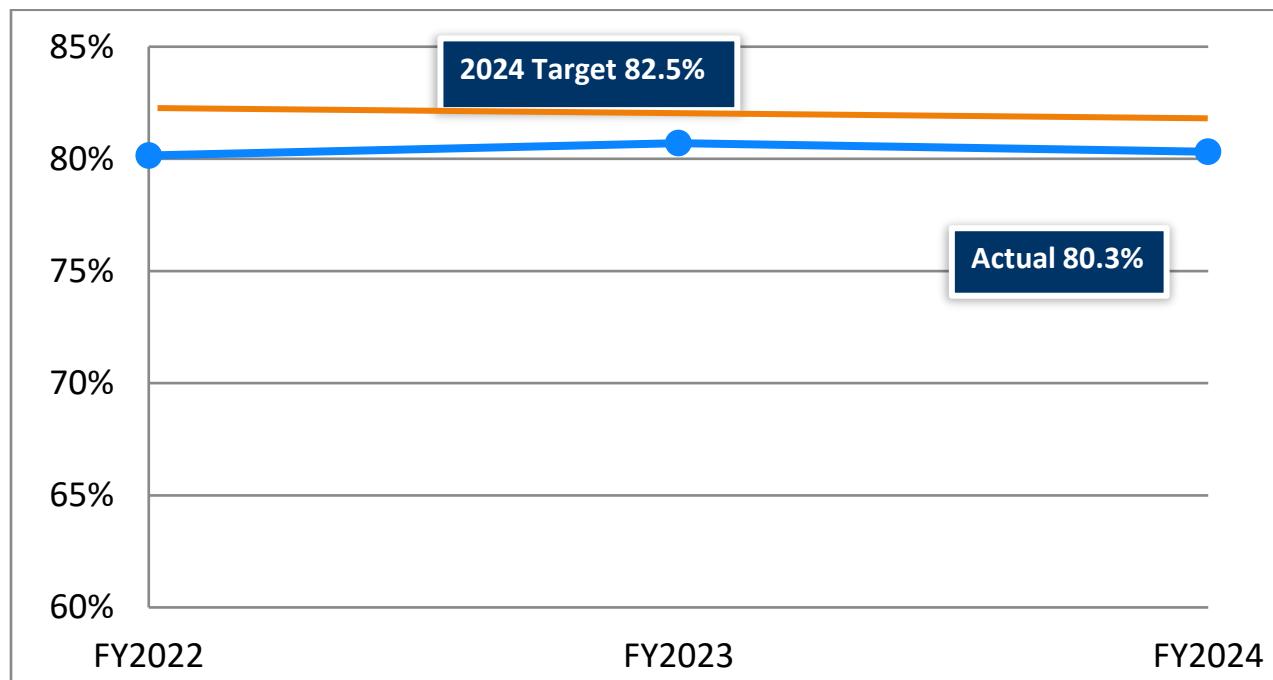
Collection Performance

Percent of pursuable revenue collected over a 24-month period from the transaction date.



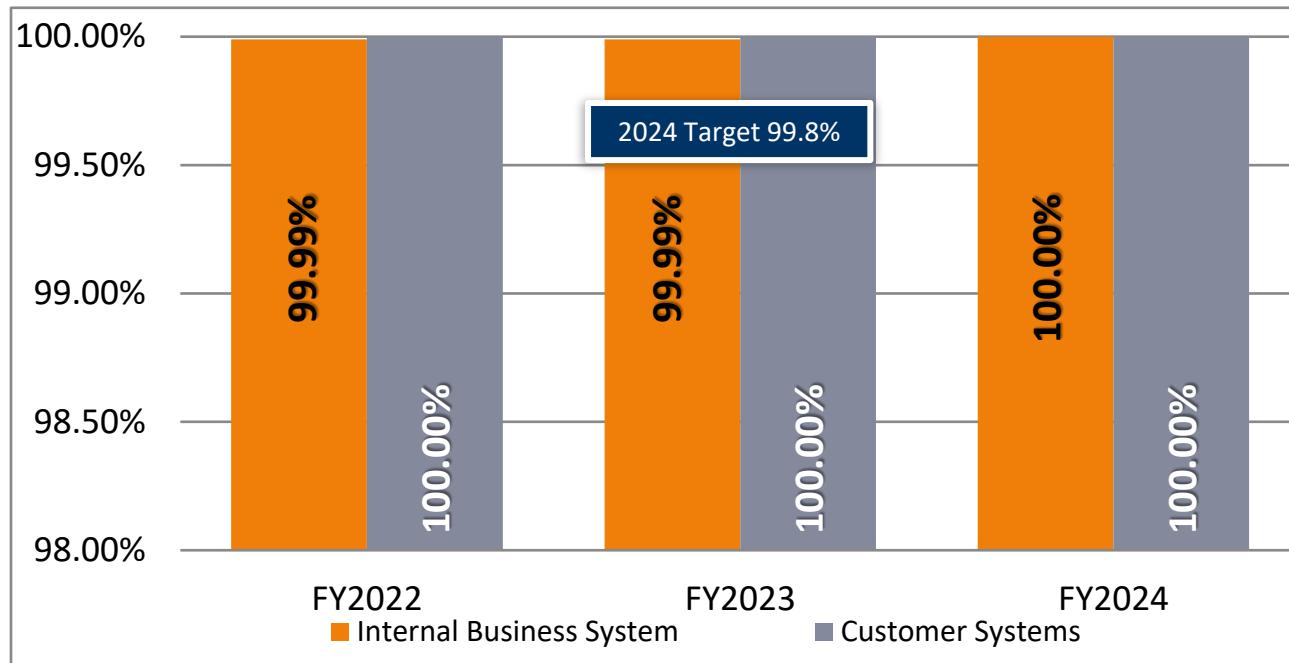
Transponder Penetration Rate @ 90 days

Percent of all transactions matched to a valid transponder account. Actuals reflect a three-month lag to process V-Tolls. Transponder-based transactions are the most efficient method to process and collect tolls.



System Reliability

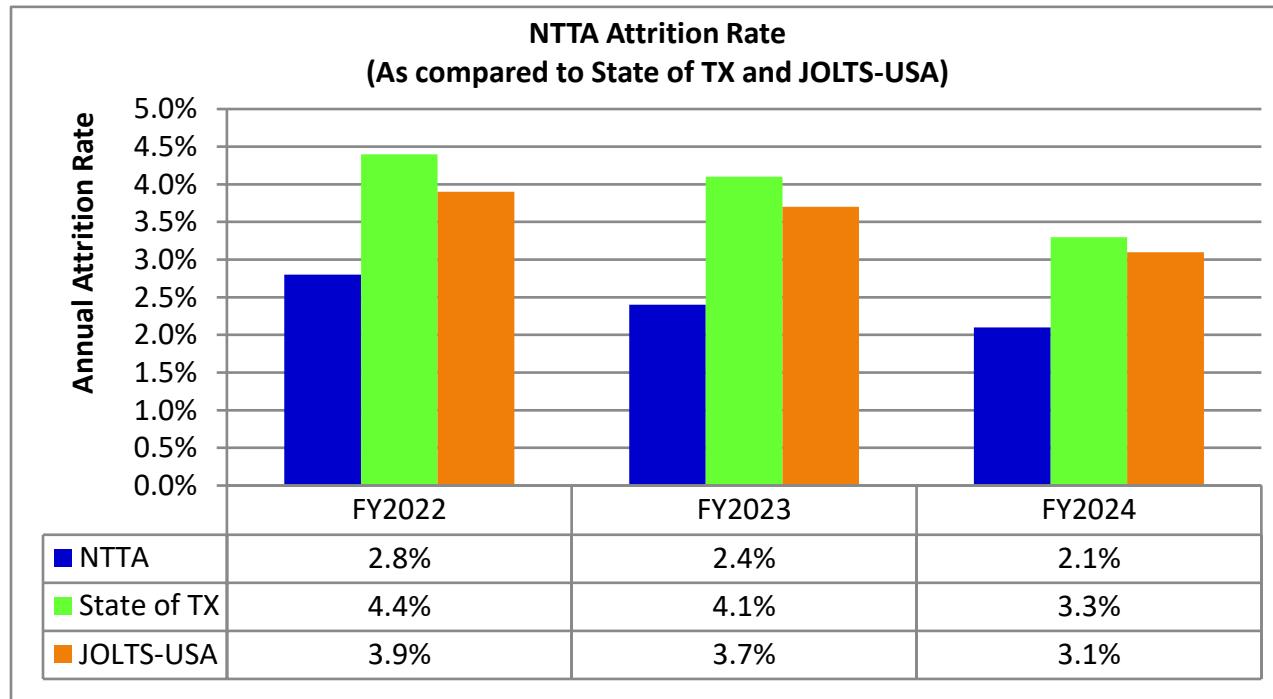
Availability of key internal and customers systems, phones, email and file servers outside of planned maintenance schedule. Measures Information Technology's ability to provide stable systems to support business needs.



Target: 20.16 minutes or less of unavailability a month per system

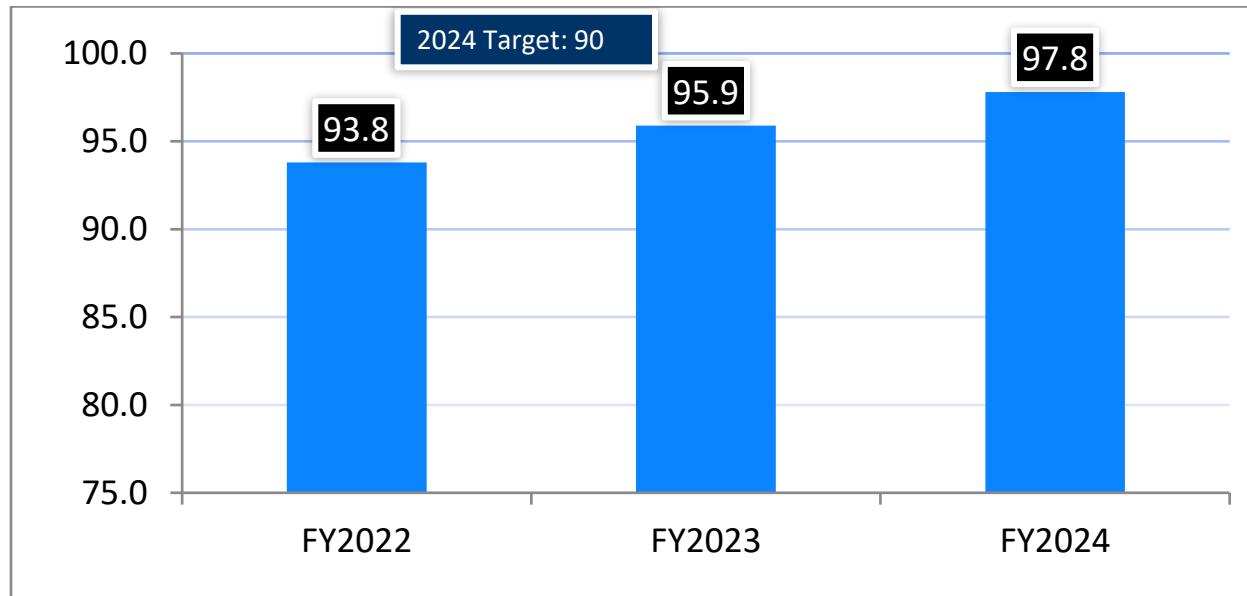
Employee Turnover

Authority-wide separations as compared to industry benchmark to the Job Openings and Labor Turnover Survey (JOLTS). Indicator of NTTA's ability to retain employees.



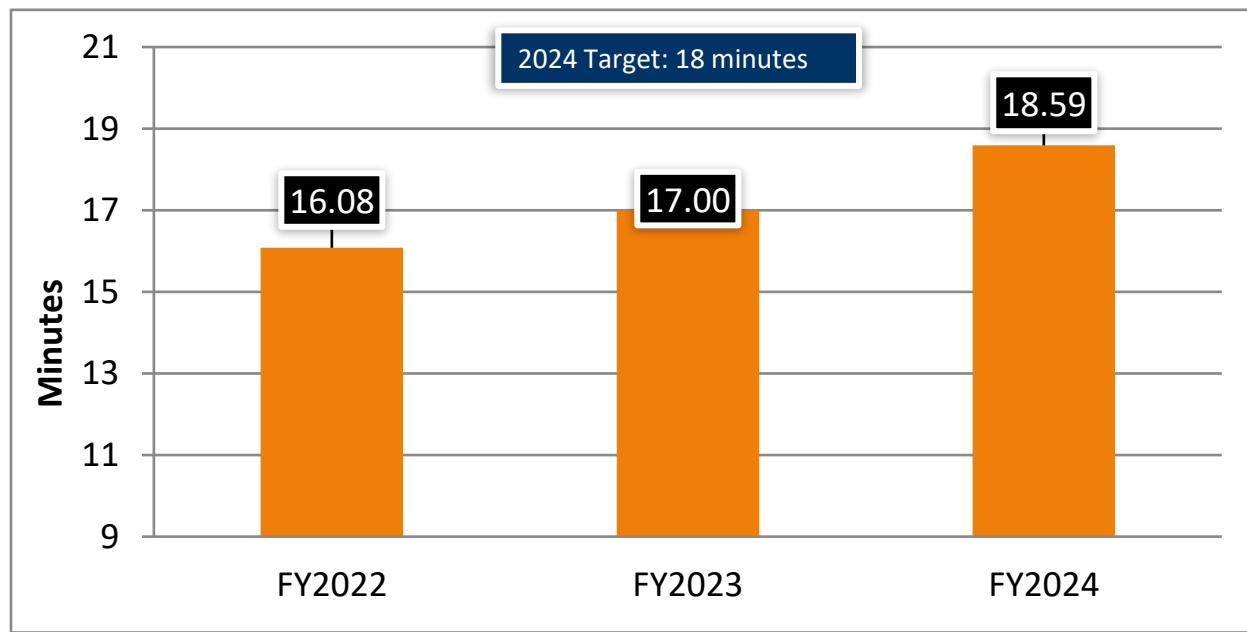
Maintenance Rating Program (MRP)

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



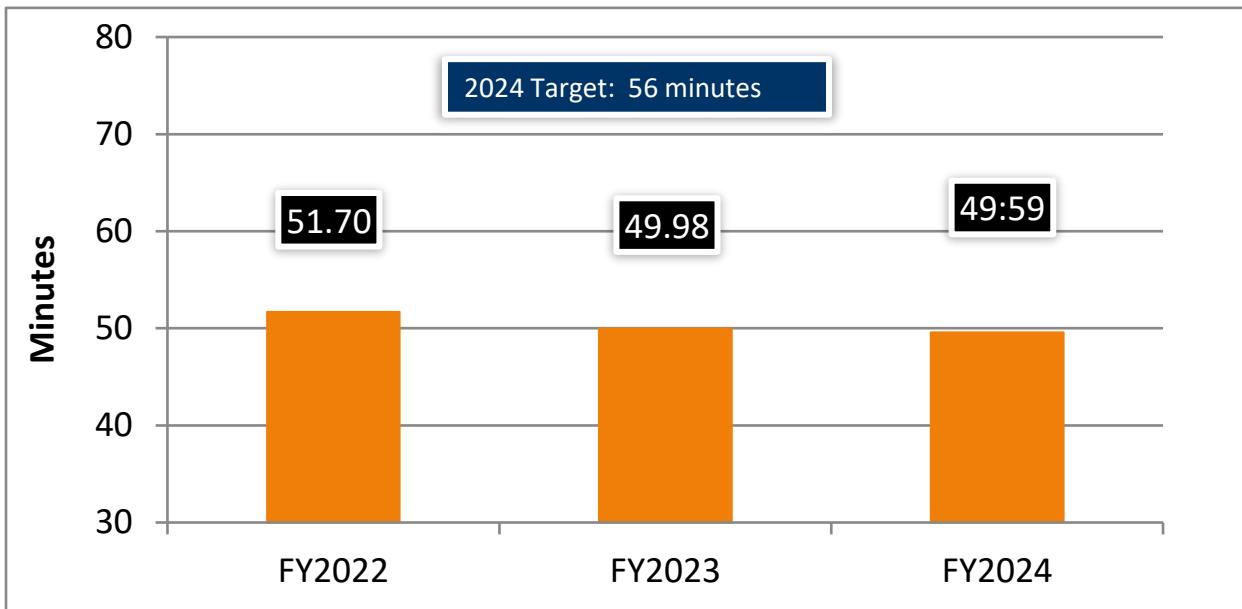
Average Roadside Safety Services Clearance Time

Average amount of time from identification of a minor incident to the final departure from the scene. The sooner resources clear incidents, the safer and more reliable driving conditions.



Average Accident Clearance Time

Average amount of time from identification of a crash to the final departure from the scene. The sooner resources clear major incidents the safer and reliable driving conditions.



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, 2025. 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 be submitted to GFOA to determine its eligibility for another award.

During FY2024, 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, 2024. 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.

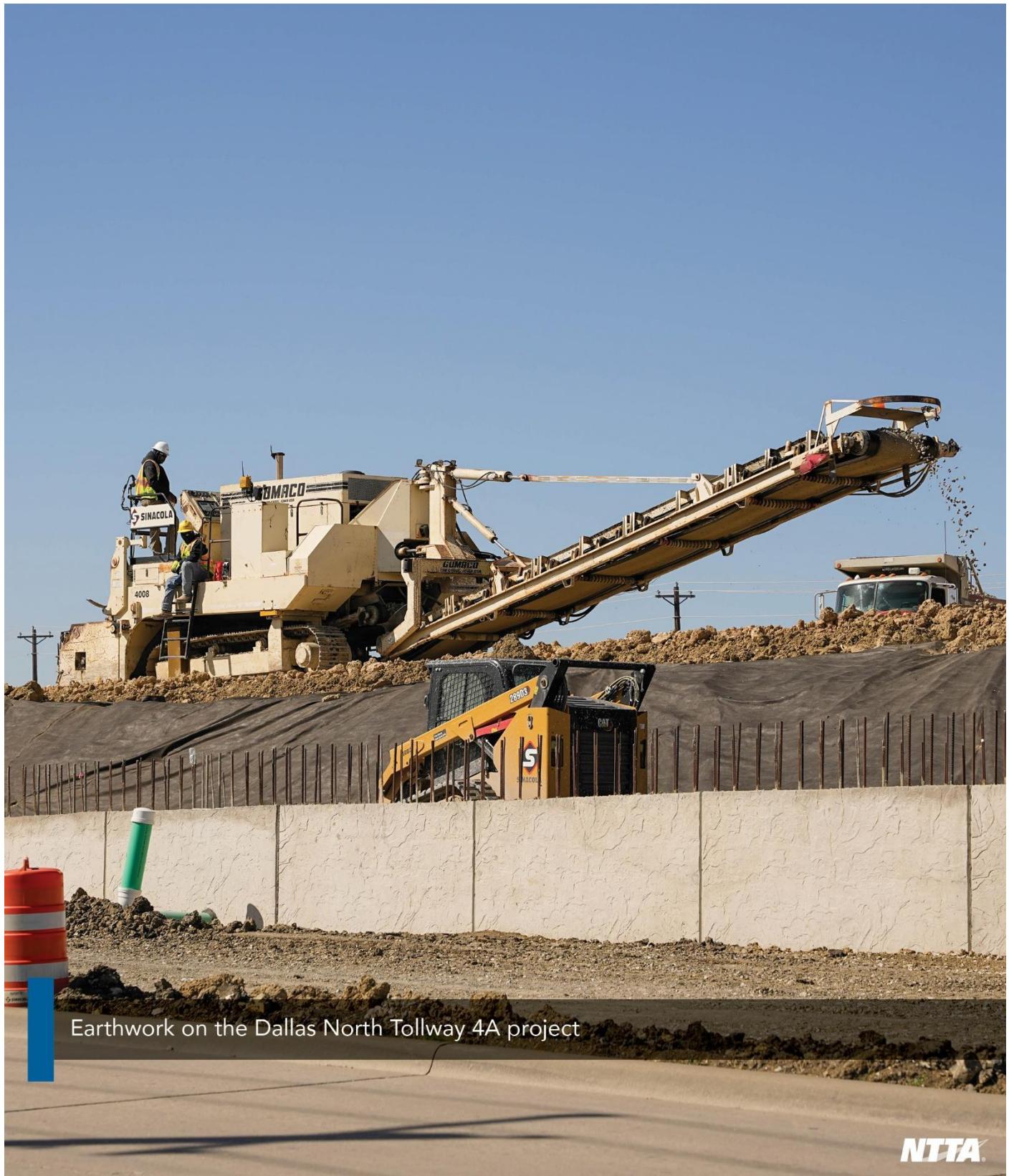
One of the goals in the Authority's Five-Year Strategic Plan is to maintain a financially sound and vibrant financial system. One of the objectives to accomplish this is to continuously improve and maintain financial processes. Receiving these awards are evidence of the Authority's commitment and dedication 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.



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APPENDICES





Earthwork on the Dallas North Tollway 4A project

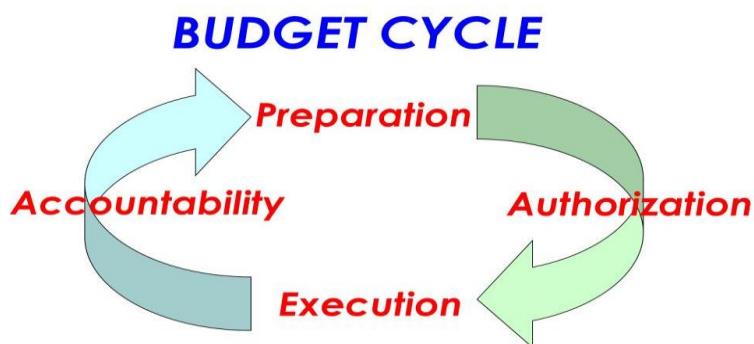
NTTA

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 Fund, Reserve Maintenance Fund, and Capital Improvement Fund that is approved by Board resolution.

The BUDGET PROCESS



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 (OMF) 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 (RMF) 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 (CIF) for unanticipated needs. During FY2010, the Authority's executive management requested, and the Board of Directors approved a Rainy Day Fund Account (RDF) in the CIF. The FY2024 fund balance was approximately \$125.0 million. With target increases each year if needed to maintain a balance equal to six months of each year's OMF Budget. 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

Operating Budget Process

April: Executive Director's Budget Meeting

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



April-May: Individual Departments Prepare Budgets

Budget Preparers input budgets into the budget system. Department Directors review and approve budgets. Any necessary meetings with Executive Management are conducted during this time.



May: Budget Calendar Presented

Chief Financial Officer presents the ensuing year's budget calendar at the Finance, Audit, and Administration Committee Meeting of the Board of Directors.



June: Department Budgets Submitted & Reviewed

Deadline for departmental budgets to be submitted to Treasury Management for review and approval. Budget Coordinators prepare Preliminary Budget book.



June: Board Budget Workshop

Chief Financial Officer meets with Board members to discuss goals and priorities, drivers, strategic initiatives, and overall guidance for the Budget.



July-Aug.: Preliminary Budget Submitted to Executive Management

Preliminary Budget delivered to Executive Management for review and approval. Departmental meetings with Executive Management and Treasury Management held during this time.



August: Preliminary Budget Delivered to Board

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



Aug.-Sept.: Budget Workshop and Briefing

Departmental Budget briefings and workshops conducted during this time with individual Board members upon their request.

September: Budget Discussion with Board

The Preliminary Budget is presented by the Chief Financial Officer at the public monthly Finance, Audit, and Administration Committee Meeting for discussion. Any recommended changes will be incorporated into the budget at this time.



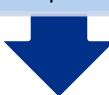
October: Preliminary Budget Presented

The Preliminary Budget is presented by the Chief Financial Officer at the public monthly Finance, Audit, and Administration Committee Meeting for final review and recommendation.



October: Preliminary Budget Presented to Board

The Preliminary Budget is presented by the Chief Financial Officer at the public monthly Board meeting for adoption.



October: Adopted Preliminary Budget Distributed

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



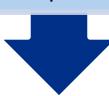
December: Final Budget Presented

The Final Budget is presented by the Chief Financial Officer at the public monthly Finance, Audit, and Administration Committee Meeting for final review and recommendation.



December: Final Budget Presented to Board

The Final Budget is presented by the Chief Financial Officer at the public monthly Board meeting for adoption.



December Adopted Final Budget Distributed

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

Capital Plan (Long Range Planning) Budget Process

April - May: Capital Projects Prepared

Departments create new projects; update previous year projects numbers and/or extend years.



May - June: Capital Plan Projects Reviewed

Directors, Assistant Executive Directors, and Executive Management Team review and approve the projects. Departmental meetings with Executive Management Team and Treasury Management are held.



July: Five-Year Capital Plan Created

Treasury Management creates the Five-Year Capital Plan with the approved projects. The plan book is reviewed by Assistant Executive Directors and Executive Management Team.



August: Preliminary Capital Plan Internal Review

Preliminary Five-Year Capital plan is reviewed by the Executive Management Team.



September: Preliminary Capital Plan Delivered

Preliminary Five-Year Capital Plan is delivered to the Board of Directors.



October: Draft Five-Year Capital Plan Discussion

The Five-Year Capital Plan is presented at the public monthly Board of Directors meeting for discussion. Any changes will be incorporated into the plan.



November- Review and Adopt Final Five-Year Capital Plan

The Five-Year Capital Plan is reviewed and the final Five-Year Capital Plan is presented to the Board of Directors for adoption.

Budget Calendar

Area	Date	Action
Treasury Mgmt	March 03 - 07, 2025	Budget Year 2026 set up in Questica, Salaries and Benefits imported from HR PeopleSoft System
Board	March 12, 2025 (Wednesday)	Board Meeting
ED/CFO	March 27, 2025 (Thursday)	Executive Director's FY2026 Budget Meeting with Chief Financial Officer to discuss high level budget estimates
EDs/AEDs	April, 2025	Executive Director's FY2026 Budget Meeting with Assistant Executive Directors to discuss budget priorities and overall direction, including compensation and benefits
FA&A Committee Meeting	April 03, 2025 (Thursday)	Finance, Audit, and Administration Committee
Board	April 16, 2025 (Wednesday)	Board Meeting
Depts. Treas Mgmt	April 07 - May 02, 2025	Preparers enter Operational Departmental Budgets and any Decision Packets into Questica
Depts. Treas Mgmt	April 07 - May 09, 2025	Preparers enter Five-Year Capital Plan into Questica
FA&A Committee Meeting	May 01, 2025 (Thursday)	Finance, Audit, and Administration Committee - Budget Calendar Review
Treasury Mgmt	May 02 - May 15, 2025	Treasury Management prepares comparative budget analysis reports for discussion with Directors
Treasury Mgmt	May 05 - May 30, 2025	Prepare Departmental Objectives, Key Performance Indicators and Executive Summaries
Approval-Directors	May 16, 2025 (Friday)	Directors Approve Departmental Budgets and Decisions Packets in Questica
Treasury Mgmt	May 19 - June 13, 2025	Treasury Management prepares department level 2 analysis reports for discussion with AED's
Board	May 21, 2025 (Wednesday)	Board Meeting
Approval-Directors	May 30, 2025 (Friday)	Directors Approve Five-Year Capital Plan in Questica
FA&A Committee Meeting	June 05, 2025 (Thursday)	Finance, Audit, and Administration Committee - First Budget Workshop
T&R/ Treasury Mgmt	June 06, 2025 (Friday)	Request updated transactions and revenues due from Traffic and Revenue consultants
EDs/AEDs Directors	June 06, 2025 (Friday)	Approve Departmental Objectives, Key Performance Indicators and Executive Summaries
Board	June 18, 2025 (Wednesday)	Board Meeting
Approval-AEDs	June 20, 2025 (Friday)	Assistant Executive Directors Approve Departmental Operational Budgets, Decision Packets, and Five-Year Capital Plan in Questica

Budget Calendar – Cont'd

Area	Date	Action
Treasury Mgmt	June 16-July 4, 2025	Treasury Management prepares Capital Plan Booklet
Approval-ED	June 27, 2025 (Friday)	Executive Directors Approve Departmental Operational Budgets, Decision Packets, and Five-Year Capital Plan in Questica
Treasury Mgmt	June 30 - July 18, 2025	Preliminary Budget assembled by Treasury Management
Board	July 11, 2025 (Friday)	Mid-Year Board Retreat
Treasury Mgmt	July 14 - 25, 2025	Five-Year Capital Plan Booklet assembled by Treasury Management
Review-ED & AEDs	July 21 - Aug 5, 2025	Preliminary Budget Review by Executive Management Team
FA&A Committee Meeting	August 07, 2025 (Thursday)	Finance, Audit, and Administration Committee
Review-ED & AEDs	August 15, 2025 (Friday)	Five-Year Capital Plan Booklet Review by Executive Management Team completed
Deliverable	August 18, 2025 (Monday)	Preliminary Budget delivered to Board Members
Board	August 20, 2025 (Wednesday)	Board Meeting
Board	August 01 - September 19, 2025	Budget Briefings (if requested by Board Members)
Board	September 10, 2025 (Wednesday)	First Review of Preliminary Budget and Second Board Workshop
Deliverable	September 10, 2025 (Wednesday)	Five-Year Capital Plan delivered to Board Members
Treasury Mgmt	September 10 - September 26, 2025	Incorporate any updates to Preliminary Budget and prepare presentation on any changes
Board Approval	October 8, 2025 (Wednesday)	Board Meeting Preliminary Budget Approval
FA&A Committee Meeting	November 06, 2025 (Thursday)	Finance, Audit, and Administration Committee - Second Review Five-Year Capital Plan Review
Treasury Mgmt	November 06 - 12, 2025	Incorporate any updates to Five-Year Capital Plan and prepare presentation on any changes
Board Approval	November 19, 2025 (Wednesday)	Board Meeting Five-Year Capital Plan Approval
FA&A Committee Meeting	December 04, 2025 (Thursday)	Finance, Audit, and Administration Committee - Final Budget Review
Board Approval	December 17, 2025 (Wednesday)	Board Meeting Final Budget Approval

Assumes Thursday Committee Meetings and Wednesday Board Meetings

Executive Directors/Assistant Executive Directors

Deliverables

Board Meetings or FA&A Committee 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 are accounted for as an enterprise funds 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 Position. 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 the Capital Improvement Fund) established for a turnpike project to the Authority's 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.

When the feasibility of a project is determined, pursued project costs are capitalized, and the related study costs are reimbursed to the sub-fund Feasibility Study Fund from the proceeds of the project's bond issue. Unfeasible projects are written off to expense when approved by the Executive Director.

(a) Restricted Assets

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

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

- **Construction and Property Fund** – The Construction and Property Fund was created to account for that portion of the proceeds from the sale of the Authority Revenue Bonds, which were required to be deposited with the trustee in order to pay all costs of construction. There also may

be deposited in the Construction and Property Fund any monies received from any other source for paying the cost of the Authority.

- **Revenue Fund** – The Revenue Fund was created to account for all revenues (all tolls, other revenues, and income) arising or derived by the Authority from the operation and ownership of the Authority. All revenues of this fund are distributed to other funds in accordance with the Trust Agreement.
- **Operation and Maintenance Fund** – The Operation and Maintenance Fund (OMF) was created to account for and pay current operating expenses of the Authority.
- **Reserve Maintenance Fund** – The Reserve Maintenance Fund (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 Authority, or for any other purpose now or hereafter authorized by law.
- **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, Cash Equivalents and Investments

Cash balances include amounts in demand deposits and overnight sweeps of the demand deposit accounts. These deposits are fully collateralized or covered by federal deposit insurance. The Authority considers other money market funds along with Local Government Investments Pools (LGIPs) to be investments. The carrying amount of the investments is fair value. The Carrying amount of the LGIP investments is amortized cost. The net change in fair value of investments is recorded on the Statement of Revenues, Expenses, and Changes in Net Position 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 acquisition cost item at the date of 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 property and equipment with a value greater than \$5,000 and software with a value greater than \$1,000,000.

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

The costs to acquire additional capital assets, which replace existing assets or improve the efficiency of the Authority, are capitalized. Under the Authority's policy of accounting for infrastructure assets pursuant to the "preservation method of accounting" or "modified approach", property costs represent

an historical accumulation of costs expended to acquire rights-of-way and to construct, improve, and place in operation the various projects and related facilities. These infrastructure assets are considered “indefinite lived assets”, that is, the assets themselves will last indefinitely and are therefore not depreciated. Costs related to renewing and maintaining these assets are not capitalized, but instead are considered to be period costs and are included in preservation expense classified as part of reserve maintenance and capital improvement expenses. Additional charges to preservation expense occur whenever the condition of the infrastructure assets is determined to be at a level that is below the standards adopted by the Board of Directors of the Authority.

(d) Subscription-Based Information Technology Arrangements (SBITA)

The Authority is a subscriber of certain subscription-based information technology arrangements (SBITA). A SBITA is a contract that conveys control of the right to use a vendor's software, alone or in combination with hardware. In each case, the Authority recognizes both a liability and an intangible right to use asset in the financial statements. The right-to-use asset of a SBITA is reported with depreciable capital assets (see Note 4) and the liabilities for SBITA's are reported with the long-term liabilities when the SBITA contract is greater than 12 months. In general, SBITAs with a contract term of 12 months or less are recognized as outflows of resources or expense.

At the commencement of a SBITA contract, the Authority initially measures the SBITA asset as the initial amount of the SBITA liability, adjusted for subscription payments made at or before the subscription commencement date, plus certain initial direct costs. The SBITA asset is amortized on a straight-line basis over the shorter of the subscription term or useful life. The SBITA liability initially is measured at the present value of payments expected to be made during the subscription term and reduced by the principal portion of the subscription payments made.

The key estimates and judgments related to SBITAs are as follows:

- The Authority uses the interest charged by the vendor as a discount rate, when available. If the interest rate charged by the vendor is not available, the Authority generally uses its estimated incremental borrowing rate.
- The subscription term includes the noncancelable period of the SBITA. In determining the subscription term, management considers all facts and circumstances that create an economic incentive to exercise an extension option or not exercise a termination option. Extension options or periods after termination options are only included in the subscription term if it is reasonably certain that the SBITA will be extended or not terminate.

Liabilities arising from a SBITA are initially measured on a present value basis. SBITA liabilities include the net present value of the contract payments, less any SBITA vendor incentives received from the SBITA vendor at the commencement of the subscription term:

- Fixed payments;
- Variable payments that depend on an index or a rate (such as the Consumer Price Index or a marked interest rate), measured using the index or rate as of the commencement of the subscription term;
- Variable payments that are fixed in-substance;
- Payments for penalties for terminating the SBITA, if the subscription term reflects the Authority exercising an option to terminate the SBITA or a fiscal funding or cancellation clause; and
- Any other payments to the SBITA vendor associated with the SBITA contract that are reasonably certain of being required based on an assessment of all relevant factors.

Assets arising from a SBITA are initially measured using the sum of the following, less any SBITA vendor incentives received from the SBITA vendor at the commencement of the subscription term:

- The amount of the initial measurement of the subscription liability;

- Payments associated with the SBITA contract made to the SBITA vendor at the commencement of the subscription term, if applicable; and
- Capitalizable initial implementation costs.

The Authority monitors changes in circumstances that may require a remeasurement of its SBITAs and will remeasure the SBITA asset and liability balances if certain changes occur that are expected to significantly affect those balances.

(e) Compensated Absences

Vested or accumulated vacation leave is recorded as an expense and liability as the benefits accrue to employees.

Sick leave balances that are more likely than not to be used as leave in a future period are recorded as an expense and liability. Former employee's sick time usage is analyzed to estimate the amount of earned unused sick hours more likely than not to be used by active employees using a First-in, First-out (FIFO) methodology.

(f) 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.

(g) 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.

(h) 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.

(i) Estimates

The preparation of financial statements in accordance with U.S. Generally Accepted Accounting Principles (GAAP) requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

(j) 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 requirements 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.

(k) 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 (GAAP) 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 and Details

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 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 4%)
 - Increase debt capacity
 - Improve efficiency of debt structure
 - 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 1.35X coverage.
- Must comply with all Trust Agreement and loan agreement requirements for issuance of additional debt.

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.

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.

CURRENT RATINGS – 1st Tier Debt

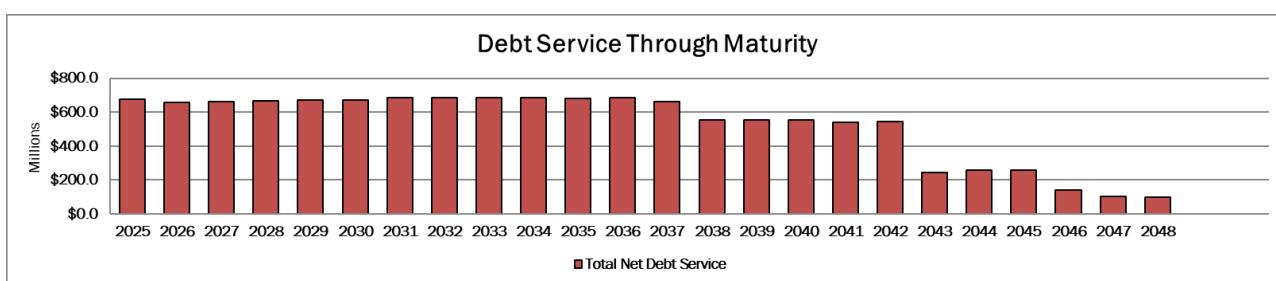
INVESTMENT GRADE				
		Moody's	Standard & Poor's (S&P)	
PRIME		Aaa		AAA
HIGH GRADE		Aa1		AA+
		Aa2		AA+
	✓	Aa3	✓	AA-
UPPER MEDIUM GRADE		A1		A+
		A2		A
		A3		A-
LOWER MEDIUM GRADE		Baa1		BBB+
		Baa2		BBB
		Baa3		BBB-

Revenue Bonds Outstanding
As of December 31, 2025

Description of Issue	Beginning Balance		Matured or Retired	Ending Balance
	Jan. 1, 2025	Additions		
Series 2008D	\$ 1,066,322,794	\$ 64,304,109	\$ -	\$ 1,130,626,903
Series 2009B	825,000,000	-	-	\$ 825,000,000
Series 2010B	42,975,000	-	(6,210,000)	\$ 36,765,000
Series 2014A	65,895,000	-	(65,895,000)	\$ -
Series 2015B	14,775,000	-	(14,775,000)	\$ -
Series 2016A	459,285,000	-	(409,285,000)	\$ 50,000,000
Series 2017A	1,370,995,000	-	(217,285,000)	\$ 1,153,710,000
Series 2017B	585,700,000	-	(151,240,000)	\$ 434,460,000
Series 2018	356,085,000	-	(46,645,000)	\$ 309,440,000
Series 2019A	356,165,000	-	(8,425,000)	\$ 347,740,000
Series 2019B	164,240,000	-	(29,810,000)	\$ 134,430,000
Series 2020A	192,105,000	-	(6,695,000)	\$ 185,410,000
Series 2020B	315,260,000	-	(33,410,000)	\$ 281,850,000
Series 2020C	19,355,000	-	(6,140,000)	\$ 13,215,000
Series 2021A	244,440,000	-	(1,655,000)	\$ 242,785,000
Series 2021B	446,045,000	-	(16,005,000)	\$ 430,040,000
Series 2022A	462,270,000	-	(44,765,000)	\$ 417,505,000
Series 2022B	136,995,000	-	(62,325,000)	\$ 74,670,000
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
Series 2025A		486,605,000	-	\$ 486,605,000
Series 2025B		143,855,000	-	\$ 143,855,000
Totals	\$ 8,836,317,794	\$ 694,764,109	\$ (1,120,565,000)	\$ 8,410,516,903

Outstanding Debt Service

FY Ending 12/31	First Tier Net Debt Service	Second Tier Net Debt Service	Subordinated Lien Bonds Debt Service	Total Net Debt Service
2025	460,050,659	206,706,178	8,641,552	675,398,390
2026	455,121,388	193,824,213	8,640,533	657,586,134
2027	462,090,232	189,550,963	8,642,541	660,283,735
2028	476,026,022	182,731,963	8,646,166	667,404,150
2029	453,724,967	216,939,213	-	670,664,179
2030	390,710,855	279,587,320	-	670,298,175
2031	390,826,054	293,610,463	-	684,436,517
2032	433,381,977	251,051,113	-	684,433,090
2033	448,445,391	235,994,413	-	684,439,804
2034	512,148,056	172,292,963	-	684,441,019
2035	533,130,343	148,668,663	-	681,799,005
2036	561,304,310	124,180,963	-	685,485,272
2037	579,346,614	82,701,163	-	662,047,776
2038	471,377,959	82,058,963	-	553,436,921
2039	472,515,481	81,122,013	-	553,637,493
2040	474,743,297	79,198,413	-	553,941,710
2041	476,957,879	62,220,063	-	539,177,941
2042	486,548,811	57,997,613	-	544,546,423
2043	195,205,020	47,431,013	-	242,636,032
2044	180,498,799	75,153,263	-	255,652,062
2045	142,446,854	117,232,363	-	259,679,216
2046	34,217,063	105,154,363	-	139,371,426
2047	-	104,871,563	-	104,871,563
2048	-	98,467,351	-	98,467,351
Total	\$ 9,090,818,030	\$ 3,488,746,561	\$ 34,570,792	\$ 12,614,135,383



Appendix D: Major Revenue Source

Toll revenue collected on the System is the Authority's major source of revenue. It accounted for \$1,309,171,200 of the FY2026 Operating Budget's total estimated revenues, or 94.4%.

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, make required principal and interest payments 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 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 22.4 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 a TollTag rate of 28.6 cents per mile. TollTag rates for two-axle vehicles are 78.0 cents per one-way trip on both Mountain Creek Lake Bridge and Addison Airport Toll Tunnel, and \$1.55 on Lewisville Lake Toll Bridge. ZipCash rates on all facilities are 100% more than the TollTag rates. Rates are subject to adjustment pending Board approval following a review of expenses.

In April 2025, the Board approved a registered toll rate with a 50% premium over the transponder toll rate for various categories of license plate-based transactions. Those without a TollTag but a registered license plate and guaranteed form of payment on file qualify for the registered toll rate. Registered rate vehicles include major Fleet companies – car rental, logistics, shipping services, and other customers with registered plates and a guaranteed payment method on file.

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

Roadway	Estimated NTTA System Annual Toll Revenue				
	FY2026	FY2027	FY2028	FY2029	FY2030
DNT	\$376,369,500	\$396,719,600	\$411,056,700	\$415,857,400	\$419,956,800
PGBT	478,230,200	488,291,300	498,354,400	506,747,900	515,172,000
AATT	850,500	865,500	878,900	892,000	905,300
MCLB	1,793,400	1,812,100	1,826,100	1,840,200	1,854,600
LLTB	16,318,100	16,765,700	17,234,300	17,705,200	18,099,600
SRT	300,517,700	306,559,000	311,641,400	316,924,100	322,539,800
360 Tollway	34,913,600	36,261,100	37,406,000	38,554,100	39,741,200
CTP	100,178,200	104,080,700	108,087,100	112,465,300	115,810,200
System Totals	\$1,309,171,200	\$1,351,355,000	\$1,386,484,900	\$1,410,986,200	\$1,434,079,500

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

The above estimated revenue numbers include the following assumptions:

- Toll rate for two-axle vehicles with TollTags is \$0.224 per mile for the DNT, PGBT and 360T starting July 1, 2025
- Toll rate for two-axle vehicles with TollTags is \$0.78 for the MCLB and the AATT starting July 1, 2025
- Toll rate for two-axle vehicles with TollTags is \$1.55 for the LLTB starting July 1, 2025
- ZipCash toll for two-axle vehicles 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 (CTP) - Tolling

- Toll rate for two-axle vehicles with TollTags is \$0.286 per mile from IH 30 to Altamesa Boulevard starting July 1, 2025
- Toll rate for two-axle vehicles with TollTags is \$0.224 per mile from Altamesa Boulevard to US 67 starting July 1, 2025
- ZipCash toll for two-axle vehicles 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 TOLLWAY (SRT)- Tolling

- Toll rate for two-axle vehicles with TollTags is \$0.224 per mile starting July 1, 2025, 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) 31 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 TURNPIKE_ Eastern Extension Tolling (PGBTee)

- 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 \$0.224 per mile as of July 1, 2025. The NTTA Toll rate for two-axle vehicles with TollTags is \$0.179 per mile for PGBT EE as of July 1, 2025. The Regional Toll rate for two-axle vehicles with TollTags is \$0.045 per mile for PGBT EE as of July 1, 2025. 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) 31 cents per transaction. Rates are subject to adjustment pending Board approval following a review of expenses.

- **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



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Dallas, TX 75251

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June 5, 2025

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

Subject: NTTA System - FY2026 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 2026. 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 2026, 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 2026 are 991.4 million and \$1.309 billion, respectively. It is assumed that 80.9 percent of the transactions on the NTTA System in 2026 will be TollTag transactions, and the corresponding toll revenue contribution from TollTags will be 83.5 percent.

Table 1. Estimated 2026 NTTA System Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	72,353,600	58,558,000	13,795,600	\$96,712,100	\$79,710,900	\$17,001,200
February	71,379,200	57,755,500	13,623,700	\$95,041,600	\$78,742,200	\$16,299,400
March	85,415,600	69,078,500	16,337,100	\$112,069,800	\$94,171,400	\$17,898,400
April	84,823,500	68,604,400	16,219,100	\$110,137,400	\$93,402,300	\$16,735,100
May	86,596,500	70,054,900	16,541,600	\$112,667,200	\$95,501,300	\$17,165,900
June	85,137,200	68,868,300	16,268,900	\$112,192,900	\$93,977,400	\$18,215,500
July	83,082,200	67,217,900	15,864,300	\$110,325,800	\$91,707,300	\$18,618,500
August	86,044,400	69,607,100	16,437,300	\$113,893,400	\$94,841,800	\$19,051,600
September	83,818,700	67,790,500	16,028,200	\$111,089,500	\$92,434,700	\$18,654,800
October	87,385,500	70,676,800	16,708,700	\$115,443,200	\$96,477,500	\$18,965,700
November	81,676,600	66,065,400	15,611,200	\$108,570,000	\$90,166,800	\$18,403,200
December	83,708,500	67,723,900	15,984,600	\$111,028,300	\$92,502,800	\$18,525,500
Total	991,421,500	802,001,200	189,420,300	\$1,309,171,200	\$1,093,636,400	\$215,534,800

Facility-Level Forecasts

As seen in Tables 2 and 3, the DNT and PGBT (including EE and WE) are expected to generate \$376.4 million and \$478.2 million in toll revenue, respectively. Transactions on the DNT in 2026 are expected to be 301.8 million, and transactions on the PGBT in 2026 are expected to be 387.8 million. The SRT (see Table 4) is expected to generate \$300.5 million in toll revenue and 202.8 million transactions in 2026, and CTP (see Table 5) is expected to generate \$100.2 million in toll revenue and 54.7 million transactions in 2026. 360T (see Table 6) is expected to generate \$34.9 million in toll revenue and 30.6 million transactions in 2026. The AATT, MCLB and LLTB (Tables 7 through 9) are anticipated to produce \$0.9 million, \$1.8 million and \$16.3 million in toll revenue, respectively. These three facilities are expected to generate a combined total of \$19.0 million in toll revenue from 13.7 million transactions in 2026.

Table 2. Estimated 2026 DNT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	22,732,100	18,611,500	4,120,600	\$28,694,600	\$24,279,800	\$4,414,800
February	22,141,400	18,127,900	4,013,500	\$27,896,400	\$23,662,500	\$4,233,900
March	25,833,700	21,150,900	4,682,800	\$32,097,000	\$27,448,100	\$4,648,900
April	25,888,000	21,195,400	4,692,600	\$31,892,000	\$27,447,300	\$4,444,700
May	26,521,300	21,713,800	4,807,500	\$32,638,200	\$28,111,800	\$4,526,400
June	25,660,400	21,009,000	4,651,400	\$31,902,800	\$27,185,300	\$4,717,500
July	25,320,400	20,730,700	4,589,700	\$31,744,700	\$26,870,200	\$4,874,500
August	26,154,600	21,413,700	4,740,900	\$32,655,200	\$27,665,000	\$4,990,200
September	25,303,500	20,716,800	4,586,700	\$31,661,400	\$26,831,200	\$4,830,200
October	26,295,900	21,529,300	4,766,600	\$32,790,300	\$27,856,500	\$4,933,800
November	24,496,900	20,056,400	4,440,500	\$30,633,600	\$25,881,400	\$4,752,200
December	25,453,800	20,839,900	4,613,900	\$31,763,300	\$26,949,000	\$4,814,300
Total	301,802,000	247,095,300	54,706,700	\$376,369,500	\$320,188,100	\$56,181,400

Table 3. Estimated 2026 PGBT Traffic and Revenue (including EE and WE)

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	27,720,700	22,052,700	5,668,000	\$34,758,900	\$28,126,200	\$6,632,700
February	27,761,500	22,082,600	5,678,900	\$34,586,300	\$28,253,800	\$6,332,500
March	33,800,900	26,877,000	6,923,900	\$41,331,600	\$34,413,000	\$6,918,600
April	33,387,900	26,550,100	6,837,800	\$40,386,400	\$33,951,500	\$6,434,900
May	33,694,800	26,797,700	6,897,100	\$40,906,300	\$34,288,400	\$6,617,900
June	33,522,400	26,657,800	6,864,600	\$41,276,800	\$34,171,300	\$7,105,500
July	32,333,000	25,713,800	6,619,200	\$40,136,500	\$32,926,900	\$7,209,600
August	33,584,700	26,709,900	6,874,800	\$41,510,300	\$34,174,100	\$7,336,200
September	33,097,400	26,321,400	6,776,000	\$40,962,500	\$33,689,500	\$7,273,000
October	34,453,000	27,400,300	7,052,700	\$42,474,400	\$35,127,900	\$7,346,500
November	32,065,200	25,502,100	6,563,100	\$39,791,400	\$32,675,000	\$7,116,400
December	32,364,700	25,743,000	6,621,700	\$40,108,800	\$32,966,500	\$7,142,300
Total	387,786,200	308,408,400	79,377,800	\$478,230,200	\$394,764,100	\$83,466,100

Table 4. Estimated 2026 SRT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	14,866,600	12,327,400	2,539,200	\$22,025,800	\$18,315,800	\$3,710,000
February	14,558,200	12,071,600	2,486,600	\$21,594,100	\$18,005,600	\$3,588,500
March	17,240,200	14,295,500	2,944,700	\$25,426,100	\$21,444,800	\$3,981,300
April	17,034,600	14,125,000	2,909,600	\$24,909,300	\$21,200,400	\$3,708,900
May	17,702,900	14,679,200	3,023,700	\$25,916,600	\$22,066,700	\$3,849,900
June	17,587,600	14,583,600	3,004,000	\$25,997,400	\$21,959,700	\$4,037,700
July	17,270,800	14,320,900	2,949,900	\$25,637,000	\$21,504,500	\$4,132,500
August	17,720,300	14,693,600	3,026,700	\$26,349,400	\$22,098,300	\$4,251,100
September	16,960,700	14,063,700	2,897,000	\$25,346,400	\$21,203,200	\$4,143,200
October	17,762,200	14,728,300	3,033,900	\$26,432,100	\$22,201,300	\$4,230,800
November	16,803,100	13,933,000	2,870,100	\$25,131,100	\$21,011,900	\$4,119,200
December	17,293,200	14,339,500	2,953,700	\$25,752,400	\$21,624,900	\$4,127,500
Total	202,800,400	168,161,300	34,639,100	\$300,517,700	\$252,637,100	\$47,880,600

Table 5. Estimated 2026 CTP Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	3,967,100	3,180,700	786,400	\$7,346,200	\$5,927,400	\$1,418,800
February	3,877,200	3,108,700	768,500	\$7,151,400	\$5,792,400	\$1,359,000
March	4,724,600	3,788,100	936,500	\$8,620,600	\$7,126,500	\$1,494,100
April	4,738,400	3,799,100	939,300	\$8,472,600	\$7,106,100	\$1,366,500
May	4,795,400	3,844,800	950,600	\$8,595,700	\$7,218,800	\$1,376,900
June	4,566,800	3,661,500	905,300	\$8,405,300	\$6,915,300	\$1,490,000
July	4,420,800	3,544,500	876,300	\$8,235,000	\$6,715,500	\$1,519,500
August	4,681,400	3,753,400	928,000	\$8,621,800	\$7,058,500	\$1,563,300
September	4,642,500	3,722,200	920,300	\$8,488,900	\$6,970,700	\$1,518,200
October	4,895,800	3,925,300	970,500	\$8,943,800	\$7,393,200	\$1,550,600
November	4,601,400	3,689,200	912,200	\$8,489,000	\$6,961,100	\$1,527,900
December	4,814,000	3,859,800	954,200	\$8,807,900	\$7,253,000	\$1,554,900
Total	54,725,400	43,877,300	10,848,100	\$100,178,200	\$82,438,500	\$17,739,700

Table 6. Estimated 2026 360T Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	2,070,100	1,597,600	472,500	\$2,494,600	\$1,924,700	\$569,900
February	2,059,800	1,589,700	470,100	\$2,453,100	\$1,911,800	\$541,300
March	2,642,400	2,039,200	603,200	\$2,986,200	\$2,396,700	\$589,500
April	2,606,400	2,011,500	594,900	\$2,890,200	\$2,360,600	\$529,600
May	2,676,100	2,065,300	610,800	\$2,965,700	\$2,425,200	\$540,500
June	2,639,300	2,036,800	602,500	\$2,995,700	\$2,399,300	\$596,400
July	2,591,900	2,000,300	591,600	\$2,963,800	\$2,357,600	\$606,200
August	2,696,500	2,081,000	615,500	\$3,072,100	\$2,448,500	\$623,600
September	2,638,100	2,035,900	602,200	\$2,999,700	\$2,386,800	\$612,900
October	2,758,600	2,128,900	629,700	\$3,117,700	\$2,496,300	\$621,400
November	2,582,300	1,992,800	589,500	\$2,951,200	\$2,338,900	\$612,300
December	2,658,700	2,051,800	606,900	\$3,023,600	\$2,409,900	\$613,700
Total	30,620,200	23,630,800	6,989,400	\$34,913,600	\$27,856,300	\$7,057,300

Table 7. Estimated 2026 AATT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	93,000	73,000	20,000	\$70,500	\$59,400	\$11,100
February	88,400	69,300	19,100	\$66,700	\$56,500	\$10,200
March	99,900	78,400	21,500	\$75,000	\$63,800	\$11,200
April	97,700	76,700	21,000	\$72,500	\$62,500	\$10,000
May	97,200	76,200	21,000	\$71,800	\$62,100	\$9,700
June	98,900	77,600	21,300	\$73,300	\$63,200	\$10,100
July	95,700	75,100	20,600	\$71,400	\$61,200	\$10,200
August	95,300	74,800	20,500	\$71,000	\$60,900	\$10,100
September	95,500	74,900	20,600	\$71,200	\$61,000	\$10,200
October	97,400	76,400	21,000	\$72,500	\$62,300	\$10,200
November	88,500	69,400	19,100	\$66,100	\$56,600	\$9,500
December	91,800	72,000	19,800	\$68,500	\$58,700	\$9,800
Total	1,139,300	893,800	245,500	\$850,500	\$728,200	\$122,300

Table 8. Estimated 2026 MCLB Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	167,800	121,100	46,700	\$137,900	\$99,300	\$38,600
February	171,700	124,000	47,700	\$138,600	\$101,600	\$37,000
March	201,500	145,500	56,000	\$158,000	\$119,200	\$38,800
April	201,700	145,700	56,000	\$157,000	\$119,400	\$37,600
May	197,000	142,200	54,800	\$154,700	\$116,600	\$38,100
June	173,200	125,100	48,100	\$141,600	\$102,500	\$39,100
July	167,400	120,900	46,500	\$138,600	\$99,100	\$39,500
August	190,800	137,800	53,000	\$154,100	\$112,900	\$41,200
September	195,600	141,300	54,300	\$154,700	\$115,800	\$38,900
October	206,000	148,800	57,200	\$161,400	\$121,900	\$39,500
November	188,600	136,200	52,400	\$151,800	\$111,600	\$40,200
December	177,700	128,400	49,300	\$145,000	\$105,200	\$39,800
Total	2,239,000	1,617,000	622,000	\$1,793,400	\$1,325,100	\$468,300

Table 9. Estimated 2026 LLTB Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	736,200	594,000	142,200	\$1,183,600	\$978,300	\$205,300
February	721,000	581,700	139,300	\$1,155,000	\$958,000	\$197,000
March	872,400	703,900	168,500	\$1,375,300	\$1,159,300	\$216,000
April	868,800	700,900	167,900	\$1,357,400	\$1,154,500	\$202,900
May	911,800	735,700	176,100	\$1,418,200	\$1,211,700	\$206,500
June	888,600	716,900	171,700	\$1,400,000	\$1,180,800	\$219,200
July	882,200	711,700	170,500	\$1,398,800	\$1,172,300	\$226,500
August	920,800	742,900	177,900	\$1,459,500	\$1,223,600	\$235,900
September	885,400	714,300	171,100	\$1,404,700	\$1,176,500	\$228,200
October	916,600	739,500	177,100	\$1,451,000	\$1,218,100	\$232,900
November	850,600	686,300	164,300	\$1,355,800	\$1,130,300	\$225,500
December	854,600	689,500	165,100	\$1,358,800	\$1,135,600	\$223,200
Total	10,309,000	8,317,300	1,991,700	\$16,318,100	\$13,699,000	\$2,619,100

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 \$415.5 million and the net ZipCash revenue recovered is expected to be \$215.5 million.

Table 10. Estimated 2026 NTTA System ZipCash Revenue Invoiced and Recovered

Month	Total ZipCash Revenue in Process (Invoiced)	Total ZipCash Unrecovered Revenue	Total ZipCash Revenue Recovered
January	\$30,177,100	\$13,175,900	\$17,001,200
February	\$29,863,300	\$13,563,900	\$16,299,400
March	\$35,830,700	\$17,932,300	\$17,898,400
April	\$35,519,100	\$18,784,000	\$16,735,100
May	\$36,262,700	\$19,096,800	\$17,165,900
June	\$35,720,000	\$17,504,500	\$18,215,500
July	\$34,808,700	\$16,190,200	\$18,618,500
August	\$36,021,700	\$16,970,100	\$19,051,600
September	\$35,158,000	\$16,503,200	\$18,654,800
October	\$36,697,600	\$17,731,900	\$18,965,700
November	\$34,281,700	\$15,878,500	\$18,403,200
December	\$35,112,900	\$16,587,400	\$18,525,500
Total	\$415,453,500	\$199,918,700	\$215,534,800

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.

Board Representative – The Executive Director, the Deputy Executive Director, the Chief Financial Officer, the Treasurer and the Director of Finance or such other individuals so designated by the Authority to perform the duties of the Board Representative under the Trust Agreement.

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 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.

Depreciation – Accounting method that divides the cost of physical assets across their useful life, estimating the loss in value over time.

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

EMMA – Electronic Municipal Market Access, commonly known as EMMA, is a website and service provided by the Municipal Securities Rulemaking Board (MSRB). EMMA is a free online platform providing comprehensive information about municipal securities including trade data, official statements, and continuing disclosure documents. Documents are posted to <https://emma.msrb.org>

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.

GFOA – Government Finance Officers Association. A non-profit organization that represents public finance officials aiming to advance excellence in public finance.

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.

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.

NET RMA – The North East Texas Regional Mobility Authority. Toll road system in Tyler Texas.

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.

PFIA – The Public Funds Investment Act (Chapter 2256, Texas Government Code) is a law that governs the investment of public funds in Texas. All state agencies and local government entities in Texas must comply with the law and follow PFIA guidelines to ensure transparency and accountability in public fund management.

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

SBE – Small Business Enterprises refers to a business that meets specific size standards.

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-mile portion of the System.

T

360T – the 360 Tollway, an approximately 10-mile tollway part of the System.

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

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 roads.

TSA's – 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

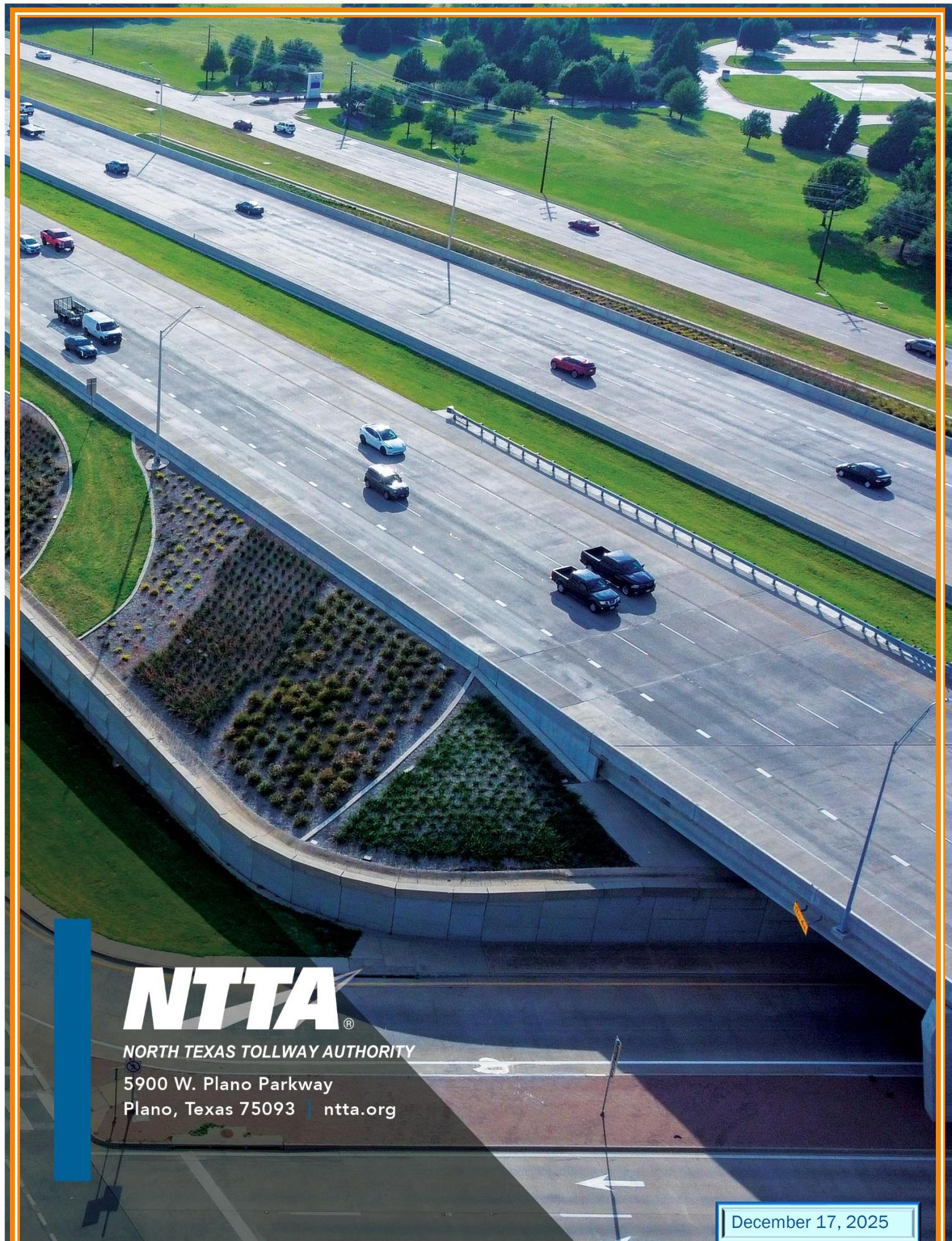
USDOT - United States Department of Transportation

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

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