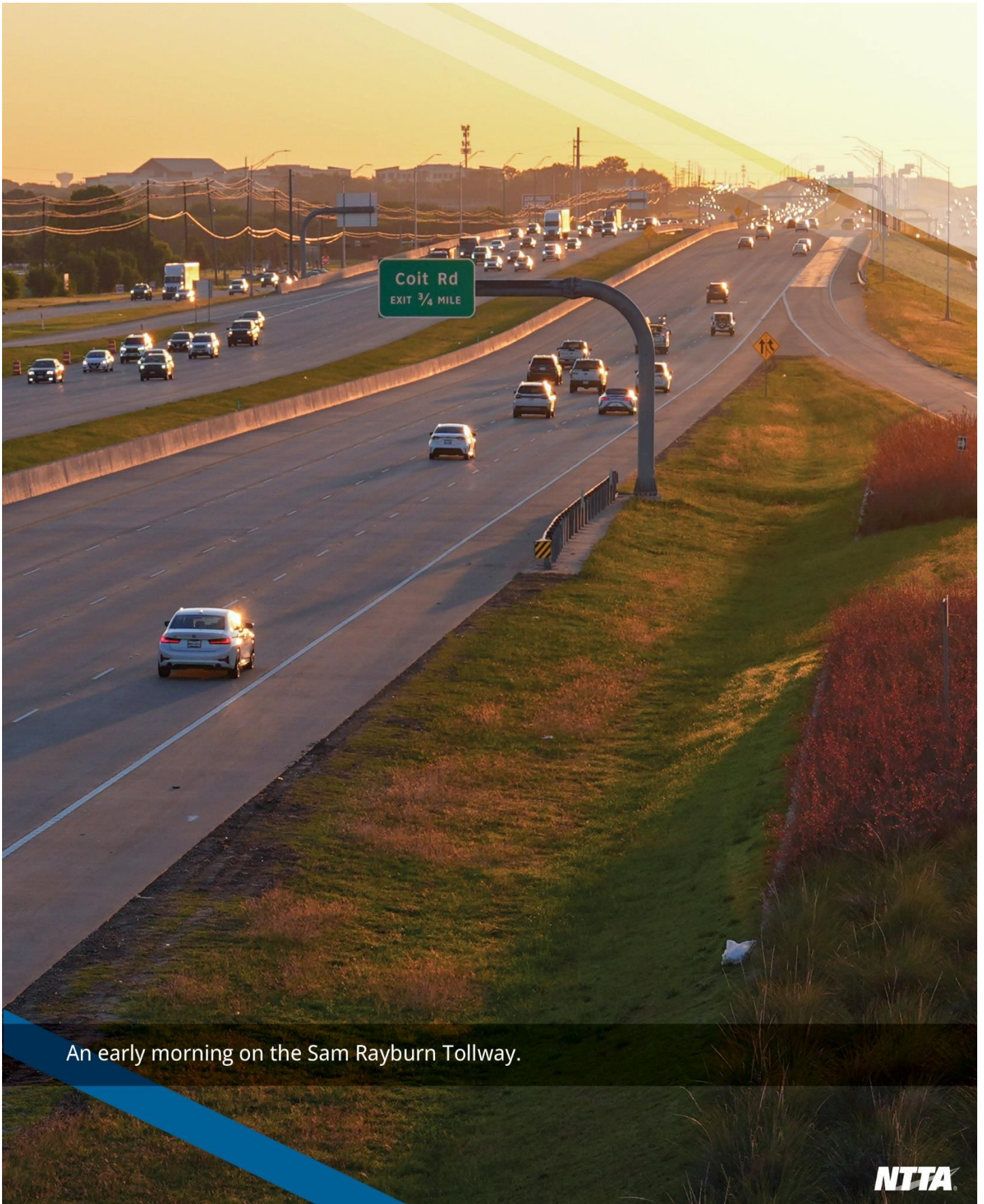


NTTA SYSTEM PRELIMINARY BUDGET FY2027





An early morning on the Sam Rayburn Tollway.

NTTA



Annual Budget

Fiscal Year 2027

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, 2026

Christopher P. Merrill

Executive Director

Table of Contents



Hyperlinks Accessible – Headings & Page #

NTTA Mission	11
INTRODUCTION.....	15
NTTA Overview	17
Letter of Transmittal.....	18
Strategic Plan.....	19
FY 2027 Strategic Priorities.....	20
NTTA Board of Directors	21
Organizational Chart.....	22
NTTA Officials	23
BUDGET OVERVIEW	25
FY2027 Budget Executive Summary.....	27
Fund Account Descriptions	35
Departments and Funds Matrix.....	37
Flow of NTTA System FY2027 Revenue.....	39
FY2024 to FY2027 Revenue Detail	40
Revenue and Coverage Calculation FY2025 to FY2027	43
FY2027 Estimated Revenue and Debt Service Fund Requirements	45
Summary of Budgeted Funds FY2024 to FY2027	46
Revenue and Department Expenses FY2024 to FY2027	48
Budget vs Actual Revenues and Expenses Graphs.....	50
Operation and Maintenance Fund FY2027 Budget Comparison to FY2026 Budget.....	51
Estimated Operation and Maintenance Fund Requirements FY2027	52
Financial Report - Categories	53
Operation and Maintenance Fund FY2027 Budget by Dept and Account	54
FY2027 Staffing Summary	57
FY2023 to FY2027 FTE Staffing Summary History	58
DEPARTMENTAL BUDGETS.....	59
ADMINISTRATIVE SERVICES DEPARTMENTS	63
Accounting Department.....	65
Administration Department	71
Board of Directors Department	75

Business Development and Opportunities Department	79
External Affairs Department	85
Human Resources Department	93
Internal Audit and Enterprise Risk Management Department	101
Legal Services Department	105
Procurement Department	111
Treasury and Financial Planning Department	115
OPERATIONAL SERVICES DEPARTMENTS	121
Customer Service Department	123
Information Technology Department	133
Maintenance Department	141
Operations Department	151
Project Delivery Department	157
Traffic and Incident Management Department	163
OTHER FUNDS	173
Map of North Texas Region	175
Reserve Maintenance Fund	176
Capital Improvement Fund	181
Enterprise Fund	195
Long-Term Financial Plan and Estimated Fund Balance	196
All Funds Budget by Account and Department FY2027	202
STATISTICS	205
Statistical Data	207
GFOA Distinguished Budget Award	212
APPENDICES	213
Appendix A: Budget Policy and Process	215
Appendix B: Financial Policies	223
Appendix C: Debt Policy and Details	231
Appendix D: Major Revenue Source	235
Appendix E: Glossary of Terms and Acronyms	245

INDEX OF GRAPHS



Hyperlinks Accessible – Headings & Page #

BUDGET OVERVIEW

NTTA Lane Miles	28
NTTA Transactions Trends	28
Revenue Trends	29
Debt Service Trends	30
NTTA Expenses	31
Departments and Funds Matrix	37
Flow of NTTA System FY 2027 Revenue	39
Budget vs. Actual Revenues and Expenses	50
Operation and Maintenance Historical Cash Balance	52

OTHER FUNDS

Map of North Texas Region	175
Reserve Maintenance Fund Historical Cash Balance	178
Map of DNT Phase 4A	181
Map of DNT Phase 4B	182
Map of CTP Widening	183
Capital Improvement Fund Historical Cash Balance	191

STATISTICS

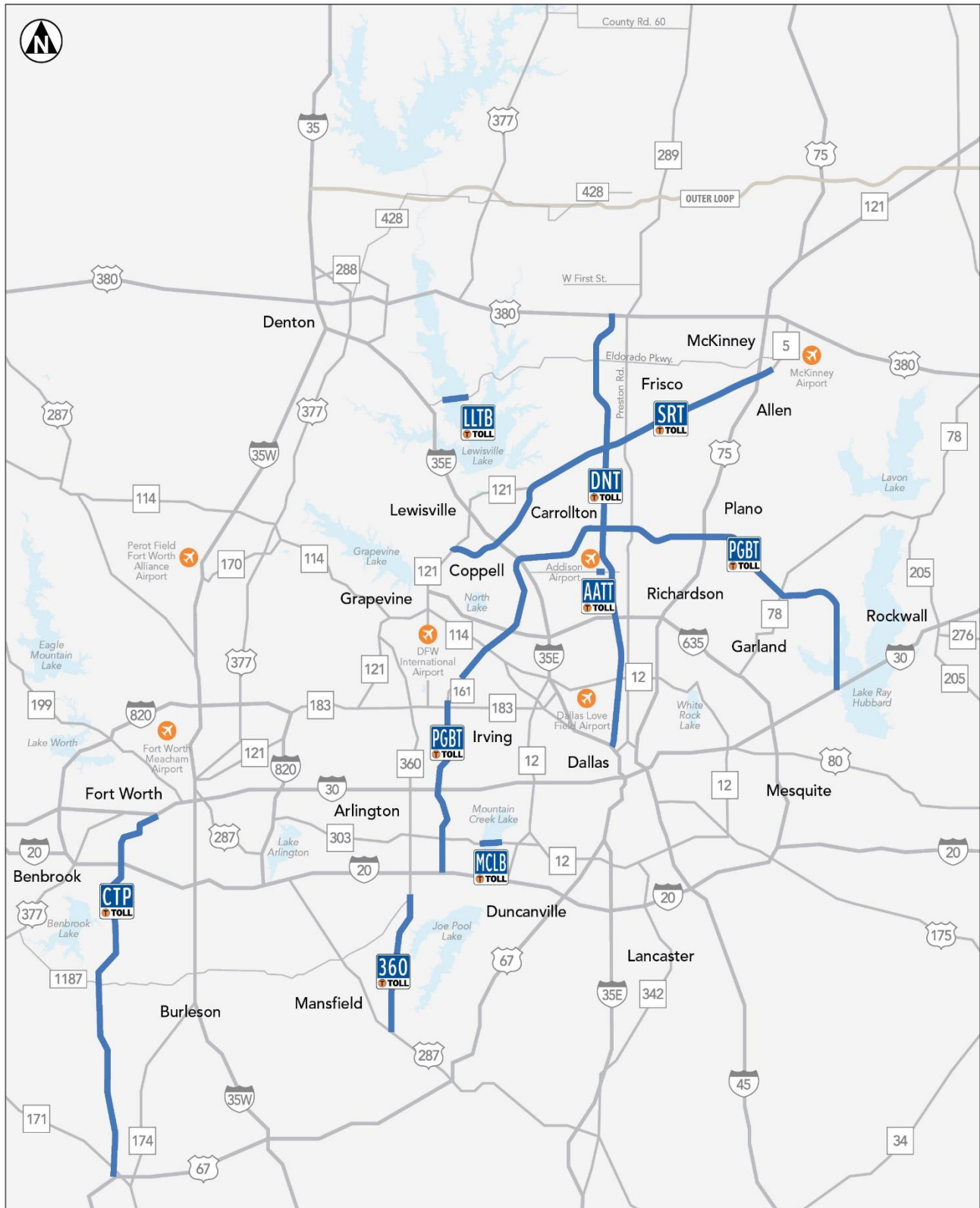
North Texas Four County Region	
Registered Vehicles	207
10-year Population Data	208
Percent Increase in Population Estimates	208
10-year Employment Status Estimates	209
Unemployment Rate	209
10-Year Texas Median Household Income	210
Median Household Income Estimates	210
Top 10 Employers in Four Country Region	211

ADDITIONAL SCHEDULES

Operating Budget Process	218
Debt Service Through Maturity	234

MAP OF THE NORTH TEXAS REGION

NTTA System Corridors





GROWING WITH THE REGION

Delivering mobility and transportation solutions

NTTA continued advancing our mission forward, expanded its system, and advanced major capital projects across the region. As North Texas' steady population growth continues, so does the demand for transportation infrastructure to support regional mobility and long-term economic vitality. In 2025, Texas had an overall population growth rate of 1.2%, more than double the U.S. national rate of 0.5%, with nearly 0.6% of that growth occurring in North Texas.

To meet the needs of the rapidly growing region, Team NTTA opened 18 new lane miles along the Dallas North Tollway (DNT) corridor from the Sam Rayburn Tollway (SRT) to US 380, bringing the system total to 1,212 lane miles by year's end. NTTA also reached the halfway point on the DNT 4A project and began construction on the Chisholm Trail Parkway (CTP) widening project, which will expand CTP to two lanes in each direction in Johnson County by late 2028.

At the same time, roadway maintenance remained a top priority as NTTA continued construction on the President George Bush Turnpike (PGBT) continuous roadway lighting project and completed roadway surface improvements along the DNT.

As the system expanded, NTTA implemented a range of measures to strengthen safety and operational reliability for the millions of drivers who use it each

year. Over the course of 2025, the agency expanded the Safety Recovery program across the system, increased deployment of Lane Blade vehicles to safely and quickly clear roadway debris, and launched wrong-way driver alerts through Waze and Stellantis systems. With around-the-clock support from the Safety Operations Center and Roadside Safety Services teams, Team NTTA assisted over 31,000 customers across the system. Through these efforts and more, NTTA maintains safety at the forefront of our initiatives and projects.

Financial transparency and accountability remain central to NTTA's mission. This was reflected in several notable achievements, including our 17th consecutive GFOA Certificate of Achievement for Excellence in Financial Reporting, 15th consecutive Texas Comptroller Transparency Star, and a top rating in the Quality Assessment Review conducted by the Institute of Internal Auditors. These prestigious recognitions underscore NTTA's continued emphasis on strong internal controls, transparency, and responsible financial stewardship.

NTTA remains committed to meeting the region's evolving mobility needs by strengthening connectivity, supporting economic growth, and delivering reliable transportation solutions for the communities we serve across the North Texas region.





Beam placement on the Chisholm Trail Parkway widening project.

NTTA



NTTA's 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's SYSTEM

*Connecting North Texas through
reliable, convenient, and smoother roads*

2025 BY THE NUMBERS

NTTA MANAGES 1,212 LANE MILES

8.6M Active TollTags

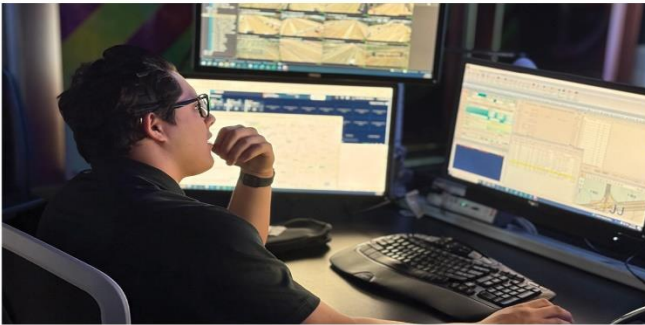
15.3M Unique Customers*

3.2M Average Daily Transactions*

1.2B Total Transactions*

*For all transactions processed by NTTA (including Interoperable and Tolling Service Agreements)

TRAFFIC INCIDENT MANAGEMENT



Safety Operations Center (SOC)

The NTTA Safety Operations Center is staffed 24/7/365 by licensed telecommunicators, providing communication and support services to law enforcement, Roadside Safety Service (RSS) teams, local agency first responders, wrecker services, and NTTA Maintenance.



42,148

Total Calls for Service

31,133

Total Customers Assisted

“After experiencing a flat tire, the Roadside Safety Services team responded promptly and took care of the situation with a level of professionalism, courtesy, and efficiency that truly exceeded my expectations.

- NTTA customer”

20:13

Average Time for Customers Assisted

Total Call Time

Every minute matters when you are stranded on the side of the road. From the time our staff knows about you – either a call to #999 or you are spotted on camera – it takes an average of 20 minutes and 13 seconds to reach you and help get you to safety.



48:13

Average Accident Clearance Time

Accident Clearance

According to a Federal Highway Administration study, every minute an incident blocks a travel lane, the likelihood of a secondary crash increases by 2.8%. Roadside Safety Services teams are trained in traffic and incident management best practices to get roads opened quickly and safely.

Road Debris

The innovative LaneBlade allows Roadside Safety Services to push debris to the side of the road. This tool quickly removes the debris, improving safety for staff and drivers.



Incident Management

NTTA staff collaborates with first responders across our entire system. Roadside Safety Services staff leads and participates in trainings throughout the year to improve efficiency and safety.



Roadside Safety Services staff interact with children at NTTA's Pave the Way Day.

NTTA

INTRODUCTION





Roadside Safety Services staff teaches a child how to use a tow truck at NTTA's Pave the Way Day.

NTTA **NTTA**

Overview

Founded in 1997, The North Texas Tollway 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 compensated for these services through 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 (All-ETC) toll collection or cashless tolling. Tollway drivers have three options to pay their tolls:

- **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.
- **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.
- **Registered Rate:** a license plate is registered to a customer account along with a guaranteed form of payment. Registered Rate customers pay a lower rate than ZipCash customers.

NTTA strives to meet the demands for transportation in the North Texas region, which continues to experience a demographic and economic boom, pushing the region's population over seven million in 2025. The expansion of NTTA facilities across the DFW metroplex has brought investors and residential and retail development to the region. Currently with 5.6 million registered vehicles and continued rapid resident growth, the population surge is on track to reach nine million residents in the near future.



Letter of Transmittal

We are pleased to submit for your review the FY2027 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 FY2027 Budget with a comparison to the FY2026 Budget.

North Texas Tollway Authority		
	FY2027 Budget	FY2026 Budget
Estimated Revenues	\$1,461,095,231	\$1,387,421,200
Operating Budget	\$295,415,017	\$273,085,814
Total Net Debt Service	\$660,283,735	\$657,586,134
Estimated Coverage - First Tier	2.52	2.45
Estimated Coverage - All Debt	1.77	1.69
Reserve Maintenance Deposit	\$81,682,177	\$75,977,253
Revenues Available for Capital Projects	\$423,714,302	\$380,771,999

If you have any questions, or need additional information, please let us know. We look forward to presenting and discussing the FY2027 Budget.

Very truly yours,

James Hofmann, *Executive Director*

Date

Horatio Porter, *Chief Financial Officer*

Date

Strategic Plan

Five-Year Strategic Goals

GOALS

OBJECTIVES

CUSTOMER-DRIVEN ORGANIZATION

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

FINANCIALLY SOUND AND VIBRANT ORGANIZATION

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

DELIVERING TRANSPORTATION SOLUTIONS

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

RESPECTED LEADER AND PARTNER

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

HIGHLY QUALIFIED, ENERGIZED AND ENGAGED TEAM

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

FY2027 Strategic Priorities

The Authority establishes priorities to support its five-year strategic goals and objectives in accordance with the Texas Transportation Code. Each year progress is evaluated and priorities are modified as needed to support the operation. Integration of NTTA's values and mission with goals and objectives help to create a strategy map. NTTA's leadership team and Board of Directors develop priorities and initiatives based on the strategic plan.

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
Focus on Collections and Customer Service	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  [Departmental Budgets](#)

Link to the NTTA Website:  <https://www.ntta.org/about-us/about-us>

NTTA Board of Directors



Scott Levine
Chairman
Collin County



Mojoy Haddad
Vice Chairman
Tarrant County



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



Justin Hewlett
Gubernatorial Appointee

Organizational Chart



NTTA Officials

James Hofmann	Executive Director/CEO
Leslie Garza	Board Secretary
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
Richard Arce	Assistant Executive Director, Operations
Moses Aito	Director, Business Development and Opportunities
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	Director, Internal Audit & Enterprise Risk
John Bannerman	Ombudsman
Vacant	Director, External Affairs
Vacant	Director, Project Delivery



BUDGET OVERVIEW





Various stages of the future mainlanes of the Dallas North Tollway extension to Prosper and Celina.

NTTA

FY2027 Budget Executive Summary

INTRODUCTION

North Texas continues to experience robust economic growth, with the 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 FY2027 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 for the region
- Respected leader and partner in the region's transportation network
- Highly qualified, energized, and engaged team

NTTA's 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

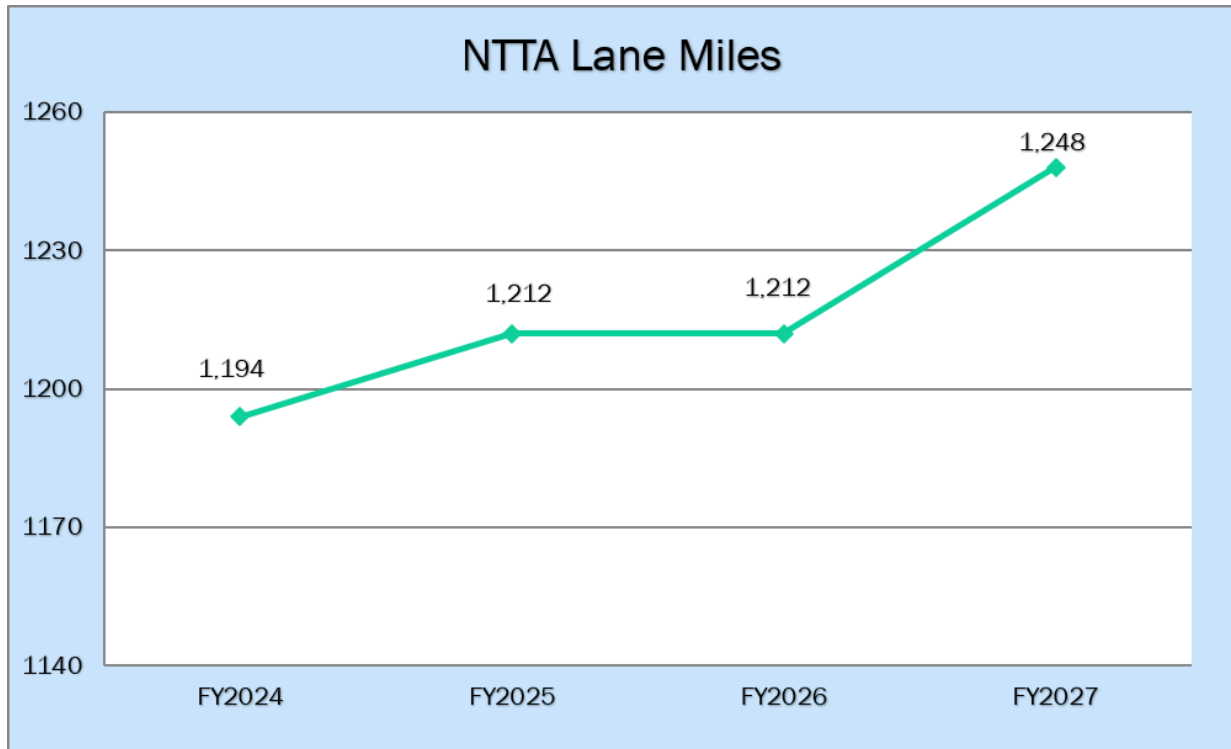
As NTTA continues to advance these efforts, there are critical assumptions about the drivers and components that shape FY2027.

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. The roadway network has grown from 1,188 lane miles to 1,212 over the last five years, with planned expansion bringing the total to 1,248 line miles by 2027.

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.

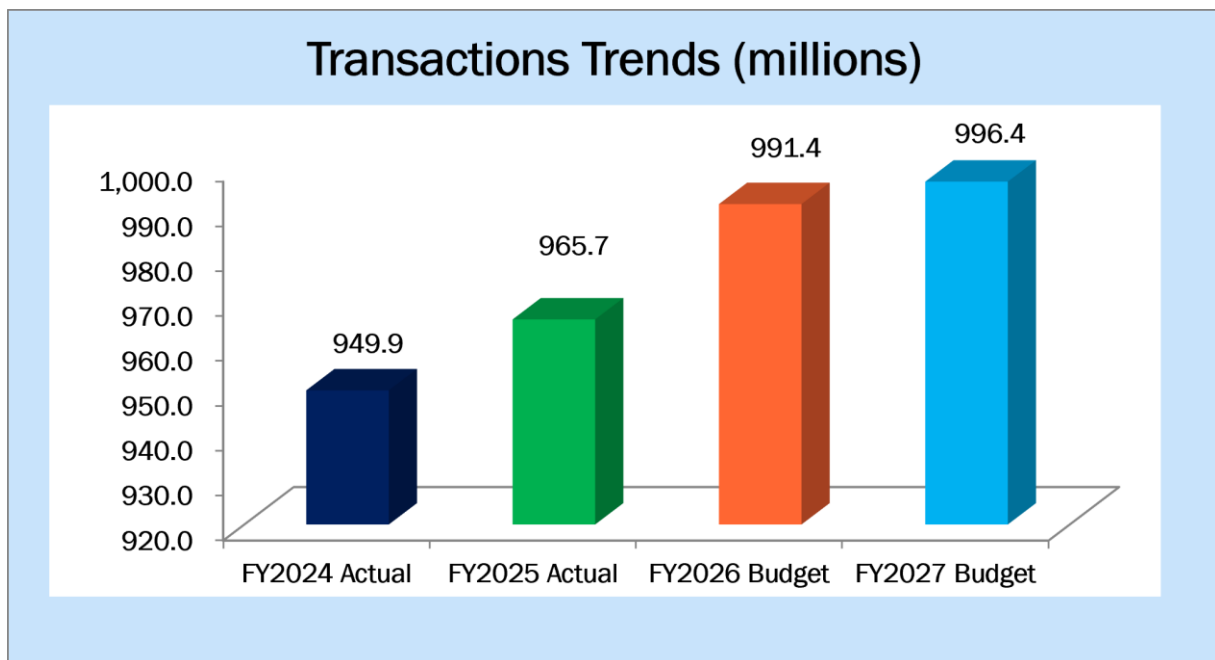
NTTA continues to account for environmental factors both in planning and ongoing operations to minimize impact on the budget and organizational goals, ensure sustainability and minimize other potential adverse effects.



FY2027 TRANSACTIONS

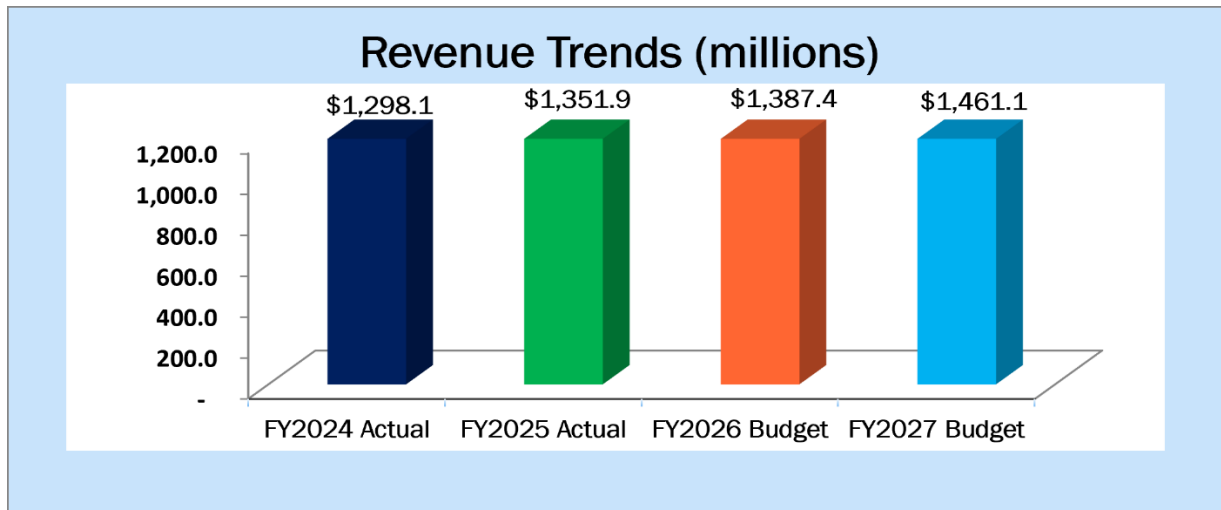
The budget maintains a strong focus on increasing the number of TollTag customers while also efficiently processing, invoicing, and collecting non-TollTag (ZipCash) transactions.

Overall, the toll transactions for the NTTA System are estimated to increase to 996.4 million in FY2027. Separately, it is anticipated that the TSA's will have 217.2 million transactions.

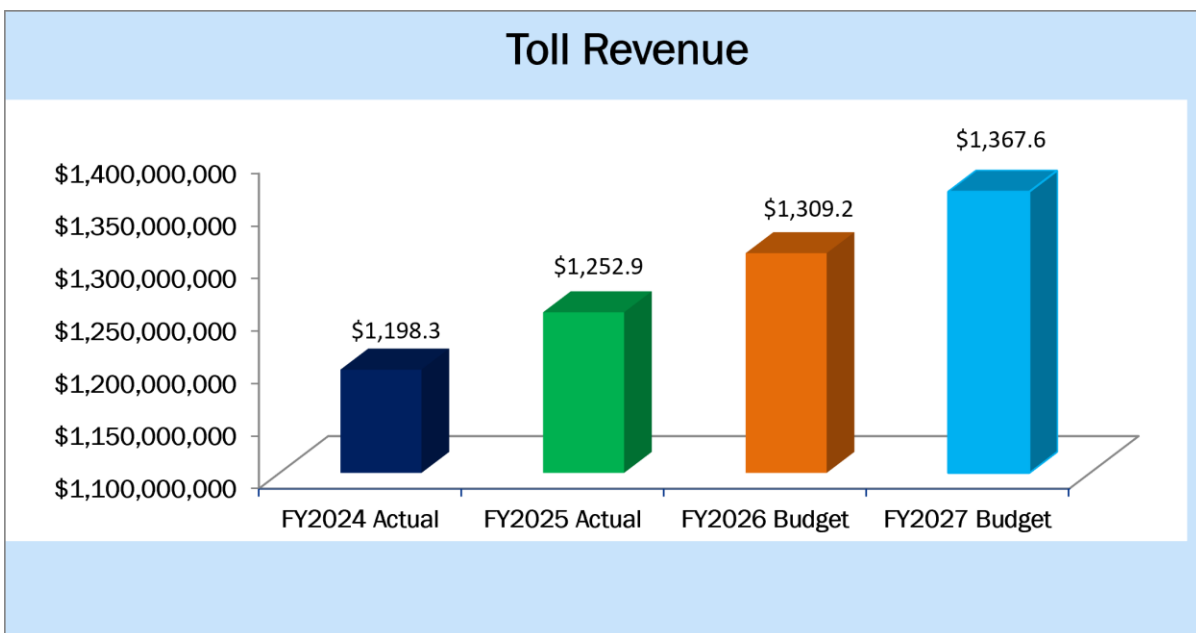


FY2027 REVENUES

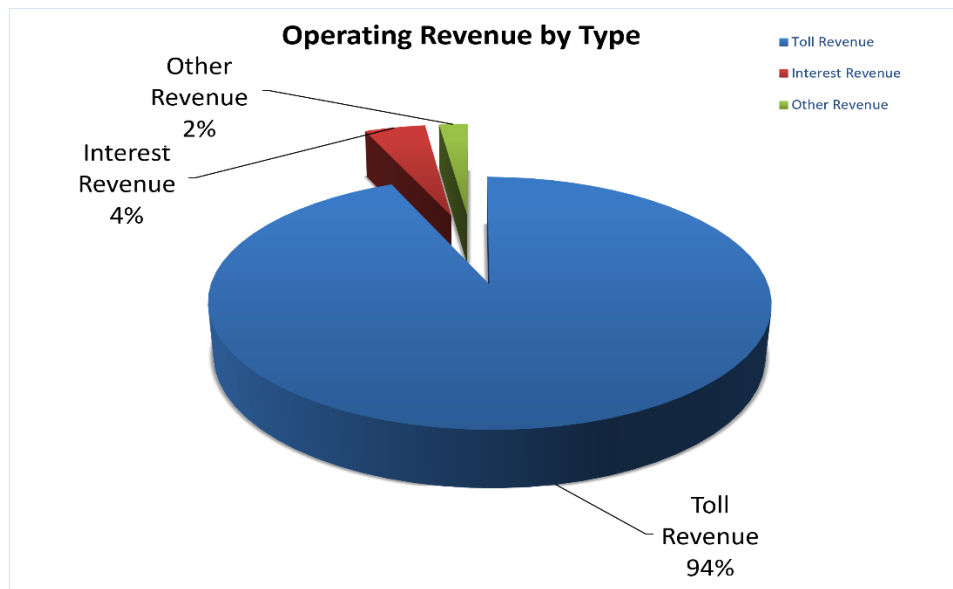
NTTA brings a business-like approach to a traditional government sector, providing transportation alternatives to customers for a reasonable fee. The business model approach of fee-for-service requires a keen focus on the customer to ensure they continue to enjoy a safe and reliable travel experience. 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 FY2027 estimated revenues for the NTTA System are \$1.46 billion.



The primary source of revenue is from tolls totaling \$1.37 billion. The tolls are broken out into TollTag revenue of \$1.17 billion and ZipCash revenue of \$198.9 million (see Transaction and Revenue (T&R) projections in Appendix D). Budgeted toll revenues increased by \$58.5 million from FY2026 estimates.

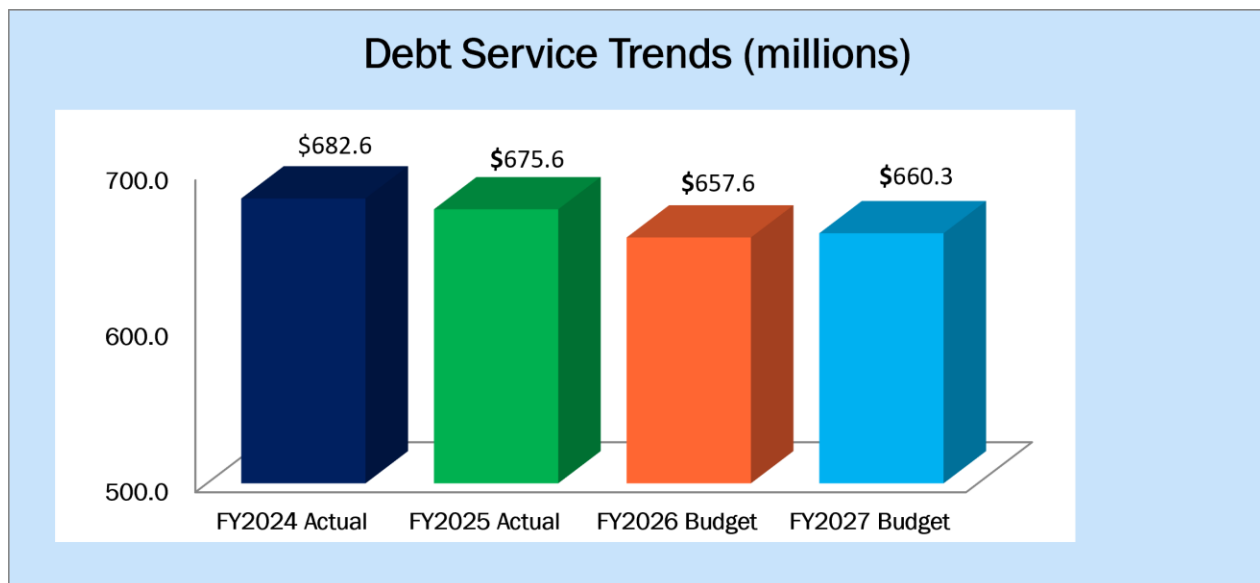


Another component of revenue is other income, which consists of late fees, statement fees, and miscellaneous revenues for a combined budget of \$29.9 million. This amount is approximately 2.0% of total revenue. The late fees are based on business rules that assess a \$10 fee for the first notice of nonpayment and a \$25 fee for the second notice of nonpayment. The final revenue component is investment income budgeted at \$63.6 million or approximately 4.4% of total revenue.



FY2027 DEBT SERVICE AND LOAN REPAYMENT

Total debt service for FY2027 is estimated at \$660.3 million. Annual debt service remains just under \$700 million annually, until it begins to decline each year starting in 2037 with the 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. Annual debt service includes subordinated debt of \$8.6 million, to be paid off in 2028. This instrument was used to help finance the CTP and PGBT construction projects. NTTA maintains a \$100M revolving note program. There are no outstanding notes under the program. The estimated FY2027 total First Tier debt service coverage is 2.52 times, which is above the 1.35 times required by the Trust Agreement. Estimated coverage for all debt service, is 1.77 times versus the required 1.00 times.

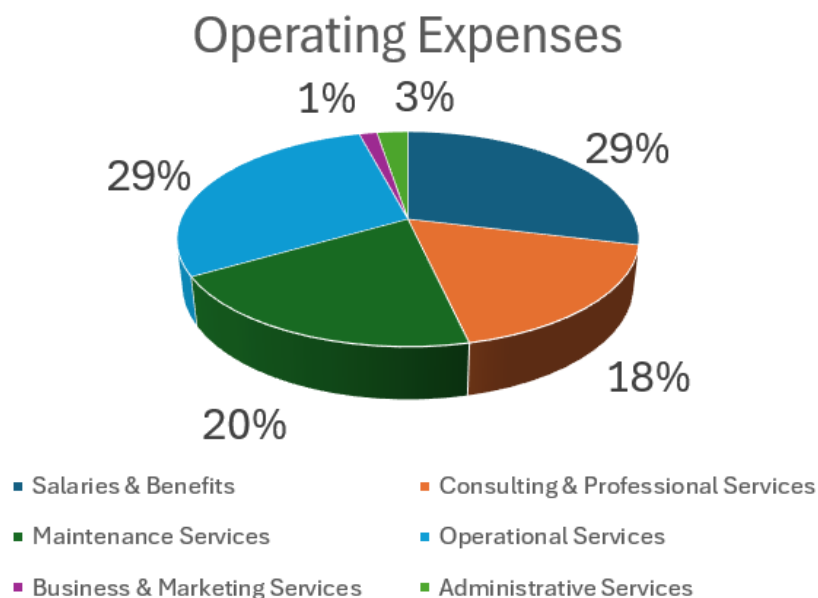
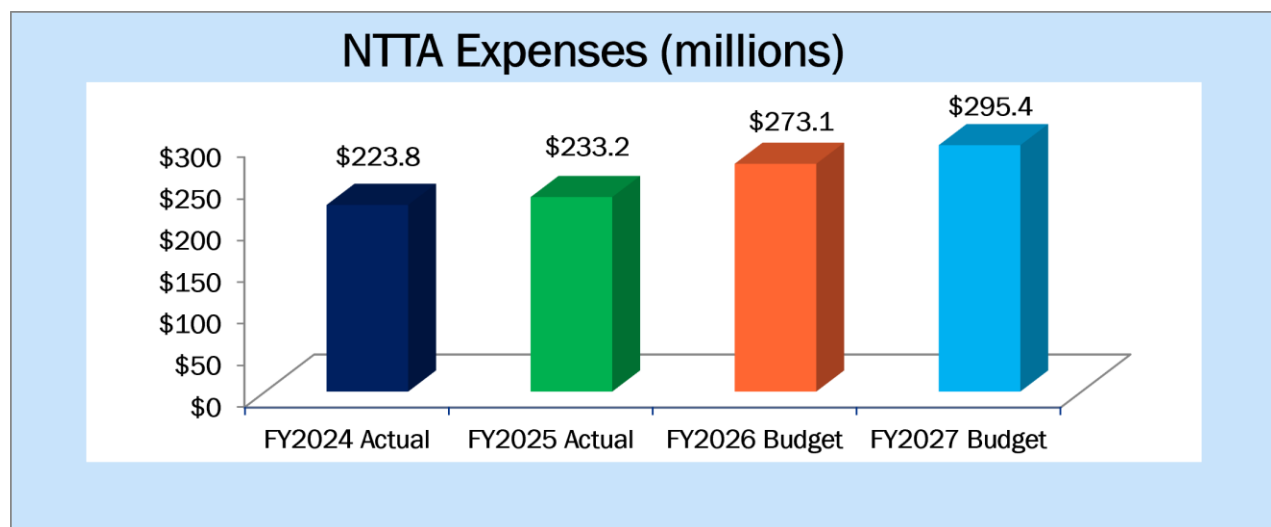


FY2027 EXPENDITURES

The requirement of the Trust Agreement is the adoption of an annual Operation and Maintenance Fund (OMF) budget and deposit to Reserve Maintenance Fund (RMF) for the following year.

OPERATION AND MAINTENANCE FUND (OMF)

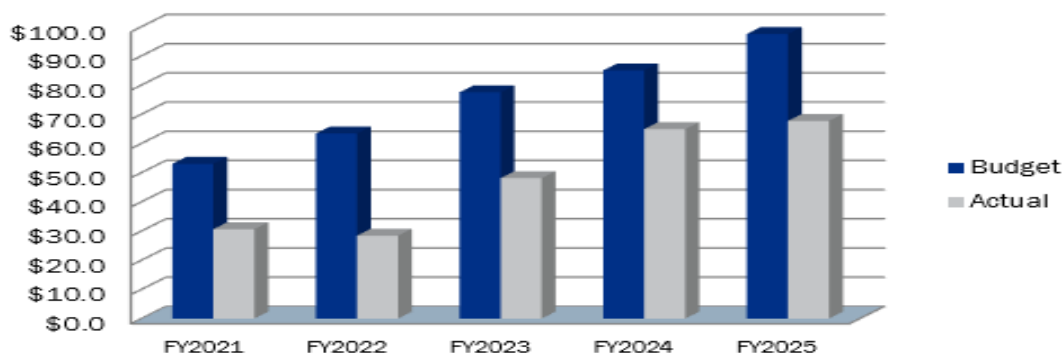
The OMF budget is \$295.4 million to account for and pay current operating expenses. These expenses reflect an increase of \$22.3 million or 8.2% compared to the FY2026 budget. Major variances consist of volume-related items, contractual adjustments, and pricing increases due to inflation. Expense variance and detailed explanations by department are located in the Departmental Budget section of this document. 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.



RESERVE MAINTENANCE FUND (RMF)

The RMF budget of \$96.8 million supports ongoing and preventive maintenance of the existing infrastructure, facilities, and equipment, ensuring that assets operate at or above industry standards. Annual inspections and NTTA's asset management program guide NTTA's budgeted investment in RMF. Estimated project expenditures are anticipated to increase \$6.8 million or 7.5% due to project modifications, contractual adjustments, and pricing increases. NTTA continues to make systemwide roadway improvements and pavement repairs. The projected balance of the RMF at the beginning of FY2027 is \$15.2 million. Therefore, a deposit of \$81.7 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 of this document.

**Reserve Maintenance
Budget to Actual (Millions)**



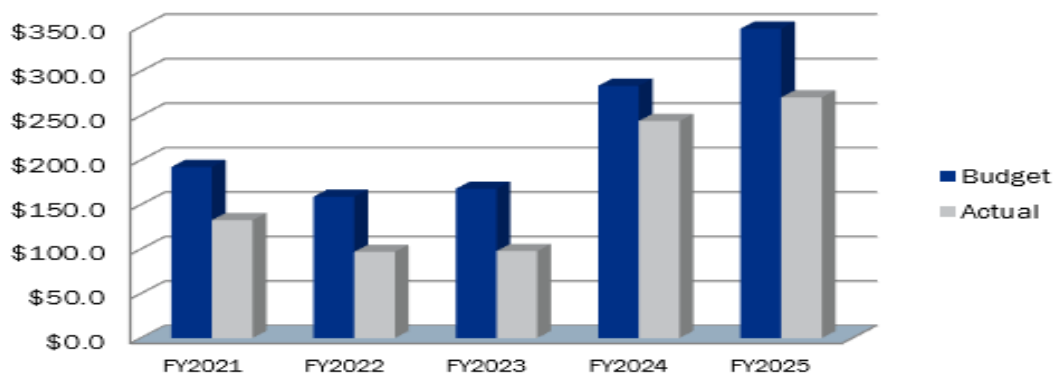
CAPITAL IMPROVEMENT FUND (CIF)

The CIF budget of \$350.4 million accounts for various construction projects, repairs, and replacement of capital assets. To advance NTTA's efforts, priorities, and customer safety, the Five-Year Capital Plan includes FY2027 project expenditures decreasing by \$35.9 million or 9.3% from the prior year's five year plan. The NTTA System consists of the following toll facilities:

- 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)
- Lewisville Lake Toll Bridge (LLTB)

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

**Capital Improvement
Budget to Actual (Millions)**

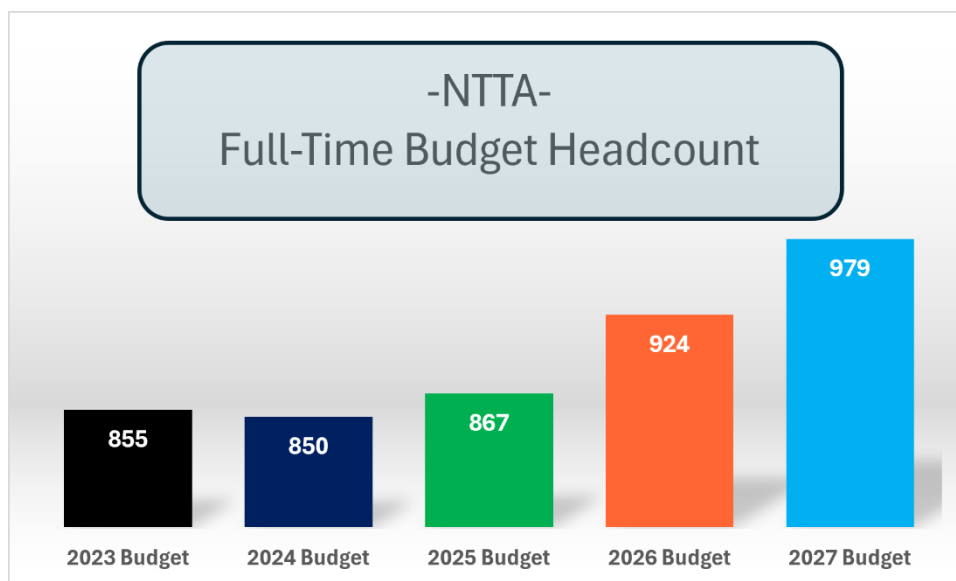


ENTERPRISE FUND/TOLLING SERVICES AGREEMENTS (TSA'S)

The Authority is the regional toll provider responsible for the collection of tolls on all tolled projects in the North Texas region through Tolling Services Agreements (TSA's). In addition, NTTA's TollTags are operable for parking at DFW airport, Dallas Love Field airport, Universal Kids Resort, and other toll roads within and outside of Texas. 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, DFW I-635, IH-35E, SH 114, SH 183, Loop 12, and a TSA with NET RMA for processing transactions. The Enterprise Fund FY2027 net cash flow budget is \$14.4 million.

PERSONNEL

NTTA continues to pursue ways to attract and retain personnel and strives to remain competitive. The FY2027 budget includes \$95.8 million for salaries and benefits. Total budgeted full-time employees (FTE's) for FY2027 are 979. Further details on budgeted headcount additions are included in the FY2027 Staffing Summary of this document as well as in the Departmental Budgets section.



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 43 individuals participating in this program. NTTA participates in the Employees Retirement System of Texas Group Benefit Program for employees hired prior to 1997 who have retained eligibility for retirement benefits under the State's plan. At present, one employee remains enrolled in the program. The Budget includes \$11.1 million in group insurance cost to cover participation in the above mentioned programs. 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

Upon retirement eligible retirees receive 250% of their employee contribution account balance as an employer contribution to their retirement account. The retirement plan is funded at 96.9% as of December 31, 2025, meeting all funding requirements set forth by the TCDRS funding policy. In 1997, 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 (FICA), 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 8.68% to TCDRS, 3.50% to 401(K) and 1.45% to Medicare to fund these plans. The FY2027 budget includes the change in TCDRS contribution rate to 8.68%, down from FY2026 of 9.20%.

FY2027 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 2.52 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)	
Operation and Maintenance Fund (OMF)	
Reserve Maintenance Fund (RMF)	
Capital Improvement Fund (CIF)	
Construction Fund (CF)	
Interest and Sinking Funds (I&SF)	
Enterprise Fund/Tolling Services Agreements (TSA)	

Revenue Fund (RF) - 1101

The Revenue Fund accounts for all revenues (all tolls, other revenues, and investments) arising or derived by the Authority from the operation and ownership of the System. All revenues from 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 and pays for current operating expenses of the NTTA System.

Reserve Maintenance Fund (RMF) - 1201

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

Capital Improvement Fund (CIF) - 1501

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

Construction Fund (CF) - 3700

The Construction Fund accounts for the portion of 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 new construction project.

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 bond interest and principal payments. The Trust Agreement, dated April 1, 2008, 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 Accounts – These accounts were created to account for the interest payments for the debt obligation within each tier.
- First, Second, or Third Tier Redemption Accounts – These accounts were created to account for the principal payments for the debt obligation within each tier.
- First, Second, or Third Tier Reserve Accounts – These accounts were created to account for any required reserves provided for in the Trust Agreement associated with the issuance of debt 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 (TSAs). 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	0.9%	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%
External Affairs	3.3%	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%
Treasury & Financial Planning	1.1%	0.0%	0.0%
Total Administrative Services	10.8%	0.0%	0.3%
Operational Services:			
Customer Service	44.9%	0.0%	0.0%
Information Technology	15.9%	25.7%	22.8%
Maintenance	26.1%	27.8%	11.5%
Operations	1.2%	0.0%	0.2%
Project Delivery	1.4%	45.9%	61.3%
Traffic and Incident Mgmt	13.2%	0.5%	4.0%
Total Operational Services	99.3%	100.0%	99.7%
Shared Services	-10.1%	0.0%	0.0%
FY2027 Totals	100.0%	100.0%	100.0%

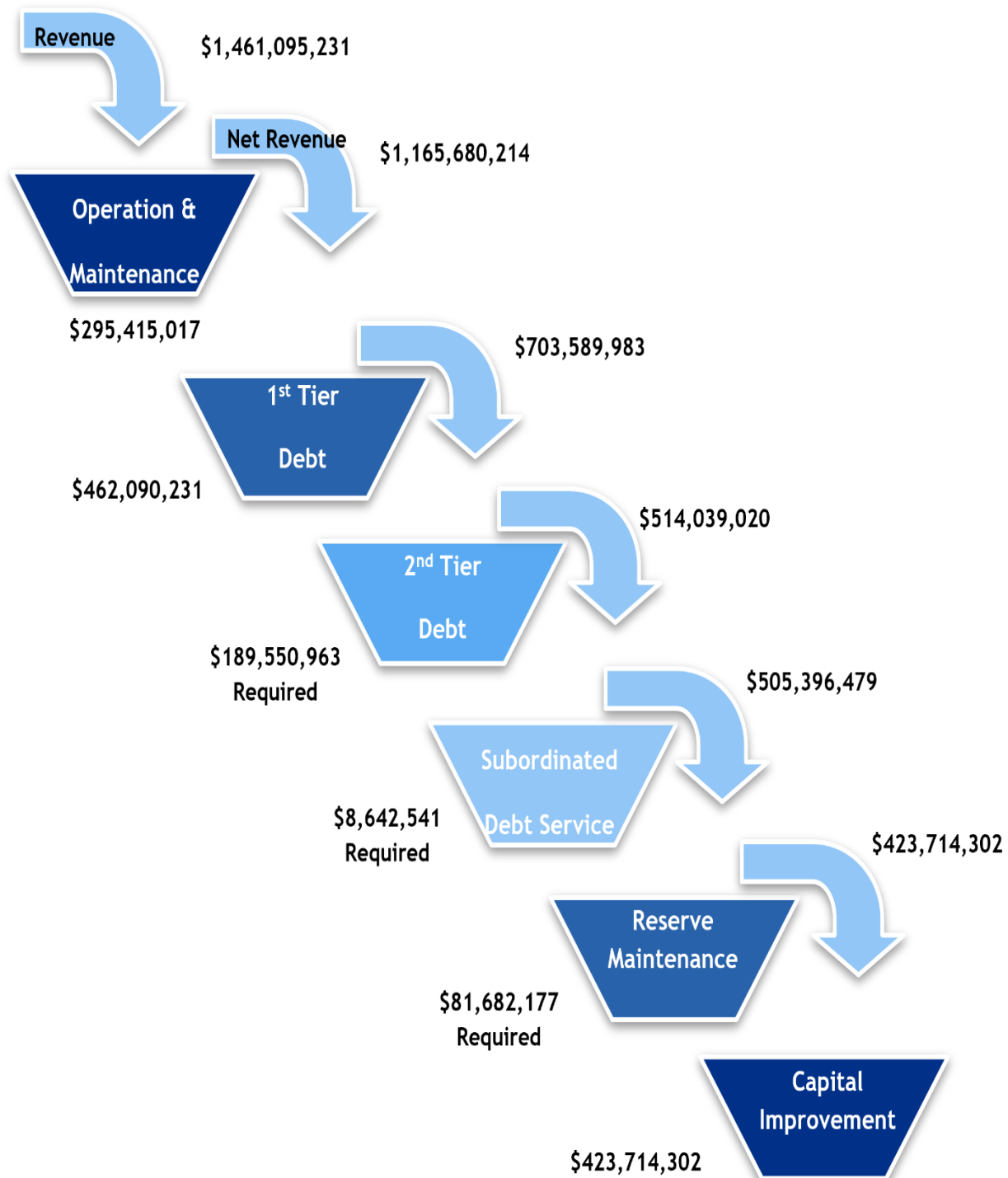


Safety Operations Center dispatchers monitor the NTTA system 24 hours a day, 7 days a week.

NTTA

Flow of NTTA System FY2027 Revenue

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



FY2024 to FY2027 Revenue Detail

	FY2024	FY2025
	Actual	Actual
TOLL REVENUE		
President George Bush Turnpike (PGBT)	\$ 441,182,667	\$ 459,676,095
Dallas North Tollway (DNT)	346,198,435	359,408,661
Sam Rayburn Tollway (SRT)	275,962,124	290,265,549
Chisholm Trail Parkway (CTP)	85,948,436	92,709,843
Lewisville Lake Toll Bridge (LLTB)	15,123,598	15,313,849
Mountain Creek Lake Bridge (MCLB)	1,688,272	1,760,126
360 Tollway (SH360T)	31,142,245	32,953,035
Addison Airport Tunnel Tollway (AATT)	1,096,090	798,927
TOTAL TOLL REVENUES	\$ 1,198,341,866	\$ 1,252,886,084
INVESTMENT INCOME	\$ 72,502,760	\$ 76,640,885
OTHER INCOME		
Statement Fees	\$ 3,533,706	\$ 3,303,694
Miscellaneous Revenues	257,108	379,834
Late Fees	23,437,221	18,676,213
Total Other Income	\$ 27,228,035	\$ 22,359,741
TOTAL REVENUES	\$ 1,298,072,661	\$ 1,351,886,710

FY2026		FY2027		Variance	
				FY 2026 Budget	
				vs FY 2027	
				Budget	%
Budget		Budget			Change
\$	478,230,200	\$	478,338,900	\$ 108,700	0.02%
	376,369,500		410,749,500	34,380,000	9.1%
	300,517,700		316,517,100	15,999,400	5.3%
	100,178,200		107,160,600	6,982,400	7.0%
	16,318,100		15,785,200	(532,900)	(3.3%)
	1,793,400		1,771,400	(22,000)	(1.2%)
	34,913,600		36,703,300	1,789,700	5.1%
	850,500		620,400	(230,100)	(27.1%)
\$	1,309,171,200	\$	1,367,646,400	\$ 58,475,200	4.5%
\$	50,000,000	\$	63,574,239	\$ 13,574,239	27.1%
\$	3,500,000	\$	3,500,000	\$ -	-
	250,000		260,000	10,000	4.0%
	24,500,000		26,114,592	1,614,592	6.6%
\$	28,250,000	\$	29,874,592	\$ 1,624,592	5.8%
\$	1,387,421,200	\$	1,461,095,231	\$ 73,674,031	5.3%

FY2026 Budget T&R projections provided by CDM Smith on June 5, 2025

FY2027 Budget T&R projections provided by CDM Smith on July 2, 2026 – Appendix D



Placing concrete for the future mainlanes of the Dallas North Tollway extension to Prosper and Celina.

NTTA

Revenue and Coverage Calculation FY2025 to FY2027

		FY2025	FY2026	FY2027	FY2027 vs FY2026	Variance
		Actual	Budget	Budget	Amount	% Change
Gross Toll Revenue		\$1,455,949,948	\$ 1,522,579,063	\$1,615,008,300	\$92,429,237	6.1%
Bad Debt Expense		(203,063,864)	(213,407,863)	(247,361,900)	(33,954,037)	15.9%
Net Toll Revenue (1)		1,252,886,084	1,309,171,200	1,367,646,400	58,475,200	4.5%
Investment Income		76,640,885	50,000,000	63,574,239	13,574,239	27.1%
Other Income (2)		22,359,741	28,250,000	29,874,592	1,624,592	5.8%
Total Revenues	a	\$ 1,351,886,710	\$ 1,387,421,200	\$ 1,461,095,231	\$ 73,674,031	5.3%
REVENUE TRANSFERS TO OPERATION AND MAINTENANCE FUND						
Operating Expenses (3)		233,207,397 *	273,085,814	295,415,017	22,329,203	8.2%
Net Operating Expenses (3)	b	233,207,397	273,085,814	295,415,017	22,329,203	8.2%
Net Revenues for Debt Service	c=(a-b)	1,118,679,313	1,114,335,386	1,165,680,214	51,344,828	4.6%
DEBT SERVICE						
First Tier Debt Service		478,220,456	473,413,914	480,382,757	6,968,843	1.5%
First Tier Capitalized Interest and Credit		(18,292,527)	(18,292,526)	(18,292,526)	-	0.0%
Second Tier Debt Service		206,706,178	193,824,213	189,550,963	(4,273,250)	(2.2%)
Net Debt Service Fund	d	666,634,107	648,945,601	651,641,194	2,695,593	0.4%
CIF Subordinated Bonds Debt	e	9,019,405	8,640,533	8,642,541	2,008	0.0%
Total Net Debt Service	f=(d+e)	675,653,512	657,586,134	660,283,735	2,697,601	0.4%
Inter-Fund Transfer (4)	g	9,019,405	8,640,533	8,642,541	2,008	0.0%
Revenues Available after Debt Service	h=(c-f+g)	452,045,206	465,389,785	514,039,020	48,649,235	10.5%
Reserve Maintenance Fund Required Deposit	i	58,131,702	75,977,253	81,682,177	5,704,924	7.5%
Revenues Available for Capital Improvement Fund	j=(h-i)	393,913,504	389,412,532	432,356,843	42,944,311	11.0%
CIF Subordinated Debt Payment	k	(9,019,405)	(8,640,533)	(8,642,541)	(2,008)	0.0%
Revenues Available for Capital Projects	j-k	\$ 384,894,099	\$ 380,771,999	\$ 423,714,302	\$ 42,942,303	11.3%
DEBT SERVICE COVERAGE					TRUST AGREEMENT REQUIREMENT	
First Tier Coverage		2.43	2.45	2.52	1.35	
First & Second Tier Coverage		1.68	1.72	1.79	1.20	
All Debt Coverage		1.66	1.69	1.77	1.00	

(1) Toll Revenue Estimates used for the 2027 Budget are provided by CDM Smith - See T&R consultant's projections – in 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 amortization of SBITA assets



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FY2027 Estimated Revenue and Debt Service Fund Requirements

Revenue Distribution	
Estimated Available Balance as of 1/1/2027	\$ -
Estimated Revenues	
Toll Revenue	1,367,646,400
Other Revenue	29,874,592
Investment Income	63,574,239
Total Estimated Revenues	<u>1,461,095,231</u>
Required Transfers per Trust Agreement	
Operation and Maintenance Fund	(295,415,017)
Debt Service Fund	(651,641,194)
Reserve Maintenance Fund	(81,682,177)
Subordinated Debt	(8,642,541)
Capital Improvement Fund	(423,714,302)
Total Estimated Transfers	<u>(1,461,095,231)</u>
Estimated Available Balance as of 12/31/2027	\$ -

Debt Service Fund Balance	
Debt Service Fund Available Balance as of 1/1/2027	\$ -
Debt Service Payments	
First Tier Debt Service	(462,090,231)
Second Tier Debt Service	(189,550,963)
Capital Improvement Fund Subordinated Debt	(8,642,541)
Total Debt Service Payments	<u>(660,283,735)</u>
Required Transfers per Trust Agreement	
Revenue Distribution	\$ 651,641,194
Excess Bond Reserve Account	-
Subordinated Debt	8,642,541
Total Estimated Transfers	<u>660,283,735</u>
Estimated Available Balance as of 12/31/2027	\$ -

Bond Reserve Account Balance*	
Estimated Available Balance as of 1/1/2027	\$ 427,877,700
Required Transfers per Trust Agreement	
First Tier Debt Service	-
2024 Bond Refunding Impact	10,881,750
Estimated Available Balance as of 12/31/2027	\$ 438,759,450

*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 FY2024 to FY2027

FUND	FY2024 Budget	FY2025 Budget
Operation and Maintenance Fund	\$ 240,916,611	\$ 253,614,491
Reserve Maintenance Fund	85,049,483	97,481,261
Capital Improvement Fund	283,721,285	347,964,968
Enterprise Fund (TSA's)	31,989,314	32,829,551
Total Budgets	\$ 641,676,693	\$ 731,890,271

The above chart provides the total Fund Balances budgeted by year for FY2024-FY2027.

FY2026 Budget		FY2027 Budget		Variance FY 2026 vs FY 2027
\$	273,085,814	\$	295,415,017	\$ 22,329,203
	90,050,415		96,844,359	6,793,944
	386,271,550		339,255,078	(47,016,472)
	37,020,700		37,008,522	(12,178)
\$	786,428,479	\$	768,522,976	\$ (17,905,503)

FY2027 OMF budget increase is due to additional planned volumes, contractual obligations, and rising cost of materials. FY2027 OMF budget detail by account and department vs FY2026 budget are available in the Departmental and Overview sections of this document. FY2027 RMF and CIF budget vs FY2026 variances are due to the scheduled timing of projects and maintenance. FY2027 Enterprise Fund variance is due to the projected decrease in transactions. Additional FY2027 budget details by account for all funds combined are available in the Other Funds section of this document.

Revenue and Department Expenses FY2024 to FY2027

	FY2024	FY 2025
	<u>ACTUAL</u>	<u>ACTUAL</u>
TOLL REVENUE	\$ 1,198,341,866	\$ 1,252,886,084
Investment Income	72,502,760	76,640,885
Other Income	27,228,035	22,359,741
Total Revenues	\$ 1,298,072,661	\$ 1,351,886,710
 ADMINISTRATIVE SERVICES		
Accounting	\$ 2,126,187	\$ 2,297,996
Administration	726,000	709,584
Board	212,790	111,473
Business Development & Opportunities	684,377	727,807
External Affairs	9,257,861	7,827,581
Human Resources	2,207,222	2,787,515
Internal Audit & Enterprise Risk Mgmt.	1,255,685	1,160,680
Legal Services	4,623,709	6,136,736
Procurement	907,167	1,084,931
Treasury & Financial Planning	2,052,663	2,166,372
Sub-total	\$ 24,053,661	\$ 25,010,673
 OPERATIONAL SERVICES		
Customer Service	\$ 104,071,848	\$ 115,105,892
Information Technology	35,030,334	30,086,295
Maintenance	55,053,483	57,367,067
Operations	2,774,678	3,619,949
Project Delivery	2,815,134	3,164,597
Traffic & Incident Management	31,162,636	32,396,901
Sub-total	\$ 230,908,113	\$ 241,740,701
 Shared Services (2)	(31,107,407)	(33,543,977)
 TOTAL EXPENSES	\$ 223,854,367	\$ 233,207,397

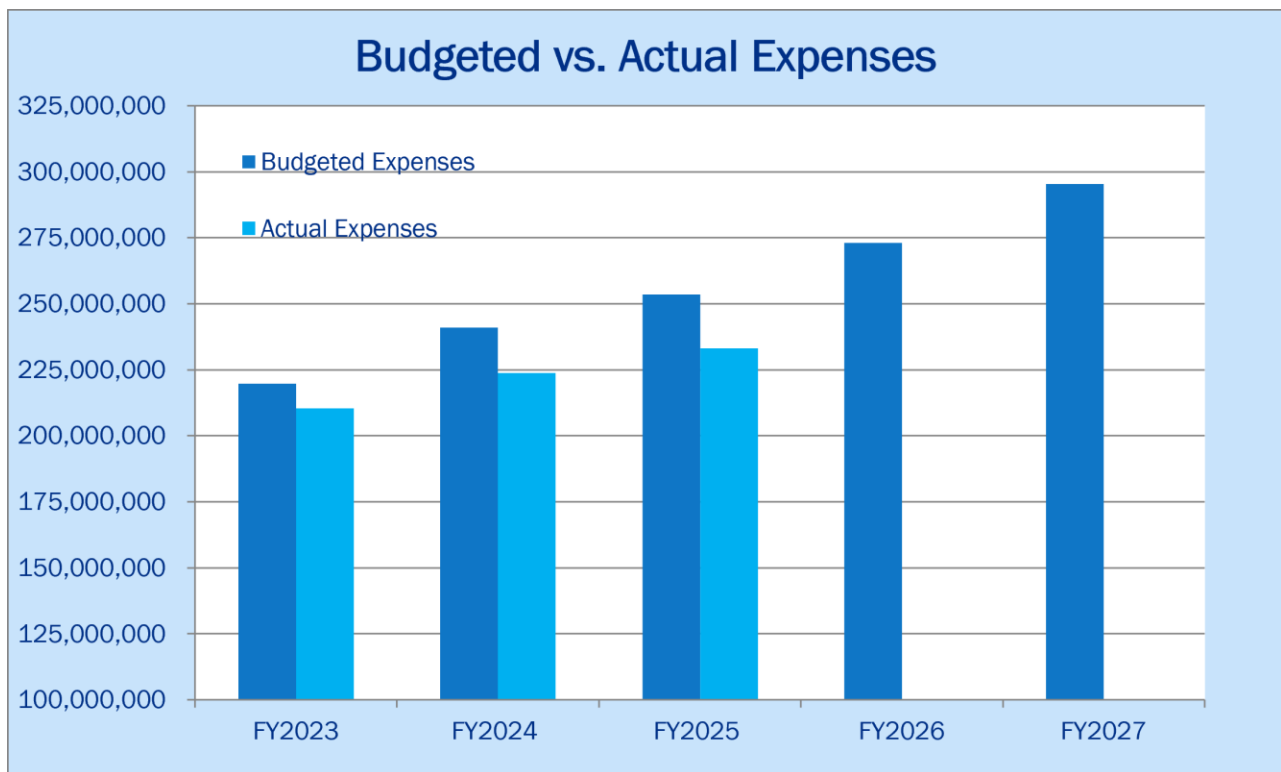
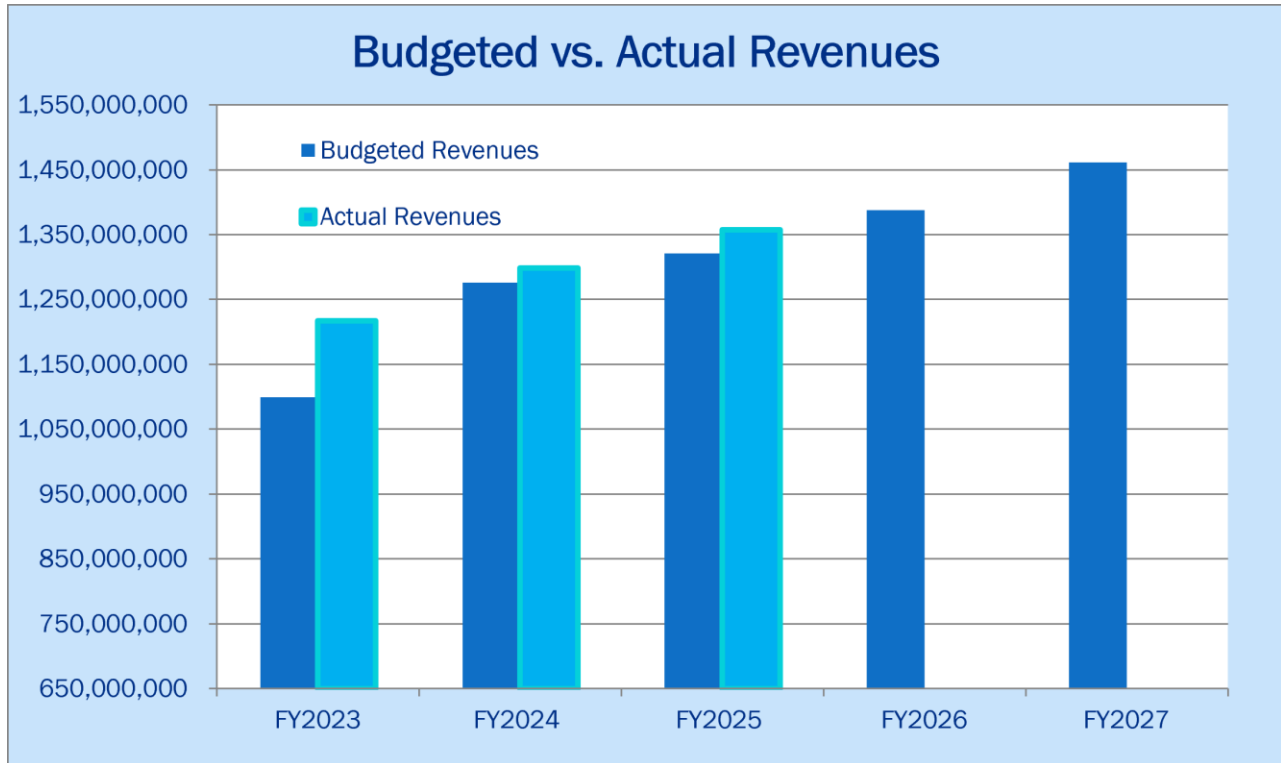
(1) Toll Revenue budget numbers per T&R consultant projections, Appendix D

(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

FY2026		FY2027		Variance	
BUDGET		BUDGET		FY 2026 Budget vs FY 2027 Budget Increase/(Decrease)	
\$	1,309,171,200	\$	1,367,646,400	(1)	\$ 58,475,200
	50,000,000		63,574,239		13,574,239
	28,250,000		29,874,592		1,624,592
\$	1,387,421,200	\$	1,461,095,231		\$ 73,674,031
\$	2,264,017	\$	2,642,036	\$	378,017
	834,625		850,876		16,250
	105,621		131,721		26,100
	902,065		917,559		15,493
	9,593,402		9,771,542		178,140
	3,142,329		3,663,468		521,139
	1,403,645		1,617,870		214,224
	6,326,737		7,809,269		1,482,532
	1,370,393		1,388,441		18,048
	2,714,134		3,138,252		424,118
\$	28,656,968	\$	31,931,033	\$	3,274,062
\$	120,138,470	\$	122,587,412	\$	2,448,940
	39,729,619		46,941,409		7,211,789
	70,588,742		77,091,795		6,503,053
	2,295,611		3,688,516		1,392,905
	3,984,878		4,104,249		119,371
	37,003,163		38,976,414		1,973,251
\$	273,740,484	\$	293,389,795	\$	19,649,308
	(29,311,638)		(29,905,811)		(594,173)
\$	273,085,814	\$	295,415,017	\$	22,329,204

Budget vs. Actual Revenues and Expenses Graphs



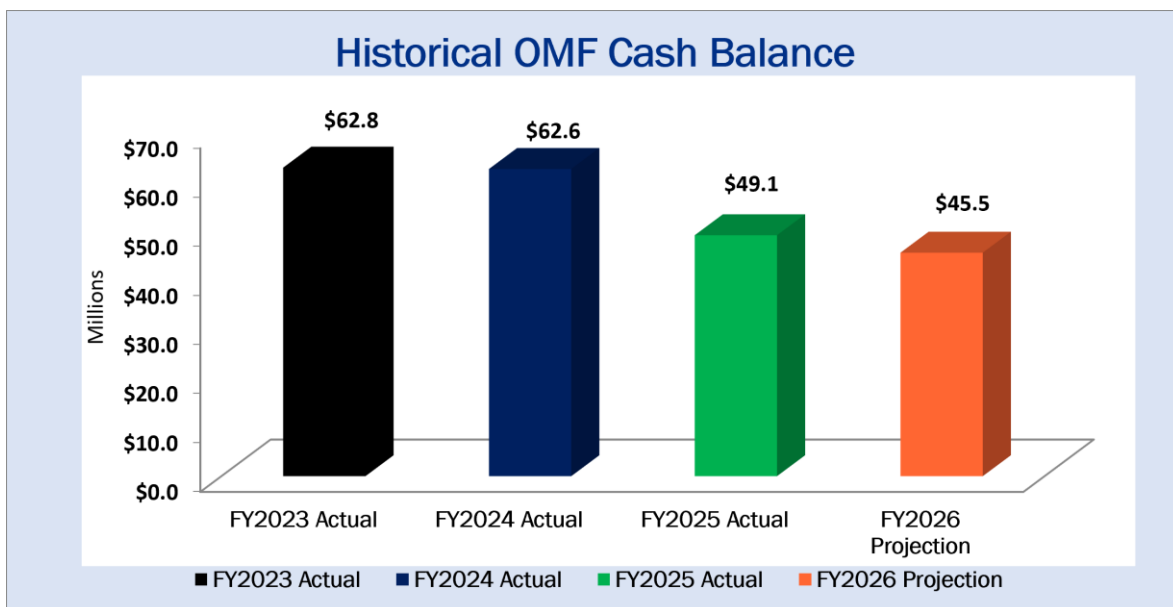
Operation and Maintenance Fund FY2027 Budget Comparisons to FY2026 Budget

Department	FY 2026 Budget	FY 2027 Budget	Variance Amount	Percent
<u>Administrative Services:</u>				
Accounting	\$ 2,264,017	\$ 2,642,036	\$ 378,018	16.7%
Administration	834,625	850,876	16,250	1.9%
Board	105,621	131,721	26,100	24.7%
Business Development & Opportunities	902,065	917,559	15,494	1.7%
External Affairs	9,593,402	9,771,542	178,140	1.9%
Human Resources	3,142,329	3,663,468	521,139	16.6%
Internal Audit & Enterprise Risk Mgmt.	1,403,645	1,617,870	214,225	15.3%
Legal Services	6,326,737	7,809,269	1,482,532	23.4%
Procurement	1,370,393	1,388,441	18,048	1.3%
Treasury & Financial Planning	2,714,134	3,138,252	424,118	15.6%
Total Administrative Services	\$ 28,656,968	\$ 31,931,033	\$ 3,274,065	11.4%
<u>Operational Services:</u>				
Customer Service	\$ 120,138,470	\$ 122,587,412	\$ 2,448,942	2.0%
Information Technology	39,729,619	46,941,409	7,211,789	18.2%
Maintenance	70,588,742	77,091,795	6,503,053	9.2%
Operations	2,295,611	3,688,516	1,392,905	60.7%
Project Delivery	3,984,878	4,104,249	119,371	3.0%
Traffic & Incident Mgmt.	37,003,163	38,976,414	1,973,251	5.3%
Total Operational Services	\$ 273,740,484	\$ 293,389,795	\$19,649,310	7.2%
Shared Services	(29,311,638)	(29,905,811)	(594,173)	2.0%
Grand Totals	\$ 273,085,814	\$ 295,415,017	\$22,329,203	8.2%

The FY2027 vs FY2026 budget comparison reflects the total OMF budget by department with the Enterprise allocated on a per transaction basis through Shared Services. The FY2027 budget increased compared to the FY2026 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 FY2027

Operation and Maintenance Fund Estimated Balance as of 1/1/2027		\$45,514,302
Estimated Transfers:		
Revenue Distribution	295,415,017	
Total Transfers		295,415,017
Estimated Expenditures Operating Budget		(295,415,017)
Estimated Balance at 12/31/2027		\$45,514,302
Additional Contribution Required		3,721,534
Required Balance per Trust Agreement (1/6 of Operating Budget)		\$49,235,836





Financial Report - Categories

	FY2027
Operating expenses:	
Salaries & Benefits	\$ 95,818,718
Consulting & Professional Services	58,597,954
Maintenance Services	66,966,988
Operational Services	97,496,492
Business & Marketing Services	4,939,844
Administrative Services	8,603,543
Total gross operating expenses	\$ 332,423,539
Indirect Cost (Regional Tolling Services):	(37,008,522)
Total net operating expenses	\$ 295,415,017

Operation and Maintenance Fund FY2027 Budget by Dept and Account

Account	Accounting	Administration	Board	Business Develop & Opportunities	External Affairs	Human Resources	Internal Audit/Enterprise Risk Mgmt
511101-Salaries and Wages-Direct	\$ 2,131,808	\$ 637,847	\$ -	\$ 592,269	\$ 2,109,565	\$ 2,496,244	\$ 1,327,719
511202-Salaries and Wages-Internship	-	-	-	-	-	88,747	-
511301-Salaries and Wage-Overtime	-	-	-	-	45,000	36,000	-
512101-Group Insurance	-	-	-	-	-	-	-
512401-Retirement Contributions	273,827	66,941	-	69,891	260,456	271,176	151,396
512402-Retirement Contr.-Internship	-	-	-	-	-	6,500	-
512501-Tuition Reimbursement	-	-	-	-	-	14,000	-
512601-Unemployment Insurance	-	-	-	-	-	-	-
Salaries & Benefits	\$ 2,405,636	\$ 704,788	\$ -	\$ 662,159	\$ 2,415,021	\$ 2,912,668	\$ 1,479,115
521201-Consulting/Professional	-	35,000	-	50,000	2,507,664	250,000	100,000
521202-Legal Fees	-	-	-	-	-	-	-
521203-Auditing Fees	200,000	-	-	-	-	-	-
521204-Trustee Fees	-	-	-	-	-	-	-
521205-Rating Agency Fees	-	-	-	-	-	-	-
521207-Traffic Engineering Fees	-	-	-	-	-	-	-
521208-Police Services (DPS)	-	-	-	-	-	-	-
521209-Armored Car Services	-	-	-	-	-	-	-
523301-Recruitment	-	-	-	-	-	225,000	-
523851-Temporary Contract Labor	-	-	-	-	-	150,000	-
Consulting & Professional Services	\$ 200,000	\$ 35,000	\$ -	\$ 50,000	\$ 2,507,664	\$ 625,000	\$ 100,000
521212-Outside Maintenance Services	-	-	-	-	-	-	-
522202-Landscaping	-	-	-	-	-	-	-
522301-Rentals - Land	-	-	-	-	-	-	-
522302-Rentals - Equipment	-	-	-	-	-	-	-
523801-Licenses	500	-	-	-	-	-	1,055
531102-Other Materials and Supplies	-	-	-	-	948	-	-
531107-Motor Fuel Expense	-	-	-	-	-	-	-
531211-Water	-	-	-	-	-	-	-
531221-Gas	-	-	-	-	-	-	-
531231-Electricity	-	-	-	-	-	-	-
531601-Small Tools and Shop Supplies	-	-	-	-	-	-	-
531701-Uniforms	-	-	-	-	-	-	-
Maintenance	\$ 500	\$ -	\$ -	\$ -	\$ 948	\$ -	\$ 1,055
523201-Postage	-	-	-	-	-	-	-
523202-Telecommunications	-	-	-	-	-	-	-
523701-Education and Training	5,000	2,628	25,000	2,650	11,454	70,000	22,000
531103-Mobile Equipment Expense	-	-	-	-	-	-	-
531501-Inven for resale(toll tags)	-	-	-	-	-	-	-
531651-Software	-	-	-	-	-	-	-
573002-Credit Card Fees	-	-	-	-	-	-	-
Operations	\$ 5,000	\$ 2,628	\$ 25,000	\$ 2,650	\$ 11,454	\$ 70,000	\$ 22,000
523203-Public Information Fees	-	-	-	-	-	-	-
523304-Promotional Expenses	1,000	-	1,100	125,550	1,715,841	12,000	-
523306-Media Buy And Advertising	-	-	-	-	2,256,053	-	-
523307-Media Production	-	-	-	-	700,000	-	-
523401-Printing and Photographic	2,500	-	-	-	7,000	-	-
Business & Marketing	\$ 3,500	\$ -	\$ 1,100	\$ 125,550	\$ 4,678,894	\$ 12,000	\$ -
521101-Meeting Expense	6,100	15,000	83,918	8,500	10,500	20,000	2,500
523101-Insurance Expense - Other	-	-	-	-	-	-	-
523305-Employee Appreciation	1,000	-	-	1,000	64,678	2,500	1,000
523501-Travel	10,000	25,000	9,926	7,300	52,000	10,000	6,000
523601-Dues & Subscriptions	6,500	68,000	8,500	60,100	25,000	5,800	5,100
523902-Liability Claims	-	-	-	-	-	-	-
531101-Office Supplies	3,500	400	2,020	300	5,133	5,000	850
531105-Freight and Express	300	60	1,257	-	250	500	-
531401-Books & Periodicals	-	-	-	-	-	-	250
573001-Bank Charges	-	-	-	-	-	-	-
Administrative	\$ 27,400	\$ 108,460	\$ 105,621	\$ 77,200	\$ 157,561	\$ 43,800	\$ 15,700
Enterprise Fund (Regional Tolling Services)							
Totals	\$ 2,642,036	\$ 850,876	\$ 131,721	\$ 917,559	\$ 9,771,542	\$ 3,663,468	\$ 1,617,870

Operation and Maintenance Fund FY2027 Budget by Dept and Account-Cont'd

Account	Legal Services	Procurement	Shared Services	Treasury & Financial Planning	Customer Service	Information Technology	Maintenance
511101-Salaries and Wages-Direct	\$ 2,185,174	\$ 1,174,052	\$ (4,476,681)	\$ 1,364,386	\$ 14,754,609	\$ 14,527,460	\$ 15,689,988
511202-Salaries and Wages-Internship	164,787	-	-	-	-	-	-
511301-Salaries and Wage-Overtime	-	-	-	-	220,368	100,000	627,047
512101-Group Insurance	-	-	11,126,692	-	-	-	-
512401-Retirement Contributions	276,799	147,889	-	185,966	1,782,931	1,703,037	1,933,272
512402-Retirement Contr.-Internship	1,650	-	-	-	-	-	-
512501-Tuition Reimbursement	-	-	-	-	-	-	-
512601-Unemployment Insurance	-	-	175,000	-	-	-	-
Salaries & Benefits	\$ 2,628,410	\$ 1,321,941	\$ 6,825,011	\$ 1,550,352	\$ 16,757,907	\$ 16,330,497	\$ 18,250,307
521201-Consulting/Professional	1,000,000	-	45,000	745,000	14,069,068	-	580,000
521202-Legal Fees	4,000,000	-	-	-	-	-	-
521203-Auditing Fees	-	-	-	-	-	-	-
521204-Trustee Fees	-	-	-	50,000	-	-	-
521205-Rating Agency Fees	-	-	-	70,000	-	-	-
521207-Traffic Engineering Fees	-	-	-	650,000	-	-	-
521208-Police Services (DPS)	-	-	-	-	-	-	-
521209-Armored Car Services	-	-	-	-	79,800	-	-
523301-Recruitment	-	-	-	-	-	-	-
523851-Temporary Contract Labor	-	-	-	-	15,998,667	40,000	-
Consulting & Professional Services	\$ 5,000,000	\$ -	\$ 45,000	\$ 1,515,000	\$ 30,147,535	\$ 40,000	\$ 580,000
521212-Outside Maintenance Services	-	-	-	-	-	11,148,538	39,153,582
522202-Landscaping	-	-	-	-	-	-	68,594
522301-Rentals - Land	-	-	-	-	-	-	737,583
522302-Rentals - Equipment	-	-	-	-	35,200	-	70,000
523801-Licenses	-	-	-	-	-	200	19,590
531102-Other Materials and Supplies	-	-	-	-	-	44,200	7,274,116
531107-Motor Fuel Expense	-	-	-	-	-	-	2,410,400
531211-Water	-	-	-	-	-	-	1,359,600
531221-Gas	-	-	-	-	-	-	82,500
531231-Electricity	-	-	-	-	-	-	3,285,700
531601-Small Tools and Shop Supplies	-	-	-	-	-	-	343,832
531701-Uniforms	-	-	-	-	38,200	15,000	318,800
Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 73,400	\$ 11,207,938	\$ 55,124,297
523201-Postage	-	-	-	-	18,898,784	-	-
523202-Telecommunications	-	-	-	-	-	1,500,000	175,000
523701-Education and Training	11,000	15,000	-	3,100	56,500	52,600	221,990
531103-Mobile Equipment Expense	-	-	-	-	-	-	2,273,000
531501-Inven for resale(toll tags)	-	-	-	-	1,057,790	-	-
531651-Software	90,478	-	-	-	-	17,706,524	211,108
573002-Credit Card Fees	-	-	-	-	55,000,000	-	-
Operations	\$ 101,478	\$ 15,000	\$ -	\$ 3,100	\$ 75,013,074	\$ 19,259,124	\$ 2,881,098
523203-Public Information Fees	-	30,000	-	-	-	-	-
523304-Promotional Expenses	-	-	-	-	60,900	-	-
523306-Media Buy And Advertising	-	-	-	-	-	-	-
523307- Media Production	-	-	-	-	-	-	-
523401-Printing and Photographic	-	-	-	12,000	-	10,700	-
Business & Marketing	\$ -	\$ 30,000	\$ -	\$ 12,000	\$ 60,900	\$ 10,700	\$ -
521101-Meeting Expense	2,500	1,500	-	1,500	27,850	12,000	8,300
523101-Insurance Expense - Other	-	-	-	-	-	-	500
523305-Employee Appreciation	-	1,000	1,000	1,000	25,000	-	11,000
523501-Travel	13,209	10,000	-	5,000	15,100	48,000	194,736
523601-Dues & Subscriptions	15,000	5,000	1,700	3,900	2,550	10,450	11,808
523902-Liability Claims	-	-	-	-	-	-	-
531101-Office Supplies	48,200	4,000	230,000	1,200	117,000	20,700	23,750
531105-Freight and Express	472	-	-	200	750	2,000	6,000
531401-Books & Periodicals	-	-	-	-	-	-	-
573001-Bank Charges	-	-	-	45,000	346,346	-	-
Administrative	\$ 79,381	\$ 21,500	\$ 232,700	\$ 57,800	\$ 534,596	\$ 93,150	\$ 256,094
Enterprise Fund (Regional Tolling Services)			(37,008,522)				
Totals	\$ 7,809,269	\$ 1,388,441	\$ (29,905,811)	\$ 3,138,252	\$ 122,587,412	\$ 46,941,409	\$ 77,091,795

Operation and Maintenance Fund FY2027 Budget by Dept and Account-Cont'd

Account	Operations	Project Delivery	Traffic & Incident Mgmt	FY2027 Budget	FY2026 Budget
511101-Salaries and Wages-Direct	\$ 3,103,943	\$ 3,677,160	\$ 12,195,747	\$ 73,491,289	\$ 67,236,519
511202-Salaries and Wages-Internship	-	-	-	253,534	247,977
511301-Salaries and Wage-Overtime	-	-	270,554	1,298,969	1,308,282
512101-Group Insurance	-	-	-	11,126,692	8,881,190
512401-Retirement Contributions	420,358	401,831	1,505,315	9,451,085	9,179,294
512402-Retirement Contr.-Internship	-	-	-	8,150.00	10,603
512501-Tuition Reimbursement	-	-	-	14,000	13,100
512601-Unemployment Insurance	-	-	-	175,000	175,000
Salaries & Benefits	\$ 3,524,301	\$ 4,078,991	\$ 13,971,616	\$ 95,818,719	\$ 87,051,965
521201-Consulting/Professional	50,000	-	31,200	19,462,932	19,426,006
521202-Legal Fees	-	-	-	4,000,000	3,000,000
521203-Auditing Fees	-	-	-	200,000	200,000
521204-Trustee Fees	-	-	-	50,000	-
521205-Rating Agency Fees	-	-	-	70,000	-
521207-Traffic Engineering Fees	-	-	-	650,000	650,000
521208-Police Services (DPS)	-	-	17,741,555	17,741,555	17,741,555
521209-Armored Car Services	-	-	-	79,800	68,400
523301-Recruitment	-	-	-	225,000	222,000
523851-Temporary Contract Labor	-	-	-	16,188,667	17,140,000
Consulting & Professional Services	\$ 50,000	\$ -	\$ 17,772,755	\$ 58,667,954	\$ 58,447,961
521212-Outside Maintenance Services	-	-	154,910	50,457,030	47,419,757
522202-Landscaping	-	-	-	68,594	68,594
522301-Rentals - Land	-	-	-	737,583	477,583
522302-Rentals - Equipment	-	-	-	105,200	105,200
523801-Licenses	300	667	-	22,312	21,598
531102-Other Materials and Supplies	-	-	204,177	7,523,441	6,488,855
531107-Motor Fuel Expense	-	-	-	2,410,400	1,760,400
531211-Water	-	-	-	1,359,600	1,236,000
531221-Gas	-	-	-	82,500	75,000
531231-Electricity	-	-	-	3,285,700	2,987,000
531601-Small Tools and Shop Supplies	-	-	-	343,832	336,860
531701-Uniforms	-	-	198,796	570,796	526,246
Maintenance	\$ 300	\$ 667	\$ 557,883	\$ 66,966,988	\$ 61,503,093
523201-Postage	-	-	-	18,898,784	19,750,000
523202-Telecommunications	-	-	-	1,675,000	1,745,000
523701-Education and Training	18,000	10,486	56,400	583,808	544,038
531103-Mobile Equipment Expense	-	-	-	2,273,000	2,264,000
531501-Inven for resale(toll tags)	-	-	-	1,057,790	1,750,367
531651-Software	-	-	-	18,008,110	13,680,489
573002-Credit Card Fees	-	-	-	55,000,000	50,000,000
Operations	\$ 18,000	\$ 10,486	\$ 56,400	\$ 97,496,492	\$ 89,733,894
523203-Public Information Fees	-	-	-	30,000	30,000
523304-Promotional Expenses	-	-	5,200	1,921,591	1,914,295
523306-Media Buy And Advertising	-	-	-	2,256,053	2,256,053
523307-Media Production	-	-	-	700,000	700,000
523401-Printing and Photographic	-	-	-	32,200	31,500
Business & Marketing	\$ -	\$ -	\$ 5,200	\$ 4,939,844	\$ 4,931,848
521101-Meeting Expense	13,000	500	1,000	214,668	211,070
523101-Insurance Expense - Other	-	-	6,570,652	6,571,152	6,488,028
523305-Employee Appreciation	2,000	-	-	111,178	92,078
523501-Travel	55,000	5,000	18,191	484,462	474,155
523601-Dues & Subscriptions	16,000	6,157	4,850	256,415	326,525
523902-Liability Claims	-	-	9,800	9,800	9,800
531101-Office Supplies	9,500	2,041	7,961	481,555	473,268
531105-Freight and Express	215	407	106	12,517	6,645
531401-Books & Periodicals	200	-	-	450	250
573001-Bank Charges	-	-	-	391,346	355,934
Administrative	\$ 95,915	\$ 14,105	\$ 6,612,560	\$ 8,533,543	\$ 8,437,753
Enterprise Fund (Regional Tolling Services)				(37,008,522)	(37,020,700)
Totals	\$ 3,688,516	\$ 4,104,249	\$ 38,976,414	\$ 295,415,017	\$ 273,085,813

FY2027 Staffing Summary

	FY2026 Budget	FY2027 Budget	
	Approved	Changes	Full Time
ADMINISTRATIVE SERVICES			
Accounting	17	-	17
Administration	2	-	2
External Affairs	22	-	22
Business Development and Opportunities	4	-	4
Human Resources	21	-	21
Internal Audit and Enterprise Risk Management	8	2	10
Legal Services	22	-	22
Procurement	11	2	13
Treasury Management	10	1	11
Total Administrative Services	117	5	122
OPERATIONAL SERVICES			
Customer Service	260	6	266
Information Technology	116	12	128
Maintenance	222	17	239
Operations	24	2	26
Project Delivery	22	-	22
Traffic & Incident Management	163	13	176
Total Operational Services	807	50	857
Total	924	55	979

*The FY2027 Budget includes 55 FTE additions across several departments within NTTA, detail as follows:

- Internal Audit: technology assurance work (2)
- Procurement: temporary positions to facilitate knowledge transfer (2)
- Treasury Management: increase in IOP activity and growth (1)
- Customer Service: expansion of Fort Worth customer service facility (6)
- Information Technology: increase internal capabilities to reduce consultants in strategic areas (12)
- Maintenance: adding positions for essential services in facilities, landscape, roadway, and maintenance (17) for DNT 4A expansion
- Operations: ensure compliance and audit readiness (2)
- Traffic & Incident Mgmt. (13):
 - Roadway Safety Services: essential services to actively patrol and service customers (11)
 - Safety Operations Center: provide coverage for all shifts (2)
 - For DNT 4A expansion

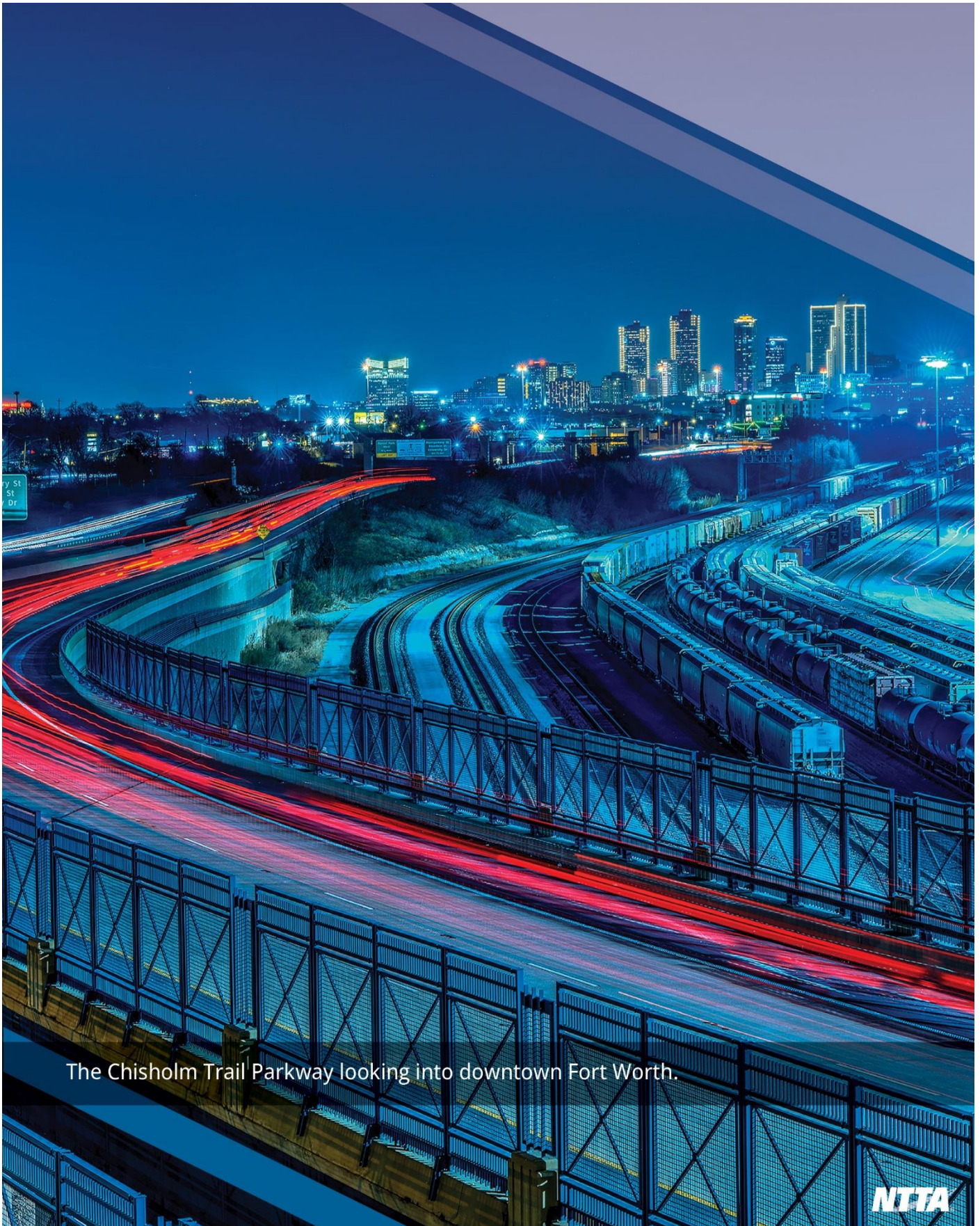
FY2023 to FY2027 FTE Staffing Summary History

	FY2023 Budget	FY2024 Budget	FY2025 Budget	FY2026 Budget	FY2027 Budget	Change in Budgeted FTEs Variance
ADMINISTRATIVE SERVICES						
Accounting	15	15	17	17	17	-
Administration	2	2	2	2	2	-
Board	1	1	1	-	-	-
Business Development and Opportunities	5	5	4	4	4	-
External Affairs	17	17	20	22	22	-
Human Resources	14	14	17	21	21	-
Internal Audit and Enterprise Risk Management	8	8	8	8	10	2
Legal Services	7	8	9	22	22	-
Procurement	12	12	11	11	13	2
Treasury Management	9	9	9	10	11	1
Total Administrative Services	90	91	98	117	122	5
OPERATIONAL SERVICES						
Customer Service	305	297	280	260	266	6
Information Technology	91	93	104	116	128	12
Maintenance	193	193	200	222	239	17
Operations	16	16	24	24	26	2
Project Delivery	19	19	20	22	22	-
Traffic & Incident Management	141	141	141	163	176	13
Total Operational Services	765	759	769	807	857	50
Grand Total	855	850	867	924	979	55

979 FTEs – Full Time Employees
 7 Part-time Employees
 17 Interns
 Total 1,003

DEPARTMENTAL BUDGETS





The Chisholm Trail Parkway looking into downtown Fort Worth.

NTTA

ADMINISTRATIVE SERVICES DEPARTMENTS

ACCOUNTING
ADMINISTRATION
BOARD
BUSINESS DEVELOPMENT AND OPPORTUNITIES
EXTERNAL AFFAIRS
HUMAN RESOURCES
INTERNAL AUDIT AND ENTERPRISE RISK MGMT
LEGAL
PROCUREMENT
TREASURY AND FINANCIAL PLANNING

OPERATIONAL SERVICES DEPARTMENTS

CUSTOMER SERVICE
INFORMATION TECHNOLOGY
MAINTENANCE
OPERATIONS
PROJECT DELIVERY
TRAFFIC AND INCIDENT MANAGMENT



Forming a concrete cap on the Chisholm Trail Widening Project.



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 FY2027 on managing costs, performing rigorous financial analyses, and delivering tangible results that advance NTTA's strategic goal of being a financially sound and vibrant organization.

FY2027 DEPARTMENT OBJECTIVES/GOALS

(SUPPORTIVE OF NTTA'S 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 Tolling 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

- Commit to continuous professional development and technical precision by providing thorough analysis to ensure compliance, illustrate transparency, highlight opportunities, and forewarn of potential hazards

FY2027 PERFORMANCE MEASURES

- 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

HISTORICAL PERFORMANCE SUMMARY

Employee Payments			
Payment Target	2023	2024	2025
Timely	Met	Met	Met

Vendors Paid Within Terms			
AP Term Target	2023	2024	2025
<30 Days	16	21	20

Reporting of Authority's Finances			
Average Qtrly Close	2023	2024	2025
<15 Business Days	100%	100%	100%

Accounting Department

DEPARTMENTAL FY2027 BUDGET

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,795,440	\$2,131,808	\$336,368	18.7%
Retirement Contributions - (512401)	233,407	273,827	40,420	17.3%
Meeting Expense - (521101)	6,100	6,100	-	-
Auditing Fees - (521203)	200,000	200,000	-	-
Promotional Expenses - (523304)	1,000	1,000	-	-
Employee Appreciation - (523305)		1,000	1,000	100
Printing and Photographic - (523401)	2,500	2,500	-	-
Travel - (523501)	10,000	10,000	-	-
Dues & Subscriptions - (523601)	6,000	6,500	500	8.3%
Education and Training - (523701)	5,000	5,000	-	-
Licenses - (523801)	650	500	(150)	(23.1)%
Office Supplies - (531101)	3,500	3,500	-	-
Freight and Express - (531105)	420	300	(120)	(28.6)%
Total Expenses	\$2,264,017	\$2,642,036	\$378,016	16.7%

MAJOR FY2027 BUDGET ITEMS

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

- Salaries and Wages increase driven by completion of projects with capitalized project labor

FY2027 BUDGET – SHARED SERVICES

Shared Services

Shared Services is a department 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 Shared Services FY2027 budget credit increased from FY2026 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: Redistribution of retirement cost was not required
- Group Insurance: growth in headcount; ensure budget sufficiently cover claims
- Enterprise Fund: due to decrease in transaction volume

Accounting Department

Shared Services

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	(\$943,111)	(\$4,476,681)	3,533,570	374.7%
Retirement Contributions - (512401)	(677,517)	-	677,517	(100.0)%
Group Insurance - (512101)	8,881,190	11,126,692	2,245,502	25.3%
Unemployment Insurance - (512601)	175,000	175,000	-	-
Consulting/Professional - (521201)	42,000	45,000	3,000	-
Employee Appreciation - (523305)	1,000	1,000	-	-
Dues & Subscriptions - (523601)	1,500	1,700	200	13.3%
Office Supplies - (531101)	229,000	230,000	1,000	-
Enterprise Fund (Regional Tolling Services)	(37,020,700)	(37,008,522)	(12,178)	0.03%
Total Expenses	(\$29,311,638)	(\$29,905,811)	\$594,173	2.0%

FY2027 ALL FUNDS

The Accounting and Shared Service Departments are funded through the OMF budget and do not receive allocations from other funds.

POSITION SUMMARY

Accounting			
Full-Time Positions	FY2026	FY2027	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	1	1	0
Accountant	3	3	0
Accounts Payable Analyst	3	3	0
Finance Tech	1	1	0
Financial Systems Analyst	2	2	0
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



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 NTTA's mission.

FY2027 DEPARTMENT OBJECTIVES/GOALS

(SUPPORTIVE OF NTTA'S 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

FY2027 PERFORMANCE MEASURES

- Engage leadership by maintaining a schedule of recurring bi-weekly meetings with executive staff
- Increase leadership visibility by maintaining a schedule of recurring monthly newsletters to the entire workforce and posting on the company intranet

Administration Department

HISTORICAL PERFORMANCE SUMMARY

2025 Meetings	
Bi-Weekly Meetings Scheduled	Number of Bi-Weekly Meetings Held
24	20

2025 Newsletter	
Monthly Newsletter	Number of Monthly Newsletter Released
12	12

DEPARTMENTAL FY2027 BUDGET

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$617,122	\$637,847	\$20,725	3.4%
Retirement Contributions - (512401)	71,415	66,941	(4,474)	(6.3)%
Meeting Expense - (521101)	15,000	15,000	-	-
Consulting/Professional - (521201)	35,000	35,000	-	-
Travel - (523501)	25,000	25,000	-	-
Dues & Subscriptions - (523601)	68,000	68,000	-	-
Education and Training - (523701)	2,628	2,628	-	-
Office Supplies - (531101)	400	400	-	-
Freight and Express - (531105)	60	60	-	-
Total Expenses	\$834,625	\$850,876	\$16,250	1.9%

MAJOR FY2027 BUDGET ITEMS

The department's System budget increased in comparison to the FY2026 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 the above criteria

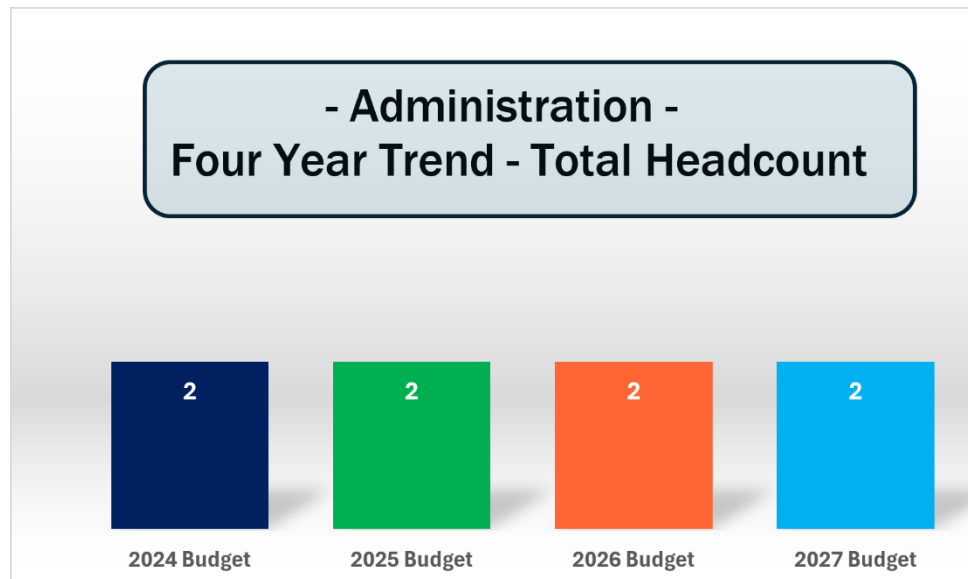
Administration Department

ALL FUNDS FY2027

The Administration Department is funded through the OMF budget and does not receive allocations from other funds.

POSITION SUMMARY

Administration Department			
Full-Time Positions	FY2026	FY2027	Change
Executive Director	1	1	0
Executive Assistant to ED DED	1	1	0
Total Positions	2	2	0



MAJOR BUSINESS FUNCTIONS

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

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



Board of Directors 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.

FY2027 DEPARTMENT OBJECTIVES/GOALS

(SUPPORTIVE OF 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

FY2027 PERFORMANCE MEASURES

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

HISTORICAL PERFORMANCE SUMMARY

2025	
Committee Meetings Scheduled	Committee Meetings Held
8	6

2025	
Board Meetings Scheduled	Board Meetings Held
12	12

Board of Directors Department

DEPARTMENTAL FY2027 BUDGET

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	-	-	-	-
Retirement Contributions - (512401)	-	-	-	-
Meeting Expense - (521101)	83,918	83,918	-	-
Promotional Expenses - (523304)		1,100	1,100	100.0%
Travel - (523501)	9,926	9,926	-	-
Dues & Subscriptions - (523601)	8,500	8,500	-	-
Education and Training - (523701)		25,000	25,000	100.0%
Office Supplies - (531101)	2,020	2,020	-	-
Freight and Express - (531105)	1,257	1,257	-	-
Total Expenses	\$105,621	\$131,721	\$26,100	24.7%

MAJOR FY2027 BUDGET ITEMS

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

- Education and Training: Professional development initiatives for Board members

ALL FUNDS FY2027

The Board of Directors is funded through the OMF budget and does not receive allocations from other funds.

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, as well as the communities NTTA serves
- Review and oversight of all activities related to project financing and internal audit functions



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***Business Development and
Opportunities Department***

Business Development and Opportunities Department

OVERVIEW

The department is responsible for the development of small businesses 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.

FY2027 DEPARTMENT OBJECTIVES/GOALS

(SUPPORTIVE OF NTTA'S 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 opportunities are presented to small businesses 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, 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

FY2027 PERFORMANCE MEASURES

- Department will host a Second Wednesday Business Chat each month to build the pipeline of small business: Average 50% total number of attendees for sessions compared to the number of RSVPs
- 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

HISTORICAL PERFORMANCE SUMMARY

2025 Business Chat Meetings	
Business Chat Meetings Scheduled	Business Chat Meetings Held
12	12

2025 Vendor Attendance		
Total RSVP's	Actual Attendance	Attendance Rate
1498	800	53%

Business Development and Opportunities Department

DEPARTMENTAL FY2027 BUDGET

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$568,149	\$592,269	\$24,120	4.2%
Retirement Contributions - (512401)	80,393	69,891	(10,502)	(13.1)%
Meeting Expense - (521101)	10,500	8,500	(2,000)	(19.0)%
Consulting/Professional - (521201)	50,000	50,000	-	-
Promotional Expenses - (523304)	124,525	125,550	1,025	0.8%
Employee Appreciation - (523305)		1,000	1,000	100.0%
Travel - (523501)	7,100	7,300	200	2.8%
Dues & Subscriptions - (523601)	58,488	60,100	1,612	2.8%
Education and Training - (523701)	2,610	2,650	40	1.5%
Office Supplies - (531101)	300	300	-	-
Total Expenses	\$902,065	\$917,559	\$15,494	1.7%

MAJOR FY2027 BUDGET ITEMS

The departmental budget increased in comparison to the FY2026 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 the above criteria

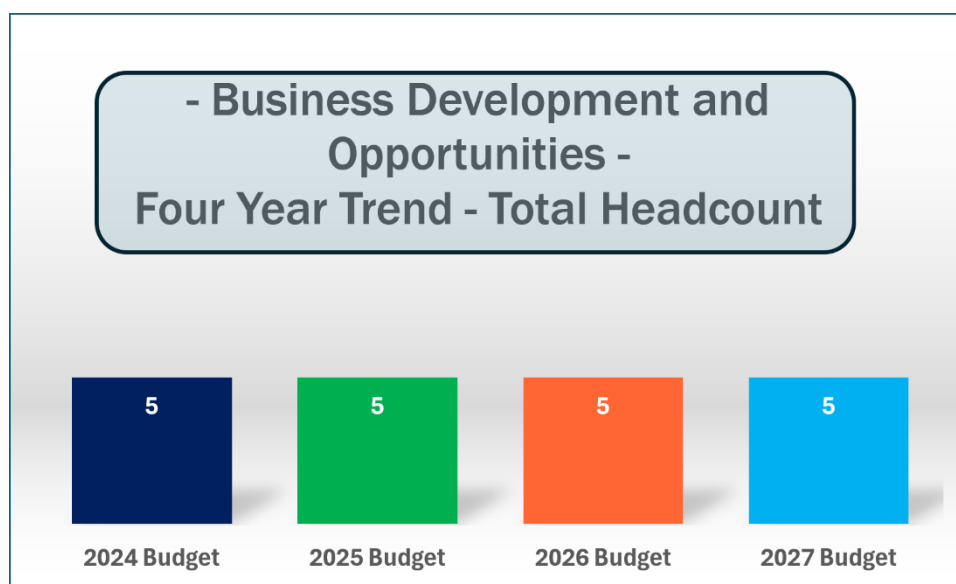
FY2027 ALL FUNDS

The Business Development and Opportunities Department is funded through the OMF budget and does not receive allocations from other funds.

POSITION SUMMARY

Business Development and Opportunities Department			
Full-Time Positions	FY2026	FY2027	Change
Director Business Dev & Opps	1	1	0
Business Development Manager	1	1	0
BD 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 regularly seek opportunities for small businesses to participate in all phases of NTTA's purchasing and contracting.

- **Relationships and Opportunities Advancing Development (ROAD)** – Mentorship program that fosters opportunities for small businesses to build capacity. The program pairs small businesses with prime contractors that offer similar or related services. Participating firms network with other firms through seminars, workshops, and quarterly networking events.
- **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 Construction Association DFW Heavy Highway and Transportation Forum
- **Vendor Outreach Events** – Host in-person and virtual vendor outreach events, including: Second-Wednesday Business Chat Sessions; Cooperative Inclusion Plan Workshops; Information and Outreach Sessions for the ROAD program; Access-to-Funding Workshop; First-Thursday Vendor Consultations; Business Opportunities Stakeholders Sessions (BOSS)
- **Small Business Program project goal setting** – Collaborate with other departments to determine and establish the contract-by-contract small business subcontracting goal for procurement opportunities
- **Vendor Compliance** – Maintain a compliance system that has requirements to include more accurate reporting of small business participation on contracts. Host various compliance training and workshops for prime contractors



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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.

FY2027 DEPARTMENT OBJECTIVES/GOALS

(SUPPORTIVE OF NTTA'S FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Drive TollTag adoption, increasing the number of new TollTag accounts and active transponders, achieving a net percentage increase in TollTag adoption 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

FY2027 PERFORMANCE MEASURES

- 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%

HISTORICAL PERFORMANCE SUMMARY

Public Engagement Target		
Public Engagement Events	Events Attended	Growth %
2024	28	-
2025	23	-17.86%

Fleet Account Target		
Fleet Targets	Target	Growth %
2025	20%	87%

External Affairs Department

DEPARTMENTAL FY2027 BUDGET – EXTERNAL AFFAIRS

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,955,272	\$2,109,565	\$154,293	7.9%
Salaries and Wage-Overtime - (511301)	45,000	45,000	-	-
Retirement Contributions - (512401)	276,609	260,456	(16,153)	(5.8)%
Meeting Expense - (521101)	10,500	10,500	-	-
Consulting/Professional - (521201)	2,507,664	2,507,664	-	-
Promotional Expenses - (523304)	1,715,841	1,715,841	-	-
Employee Appreciation - (523305)	54,678	64,678	10,000	18.3%
Media Buy and Advertising - (523306)	2,256,053	2,256,053	-	-
Media Production - (523307)	700,000	700,000	-	-
Printing and Photographic - (523401)	7,000	7,000	-	-
Travel - (523501)	22,000	52,000	30,000	136.4%
Dues & Subscriptions - (523601)	25,000	25,000	-	-
Education and Training - (523701)	11,454	11,454	-	-
Office Supplies - (531101)	5,133	5,133	-	-
Other Materials and Supplies - (531102)	948	948	-	-
Freight and Express - (531105)	250	250	-	-
Total Expenses	\$9,593,402	\$9,771,542	\$178,140	1.9%

MAJOR FY2027 BUDGET ITEMS

The departmental budget increased in comparison to the FY2026 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: increase is driven by position changes and merit-based salary adjustments
- Employee Appreciation: increase to support recognition programs, foster morale, and encourage employee retention
- Travel: 90th Legislative Session

FY2027 ALL FUNDS

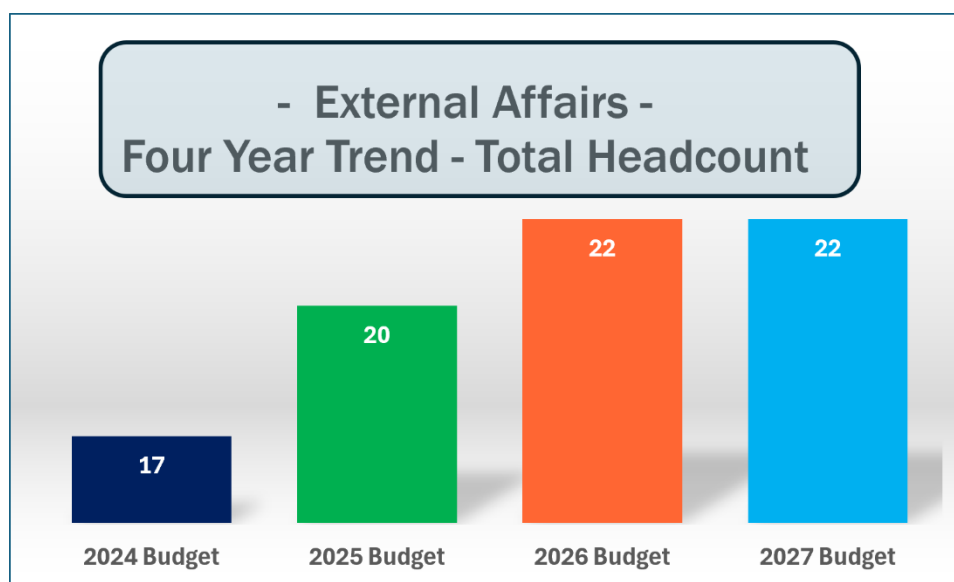
The External Affairs Department is funded through the OMF budget and does not receive allocations from other funds.

External Affairs Department

POSITION SUMMARY

External Affairs			
Full-Time Positions	FY2026	FY2027	Change
Director of External Affairs	1	1	0
AD of Public Affairs	1	0	(1)
AD of External Affairs	0	1	1
Sr Manager, Customer Engagement	1	1	0
Manager, Account Mgmt Svcs	1	1	0
Market Development Manager	1	1	0
Marketing Manager	1	0	(1)
Advertising Manager	0	1	1
Media Public Relations Manager	1	0	(1)
Media Relations Manager	0	1	1
Project Communications Manager	1	1	0
Account Mgmt Svcs Specialist	7	7	0
Account Mgmt Svcs Supervisor	1	1	0
Government Affairs Strategist	2	2	0
Graphic Designer	1	1	0
Public Affairs Coordinator	1	1	0
External Affairs Specialist	0	1	1
Public Affairs Specialist	2	1	(1)
Total Positions	22	22	0

External Affairs Department



MAJOR BUSINESS FUNCTIONS

With the FY2027 budget, the External Affairs department will successfully support the Authority's strategic goals and objectives as follows

- **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



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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 streamline HR systems to effectively meet the needs of the organization.

FY2027 DEPARTMENT OBJECTIVES/GOALS

(SUPPORTIVE OF NTTA'S FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Provide high quality internal customer service
- Develop training programs reflecting the needs of 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 the 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

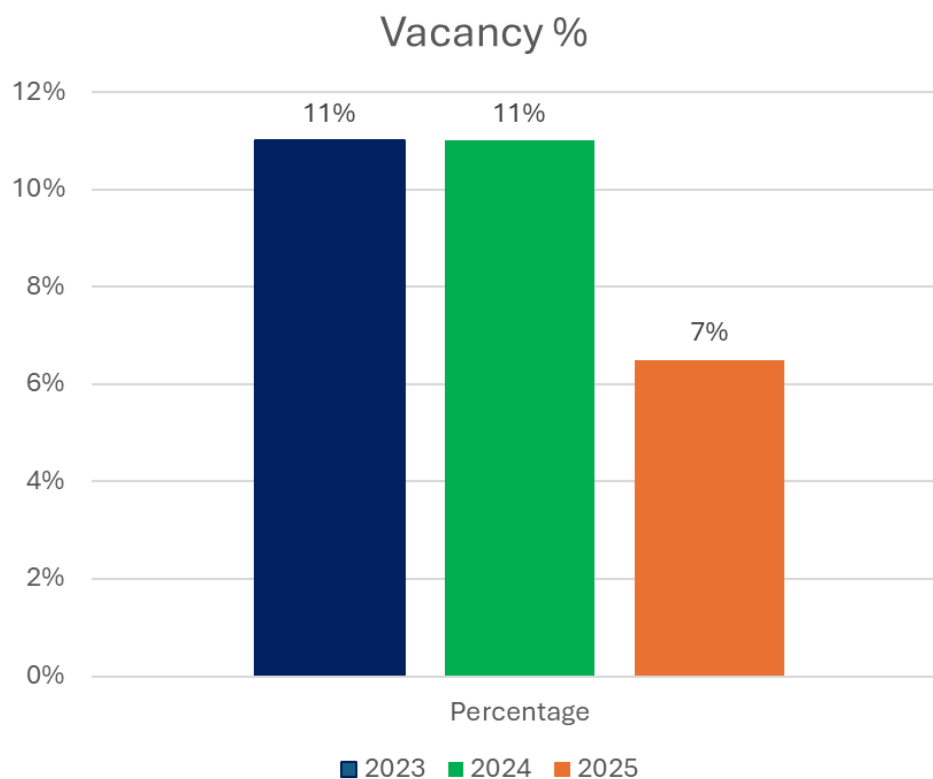
- Recruit, develop, and retain high-quality people
- Recognize and reward performance
- Partner with External Affairs to advance employee communication and engagement strategies

Human Resources Department

FY2027 PERFORMANCE MEASURES

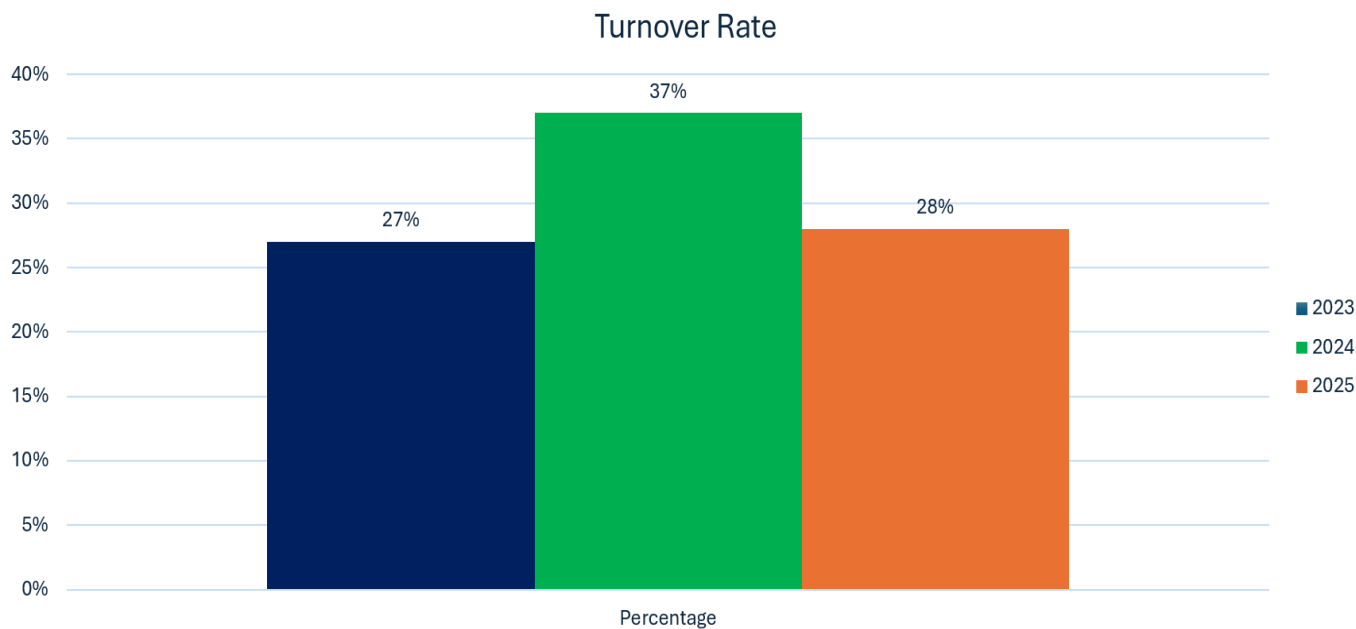
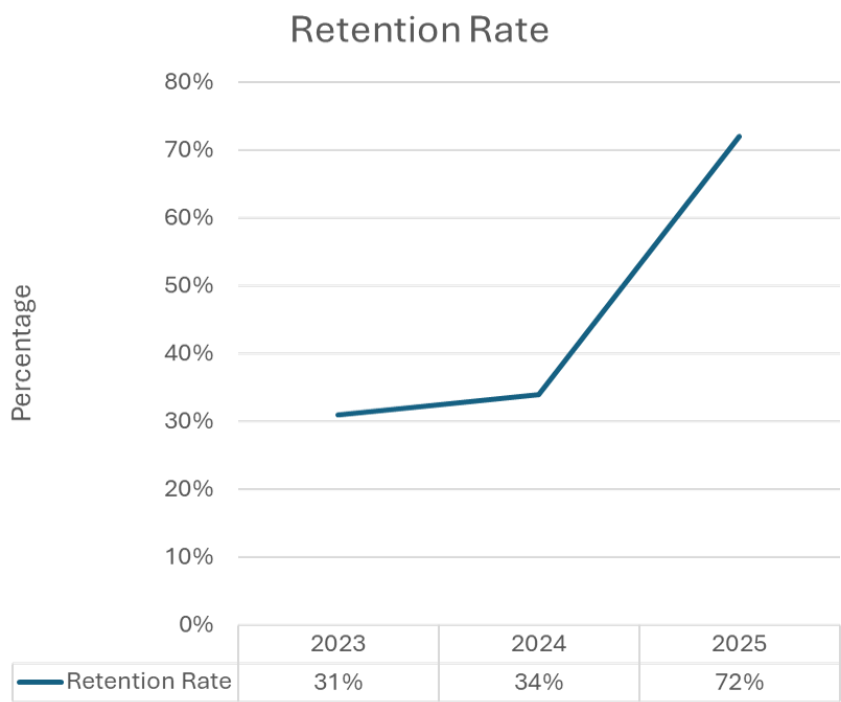
- Vacancy Rate measures the percentage of vacant positions over a period of time. NTTA measures vacancy rate as the number of vacant (open) positions divided by the total budgeted headcount, calculated on a bi-weekly basis.
 - Performance Target: Year-over-year improvement in Vacancy Rate. 6% target.
- New Hire Retention Rate measures the percentage of employees who remain with the organization over a defined period, serving as an indicator of employee engagement and organizational effectiveness. NTTA measures new hire retention as the percentage of newly hired employees who remain employed is based on a rolling 12 months, tracked on a quarterly basis.
 - Performance Target: Year-over-year improvement in New Hire Retention Rate.
- Turnover Rate is the rate at which employees move in and out of an organization. NTTA Turnover is calculated monthly as the number of employee separations divided by the average number of employees on payroll, multiplied by 100.
 - Performance Target: Year-over-year improvement in Turnover Rate, with a goal to beat national and Texas monthly averages.

HISTORICAL PERFORMANCE SUMMARY



Human Resources Department

HISTORICAL PERFORMANCE SUMMARY - CONTINUE



Human Resources Department

DEPARTMENTAL FY2027 BUDGET

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,951,069	\$2,496,244	\$545,175	27.9%
Salaries and Wages-Internship - (511202)	89,529	88,747	(781)	(0.9)%
Salaries and Wage-Overtime - (511301)	2,000	36,000	34,000	1,700.0%
Retirement Contributions - (512401)	276,143	271,176	(4,967)	(1.8)%
Retirement Contr.-Internship -(512402)	8,305	6,500	(1,805)	(21.7)%
Tuition Reimbursement - (512501)	13,100	14,000	900	6.9%
Meeting Expense - (521101)	20,000	20,000	-	-
Consulting/Professional - (521201)	353,000	250,000	(103,000)	(29.2)%
Recruitment - (523301)	222,000	225,000	3,000	1.4%
Promotional Expenses - (523304)	16,000	12,000	(4,000)	(25.0)%
Employee Appreciation - (523305)		2,500	2,500	100.0%
Travel - (523501)	11,500	10,000	(1,500)	(13.0)%
Dues & Subscriptions - (523601)	5,700	5,800	100	1.8%
Education and Training - (523701)	68,500	70,000	1,500	2.2%
Temporary Contract Labor - (523851)	100,000	150,000	50,000	50.0%
Office Supplies - (531101)	5,000	5,000	-	-
Freight and Express - (531105)	483	500	17	3.5%
Total Expenses	\$3,142,329	\$3,663,468	\$521,139	16.6%

MAJOR FY2027 BUDGET ITEMS

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

- Salaries and Wages: increase driven by completion of capitalized project labor, additional part-time position, and merit based salary adjustments
- Salary and Wages-Overtime: increase is due to compliance with labor requirements reclassifying positions from salaried to hourly status, resulting in paid overtime
- Consulting/Professional: decrease due to planned completion of the compensation study
- Temporary Contract Labor: addition of vendors for professional search services

FY2027 ALL FUNDS

The Human Resources Department is funded through the OMF budget and does not receive allocations from other funds.

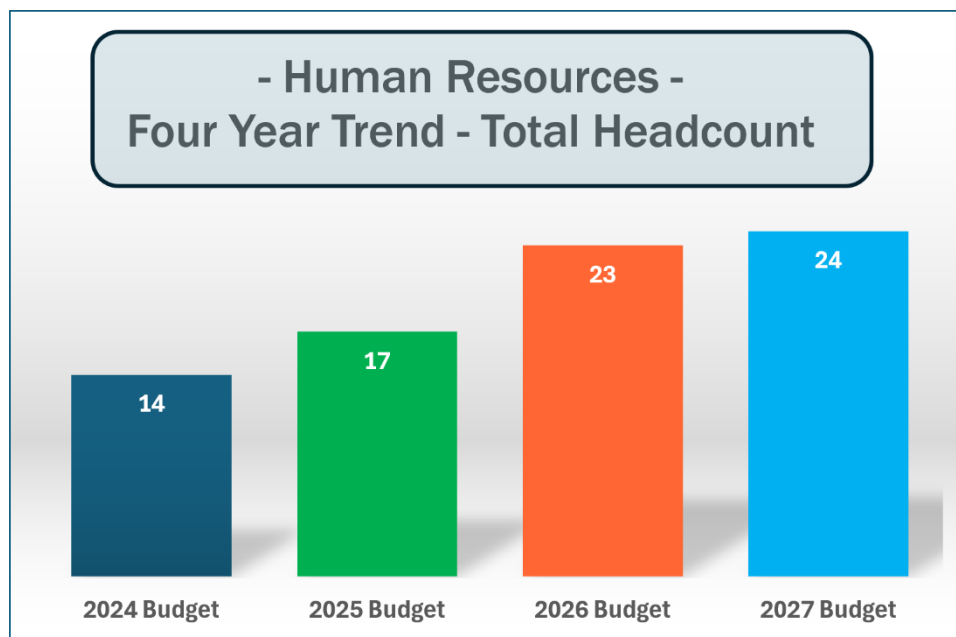
Human Resources Department

POSITION SUMMARY

Human Resources			
Full-Time Positions	FY2026	FY2027	Change
Director of Human Resources	1	1	0
Asst Dir of Human Resources	2	2	0
Manager, Comp & Benefits	1	0	(1)
Manager, HRIS	1	1	0
Manager, Training	1	0	(1)
Mgr, Learning & Development	0	1	1
Manager, Recruiting	1	0	(1)
Comp and Benefits Analyst	2	2	0
HR Business Partner	3	0	(3)
Employee Relations Specialist	0	1	1
HR Manager	0	2	2
HR Project Manager	0	1	1
HR Coordinator	1	1	0
HRIS Analyst	1	1	0
Instructional Designer	1	1	0
Recruiter	5	4	(1)
Senior Recruiter	0	1	1
Sr Comp & Benefits Analyst	1	1	0
Manager, Benefits	0	1	1
Total Full-Time Positions	21	21	0
Part-Time Positions			
HR Coordinator	1	1	0
HR Project Manager	1	1	0
Comp and Benefits Analyst-PT	0	1	1
Total Positions	23	24	1

- The above totals do not include temporary positions for 14 Interns / 7 Trainees

Human Resources Department



- Addition of part-time staff to support operational needs.

MAJOR BUSINESS FUNCTIONS

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

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

FY2027 DEPARTMENT OBJECTIVES/GOALS

(SUPPORTIVE OF NTTA'S 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

FY2027 PERFORMANCE MEASURES

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

HISTORICAL PERFORMANCE SUMMARY

2025 Audit Workplan	
Target Addressing Key Risk	Attained
75%	100%

2025 Audit Resources	
Target Audit Special Projects	Attained
25%	100%

Internal Audit and Enterprise Risk Management Department

DEPARTMENTAL FY2027 BUDGET

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,087,690	\$1,327,719	\$240,029	22.1%
Retirement Contributions - (512401)	153,900	151,396	(2,504)	(1.6)%
Meeting Expense - (521101)	2,000	2,500	500	25.0%
Consulting/Professional - (521201)	130,000	100,000	(30,000)	(23.1)%
Employee Appreciation - (523305)	800	1,000	200	25.0%
Travel - (523501)	6,000	6,000	-	-
Dues & Subscriptions - (523601)	5,100	5,100	-	-
Education and Training - (523701)	16,000	22,000	6,000	37.5%
Licenses - (523801)	1,055	1,055	-	-
Office Supplies - (531101)	850	850	-	-
Books & Periodicals - (531401)	250	250	-	-
Total Expenses	\$1,403,645	\$1,617,870	\$214,225	15.3%

MAJOR FY2027 BUDGET ITEMS The departmental budget increased in comparison to the FY2026 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: increase in personnel and merit-base salary adjustments
- Consulting/Professional: election to defer consultant assessment
- Education and Training: increase in personnel and professional development initiatives

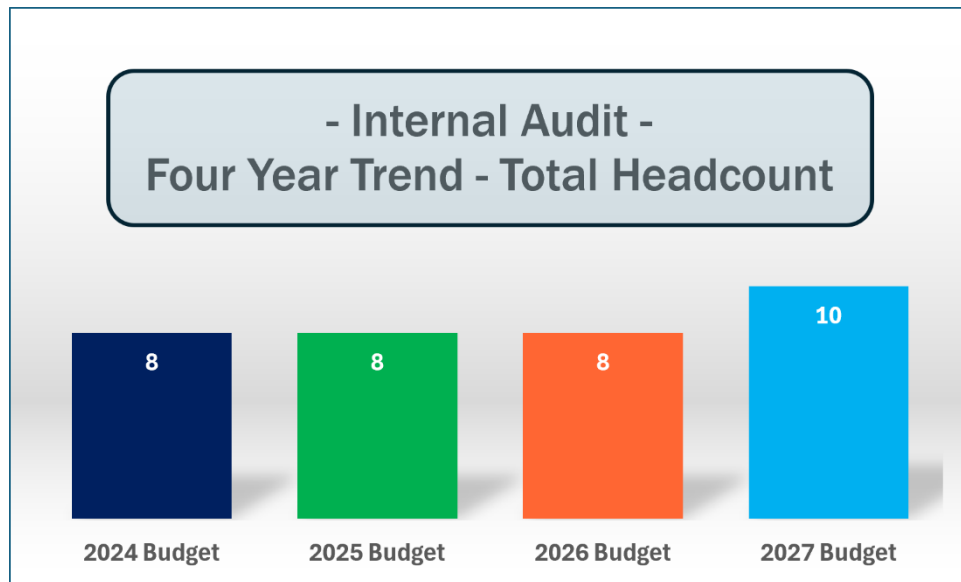
FY2027 ALL FUNDS

The Internal Audit and Enterprise Risk Management Department is funded through the OMF budget and does not receive allocations from other funds.

POSITION SUMMARY

Internal Audit and Enterprise Risk Management			
Full-Time Positions	FY2026	FY2027	Change
Dir of Audit & Enterprise Risk	1	1	0
Asst Dir Internal Audit	0	1	1
Interim Dir of Internal Audit	1	0	(1)
Interim Assistant Director	1	1	0
Internal Audit Coordinator	1	1	0
IT Audit Manager	0	1	1
IT Audit Senior/Associate	0	1	1
Manager, Enterprise Risk	1	1	0
Sr Internal Auditor	3	3	0
Total Positions	8	10	2

Internal Audit and Enterprise Risk Management Department



- Adding two dedicated Information Technology Auditors to effectively address the increasing reliance on technology across business processes to perform assurance work addressing this risk and meet assurance obligations

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.

FY2027 DEPARTMENT OBJECTIVES/GOALS

(SUPPORTIVE OF NTTA'S 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
- Partner with internal stakeholders to proactively address customer and operational needs

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 toll collection and enforcement
- 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 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
- Serve as a resource to internal stakeholders regarding legal requirements associated with governmental procurements

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
- Assist in resolving right-of-way, access, and operational issues that impact project delivery and system performance

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
- Serve as a trusted resource to peer agencies and regional stakeholders

Legal Services Department

Highly Qualified, Energized, and Engaged Team

- Evaluate and implement legal training for stakeholders across NTTA
- Develop a comprehensive and easily accessible repository of legal research and forms
- Oversee, evaluate, and manage existing and pending NTTA policies and procedures
- Serve as a legal resource to Human Resources on employment and benefits matters
- 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
- Oversee the anonymous online reporting system to ensure thorough, confidential, and appropriate handling of ethical concerns

FY2027 PERFORMANCE MEASURES

- Not Applicable

DEPARTMENTAL FY2027 BUDGET

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,742,883	\$2,185,174	\$442,291	25.4%
Salaries and Wages-Overtime - (511301)	\$11,979	\$0	(11,979)	(100.0)%
Salaries and Wages-Internship - (511202)	158,448	164,787	6,339	4.0%
Retirement Contributions - (512401)	246,618	276,799	30,180	12.2%
Retirement Contr.-Internship - (512402)	2,298	1,650	(648)	(28.2)%
Meeting Expense - (521101)	3,500	2,500	(1,000)	(28.6)%
Consulting/Professional - (521201)	1,000,000	1,000,000	-	-
Legal Fees - (521202)	3,000,000	4,000,000	1,000,000	33.3%
Travel - (523501)	13,209	13,209	-	-
Dues & Subscriptions - (523601)	15,000	15,000	-	-
Education and Training - (523701)	10,000	11,000	1,000	10.0%
Office Supplies - (531101)	42,329	48,200	5,871	13.9%
Freight and Express - (531105)	472	472	-	-
Software - (531651)	80,000	90,478	10,478	13.1%
Total Expenses	\$6,326,737	\$7,809,269	\$1,482,532	23.4%

MAJOR FY2027 BUDGET ITEMS

The department's budget increased in comparison to FY2026 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: increase is primarily due to prior year transfer of employees from another department, however, the corresponding budget was not transferred due to the timing and has been incorporated into the current budget, along with merit-based salary adjustments
- Salary/Wages-Overtime: no longer applicable
- Legal Fees: to align with trend, as well as increase in projects and legal consultative hourly rates

Legal Services Department

FY2027 ALL FUNDS

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

Account	OMF	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$2,185,174	\$-	\$-	\$2,185,174
Salaries and Wages-Overtime - (511301)	-	-	-	-
Salaries and Wages-Internship - (511202)	164,787	-	-	164,787
Retirement Contributions - (512401)	276,799	-	-	276,799
Retirement Contr.-Internship - (512402)	1,650	-	-	1,650
Meeting Expense - (521101)	2,500	-	-	2,500
Consulting/Professional - (521201)	1,000,000	-	-	1,000,000
Legal Fees - (521202)	4,000,000	40,000	650,000	4,690,000
Travel - (523501)	13,209	-	-	13,209
Dues & Subscriptions - (523601)	15,000	-	-	15,000
Education and Training - (523701)	11,000	-	-	11,000
Office Supplies - (531101)	48,200	-	-	48,200
Freight and Express - (531105)	472	-	-	472
Software - (531651)	90,478	-	-	90,478
FY2027 Totals	\$7,809,269	\$40,000	\$650,000	\$8,499,269
FY2026 Totals	\$6,326,737	\$40,000	\$650,000	\$7,016,737
Increase/(Decrease)	\$1,482,532	\$0	\$0	\$1,482,532

OTHER FUNDS

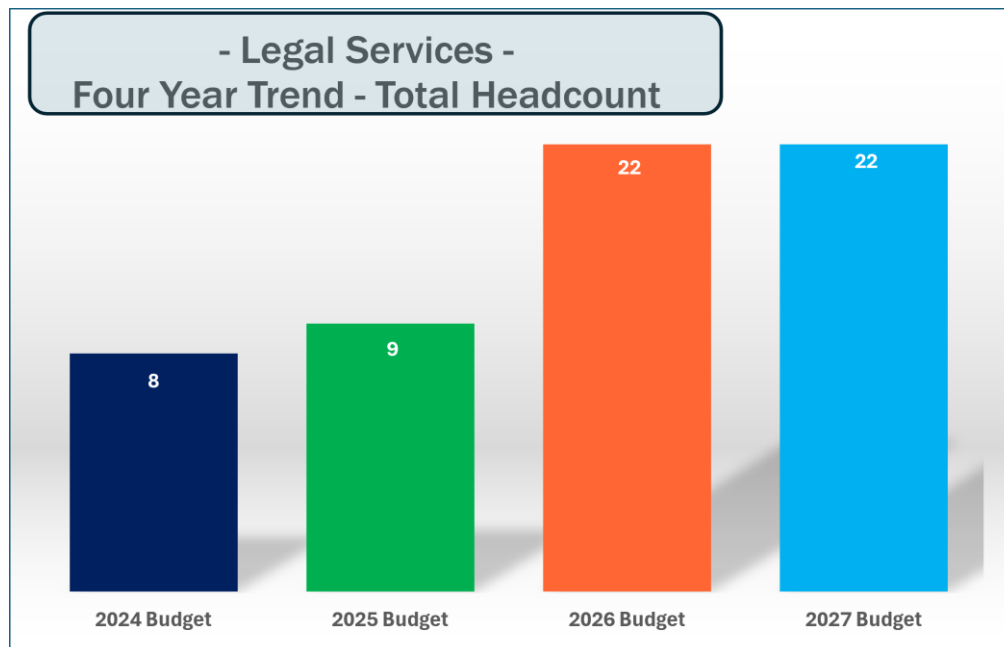
- RMF – The Reserve Maintenance fund includes legal fees pertaining to projects
- CIF – The Capital Improvement Fund includes cost for Civil Litigation

Legal Services Department

POSITION SUMMARY

Legal			
Full-Time Positions	FY2026	FY2027	Change
AED General Counsel	1	1	0
Director Asst General Counsel	1	1	0
Asst Director of Legal Ops	1	1	0
Assistant PIA Officer	1	1	0
Board Secretary	1	1	0
Executive Assistant	1	1	0
Bankruptcy Specialist	2	1	(1)
Bankruptcy Support Specialist	3	4	1
Court Coordinator	3	3	0
Corporate Counsel	1	1	0
PIA Operations Specialist	1	1	0
Legal Assistant	1	1	0
Legal Ops Project Specialist	3	3	0
Public Information Act Officer	1	1	0
Sr Bankruptcy Specialist	1	1	0
Total Positions	22	22	0

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



Legal Services Department

MAJOR BUSINESS FUNCTIONS

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

- Provide legal advice and counsel on a wide variety of issues for all departments
- Negotiate and draft agreements
- Administer and provide guidance regarding ethics matters
- Respond to Public Information Act requests, subpoenas, search warrants, and court orders
- Manage court team and support collections and toll enforcement efforts
- Provide legal advice regarding interpretation and implementation of laws
- Direct and coordinate outside legal counsels' 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
- Manage investigations in accordance with the investigations procedure
- Counsel Board and staff on open meetings, bylaws, and ethics policies
- Review Board documents and work with Board Secretary
- Serve as Parliamentarian at Board meetings
- Administer document retention
- Manage and mitigate legal risk
- Comply with bankruptcy law related to collections and file proofs of claim



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), Request for Qualifications (RFQs), and Request for Cooperatives (RFCs).

FY2027 DEPARTMENT OBJECTIVES/GOALS

(SUPPORTIVE OF NTTA'S 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

FY2027 PERFORMANCE MEASURES

- Streamline and standardize procurement procedures
- Train at least half of the departments in procurement and contract management processes, best practices, and compliance
- Cycle Time Stability: Tracking the average time it takes for tasks to move from “start to “finish”. Consistent cycle times make future task forecasting more predictable

Procurement Department

DEPARTMENTAL FY2027 BUDGET

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,130,854	\$1,174,052	\$43,198	3.8%
Retirement Contributions - (512401)	160,039	147,889	(12,150)	(7.6)%
Meeting Expense - (521101)	2,500	1,500	(1,000)	(40.0)%
Public Information Fees - (523203)	30,000	30,000	-	-
Employee Appreciation - (523305)		1,000	1,000	100.0%
Travel - (523501)	18,000	10,000	(8,000)	(44.4)%
Dues & Subscriptions - (523601)	10,000	5,000	(5,000)	(50.0)%
Education and Training - (523701)	15,000	15,000	-	-
Office Supplies - (531101)	4,000	4,000	-	-
Freight and Express - (531105)	-	-	-	-
Total Expenses	\$1,370,393	\$1,388,441	\$18,048	1.3%

MAJOR FY2027 BUDGET ITEMS

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

- Travel: less travel is anticipated
- Dues & Subscriptions: elimination of cost no longer applicable

FY2027 ALL FUNDS

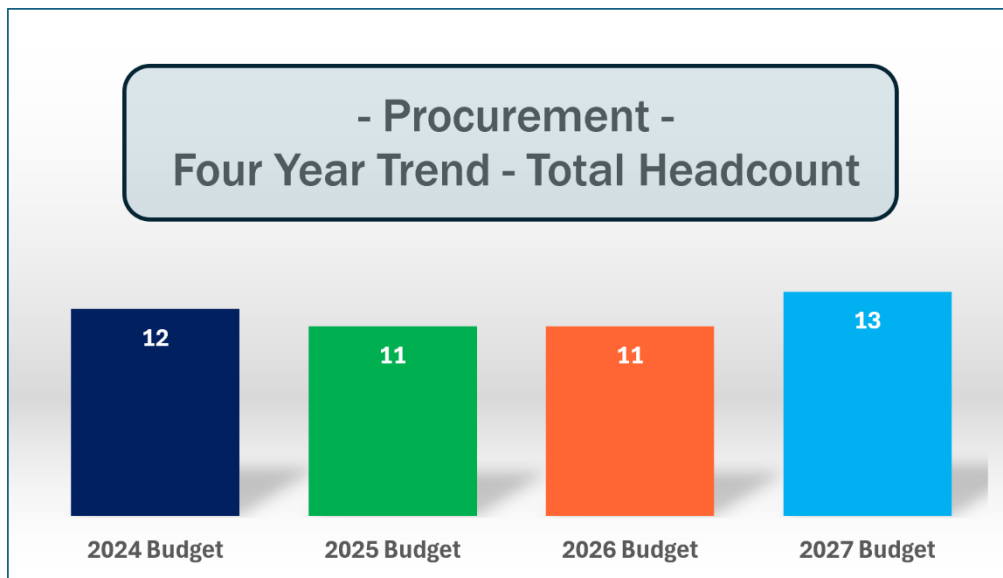
Along with its primary OMF budget, the Procurement Department has cost allocated to other funds as follows:

Account	OMF	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,174,052	\$-	\$-	\$1,174,052
Retirement Contributions - (512401)	147,889	-	-	147,889
Meeting Expense - (521101)	1,500	-	-	1,500
Public Information Fees - (523203)	30,000	19,000	12,000	61,000
Employee Appreciation - (523305)	1,000	-	-	1,000
Travel - (523501)	10,000	-	-	10,000
Dues & Subscriptions - (523601)	5,000	-	-	5,000
Education and Training - (523701)	15,000	-	-	15,000
Office Supplies - (531101)	4,000	-	-	4,000
FY2027 Totals	\$1,388,441	\$19,000	\$12,000	\$1,419,441
FY2026 Totals	\$1,370,393	\$19,000	\$12,000	\$1,401,393
Increase/(Decrease)	\$18,048	\$0	\$0	\$18,048

Procurement Department

POSITION SUMMARY

Procurement			
Full-Time Positions	FY2026	FY2027	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	5	4	(1)
Compliance Specialist	0	1	1
Sr Procurement Specialist II	2	3	1
Total Full-Time Positions	11	12	1
Part-Time Positions			
Procurement Systems Analyst-PT	0	1	1
Total Positions	11	13	2



- Addition of one full-time and one-part-time positions both of which are temporary to facilitate knowledge transfer and operational continuity during staff transitions

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, RFQs, and RFCs
- Creating and maintaining procurement policies and procedures



***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 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. The department is also responsible for managing NTTA's relationships with financial partners, including bankers, underwriters, and financial advisors.

FY2027 DEPARTMENT OBJECTIVES/GOALS

(SUPPORTIVE OF NTTA'S FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Support our internal and external customers by providing excellent customer service in all areas within 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
- Ensure compliance with policies and federal/state laws, illustrate transparency, and highlight opportunities

Delivering Transportation Solutions

- Provide back-office processing of payments for NTTA's tolling partners

Respected Leader and Partner

- Advocate the value of NTTA to underwriters, rating agencies, investors, and other stakeholders

Highly Qualified, Energized & Engaged Team

- Acquire, retain, and develop the team, recognizing and rewarding individual and team performance

FY2027 PERFORMANCE MEASURES

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
- Monthly Consolidated Performance Metrics assembled for Board review at NTTA's monthly Board meetings

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 tolling partners completed by due dates (LBJ/NTE – 15th of month, DFW Region – 8th business day)

HISTORICAL PERFORMANCE SUMMARY

2025 Reporting Requirements	
Electronic Municipal Market Access	Compliance Achieved within designated timeframe
NTTA Website	All required documents posted within required timing
Investment Report	Delivery to Board was submitted on schedule

2025 Policy Requirements	
Debt/Investment Policy	Approved by Board March 12,2025
Disclosure Training	All required personnel completed Training
Public Funds Investment Act Training	All required personnel completed Training

Treasury and Financial Planning Department

HISTORICAL PERFORMANCE SUMMARY-CONTINUE

Adherence to Annual Budget Calendar	
FY 2026 Preliminary Operating Budget	Approved on October 8, 2025; Resolution No. 25-154
FY 2026 Final Operating Budget	Approved on Board December 17, 2025 Resolution No. 25-217

2025 Payment and Settlement Requirements	
Debt Service Obligations	All contractual deadlines met
Banking (Certificate) Process	Daily compliance obligations fully met
Reconciliation IOP	Completed on schedule each month
Monthly Reconciliation TSA	Completed on schedule by due dates

DEPARTMENTAL FY2027 BUDGET

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,217,730	\$1,364,386	\$146,656	12.0%
Retirement Contributions - (512401)	172,309	185,966	13,657	7.9%
Meeting Expense - (521101)	500	1,500	1,000	200.0%
Consulting/Professional - (521201)	625,000	745,000	120,000	19.2%
Trustee Fees - (521204)		50,000	50,000	100.0%
Rating Agency Fees - (521205)		70,000	70,000	100.0%
Traffic Engineering Fees - (521207)	650,000	650,000	-	-
Promotional Expenses & Events - (523304)	700	-	(700)	(100.0)%
Employee Appreciation - (523305)		1,000	1,000	100.0%
Printing and Photographic - (523401)	12,000	12,000	-	0.0%
Travel - (523501)	5,000	5,000	-	-
Dues & Subscriptions - (523601)	1,500	3,900	2,400	160.0%
Education and Training - (523701)	3,090	3,100	10	0.3%
Office Supplies - (531101)	1,105	1,200	95	8.6%
Freight and Express - (531105)	200	200	-	-
Bank Charges - (573001)	25,000	45,000	20,000	80.0%
Total Expenses	\$2,714,134	\$3,138,252	\$424,118	15.6%

MAJOR FY2027 BUDGET ITEMS

The departmental budget increased in comparison to the FY2026 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-based salary adjustment and additional headcount to support IOP expansion
- Consulting /Professional; Trustee Fees; Rating Agency Fees: funding source reclassification
- Bank Charges: Increase to align with trend and accurately reflect future needs

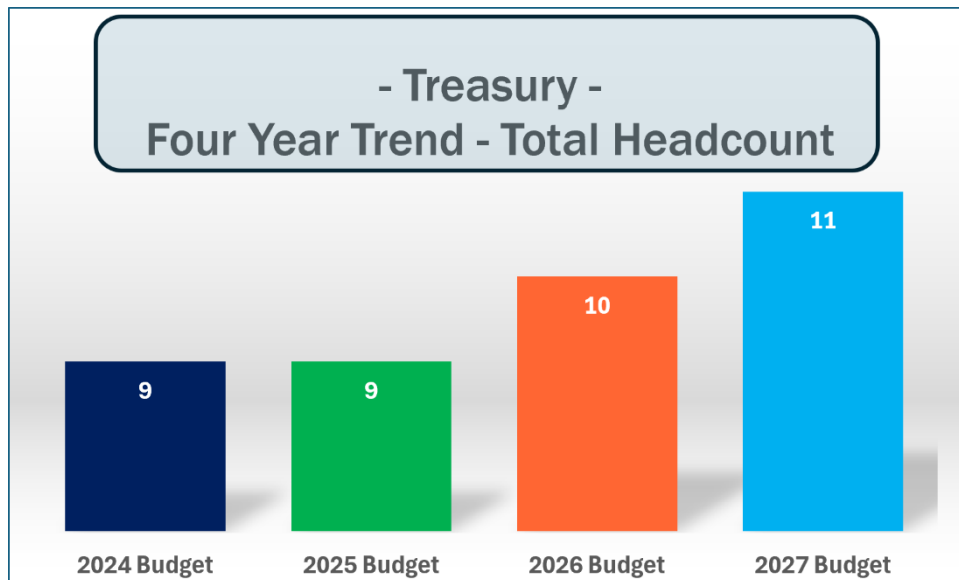
Treasury and Financial Planning Department

FY2027 ALL FUNDS

The Treasury and Financial Planning Department is funded through the OMF budget and does not receive allocations from other funds.

POSITION SUMMARY

Treasury & Financial Planning			
Full-Time Positions	FY2026	FY2027	Change
Dir of Treasury & Fin Planning	1	1	0
Manager, Budget	1	0	(1)
Manager, Budget & Compliance	0	1	1
Debt Manager	1	1	0
Manager, Treasury Investment	1	1	0
Sr Financial Analyst	6	7	1
Total Positions	10	11	1



- Increase in headcount due to IOP transaction growth and expansion

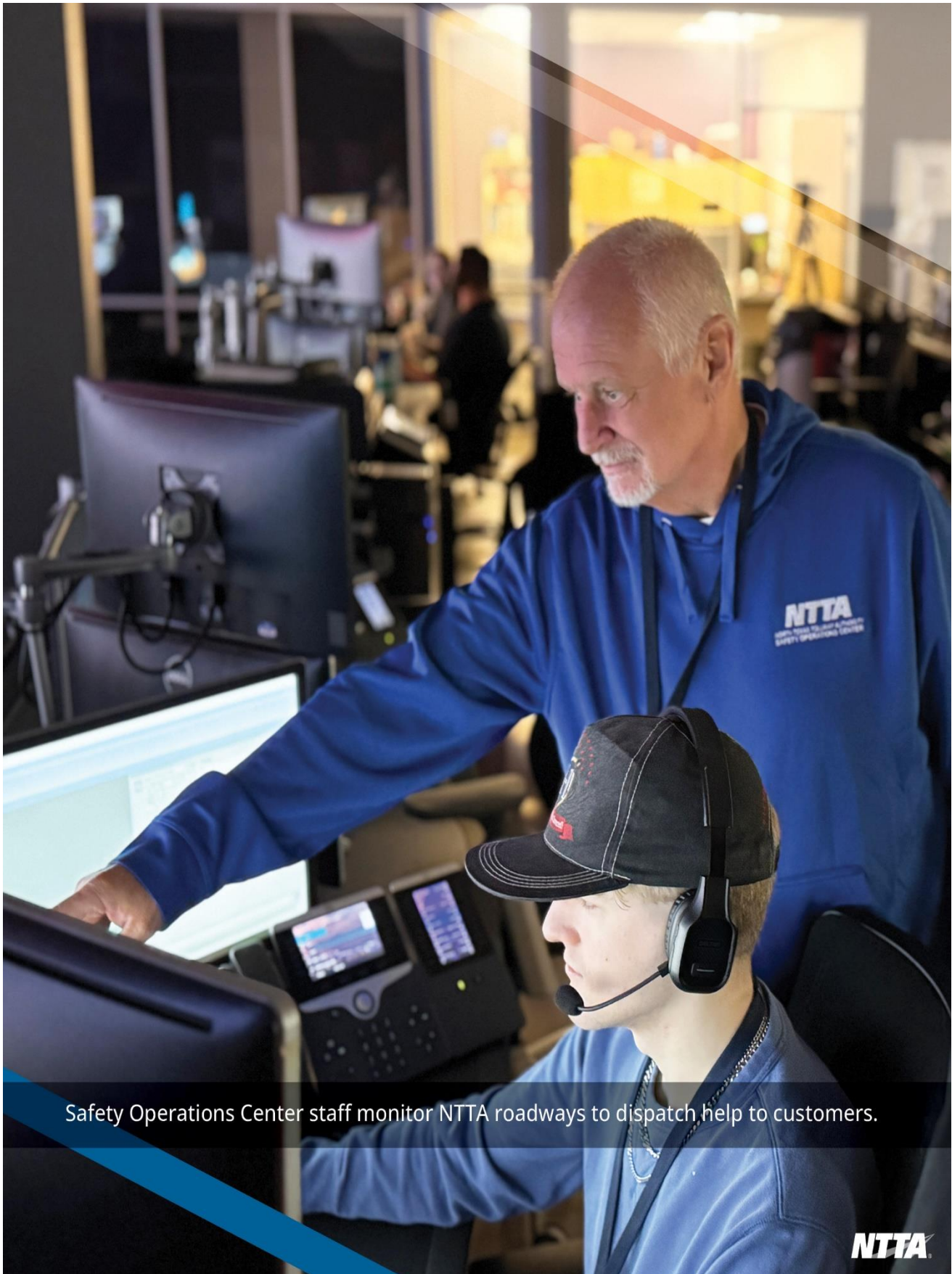
Treasury and Financial Planning Department

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 tolling 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
- 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



Safety Operations Center staff monitor NTTA roadways to dispatch help to customers.

NTTA



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 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 2027 objectives continue the focus on the "Five C's" of exceptional customer service: Connect, Collect, Convert, Continuous Improvement, and Coach.

- **Connect:** Customers should expect 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

FY2027 DEPARTMENT OBJECTIVES/GOALS **(SUPPORTIVE OF NTTA'S 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.

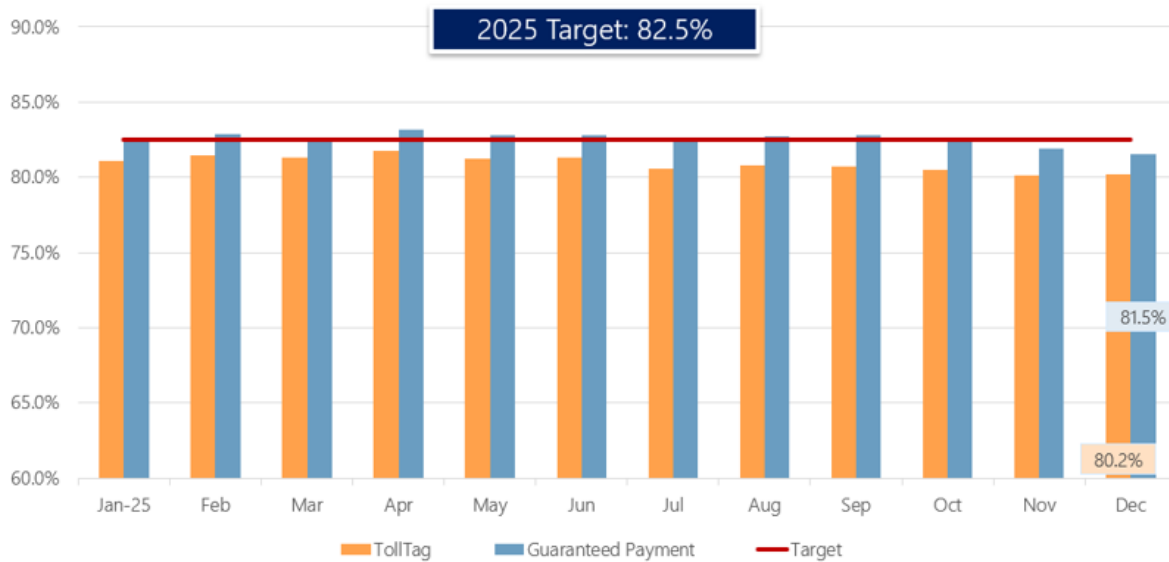
FY2027 PERFORMANCE MEASURES

- Call center performance service level of 91.0% of calls answered within 30 seconds
- Customer service rating of 93.0%
- Collectible revenue of 87.5% at 12 months and 90.0% at 24 months
- TollTag and Guaranteed Payment Penetration – 82.5%

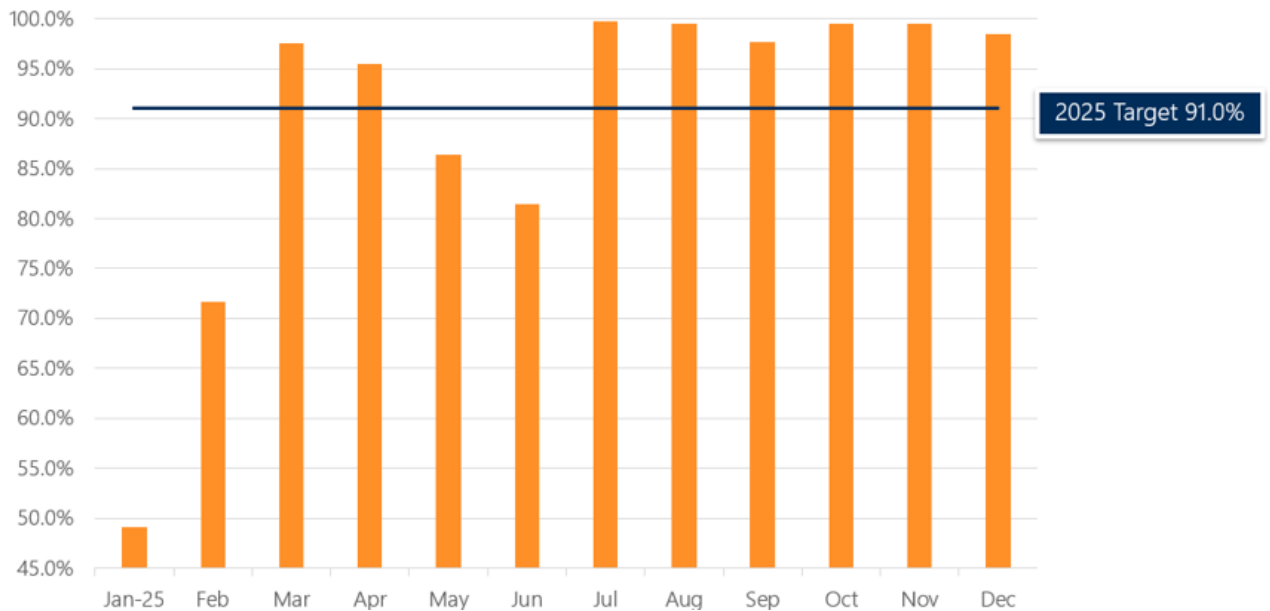
Customer Service Department

HISTORICAL PERFORMANCE SUMMARY

Transponder Penetration (System) @ 90 days



Call Center Performance – Service Level

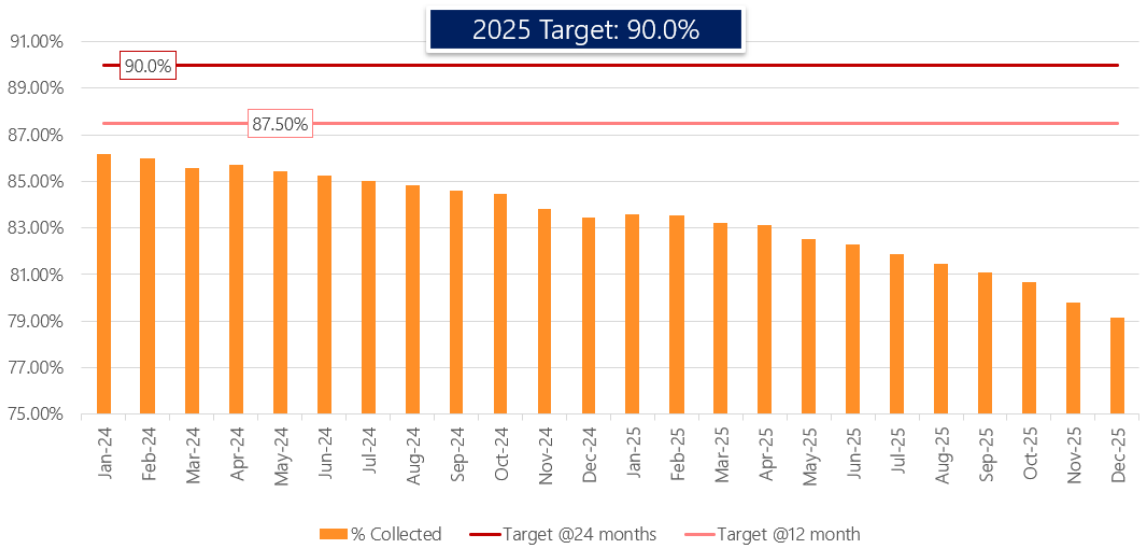


Customer Service Department

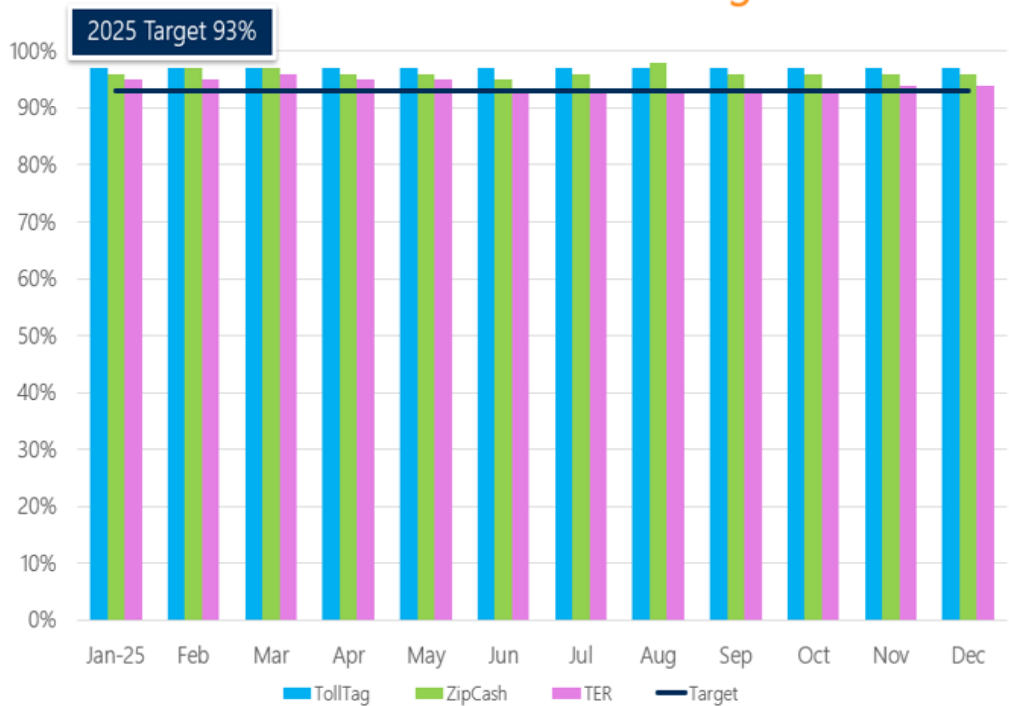
HISTORICAL PERFORMANCE SUMMARY-CONTINUE

Collection Performance

Revenue Collection Performance, Jan 2024 - Dec 2025



Customer Service Rating

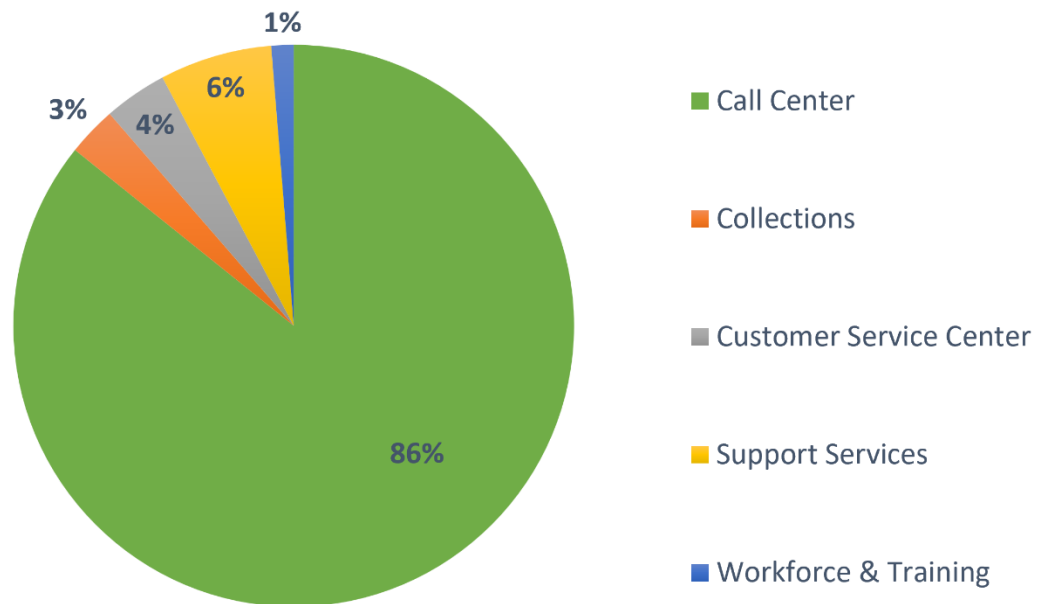


Customer Service Department

DEPARTMENTAL FY2027 BUDGET

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	14,164,883	14,754,609	\$589,725	4.2%
Salaries and Wage-Overtime - (511301)	263,487	220,368	(43,120)	(16.4)%
Retirement Contributions - (512401)	2,001,794	1,782,931	(218,863)	(10.9)%
Meeting Expense - (521101)	34,952	27,850	(7,102)	(20.3)%
Consulting/Professional - (521201)	14,390,000	14,069,068	(320,932)	(2.2)%
Armored Car Services - (521209)	68,400	79,800	11,400	16.7%
Rentals - Equipment - (522302)	35,200	35,200	-	-
Postage - (523201)	19,750,000	18,898,784	(851,216)	(4.3)%
Promotional Expenses - (523304)	50,000	60,900	10,900	21.8%
Employee Appreciation - (523305)	25,000	25,000	-	-
Travel - (523501)	22,543	15,100	(7,443)	(33.0)%
Dues & Subscriptions - (523601)	63,844	2,550	(61,294)	(96.0)%
Education and Training - (523701)	39,805	56,500	16,695	41.9%
Temporary Contract Labor - (523851)	17,000,000	15,998,667	(1,001,333)	(5.9)%
Office Supplies - (531101)	104,236	117,000	12,764	12.2%
Freight and Express - (531105)	375	750	375	100.0%
Inven for resale(toll tags) - (531501)	1,750,367	1,057,790	(692,577)	(39.6)%
Uniforms - (531701)	42,650	38,200	(4,450)	(10.4)%
Bank Charges - (573001)	330,934	346,346	15,412	4.7%
Credit Card Fees - (573002)	50,000,000	55,000,000	5,000,000	10.0%
Total Expenses	\$120,138,470	122,587,412	2,448,942	2.0%

2027 Customer Service Budget Distribution - \$122.6M



Customer Service Department

MAJOR FY2027 BUDGET ITEMS

The departmental budget increased in comparison to the FY2026 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: increase is driven by positions changes, headcount additions, along with merit-based salary adjustments; cost increase is offset by reduction in temporary staffing costs and overtime
- Salary/Wages-Overtime: decrease contributed to planning for adequate staffing cost to align with trend and accurately reflect future needs
- Retirement Contributions: decrease due to TCDRS rate reduction
- Meeting Expense: decrease to align with trend and accurately reflect future needs
- Consulting/Professional: decrease due to improved pricing under a new contract
- Armored Car Service: increase due to location changes
- Postage: decrease due to improved bulk pricing under a new contract
- Promotional Expense: increase due to additional planned events
- Travel: decrease to align with trend and accurately reflect future needs
- Dues and Subscriptions: decrease to align with trend and accurately reflect future needs
- Education and Training: professional development initiatives
- Temporary Contract Labor: decrease due to reduced need resulting from adequate staffing and accurately reflect future needs
- Office Supplies: decrease to align with trend and accurately reflect future needs
- Inventory for resale(toll tags): decrease to accurately reflect future needs
- Credit Card Fees: increase to align with prior years' cost, driven by transaction volumes and contractual costs

FY2027 ALL FUNDS

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

Customer Service Department

POSITION SUMMARY

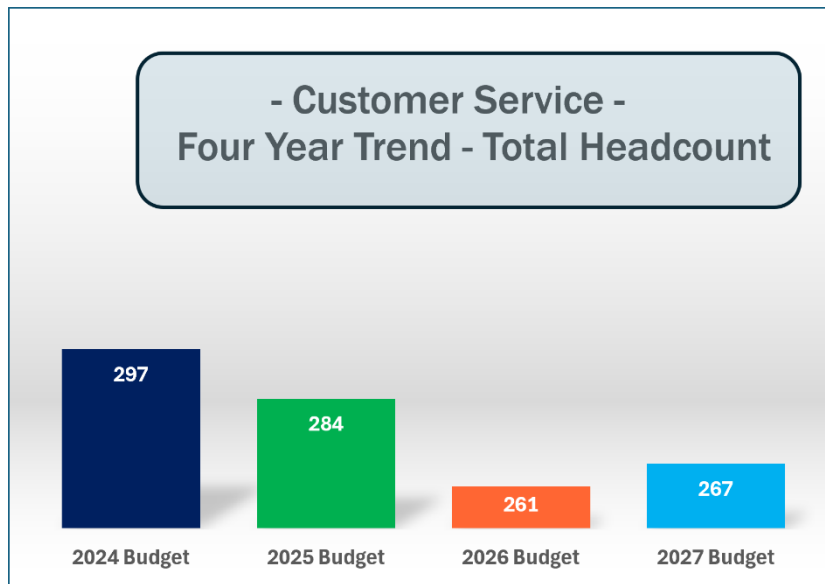
Customer Service			
Full-Time Positions	FY2026	FY2027	Change
Director of Customer Service	1	1	0
Director of Customer Care	1	1	0
AD of Customer Service	2	2	0
Call Center			
Sr Manager, CSC Call Center	1	1	0
Customer Service Relations Mgr	1	1	0
CSC Coordinator	1	1	0
CSC Sr Specialist	9	9	0
CSC Supervisor	11	0	(11)
Customer Service Supervisor	0	9	9
Customer Service Instructor	0	1	1
CSS II	88	94	6
Total	111	116	5
Customer Service Center			
Manager, Customer Center	1	1	0
CSC Sr Specialist	7	7	0
CSC Supervisor	6	0	(6)
Customer Service Supervisor	0	6	6
Sr Mgr, Learning & Development	0	1	1
CSS II	51	56	5
Receptionist	1	1	0
Total	66	72	6

Customer Service Department

POSITION SUMMARY -CONTINUED

Customer Service			
Workforce			
Sr Manager, Workforce	1	1	0
Forecast Analyst	1	1	0
QA QC Coordinator	12	12	0
QA QC Supervisor	1	1	0
Sr Operations Analyst	1	1	0
Workforce Analyst	4	4	0
Total	20	20	0
Collections			
Sr Manager, Vendors	1	1	0
Vendor Management Liaison	6	6	0
Vendor Manager	0	3	3
Vendor Supervisor	3	0	(3)
Total	10	10	0
Support Services			
Sr Manager, Support Services	1	1	0
Customer Resolution Specialist	4	9	5
CSC Project Coordinator I	1	1	0
CSC Sr Specialist	4	4	0
CSC Supervisor	4	0	(4)
Customer Service Supervisor	0	4	4
CSS I	25	24	(1)
CSS II	9	0	(9)
Mail Specialist	1	1	0
Total	49	44	(5)
Total Full Time Positions	260	266	6
Part-Time Positions			
CSS II PT	1	1	0
Total Positions	261	267	6

Customer Service Department



- Expansion of Ft. Worth customer service center

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 300,000 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



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Information Technology Department

Information Technology Department

OVERVIEW

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

FY2027 DEPARTMENT OBJECTIVES/GOALS

(SUPPORTIVE OF NTTA'S FIVE-YEAR STRATEGIC GOALS)

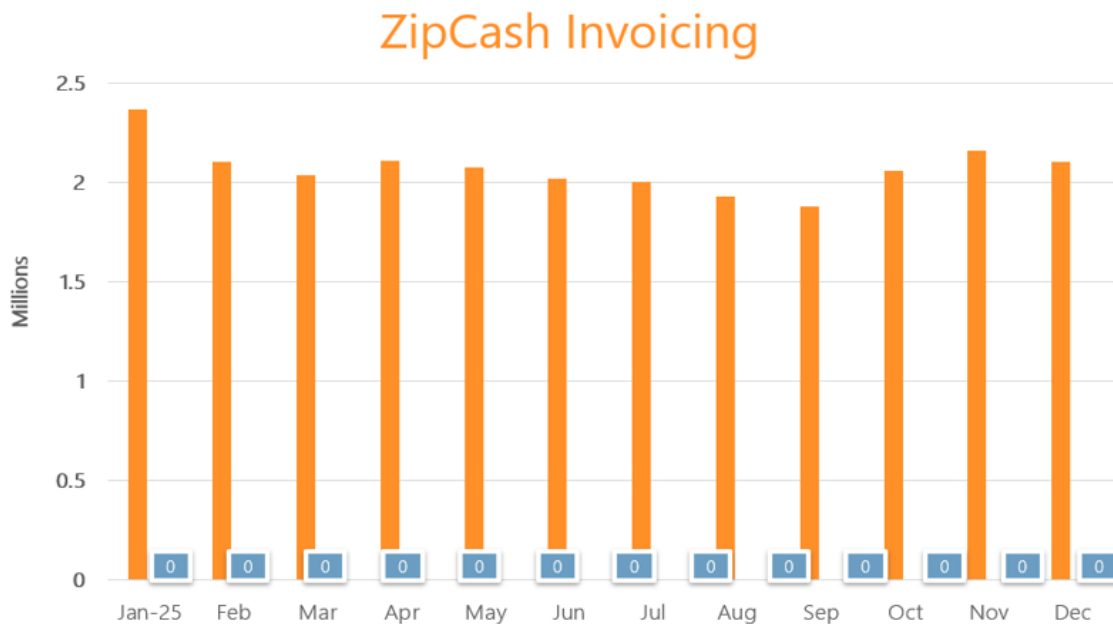
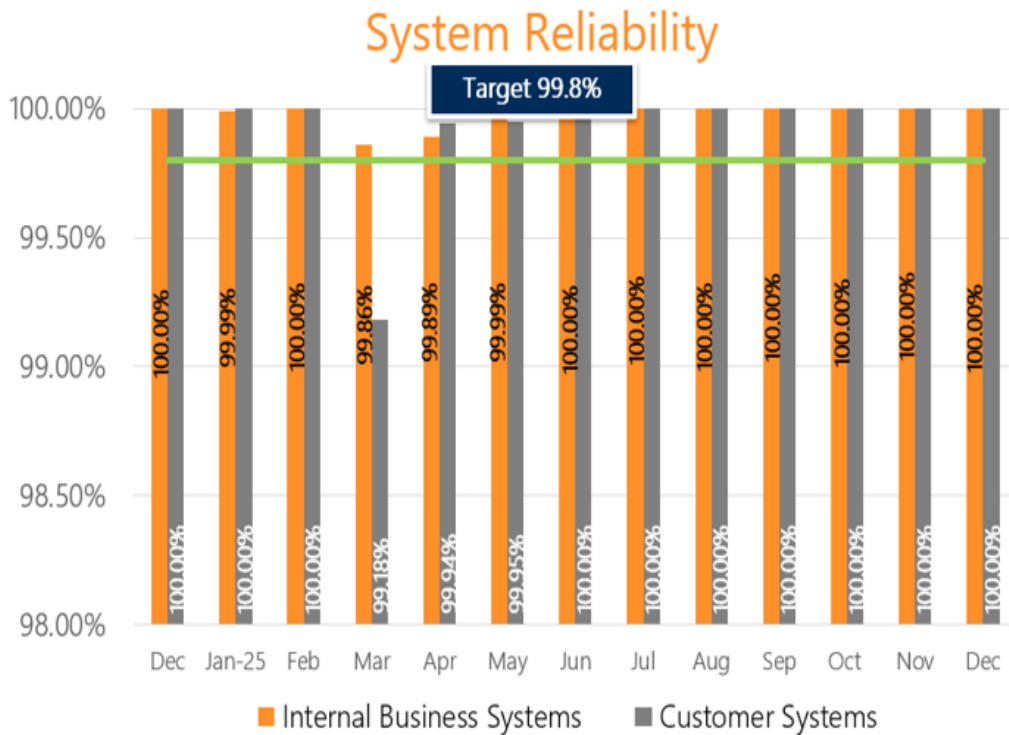
- **Customer-Driven Organization** - Provide secure and reliable information technology systems that meets or exceed the needs of internal and external customers and the strategic objectives of NTTA
- **Financially Sound & Vibrant Organization** - Continuously pursue improved efficiencies and accuracy through automation.
- **Delivering Transportation Solutions** - Provide and support roadway toll and intelligent transportation systems that enhance reliability, safety and customer service
- **Respected Leader & Partner** - 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 & Engaged Team** - Optimize/align the organizational structure and resources to meet the needs customers and support business objectives, including 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 efficiency, enhance succession and career planning and to increase management strength

FY2027 PERFORMANCE MEASURES

- Customer service, business, and roadside toll and intelligent transportation systems reliability at 99.8%
- ZipCash billing of 100% generated at monthly invoice date

Information Technology Department

HISTORICAL PERFORMANCE SUMMARY



Target: 100% of the ZipCash invoices generated according to each customer's monthly invoice date

Information Technology Department

DEPARTMENTAL FY2027 BUDGET

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$12,357,953	\$14,527,460	\$2,169,507	17.6%
Salaries and Wage-Overtime - (511301)	88,215	100,000	11,785	13.4%
Retirement Contributions - (512401)	1,748,649	1,703,037	(45,612)	(2.6)%
Meeting Expense - (521101)	2,000	12,000	10,000	500.0%
Consulting/Professional - (521201)	-	-	-	-
Outside Maintenance Services - (521212)	10,312,338	11,148,538	836,200	8.1%
Telecommunications - (523202)	1,500,000	1,500,000	-	-
Printing and Photographic - (523401)	10,000	10,700	700	7.0%
Travel - (523501)	68,000	48,000	(20,000)	(29.4)%
Dues & Subscriptions - (523601)	14,150	10,450	(3,700)	(26.1)%
Education and Training - (523701)	75,400	52,600	(22,800)	(30.2)%
Licenses - (523801)	100	200	100	100.0%
Temporary Contract Labor - (523851)	40,000	40,000	-	-
Office Supplies - (531101)	20,200	20,700	500	2.5%
Other Materials and Supplies - (531102)	81,700	44,200	(37,500)	(45.9)%
Freight and Express - (531105)	2,000	2,000	-	-
Software - (531651)	13,408,914	17,706,524	4,297,610	32.1%
Uniforms - (531701)	-	15,000	15,000	100.0%
Total Expenses	\$39,729,619	\$46,941,409	\$7,211,789	18.2%

MAJOR FY2027 BUDGET ITEMS

The departmental budget increased in comparison to the FY2026 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: increase driven by completion of capitalized project labor, addition of headcount, along with merit-based salary adjustments
- Salary/Wage-Overtime: increase to align with trend and accurately reflect future needs
- Meeting Expense: increase for two "IT All-Hands Meetings" per year and as needed meetings for projects
- Outside Maintenance Services: increase due to contractual increases in maintenance agreements
- Travel: decrease to align with trend and accurately reflect future needs
- Education and Training: decrease to align with prior years' cost and accurately reflect future needs
- Other Materials and Supplies: decrease to align with trend and to reclass funds to a dedicated budget line item for uniforms
- Software: increase driven by cost transfer from capital to operating fund
- Uniforms: increase is to align with the dedicated budget line item for Roadway/IT boots and other PPE

Information Technology Department

FY2027 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)	\$14,527,460	\$-	\$429,057	\$14,956,517
Salaries and Wage-Overtime - (511301)	100,000	-	-	100,000
Retirement Contributions - (512401)	1,703,037	-	-	1,703,037
Meeting Expense - (521101)	12,000	-	-	12,000
Outside Maintenance Services - (521212)	11,148,538	-	-	11,148,538
Consulting/Profess Serv Tech - (521301)	-	-	31,430,000	31,430,000
Telecommunications - (523202)	1,500,000	-	-	1,500,000
Printing and Photographic - (523401)	10,700	-	-	10,700
Travel - (523501)	48,000	-	-	48,000
Dues & Subscriptions - (523601)	10,450	-	-	10,450
Education and Training - (523701)	52,600	-	-	52,600
Licenses - (523801)	200	-	-	200
Temporary Contract Labor - (523851)	40,000	-	-	40,000
Office Supplies - (531101)	20,700	-	-	20,700
Other Materials and Supplies - (531102)	44,200	-	-	44,200
Freight and Express - (531105)	2,000	-	-	2,000
Electronic Supplies - (531106)	-	1,888,500	-	1,888,500
Computers - (531641)	-	16,279,834	16,060,000	32,339,834
Software - (531651)	17,706,524	300,000	31,902,000	49,908,524
Infrastructure Rdway/Hwy/Bridg - (541401)	-	6,465,000	-	6,465,000
Infrastructure - Other - (541403)	-	-	175,000	175,000
Uniforms - (531701)	15,000	-	-	15,000
FY2027 Totals	\$46,941,409	\$24,933,334	\$79,996,057	\$151,870,800
FY2026 Totals	\$39,729,619	\$17,235,000	\$81,365,127	\$138,329,746
Increase/(Decrease)	\$7,211,789	\$7,698,334	(\$1,369,070)	\$13,541,053

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

Information Technology Department

POSITION SUMMARY

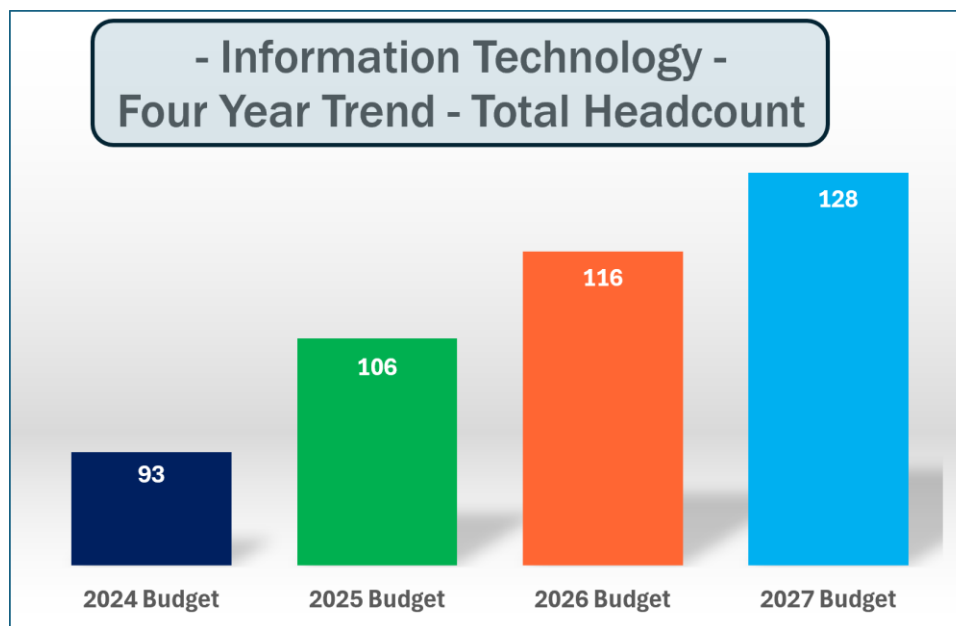
Information Technology			
Full-Time Positions	FY2026	FY2027	Change
Director of IT	1	1	0
Assistant Director IT	4	4	0
Sr Manager, Enterprise Apps	1	0	(1)
Sr Manager, Enterprise Comms	1	1	0
Sr Manager, Enterprise Systems	1	1	0
Sr Mgr, IT Risk & Compliance	1	1	0
Sr Manager, ITS	1	1	0
Sr Project Manager	3	0	(3)
Sr IT Project Manager	0	4	4
Sr Toll & ITS Program Manager	1	0	(1)
Sr Manager, IT PMO	0	1	1
Manager, Cybersecurity Engineering	0	1	1
Manager, Information Security	1	1	0
Manager, Roadway Systems	2	2	0
Manager, Service Desk	1	1	0
Manager, ServiceNow	1	1	0
Manager, Tolling Applications	1	1	0
Product Manager, Workday	0	1	1
Application Support Supervisor	1	1	0
Applications Administrator	2	2	0
Apps Admin II Liaison SOC	1	1	0
App Admin III Liaison SOC	1	1	0
AV Support Engineer	1	1	0
Backup Engineer	1	1	0
Communications Administrator	2	2	0
Compliance Analyst	2	6	4
Desktop Support Engineer	2	2	0
Endpoint Mgmt Administrator	2	2	0
Endpoint Mgmt Engineer	0	1	1
Enterprise Applications Lead	1	0	(1)
Applications Technical Lead	0	2	2
Inventory Control Specialist	1	1	0
IT Asset Management Analyst	0	1	1
IT Project Manager	3	2	(1)
ITS Support Specialist	1	1	0
ITS Technician	3	3	0
Lane Systems Lead	3	3	0
Lane Systems Quality Ctrl Spec	1	1	0

Information Technology Department

POSITION SUMMARY - CONTINUED

Information Technology			
Lane Performance Analyst	1	1	0
Lane Systems Supervisor	3	3	0
Lane Systems Tech	7	7	0
Lanes System Support Sup	1	1	0
Lane Systems Support Spec	1	3	2
Lead Lane Systems Support	0	1	1
Network Administrator	1	0	(1)
Network Engineer	2	3	1
Roadway Systems Supervisor	1	0	(1)
ITS Lead	1	1	0
ITS Manager	1	1	0
ITS Project Manager	1	1	0
ITS Supervisor	0	1	1
Security Engineer	3	4	1
Security Operations Center (SOC) Lead	0	1	1
IAM Governance Engineer	1	1	0
Service Desk Supervisor	1	1	0
Service Desk Tech II	3	3	0
ServiceNow Administrator	1	1	0
ServiceNow Architect	1	1	0
ServiceNow CMDB Data Manager	1	1	0
Solution Architect	1	2	1
Sr Business Analyst	2	2	0
Sr Communications Engineer	1	1	0
Sr Database Administrator	2	2	0
Senior Enterprise Architect	1	1	0
Sr IT Asset Analyst	1	1	0
SR ITS Technician	3	3	0
Sr Lane Systems Tech	6	4	(2)
Sr Network Engineer	3	3	0
Sr Server Administrator	1	1	0
Sr Systems Engineer	5	5	0
Sr Technical Lead	1	0	(1)
Sr Web Applications Developer	1	1	0
Operations Strategy Manager	1	1	0
Manager, Endpoint Management	1	1	0
Systems Support Tech II RW	1	0	(1)
Systems Support Tech III	2	2	0
Toll Audit Specialist	0	1	1
TRIPS App Support Analyst	1	1	0
Vulnerability Management (VM) Program Lead	0	1	1
Warehouse Team Lead	1	1	0
Workday Application Admin	2	2	0
Total Full-Time Positions	116	128	12

Information Technology Department



- Increase internal capabilities and eventually reduce dependencies on consultants in strategic areas of IT operations

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 (ITS) 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



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.

FY2027 DEPARTMENT OBJECTIVES/GOALS

(SUPPORTIVE OF NTTA'S 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

FY2027 PERFORMANCE MEASURES

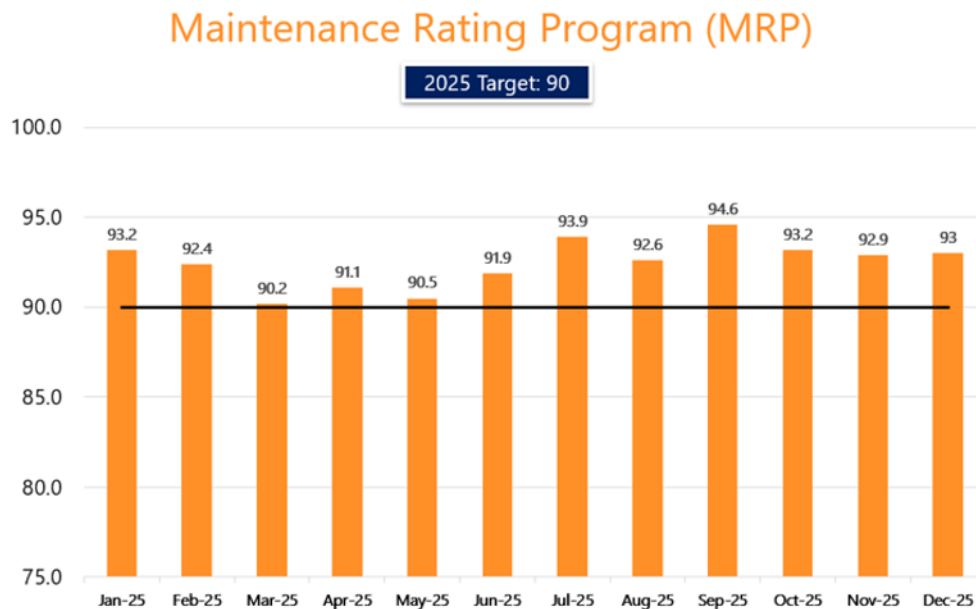
Maintenance Rating Program / Delivering Transportation Solutions / Data-Driven Decision Making

- 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

HISTORICAL PERFORMANCE SUMMARY

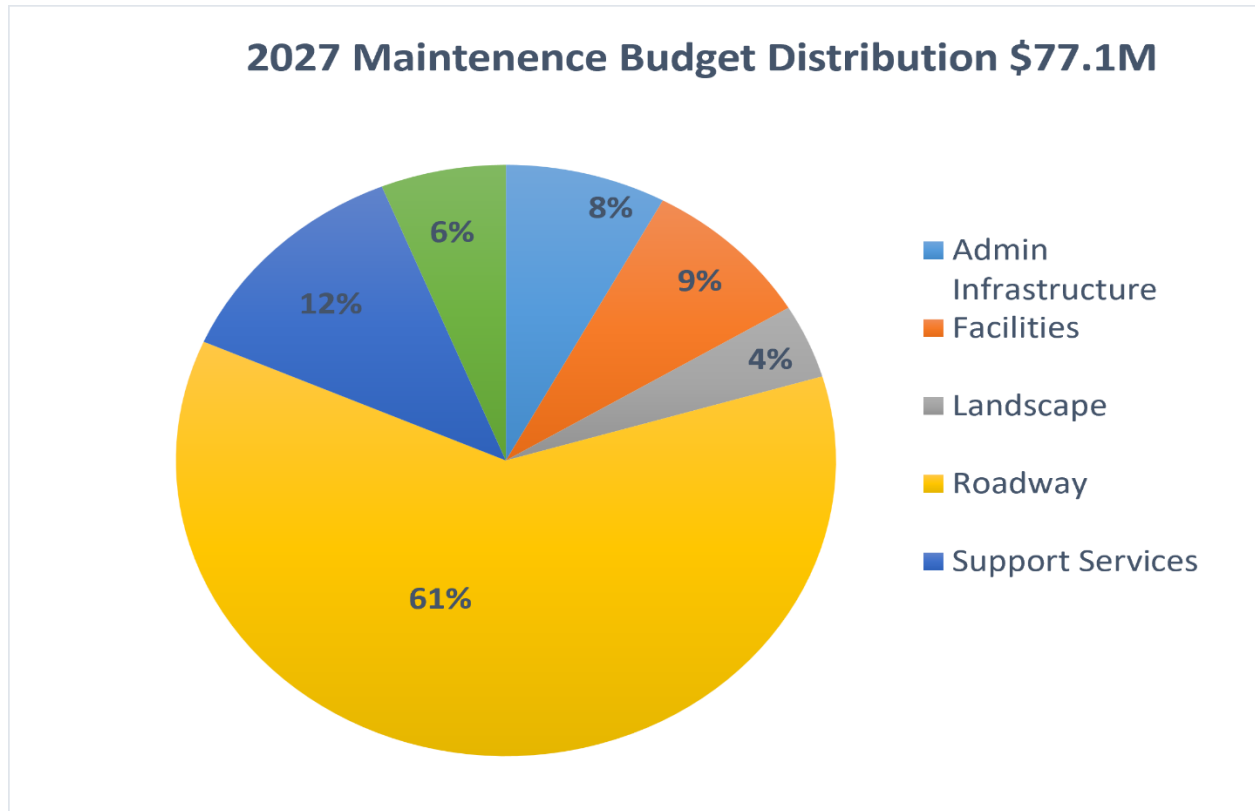


Maintenance Department

DEPARTMENTAL FY2027 BUDGET

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	14,075,858	15,689,987	\$1,614,129	11.5%
Salaries and Wage-Overtime - (511301)	627,047	627,047	-	-
Retirement Contributions - (512401)	1,993,875	1,933,270	(60,605)	(3.0)%
Meeting Expense - (521101)	10,100	8,300	(1,800)	(17.8)%
Consulting/Professional - (521201)	200,000	580,000	380,000	190.0%
Outside Maintenance Services - (521212)	36,992,919	39,153,582	2,160,663	5.8%
Landscaping - (522202)	68,594	68,594	-	-
Employee Appreciation - (523305)	10,600	11,000	400	3.8%
Rentals - Buildings/Land - (522301)	477,583	737,583	260,000	54.4%
Rentals - Equipment - (522302)	70,000	70,000	-	-
Insurance Expense - Other - (523101)	500	500	-	-
Telecommunications - (523202)	245,000	175,000	(70,000)	(28.6)%
Travel - (523501)	182,686	194,736	12,050	6.6%
Dues & Subscriptions - (523601)	15,575	11,808	(3,767)	(24.2)%
Education and Training - (523701)	214,015	221,990	7,975	3.7%
Licenses - (523801)	18,826	19,590	764	4.1%
Temporary Contract Labor - (523851)	-	-	-	-
Office Supplies - (531101)	23,300	23,750	450	1.9%
Other Materials and Supplies - (531102)	6,202,030	7,274,116	1,072,086	17.3%
Mobile Equipment Expense - (531103)	2,264,000	2,273,000	9,000	0.4%
Freight and Express - (531105)	400	6,000	5,600	1,400%
Motor Fuel Expense - (531107)	1,760,400	2,410,400	650,000	36.9%
Water - (531211)	1,236,000	1,359,600	123,600	10.0%
Gas - (531221)	75,000	82,500	7,500	10.0%
Electricity - (531231)	2,987,000	3,285,700	298,700	10.0%
Small Tools and Shop Supplies - (531601)	336,860	343,832	6,972	2.1%
Software- (531651)	191,575	211,108	19,533	10.2%
Uniforms - (531701)	309,000	318,800	9,800	3.2%
Total Expenses	\$70,588,742	77,091,795	\$6,503,053	9.2%

Maintenance Department



MAJOR FY2027 BUDGET ITEMS

The departmental budget increased in comparison to the FY2026 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: primarily driven by staff increase for DNT 4A and merit-based salary adjustments
- Retirement Contributions: net effect of TCDRS reduction
- Consulting and Professional: increase due to contractual change for environmental support
- Outside Maintenance Services: increase for contracted work
- Rentals Building/Land: contractual rates and a new TollTag store in Fort Worth and new Roadway Operation center location
- Telecommunications: decrease to align with trend and accurately reflect future needs
- Other Materials and Supplies: prepare for lane miles increase and parts cost increases
- Freight and Express: increase to align with trend and accurately reflect future needs
- Motor Fuel Expense: rise in fuel cost
- Water/Gas/Electricity: increase due to projected growth in electricity consumption for lighting on DNT4A and PGBT, increase in water usage for landscaping and anticipated utility rate increases

Maintenance Department

FY2027 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)	\$15,689,987	\$-	\$-	\$15,689,987
Salaries and Wage-Overtime - (511301)	627,047	-	-	627,047
Retirement Contributions - (512401)	1,933,270	-	-	1,933,270
Meeting Expense - (521101)	8,300	-	-	8,300
Consulting/Professional - (521201)	580,000	500,000	-	1,080,000
Outside Maintenance Services - (521212)	39,153,582	-	-	39,153,582
Repairs and Maintenance - (522201)	-	5,300,000	-	5,300,000
Landscaping - (522202)	68,594	610,000	-	678,594
Rentals - Land - (522301)	737,583	-	-	737,583
Rentals - Equipment - (522302)	70,000	-	-	70,000
Insurance Expense - Other - (523101)	500	-	-	500
Telecommunications - (523202)	175,000	-	-	175,000
Employee Appreciation - (523305)	11,000	-	-	11,000
Travel - (523501)	194,736	-	-	194,736
Dues & Subscriptions - (523601)	11,808	-	-	11,808
Education and Training - (523701)	221,990	-	-	221,990
Licenses - (523801)	19,590	-	-	19,590
Office Supplies - (531101)	23,750	-	-	23,750
Other Materials and Supplies - (531102)	7,274,116	-	-	7,274,116
Mobile Equipment Expense - (531103)	2,273,000	-	-	2,273,000
Freight and Express - (531105)	6,000	-	-	6,000
Motor Fuel Expense - (531107)	2,410,400	-	-	2,410,400
Water - (531211)	1,359,600	-	-	1,359,600
Gas - (531221)	82,500	-	-	82,500
Electricity - (531231)	3,285,700	-	-	3,285,700
Small Tools and Shop Supplies - (531601)	343,832	-	-	343,832
Machinery - (531611)	-	4,265,000	-	4,265,000
Vehicles - (531621)	-	10,000,000	-	10,000,000
Software - (531651)	211,108	-	-	211,108
Uniforms - (531701)	318,800	-	-	318,800
Building Improvements - (541302)	-	6,287,234	40,313,200	46,600,434
FY2027 Totals	\$77,091,795	\$26,962,234	\$40,313,200	\$144,367,227
FY2026 Totals	\$70,588,742	\$21,742,372	\$17,708,000	\$110,039,114
Increase/(Decrease)	\$6,503,053	\$5,219,862	\$22,605,200	\$34,328,113

OTHER FUNDS

- RMF – The Reserve Maintenance Fund includes property maintenance projects and fleet upgrades identified in the Capital Plan
- CIF – The Capital Improvement Fund includes property construction projects and upgrades identified in the Capital Plan

Maintenance Department

POSITION SUMMARY

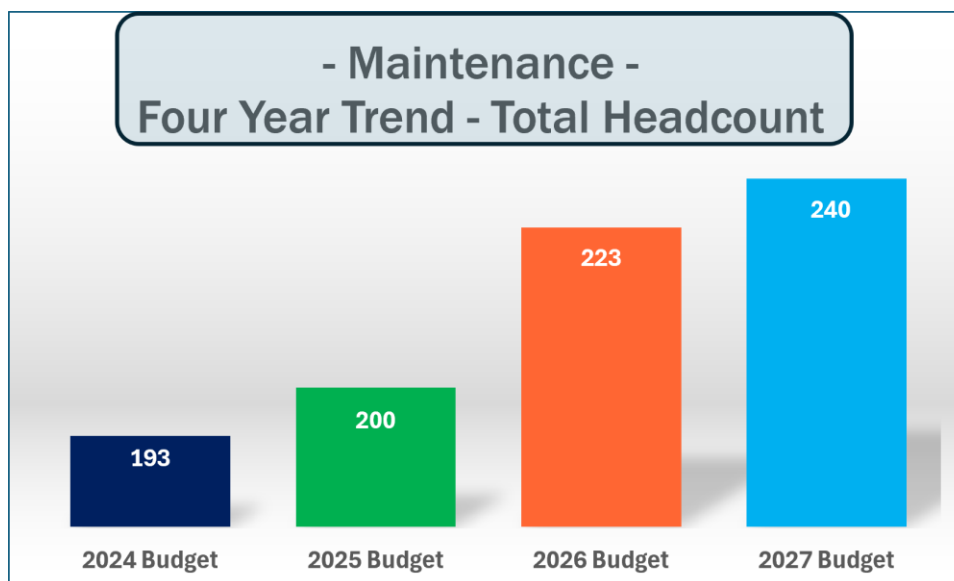
Maintenance			
Full-Time Positions	FY2026	FY2027	Change
Director of Maintenance	1	1	0
Assistant Director Maint Ops	1	2	1
Admin Infrastructure			
Manager, Assets	1	1	0
Administrative Assistant	1	1	0
AMSS User Administrator	1	1	0
Asset Mgmt Data Analyst	1	1	0
Asset Mgmt Sr Data Analyst	1	1	0
CMMS App Administrator	1	1	0
Rdwy Special Projects Manager	3	3	0
Total	9	9	0
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	31	35	4
Roadway Maintenance Supervisor	6	6	0
Roadway Maintenance Supv Night	2	2	0
Sr Maintenance Tech	17	21	4
Total	121	129	8
Support Services			
Manager, Fleet	1	1	0
Manager, Logistics Operations	1	1	0
Administrative Tech	2	2	0
Compliance Specialist	2	2	0
Fleet Supervisor	2	3	1
Fleet Mechanic Lead	0	1	1
Contract Coordination Supv	1	1	0
Inventory Control Specialist	3	3	0
Lead Mechanic	2	2	0
Lead Sign Specialist	1	1	0
Lead Upfit Technician	1	1	0
Logistics Ops Supervisor	1	1	0
Mechanic	9	9	0
Senior Upfit Technician	1	1	0
Sign & Fabrication Supervisor	1	1	0
Maint Sourcing Specialist	1	1	0

Maintenance Department

POSITION SUMMARY - CONTINUED

Maintenance			
Sr Mechanic	2	2	0
Sr Sign Specialist	3	3	0
Upfit Supervisor	1	1	0
Upfit Technician	3	3	0
Warehouse Inventory Control Specialist	0	1	1
Warehouse Supervisor	0	1	1
Warehouse Team Lead	2	3	1
Total	40	45	5
Facilities			
Sr Manager, Facilities	1	1	0
Manager, Capital Improvements	1	1	0
Bldg Maint Supervisor	1	1	0
Capital Improvement Architect	1	1	0
Electrical Lead	1	1	0
Electrical Maintenance Tech	3	3	0
Electrical Supervisor	1	1	0
Electrician	4	5	1
Facilities Electrical Manager	0	1	1
HVAC & R Tech	2	2	0
Lead Maintenance Tech - Bldgs	2	2	0
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	26	28	2
Landscape			
Manager, Landscape	1	1	0
Irrigation Supervisor	1	2	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	8	8	0
Maint Tech II - Landscape	2	2	0
Sr Irrigation Tech	2	2	0
Sr Maint Tech - Landscape	2	2	0
Total	24	25	1
Total Full Time Positions	222	239	17
Part-Time			
Asset Mgmt Data Coordinator	1	1	0
Total Positions	223	240	17

Maintenance Department



- Increase is driven by expanded maintenance requirements across multiple departments, including DNT4A expansion project

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 for DNT, SRT, 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, roadway lighting, and provide in-house maintenance for Gleneagles Campus, Plano Operation Center, Frisco Operation Center, MLP 3, MLP 4, electrical services, and roadway lighting along DNT, SRT, LLTB, and AATT
- **Landscape** – Responsible for the maintenance of all landscape assets and provide in-house maintenance for landscaping along DNT, SRT, LLTB, and AATT. Project management of contracted landscape maintenance of the Gleneagles Campus, Plano Operation Center, Frisco Operation Center, 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 NTTA System toll roads where applicable; management of the department's RMF, CIF funds, and building renovations



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Operations Department

Operations Department

OVERVIEW

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

FY2027 DEPARTMENT OBJECTIVES/GOALS

(SUPPORTIVE OF NTTA'S FIVE-YEAR STRATEGIC GOALS)

- **Customer-Driven Organization** - Provide first class enterprise-wide business intelligence and analytics, and facilitate and support the full implementation of national interoperability for TollTag customer seamless experience for using and paying 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** - Provide customer-centric and reliable toll collection services for users of North Texas toll roads, including TSA partners, other toll agencies within Texas, Central United States and national interoperability partners. Support innovation and share best practices in tolling and information technology in Texas and with national and international toll industry partners.
- **Highly Qualified, Energized & Engaged Team** - 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. Enhance succession and career planning to increase management strength.

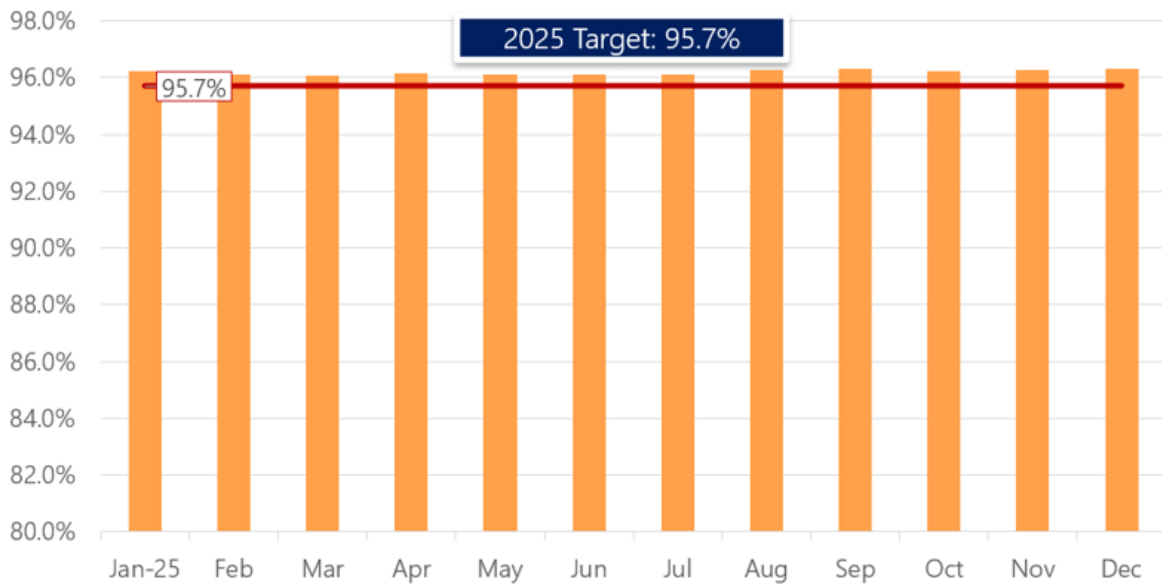
FY2027 PERFORMANCE MEASURES

- Pursuable transactions of 95.7% over rolling 12 months
- Toll Enforcement Remedies at \$8.5M per month for commitment, collected, and TollTag
- <2.3% Revenue unmatched with DMV

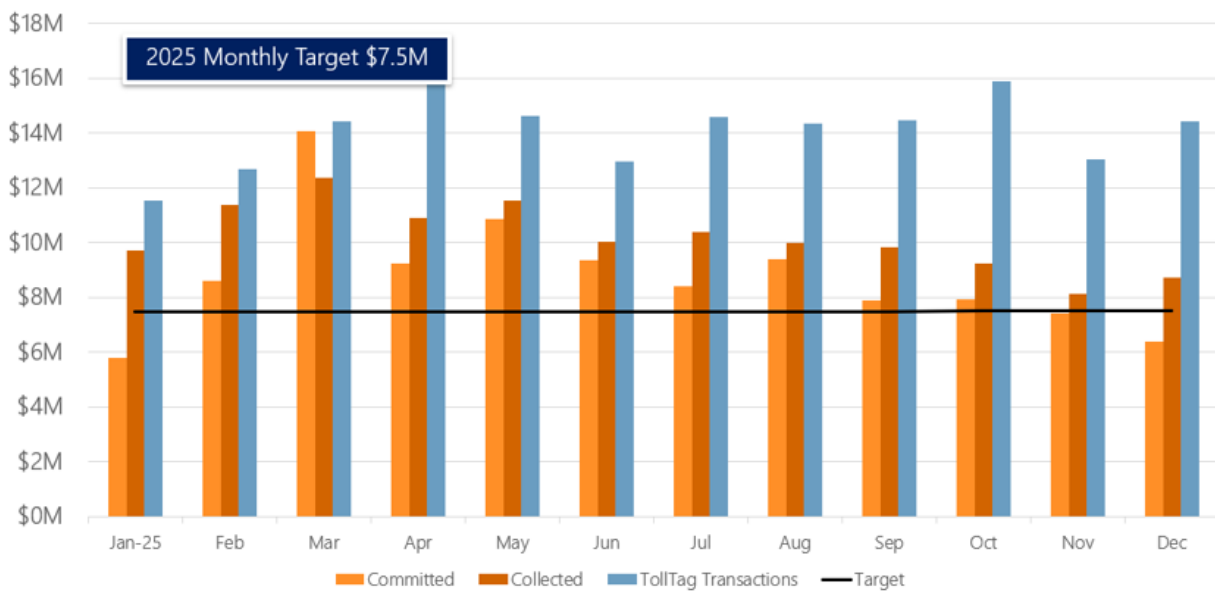
Operations Department

HISTORICAL PERFORMANCE SUMMARY

Pursuable Transactions



Toll Enforcement Remedies



Operations Department

DEPARTMENTAL FY2027 BUDGET

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,655,622	\$3,103,943	\$1,448,321	87.5%
Retirement Contributions - (512401)	480,475	420,358	(60,117)	(12.5)%
Meeting Expense - (521101)	8,000	13,000	5,000	62.5%
Consulting/Professional - (521201)	50,000	50,000	-	-
Employee Appreciation		2,000	2,000	100.0%
Travel - (523501)	50,000	55,000	5,000	10.0%
Dues & Subscriptions - (523601)	16,000	16,000	-	-
Education and Training - (523701)	15,000	18,000	3,000	20.0%
Licenses - (523801)	300	300	-	-
Office Supplies - (531101)	20,000	9,500	(10,500)	(52.5)%
Freight and Express - (531105)	215	215	-	-
Books & Periodicals - (531401)	-	200	200	-
Total Expenses	\$2,295,611	\$3,688,516	\$1,392,905	60.7%

MAJOR FY2027 BUDGET ITEMS

The departmental budget increased in comparison to the FY2026 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: increase driven by completion of capitalized project labor, addition of headcount, along with merit-based salary adjustments
- Retirement Contributions: primarily due to TCDRS reduction in retirement rate
- Meeting Expense: increase for new initiatives and training
- Office Supplies: decrease to align with trend and accurately reflect future needs

FY2027 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)	\$3,103,943	\$-	\$613,133	\$3,717,076
Retirement Contributions - (512401)	420,358	-	-	420,358
Meeting Expense - (521101)	13,000	-	-	13,000
Consulting/Professional - (521201)	50,000	-	-	50,000
Employee Appreciation - (523305)	2,000	-	-	2,000
Travel - (523501)	55,000	-	-	55,000
Dues & Subscriptions - (523601)	16,000	-	-	16,000
Education and Training - (523701)	18,000	-	-	18,000
Licenses - (523801)	300	-	-	300
Office Supplies - (531101)	9,500	-	-	9,500
Freight and Express - (531105)	215	-	-	215
Books & Periodicals - (531401)	200	-	-	200
FY2027 Totals	\$3,688,516	\$0	\$613,133	\$4,301,649
FY2026 Totals	\$2,295,611	\$0	\$1,831,030	\$4,126,641
Increase/(Decrease)	\$1,392,905	\$0	(\$1,217,897)	\$175,008

Operations Department

POSITION SUMMARY

Operations			
Full-Time Positions	FY2026	FY2027	Change
Director of Busn Operations	1	1	0
AED Operations	1	1	0
Asst Director of Operations	1	1	0
Sr Manager, Projects	1	0	(1)
Sr Program Controls Proj Mgr	1	1	0
Manager, Business Intelligence	1	0	(1)
Manager, Data & Soln Architect	1	0	(1)
Sr Manager, BI Data Eng Cloud	0	1	1
Manager, GIS	1	1	0
Operations Strategy Manager	2	2	0
Manager, Ops Analytics	1	2	1
Manager, Program Controls	1	1	0
Business Analyst	0	1	1
Data Engineer	1	1	0
GIS Analyst	1	1	0
GIS Solutions Architect	1	1	0
Operations Analyst I	2	2	0
Operations Analyst II	1	1	0
Project Manager	1	1	0
Sr BI Developer	1	1	0
Sr Enterprise Rptng Architect	1	0	(1)
Sr Data Architect	0	2	2
Sr ETL & Data Modeling Dev	1	1	0
Sr GIS Analyst	1	1	0
Sr Operations Analyst	1	1	0
Sr Data Scientist	0	1	1
Total Positions	24	26	2

Operations Department



- To ensure compliance and audit readiness across platforms, technology, and processes.

MAJOR BUSINESS FUNCTIONS

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



Project Delivery Department

Project Delivery Department

OVERVIEW

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

FY2027 DEPARTMENT OBJECTIVES/GOALS

(SUPPORTIVE OF NTTA'S FIVE-YEAR STRATEGIC GOALS)

Delivering Transportation Solutions

- Continue planning, design, and delivery of NTTA's Five-Year Capital Plan commitments
- Complete 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

FY2027 PERFORMANCE MEASURES

- 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 and meet project schedules in line with regional priorities, transportation needs and project budgets

PERFORMANCE SUMMARY

Major Construction Projects				
Project	Project \$	Budget	Schedule Target	Actual
Chisholm Trail Parkway (CTP) South 2 Lanes	\$230.6M	On Target	June 2028	On Schedule
Dallas North Tollway Phase 4A	\$459.7M	On Target	August 2027	On Schedule

Project Delivery Department

DEPARTMENTAL FY2027 BUDGET

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$3,468,787	\$3,677,160	\$208,373	6.0%
Retirement Contributions - (512401)	490,833	401,831	(89,002)	(18.1)%
Meeting Expense - (521101)	500	500	-	-
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	-	-
Total Expenses	\$3,984,878	\$4,104,249	\$119,371	3.0%

MAJOR FY2027 BUDGET ITEMS

The departmental budget increased in comparison to the FY2026 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: increase is driven by merit-based and salary adjustments
- Retirement Contributions: decrease is driven by TCDRS retirement rate

Project Delivery Department

FY2027 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)	\$3,677,160	\$-	\$-	\$3,677,160
Retirement Contributions - (512401)	401,831	-	-	401,831
Meeting Expense - (521101)	500	-	-	500
General Engineering - (521213)	-	3,865,000	23,418,299	27,283,299
Consulting/Profess Serv Tech - (521301)	-	4,877,000	-	4,877,000
Signing Expense - (522203)	-	182,000	-	182,000
Pavement Markings - (522204)	-	6,090,000	-	6,090,000
Pavement & Shoulders - (522205)	-	10,482,791	-	10,482,791
Bridge Repairs - (522206)	-	4,915,500	-	4,915,500
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)	-	-	2,603,097	2,603,097
Infrastructure Rdway/Hwy/Bridg - (541401)	-	14,017,500	173,584,842	187,602,342
Infrastructure Right -of -Way - (541402)	-	-	15,130,000	15,130,000
FY2027 Totals	\$4,104,249	\$44,429,791	\$214,736,238	\$263,270,278
FY2026 Totals	\$3,984,878	\$50,494,043	\$266,250,493	\$320,729,414
Increase/(Decrease)	\$119,371	(\$6,064,252)	(\$51,514,255)	(\$57,459,136)

OTHER FUND

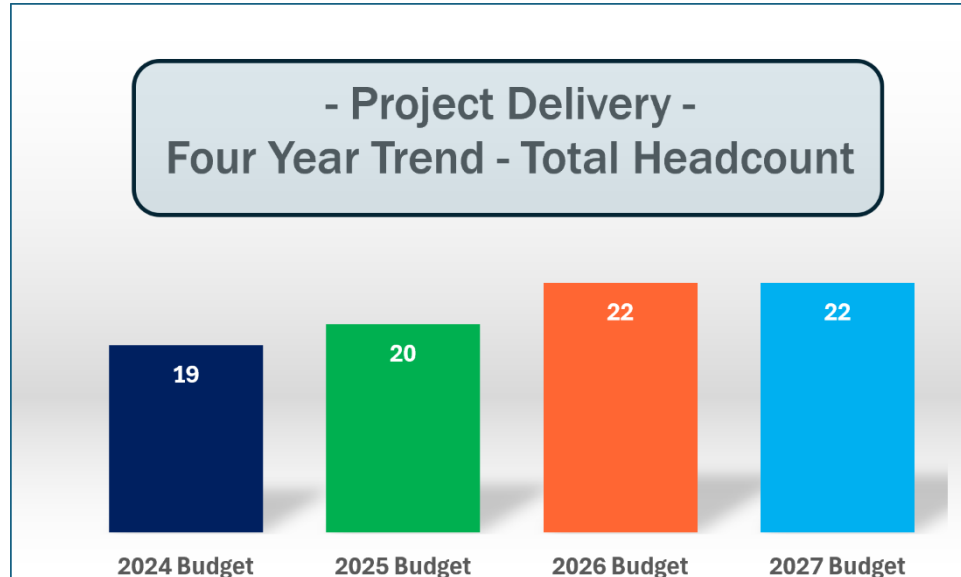
- RMF – The Reserve Maintenance Fund varies year-by-year based on projects identified in the Capital Plan and the annual inspection
- CIF – The Capital Improvement Fund varies year-by-year based on projects identified in the Capital Plan and annual inspection

Project Delivery Department

POSITION SUMMARY

Project Delivery			
Full-Time Positions	FY2026	FY2027	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	2	1
Contracts Manager	1	1	0
Manager, Construction	1	0	(1)
Sr Manager, Construction	0	1	1
Program Controls Manager	1	1	0
Document Control Manager	1	1	0
Right of Way Manager	1	1	0
Engineering Project Specialist	1	1	0
Invoice Analyst	1	1	0
Project Engineer	2	0	(2)
Project Manager	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 Mgr, Engineering Operations	0	1	1
Sr Project Manager	1	1	0
Total Positions	22	22	0

Project Delivery Department



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 program, 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



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.

FY2027 DEPARTMENT OBJECTIVES/GOALS (SUPPORTIVE OF NTTA'S 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

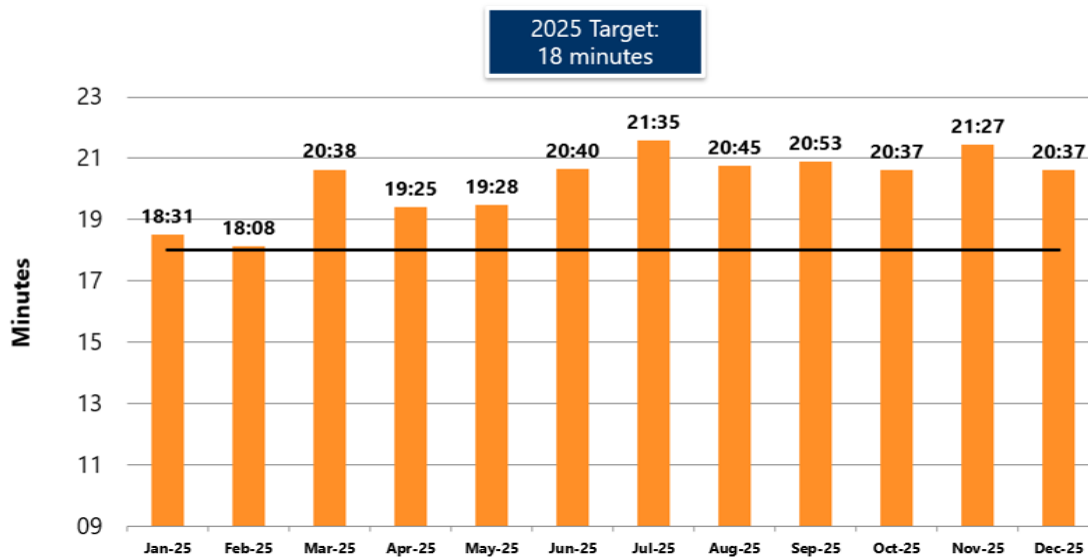
Traffic and Incident Management Department

FY2027 PERFORMANCE MEASURES

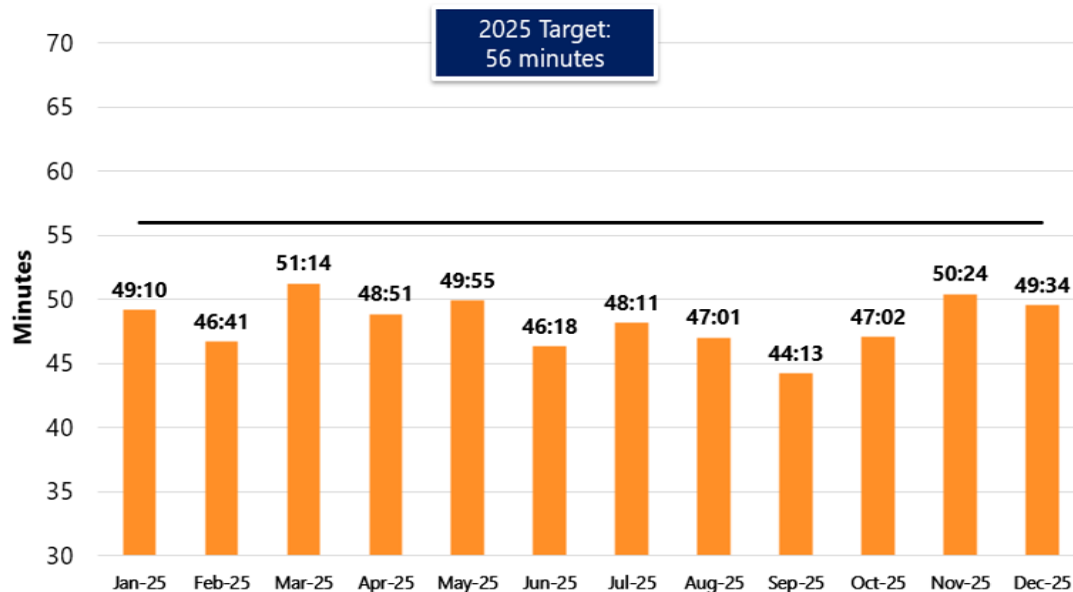
- Clear incidents involving customers, such as motorist assists, in less than 18:00 minutes. The total call time is the amount of time from identification to the final departure from the scene
- Clear crashes from the roadway in less than 56:00 minutes. The total call time is the amount of time from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

HISTORICAL PERFORMANCE SUMMARY

Roadside Safety Services Clearance Time



Average Accident Clearance Time

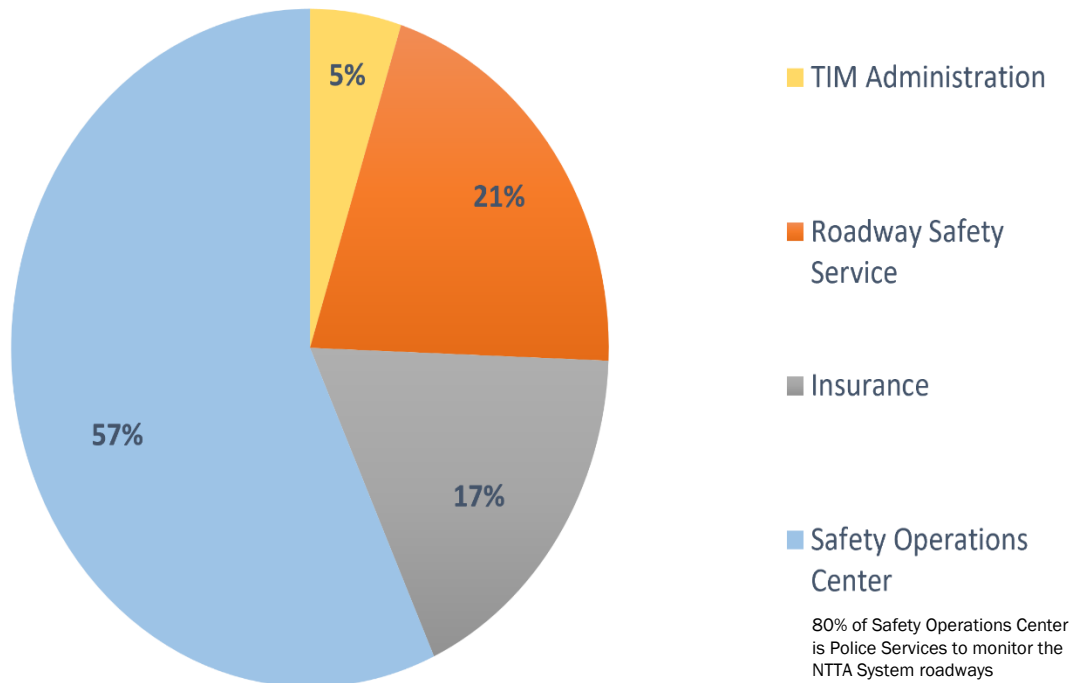


Traffic and Incident Management Department

DEPARTMENTAL FY2027 BUDGET

Account	FY2026 Budget	FY2027 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	10,390,317	12,195,747	\$1,805,430	17.4%
Salaries and Wage-Overtime - (511301)	270,554	270,554	-	-
Retirement Contributions - (512401)	1,470,353	1,505,315	34,962	2.4%
Meeting Expense - (521101)	1,000	1,000	-	-
Consulting/Professional - (521201)	43,342	31,200	(12,142)	(28.0)%
Police Services (DPS) - (521208)	17,741,555	17,741,555	-	-
Outside Maintenance Services - (521212)	114,500	154,910	40,410	35.3%
Insurance Expense - Other - (523101)	6,487,528	6,570,652	83,124	1.3%
Promotional Expenses - (523304)	6,229	5,200	(1,029)	(16.5)%
Travel - (523501)	18,191	18,191	-	-
Dues & Subscriptions - (523601)	6,011	4,850	(1,161)	(19.3)%
Education and Training - (523701)	55,050	56,400	1,350	2.5%
Liability Claims - (523902)	9,800	9,800	-	-
Office Supplies - (531101)	9,854	7,961	(1,893)	(19.2)%
Other Materials and Supplies - (531102)	204,177	204,177	-	-
Freight and Express - (531105)	106	106	-	-
Uniforms - (531701)	174,596	198,796	24,200	13.9%
Total Expenses	\$37,003,163	\$38,976,414	\$1,973,251	5.3%

2027 Traffic & Incident Management Budget Distribution \$38.9M



Traffic and Incident Management Department

MAJOR FY2027 BUDGET ITEMS

The departmental budget increased in comparison to the FY2026 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: increase in personnel and merit-based salary adjustments
- Retirement Contributions: associated with increase in salary and decrease in TCDRS rate
- Outside Maintenance Service: increase due to replacement of First aid cabinets
- Insurance Expense: increase due to new estimates received

Traffic and Incident Management Department

FY2027 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)	\$12,195,747	\$-	\$-	\$12,195,747
Salaries and Wage-Overtime - (511301)	270,554	-	-	270,554
Retirement Contributions - (512401)	1,505,315	-	-	1,505,315
Meeting Expense - (521101)	1,000	-	-	1,000
Consulting/Professional - (521201)	31,200	-	-	31,200
Traffic Engineering Fees - (521207)	-	125,000	400,000	525,000
Police Services (DPS) - (521208)	17,741,555	-	-	17,741,555
Outside Maintenance Services - (521212)	154,910	-	-	154,910
Insurance Expense - Other - (523101)	6,570,652	-	-	6,570,652
Promotional Expenses - (523304)	5,200	-	-	5,200
Travel - (523501)	18,191	-	-	18,191
Dues & Subscriptions - (523601)	4,850	-	-	4,850
Education and Training - (523701)	56,400	-	-	56,400
Liability Claims - (523902)	9,800	-	-	9,800
Office Supplies - (531101)	7,961	-	-	7,961
Other Materials and Supplies - (531102)	204,177	-	-	204,177
Freight and Express - (531105)	106	-	-	106
Small Tools and Shop Supplies - (531601)	-	335,000	-	335,000
Uniforms - (531701)	198,796	-	-	198,796
Infrastructure Rdway/Hwy/Bridg - (541401)	-	-	13,672,050	13,672,050
FY2027 Totals	\$38,976,414	\$460,000	\$14,072,050	\$53,508,464
FY2026 Totals	\$37,003,163	\$520,000	\$18,221,000	\$55,744,163
Increase/(Decrease)	\$1,973,251	(\$60,000)	(\$4,148,950)	(\$2,235,699)

OTHER FUNDS VARIANCE

- RMF – The Reserve Maintenance Fund Increase include small tools and supplies based on needs assessment
- CIF – The Capital Improvement Fund varies year-by-year based on projects identified in the Capital Plan

Traffic and Incident Management Department

POSITION SUMMARY

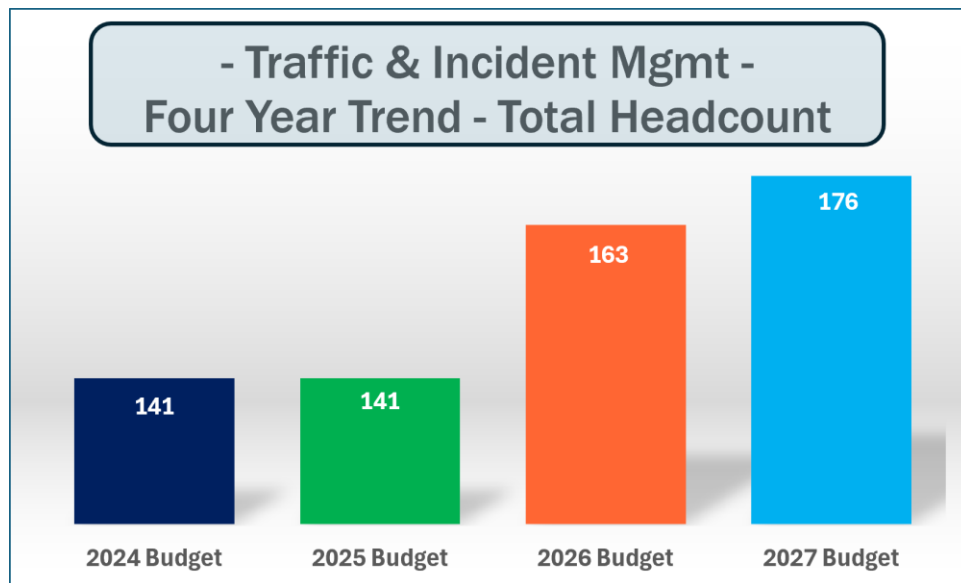
Traffic & Incident Management			
Full-Time Positions	FY2026	FY2027	Change
Dir of Traffic & Incident Man	1	1	0
AsstDir TIM Operations	1	1	0
TIM Administration			
Sr Manager, Traffic Incidents	1	1	0
Sr Manager, TrafficEngineering	1	1	0
Manager, Safety & Emergency	1	1	0
Public Safety Liaison Manager	0	1	1
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	13	1
Roadside Safety Services			
Manager, Roadside Safety Svc	1	1	0
Assistant Manager, RSS	1	1	0
Roadside Safety Svc Specialist	55	54	(1)
Roadside Safety Svc Supervisor	3	3	0
RSS Supervisor Evening	3	4	1
RSS Supervisor Night	4	3	(1)
RSS Staff	0	11	11
RSS Team Lead	10	10	0
Safety Rec Vehicle Specialist	19	19	0
Total	96	106	10

Traffic and Incident Management Department

POSITION SUMMARY - CONTINUED

Traffic & Incident Management			
Insurance			
Manager, Insurance Programs	1	1	0
Claims Specialist	1	1	0
Total	2	2	0
Safety Operations Center			
Manager, Safety Ops Center	1	1	0
Admin Assistant Team Lead	1	1	0
DPS Administrative Technician	7	7	0
Public Safety Dispatch Lead	6	6	0
Public Safety Dispatch Trainer	6	6	0
Public Safety Dispatcher I	5	5	0
Public Safety Dispatcher II	19	19	0
Safety Ops Center Supervisor	2	2	0
SOC Staff	0	2	2
SOC Supervisor Evening	2	2	0
SOC Supervisor Night	2	2	0
Total	51	53	2
Total Positions	163	176	13

Traffic and Incident Management Department



- Increase in headcount:
 - Roadway Safety Services (11): For essential services to actively patrol, service customers, and expansion of DNT4A
 - Safety Operations Center (2): To provide coverage for every shift and expansion of DNT 4A

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:

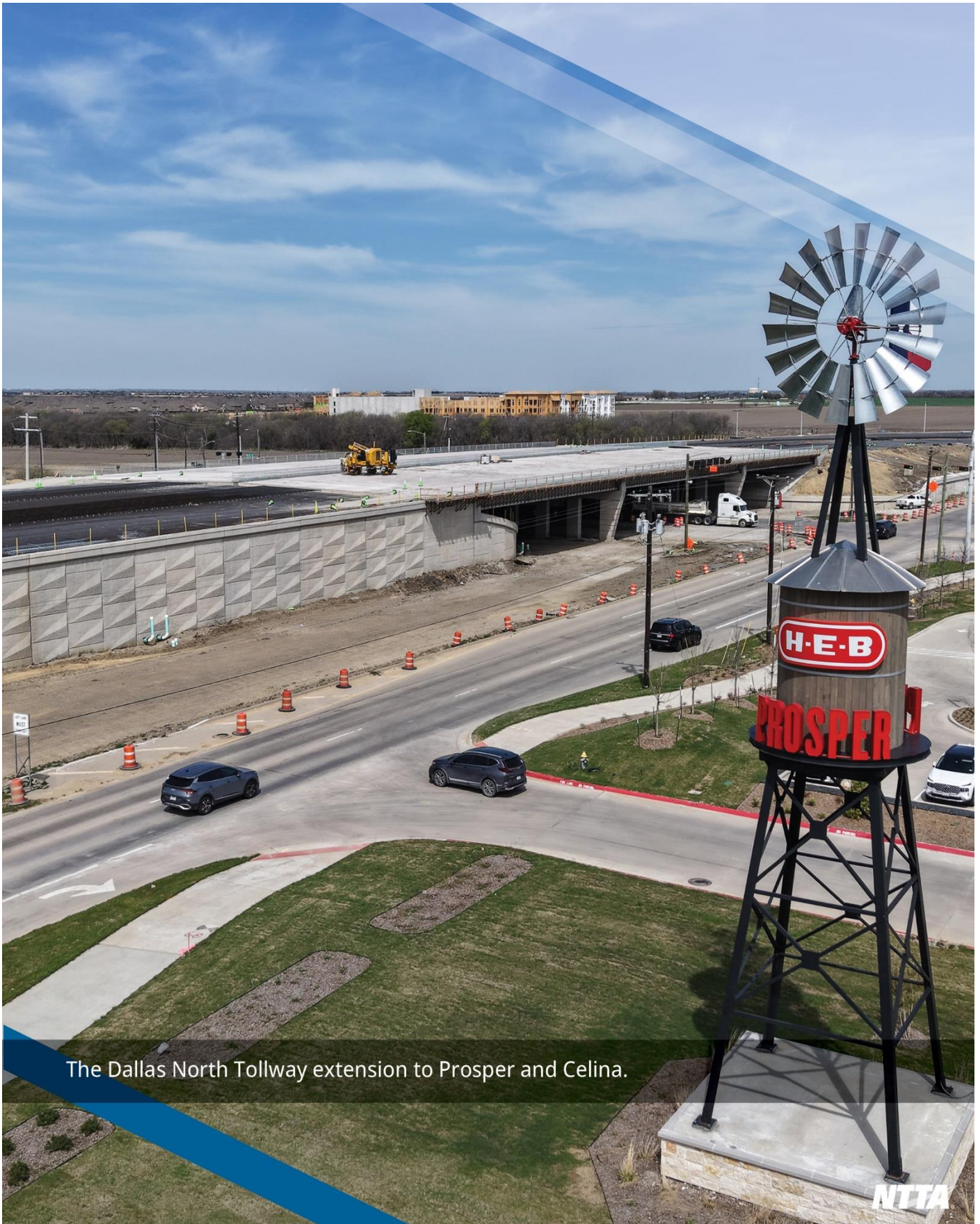
- **Administration** – Includes Loss Prevention, Safety, Emergency Management, and Traffic Engineering. This group manages NTTA-wide programs to mitigate risk, recover lost revenue due to traffic interruptions, develop and manage emergency management and business continuity strategies, develop security 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 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



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OTHER FUNDS





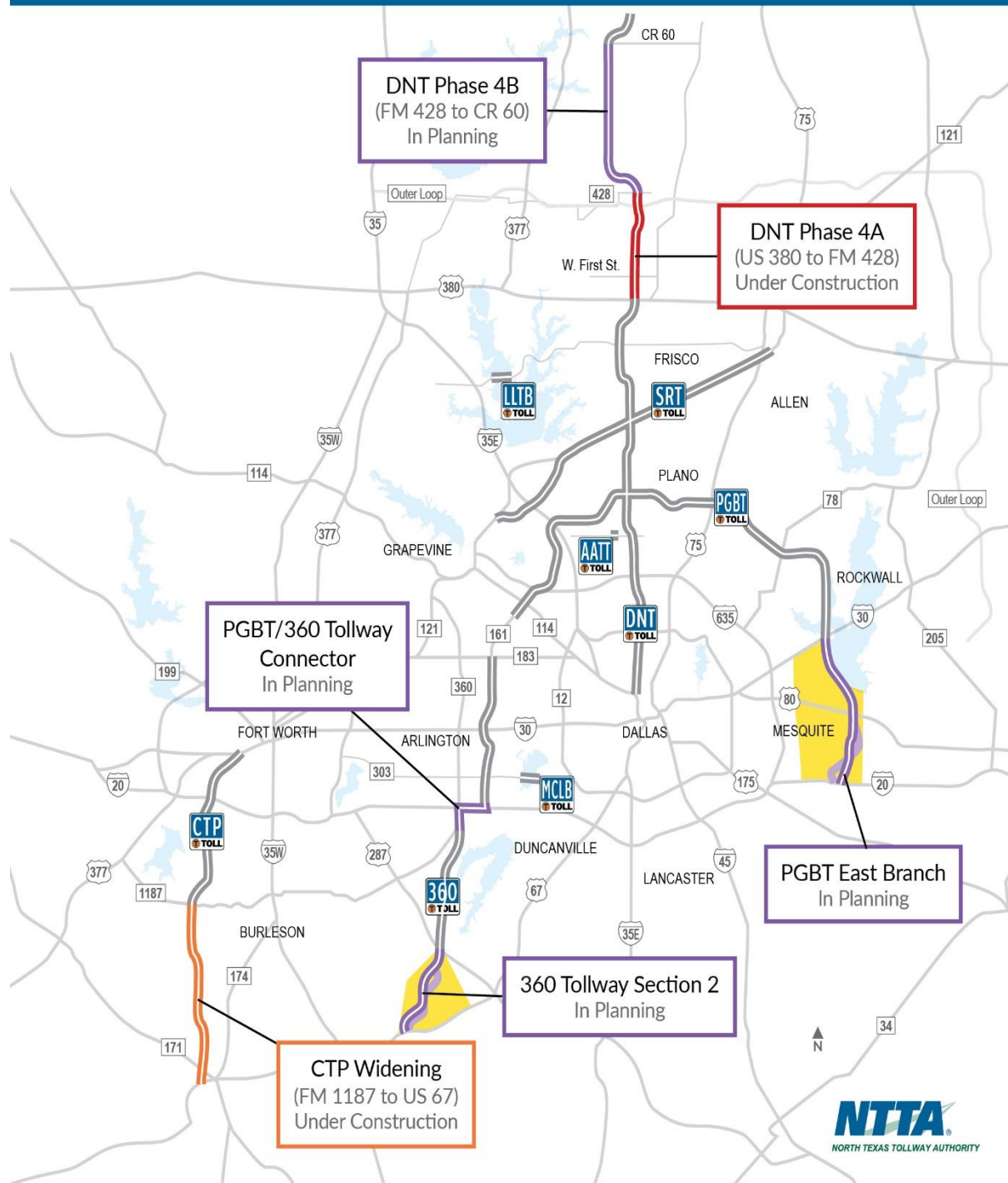
The Dallas North Tollway extension to Prosper and Celina.

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



FY2027 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 Consulting Engineers. 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 maximum 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 the customers driving experience. The following are some of the major projects and purchases as outlined in the FY2027-FY2031 Capital Plan.

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

Each year after the Consulting Engineers 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.

FY2027 Projects	
Systemwide Roadway Improvements	\$ 31,670,000
Computers, Servers and Equipment - New & Replacement, including software	18,468,334
Pavement Repairs	10,482,791
Trucks, Fleet & Equipment - New & Replacement	14,265,000
General Engineering Fees	4,185,000
Facility Improvements	6,287,234
Annual Inspection - Required by GASB 34 Modified Approach	4,877,000
Pavement Restriping	6,090,000
Total RMF Projects	\$ 96,325,359
Other Professional Fees	519,000
Total Reserve Maintenance Fund Cost	\$ 96,844,359

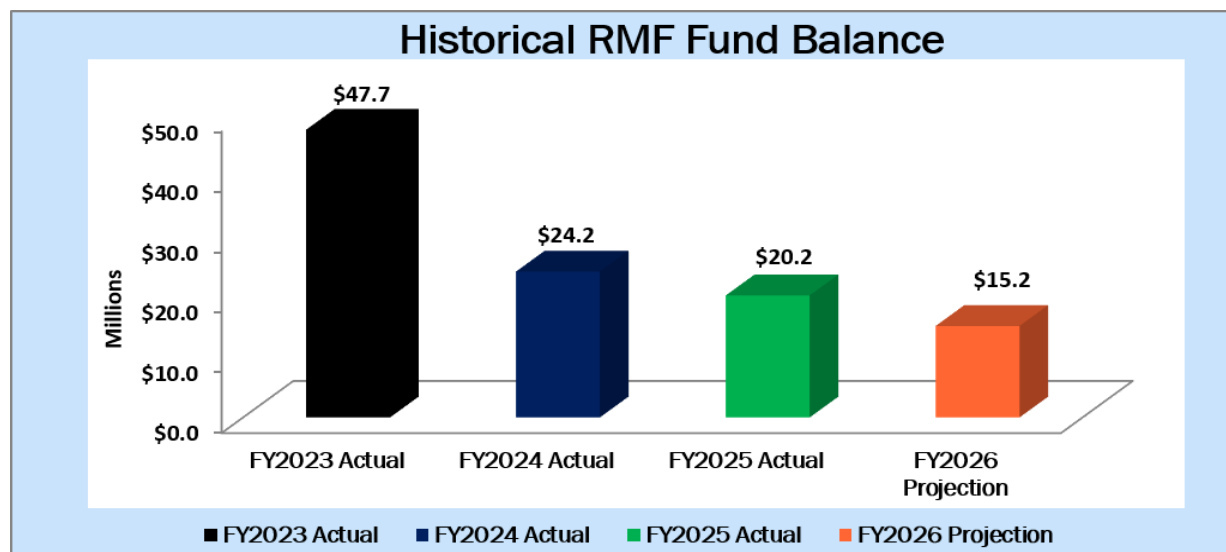
Reserve Maintenance Fund – FY2027 – FY2031 Capital Plan by Project

Project	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	Five Year Total FY2027 - FY2031
<i>Procurement Services - (10521)</i>							
60120012: Procurement Ads-RMF	19,000	19,000	19,000	19,000	19,000	0	76,000
Procurement Services - (10521) Total	19,000	19,000	19,000	19,000	19,000	0	76,000
<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>							
1000826: Computer Hardware Upgrades and Replacements	1,676,500	7,009,834	7,009,834	6,676,500	6,676,500	6,676,500	34,049,168
1000829: Software and Licensing	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
1000827: Printer Hardware Upgrades and Replacements	200,000	300,000	300,000	300,000	300,000	300,000	1,500,000
1000431: IT Roadway Systems	4,200,000	6,465,000	3,055,000	2,175,000	1,905,000	2,905,000	16,505,000
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
1000825: Server Hardware Upgrades and Replacements	8,970,000	8,970,000	8,970,000	8,970,000	8,970,000	8,000,000	43,880,000
Information Technology - (20111) Total	17,235,000	24,933,334	21,523,334	20,310,000	20,040,000	20,070,000	106,876,668
<i>Admin Infrastructure - (20221)</i>							
1000026: RMF - Fleet	11,450,000	14,265,000	3,286,000	3,309,700	3,835,500	2,662,800	27,359,000
1012030: Systemwide Facility Improvements-RMF	5,916,872	5,950,784	6,902,726	3,178,216	2,170,460	1,839,440	20,041,626
1000030: Gleneagles Facility Improvements-RMF	2,560,500	336,450	1,493,650	100,000	100,000	333,500	2,363,600
1000047: General Engineering - Asset Mgmt	500,000	500,000	500,000	600,000	600,000	600,000	2,800,000
1000009: Landscape	600,000	610,000	550,000	859,000	963,000	795,000	3,777,000
Admin Infrastructure - (20221) Total	21,027,372	21,662,234	12,732,376	8,046,916	7,668,960	6,230,740	56,341,226
<i>Project Delivery - (20511)</i>							
1000013: Erosion Mitigation & Drainage Repairs	9,140,000	7,835,000	7,250,000	8,150,000	7,200,000	5,850,000	36,285,000
1000028: System-Wide Bridge Repair	10,981,000	4,915,500	8,117,000	9,738,000	9,682,000	7,378,000	39,830,500
1000011: Restriping	3,387,000	6,090,000	9,536,900	6,159,873	6,801,442	9,716,884	38,305,099
1000020: Signage	1,482,000	182,000	314,000	1,924,000	823,000	300,000	3,543,000
1000040: Walls, Railings and Steel Elements Repair	2,163,000	6,182,500	4,355,000	5,555,000	3,400,000	2,300,000	21,792,500
1000041: Lighting Replacement or Repair	2,663,000	180,000	1,000,000	1,180,000	2,200,000	1,000,000	5,560,000
1000018: Pavement Repair and Rehab	14,115,000	10,482,791	17,813,068	12,724,000	17,674,000	18,516,000	77,209,859
1000031: Inspection Services	3,728,043	4,877,000	5,089,000	5,326,000	5,513,000	5,761,000	26,566,000
1000042: General Engineering - RMF	2,835,000	3,685,000	3,507,000	3,582,000	3,662,000	3,744,000	18,180,000
Project Delivery - (20511) Total	50,494,043	44,429,791	56,981,968	54,338,873	56,955,442	54,565,884	267,271,958
<i>TIM Administration - (20611)</i>							
80120012: Traffic Engineering Fees-RMF	125,000	125,000	125,000	125,000	150,000	150,000	675,000
80120013: Roadway Safety Serv Tools	395,000	335,000	275,000	275,000	325,000	300,000	1,510,000
TIM Administration - (20611) Total	520,000	460,000	400,000	400,000	475,000	450,000	2,185,000
<i>Roadway - (20231)</i>							
1000841: 360T Comprehensive Maintenance Agreement	715,000	5,300,000	324,000	334,000	355,000	366,000	6,679,000
Roadway - (20231) Total	715,000	5,300,000	324,000	334,000	355,000	366,000	6,679,000
Totals	\$90,050,415	\$96,844,359	\$92,020,678	\$83,488,789	\$85,553,402	\$81,722,624	\$439,629,852

Calculation of Deposit to Reserve Maintenance Fund FY2027

Reserve Maintenance Fund Uncommitted Balance 1/1/2027		\$15,162,183
Estimated FY2027 Project Costs		
Software / Licensing	(300,000)	
Computer / Servers / Equipment	(18,168,334)	
Facility Improvements / Fleet	(25,429,234)	
Roadway Maintenance	(52,427,791)	
Total RMF Projects Cost		(96,325,359)
Other Professional Fees		(519,000)
Total Estimated RMF Cost		\$ (96,844,359)
Estimated Balance before Deposit		(81,682,177)
Estimated Deposit to Reserve Maintenance Fund		81,682,177
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 FY2027 is estimated at \$15.2 million, to be utilized for FY2027 RMF projects, while maintaining the required deposit balance of \$5.0 million.



Reserve Maintenance Budget by Department – Budget Comparisons FY2027 to FY2026

Department	FY2026 Budget	FY2027 Budget	Variance Amount	Percent
Administrative Services:				
Legal Services	\$40,000	\$40,000	\$ -	-
Procurement and Business Development	19,000	19,000	-	-
Total Administrative Services	\$59,000	59,000	-	-
Operational Services:				
Information Technology	\$17,235,000	\$24,933,334	\$7,698,334	44.7%
Maintenance	21,742,372	26,962,234	5,219,862	24.0%
Project Delivery	50,494,043	44,429,791	(6,064,252)	(12.0%)
Traffic & Incident Mgmt.	520,000	460,000	(60,000)	(11.5%)
Total Operational Services	\$89,991,415	\$96,785,359	\$6,793,944	7.5%
Shared Services	-	-	-	-
Grand Totals	\$90,050,415	\$96,844,359	\$6,793,944	7.5%

MAJOR FY2027 BUDGET ITEMS

The Budget increased in comparison to the FY2026 budget. Major changes to the department budgets are explained below:

- Information Technology – transfer cost for disaster recovery system replacements from CIF and increase in lane level system equipment upgrades and replacements
- Maintenance – increased fleet, machinery, and maintenance agreements
- Project Delivery – scheduling of system wide roadway improvements and pavement repairs and completion of targeted projects resulting in reduced spend from FY2026 budget
- Traffic & Incident Management – small tools and supplies and maintenance agreement

Reserve Maintenance Fund FY2027 – Budget by Category

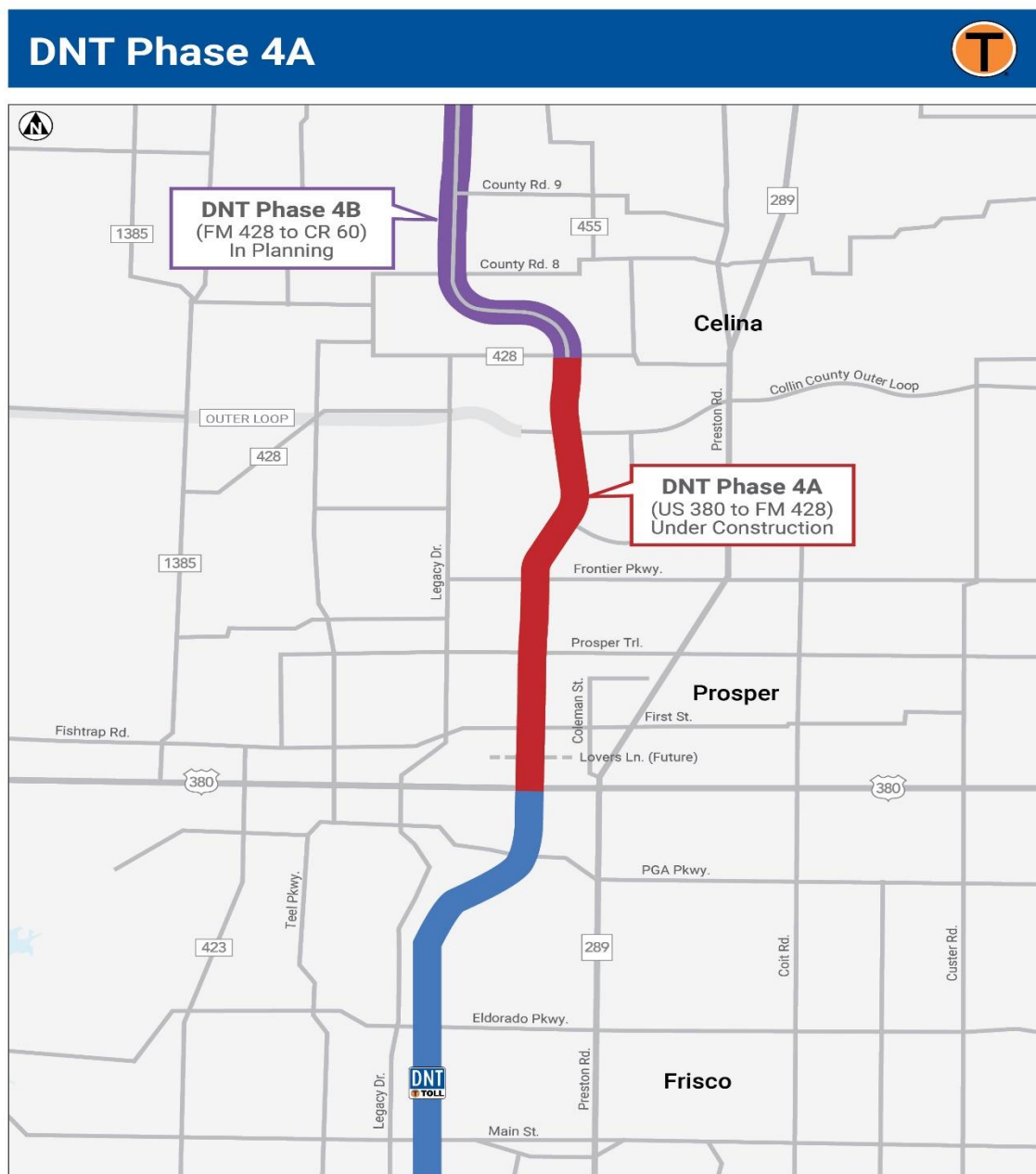
Department	Account	
Legal Services	Legal Fees-(521202)	40,000
	Legal Services Total	40,000
Procurement Services	Public Information Fees - (523203)	19,000
	Procurement Services Total	19,000
Information Technology	Electronic Supplies - (531106)	1,888,500
	Computers - (531641)	16,279,834
	Software - (531651)	300,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	6,465,000
	Information Technology Total	24,933,334
Maintenance	Landscaping - (522202)	610,000
	Machinery - (531611)	4,265,000
	Vehicles - (531621)	10,000,000
	Building Improvements - (541302)	6,287,234
	Consulting/Professional - (521201)	500,000
	Repairs and Maintenance - (522201)	5,300,000
	Maintenance Total	26,962,234
Project Delivery	General Engineering - (521213)	3,865,000
	Consulting/Profess Serv Tech - (521301)	4,877,000
	Signing Expense - (522203)	182,000
	Pavement Markings - (522204)	6,090,000
	Pavement & Shoulders - (522205)	10,482,791
	Bridge Repairs - (522206)	4,915,500
	Infrastructure Rdway/Hwy/Bridg - (541401)	14,017,500
	Project Delivery Total	44,429,791
Traffic & Incident Mgmt.	Traffic Engineering Fees - (521207)	125,000
	Small Tools and Shop Supplies - (531601)	335,000
	Traffic & Incident Mgmt. Total	460,000
Total		\$96,844,359

FY2027 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 FY2027-FY2031 Capital Plan.

DALLAS NORTH TOLLWAY (DNT) PHASE 4A

Under construction is Phase 4A of the DNT extension that will build northbound and southbound main lanes. This extension runs 6 miles from U.S.380 to FM428. Construction began in FY2024 and is scheduled to open to traffic in FY2027. This project will have some cost reimbursed by the Town of Prosper and the City of Celina in FY2027.



FY2027 Capital Improvement Fund Projects – Cont'd

DALLAS NORTH TOLLWAY (DNT) PHASE 4B

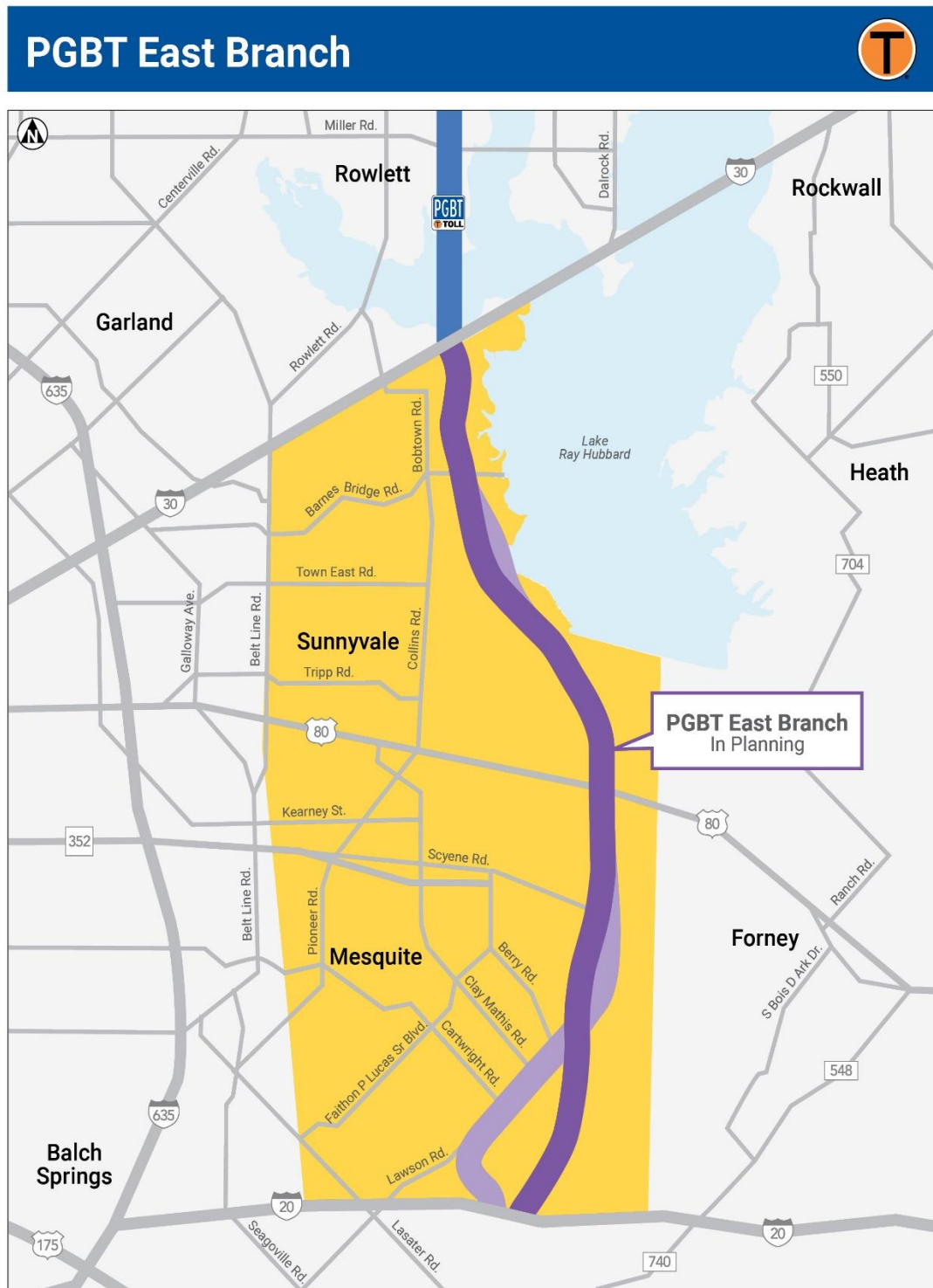
Under development is Phase 4B of the DNT extension that will add approximate 8 miles from FM428 to Grayson County.



FY2027 Capital Improvement Fund Projects – Cont'd

PRESIDENT GEORGE BUSH TURNPIKE (PGBT) EAST BRANCH

In the planning stage, the proposed project would extend approximately 11.2 miles from I-30 to I-20.



FY2027 Capital Improvement Fund Projects – Cont'd

PRESIDENT GEORGE BUSH TURNPIKE (PGBT)/360 TOLLWAY CONNECTOR

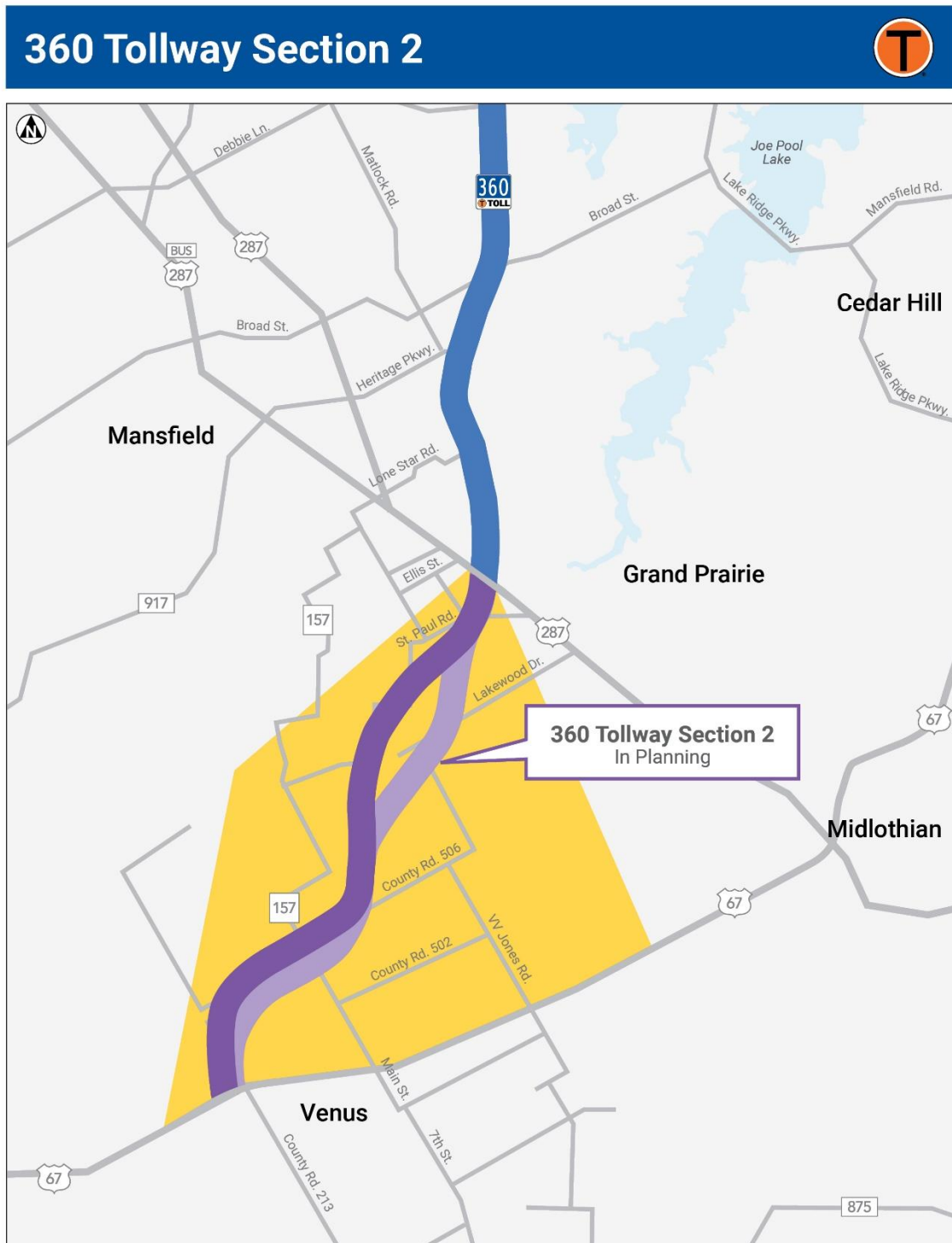
In the planning stage, the proposed project connects PGBT to 360 Tollway in southern Tarrant County.



FY2027 Capital Improvement Fund Projects – Cont'd

360 TOLLWAY SECTION 2

In the planning stage, the 360 Tollway Section 2 proposed project runs approximately 5.5 miles from US 287 to US 67.



FY2027 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 walls 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 its goals and objectives, it is important to upgrade infrastructure to maintain satisfactory services to its customers. 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 are included in the pages that follow.

Capital Improvement Fund FY2027 – FY2031 Capital Plan by Project

Project	Estimated FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	Five Year Total FY2027 - FY2031
<i>Procurement Services - (10521)</i>							
60150012: Procurement Ads-CIF	12,000	12,000	12,000	12,000	12,000	0	48,000
Procurement Services - (10521) Total	12,000	12,000	12,000	12,000	12,000	0	48,000
<i>Treasury & Financial Planning - (10531)</i>							
50150013: Trustee Fees	75,000	0	0	0	0	0	0
50150014: Rating Agency Fees	91,000	0	0	0	0	0	0
50150012: Consulting Fees	67,900	0	0	0	0	0	0
Treasury & Financial Planning - (10531) Total	233,900	0	0	0	0	0	0
<i>Legal Services - (10911)</i>							
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
<i>Information Technology - (20111)</i>							
7000177: New Debt and Cash Management Software	150,000	50,000	0	0	0	0	50,000
7000116: Backup System	1,742,457	950,000	950,000	950,000	950,000	950,000	4,750,000
7000134: Back Office System	4,000,000	6,000,000	5,000,000	4,000,000	4,000,000	2,000,000	21,000,000
7000188: Expand Parking Using TollTag	100,000	100,000	100,000	100,000	100,000	100,000	500,000
7000207: Enterprise Applications Support Services	1,415,000	1,140,000	400,000	300,000	300,000	0	2,140,000
7000067: Data Logger Auditing Tool for Lane System	1,050,000	675,000	675,000	505,000	225,000	225,000	2,305,000
7000022: Digital Aerial Photography	210,000	350,000	350,000	400,000	450,000	0	1,550,000
7001257: Digital Cabinet Access System	600,000	350,000	50,000	50,000	0	0	450,000
7001263: Bluetooth Sensors for Rdwy	250,000	250,000	150,000	0	0	0	400,000
7000172: Infrastructure Managed Services - Data Centers	5,394,336	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
7000018: Corporate Website	150,000	150,000	0	0	0	0	150,000
7000222: BlueBeam License Expansion (Project Delivery)	10,000	0	0	0	0	0	0
7001261: VMS and ITS Expansion	450,000	750,000	712,000	262,000	100,000	100,000	1,924,000
7000013: Syst. Enhancements-PS-FIN	60,000	30,000	0	0	0	0	30,000
7000033: Microsoft Enterprise Agreement	535,000	0	0	0	0	0	0
7001262: OpenSUSE for Rdwy	1,300,000	350,000	350,000	350,000	350,000	350,000	1,750,000
7001259: Image Cloud Archive	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
7000005: Business Intelligence System	3,150,000	2,850,000	2,950,000	2,950,000	3,050,000	3,050,000	14,850,000
7000021: PeopleSoft Human Resource System	300,000	0	0	0	0	0	0
7001253: Command Center Radio System	650,000	650,000	650,000	650,000	650,000	0	2,600,000
7000068: National Interoperability	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	4,000,000
7000064: Conference Room Audio Video	175,000	475,000	475,000	2,675,000	175,000	175,000	3,975,000
000010P: IOP Payments	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
70151265: Tolltag Store	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	4,000,000
7000050: Geographic Information System	721,000	787,000	626,000	647,000	732,000	0	2,792,000
7000199: NTTAMarketPlace.org	60,000	50,000	0	0	0	0	50,000
7000011: Intelligent Transportation Systems - Traffic and Incident Management	8,859,000	4,354,057	4,140,000	3,590,000	3,580,000	1,330,000	16,994,057
7000195: IT General Operations Consultant	1,250,000	3,000,000	3,000,000	1,250,000	0	0	7,250,000
7000070: Multi-Channel Communications System	2,300,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
7000197: Assetworks Replacement Project	2,250,000	280,000	0	0	0	0	280,000
7000206: RFID Asset Management Software	100,000	120,000	0	0	0	0	120,000
7000115: C*Care Facility Access System	1,450,000	1,800,000	200,000	200,000	200,000	0	2,400,000
7000176: CJIS Compliance	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
7000008: Disaster Recovery	5,333,334	0	0	0	0	0	0
7001260: Tolling Equipment for Rdwy	2,250,000	2,515,000	745,000	250,000	250,000	250,000	4,010,000
7000175: Equinix Data Center	4,025,000	8,275,000	9,575,000	10,280,000	9,125,000	9,325,000	46,580,000
7000184: Planned Collection Initiatives	5,000,000	5,000,000	5,000,000	0	0	0	10,000,000
7000174: PeopleSoft Replacement Project	5,100,000	1,065,000	0	0	0	0	1,065,000
7000181: Payment Processor Replacement	1,500,000	1,500,000	100,000	0	0	0	1,600,000
7000054: Service Desk Management System	1,000,000	3,775,000	820,000	400,000	0	0	4,995,000
7000198: Maintenance Tool Firmware Upgrade Project	10,000	10,000	10,000	0	0	0	20,000
7000223: Customer Services and Revenue Systems Project Management Services	500,000	0	0	0	0	0	0

Capital Improvement Fund FY2027 – FY2031 Capital Plan by Project

Project	Estimated FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	Five Year Total FY2027 - FY2031
Information Technology - (20111) - con't							
7000006: PCI Compliance	6,750,000	10,200,000	7,850,000	7,900,000	5,000,000	5,000,000	35,950,000
7000117: Lane Level Toll Collection System	1,750,000	1,825,000	14,425,000	21,175,000	4,925,000	1,600,000	43,950,000
7000183: CSC Business Continuity	0	120,000	0	0	0	0	120,000
7000086: NTTA Employee Portal	0	0	0	150,000	150,000	0	300,000
7000071: LoneStar Traffic Management System	1,050,000	750,000	750,000	750,000	0	0	2,250,000
7000214: Project Management and Technical Support	4,250,000	8,750,000	5,750,000	4,250,000	4,250,000	4,250,000	27,250,000
7001258: Cisco Intersight	365,000	400,000	400,000	400,000	400,000	400,000	2,000,000
Information Technology - (20111) Total	81,365,127	79,996,057	76,503,000	74,734,000	49,262,000	37,405,000	317,900,057
Admin Infrastructure - (20221)							
1000835: Gleneagles Facility Improvements-CIF	4,530,000	4,630,000	5,255,060	17,039,290	16,760,740	13,399,270	57,084,360
7000109: Customer Service Store	1,000,000	0	0	0	0	0	0
1015030: Systemwide Facility Improvements-CIF	12,178,000	35,683,200	11,683,500	31,605,950	42,314,100	3,180,000	124,466,750
Admin Infrastructure - (20221) Total	17,708,000	40,313,200	16,938,560	48,645,240	59,074,840	16,579,270	181,551,110
Project Delivery - (20511)							
7000072: MSE Wall Program	18,650,000	16,000,000	11,200,000	23,400,000	23,700,000	26,500,000	100,800,000
2100310: DNT South End Design Guidelines Implementation	0	0	1,700,292	13,737,499	8,237,308	965,360	24,640,459
3000000: PGBT East Branch	3,558,205	26,316,382	44,876,692	71,890,445	111,890,445	386,443,889	641,417,853
2000005: PGBT Continuous Illumination	20,989,000	26,754,000	19,166,000	1,052,500	0	0	46,972,500
2100013: DNT Phase 4A	124,292,591	41,436,526	5,542,086	267,000	0	0	47,245,612
7200000: Chisholm Trail Parkway	50,000	50,000	25,000	0	0	0	75,000
29001503: 360 Tollway ROW	0	50,000	350,000	150,000	0	0	550,000
2900001: 360 Tollway Section 1 Improvements	4,750,000	13,562,896	8,163,409	378,647	0	0	22,104,952
1000045: Winter Operations Facilities	5,000,000	0	2,000,000	16,000,000	2,000,000	0	20,000,000
3900001: PGBT/360 Tollway Connector	3,923,919	2,242,646	2,547,429	12,120,965	11,843,471	11,843,471	40,597,982
2100010: DNT 4B (Segment 6)	2,690,006	2,147,712	2,377,254	10,526,006	12,155,757	12,155,757	39,362,486
7200001: Chisholm Trail Pkwy Widening	69,649,755	56,022,033	51,932,645	16,407,973	0	0	124,362,651
2100011: DNT Widening (SRT to U.S. 380)	1,917,326	220,000	450,000	0	0	0	670,000
2100015: Interchange Improvements	250,000	250,000	0	0	0	0	250,000
2000000: PGBT EE	25,000	30,000	0	0	0	0	30,000
2900002: 360 Tollway Section 2	2,800,000	1,050,000	0	0	0	0	1,050,000
2500004: SRT Continuous Illumination	1,685,000	8,999,667	18,840,667	12,526,333	1,085,333	0	41,452,000
7200002: CTP Tarleton State Parkway Overpass	5,769,691	19,354,376	18,342,027	6,844,420	0	0	44,540,823
1000046: General Engineering - CIF	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Project Delivery - (20511) Total	266,250,493	214,736,238	187,763,501	185,551,788	171,162,314	438,158,477	1,197,372,318
TIM Administration - (20611)							
80150012: Traffic Engineering Fees-CIF	325,000	400,000	400,000	400,000	400,000	400,000	2,000,000
80150013: Traffic Safety and Flow	17,896,000	13,672,050	22,829,100	34,608,000	10,909,500	11,948,500	93,967,150
TIM Administration - (20611) Total	18,221,000	14,072,050	23,229,100	35,008,000	11,309,500	12,348,500	95,967,150
Operations - (20001)							
30150011: Wages for Intelligent Tran Sys	1,831,030	613,133	0	0	0	0	613,133
Operations - (20001) Total	1,831,030	613,133	0	0	0	0	613,133
Totals	\$386,271,550	\$350,392,678	\$305,096,161	\$344,601,028	\$291,470,654	\$505,141,247	\$1,796,701,768

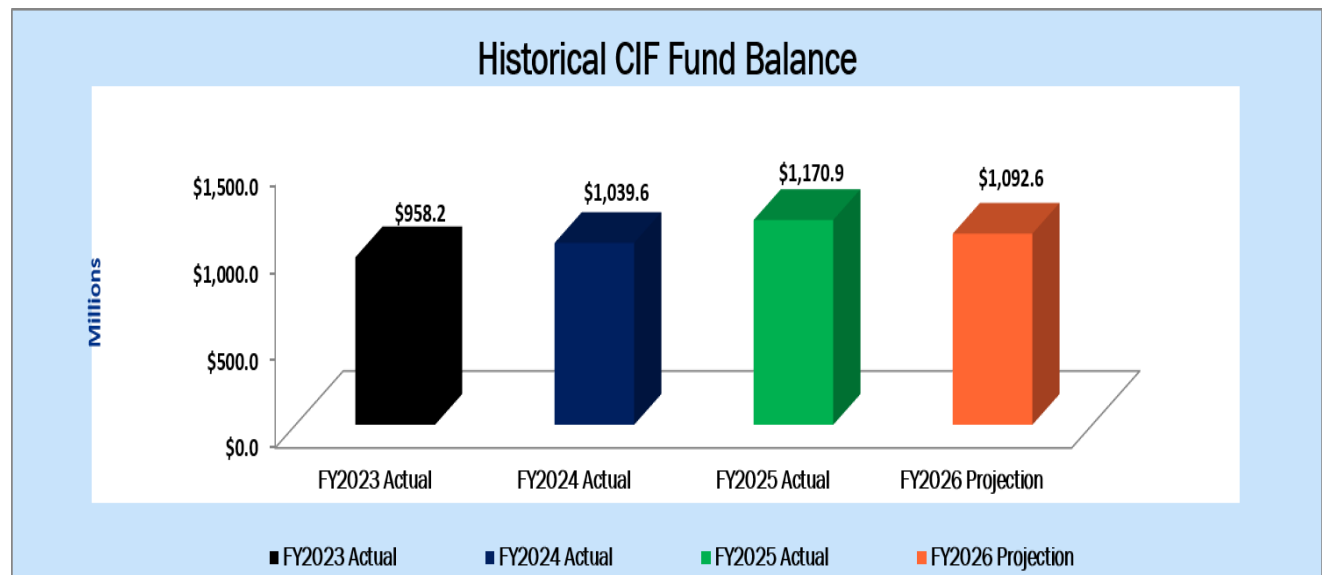
LIST OF CAPITAL IMPROVEMENT FUND PROJECTS FOR FY2027

Capital Improvement Fund Projects		
DNT PH4A	\$	41,436,526
Chisholm Trail Pkwy Widening		56,022,033
Systemwide Roadway Improvements		51,932,034
System Enhancements		54,438,133
MSE Wall Stabilization and Maintenance Program		16,000,000
Systemwide Facility Improvements		40,313,200
Intelligent Transportation Systems		4,354,057
Illumination Projects for PGBT/SRT		35,753,667
PCI Compliance		10,200,000
PeopleSoft Replacement Project		1,065,000
Planned Collection Initiatives		5,000,000
PGBT/360 Tollway Connector		2,242,646
PGBT East Branch		26,316,382
Multi-Channel Communications		1,000,000
National Interoperability		2,000,000
Dallas North Tollway Widening (SRT to U.S. 380)		220,000
Professional, Legal Fees		1,312,000
GIS Enhancement		787,000
Total Project Costs	\$	350,392,678
Cash transfer to CIF Bond Payment Account		8,641,552
Total Expenditures	\$	359,034,230

Calculated Capital Improvement Fund Balance FY2027

Capital Improvement Fund Balance Available for Projects 1/1/2027		\$1,092,609,959
FY2027 Estimated Cash Inflows		
Estimated Deposit from Revenue Fund	428,635,310	
DNT Phase 4A (City of Celina)	11,000,000	
DNT Phase 4A (Town of Prosper)	5,000,000	
Total Cash Inflows		444,635,310
FY2027 Estimated Cash Outflows		
CIF Bond Payment Account	(8,642,541)	
Total Payments		(8,642,541)
Estimated CIF Projects Cost	(350,392,678)	
CIF Rainy Day Fund Transfer	(11,011,210)	
Total CIF Projects Cost		(361,403,888)
Total Cash Outflows		(370,046,429)
Estimated Balance Available for Projects		1,167,198,840
FY2027 CIF Estimated Bond Payment Account balance		7,045,130
FY2027 CIF Estimated Rainy Day Fund Account balance		147,707,508
Estimated Total CIF Cash Balances at 12/31/2027		\$1,321,951,479

The Capital Improvement Fund has \$1,092.96 million available to be utilized for planned projects.



Capital Improvement Fund - Budget Comparisons FY2026 to FY2027

Department	FY2026 Budget	FY2027 Budget	Variance Amount	Percent
Administrative Services:				
Legal Services	\$650,000	\$650,000	-	-
Procurement and Business Development	12,000	12,000	-	-
Treasury & Financial Planning	233,900	-	(233,900)	(100.0%)
Total Administrative Services	\$895,900	\$662,000	(\$233,900)	(26.1%)
Operational Services:				
Information Technology	\$81,365,127	\$79,996,057	(1,369,070)	(1.7%)
Maintenance	17,708,000	40,313,200	22,605,200	127.7%
Operations	1,831,030	613,133	(1,217,897)	(66.5%)
Project Delivery	266,250,493	214,736,238	(51,514,255)	(19.3%)
Traffic & Incident Mgmt.	18,221,000	14,072,050	(4,148,950)	(22.8%)
Total Operational Services	\$385,375,650	\$349,730,678	(\$35,644,972)	(9.2%)
Shared Services	-	-	-	-
Grand Totals	\$386,271,550	\$350,392,678	(\$35,878,872)	(9.3%)

MAJOR FY2027 BUDGET ITEMS

The budget decreased in comparison to the FY2026 budget. Major changes to the department's budgets are explained below:

- Treasury & Financial Planning – funding change to Operations
- Information Technology – completion of targeted projects
- Maintenance – increase spend for systemwide facility improvements
- Project Delivery – major projects scheduled include the following:
 - CTP South 2-Lanes
 - DNT4A Extension (U.S. 380 to FM428)
 - Illumination PGBT/SRT
 - MSE Wall Program
 - System Roadway Improvements
- Traffic & Incident Management – timing/completion of traffic and safety infrastructure projects

Capital Improvement Fund – FY2027 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
Information Technology	Consulting/Profess Serv Tech - (521301)	31,430,000
	Salaries and Wages-Direct - (511101)	1,042,190
	Outside Maintenance Services - (521212)	0
	Computers - (531641)	16,060,000
	Software - (531651)	31,902,000
	Infrastructure - Other - (541403)	175,000
	Information Technology Total	80,609,190
Maintenance	Building Improvements - (541302)	40,313,200
	Maintenance Total	40,313,200
Project Delivery	General Engineering - (521213)	23,418,299
	Utility Relocation Costs - (531261)	2,603,097
	Infrastructure Rdway/Hwy/Bridg - (541401)	173,584,842
	Infrastructure Right -of -Way - (541402)	15,130,000
	Project Delivery Total	214,736,238
Traffic & Incident Mgmt.	Traffic Engineering Fees - (521207)	400,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	13,672,050
	Traffic & Incident Mgmt. Total	14,072,050
Total		\$350,392,678



CUSTOMER-DRIVEN

NTTA is customer-driven at our core, continually striving to enhance our offerings and services for the millions of drivers across North Texas, and 2025 was no different. Teams continued efforts to increase TollTag interoperability with transportation agencies across the nation, increased active TollTags by 600,000, and implemented a new registered toll rate for license plate-based transactions backed by guaranteed payment methods. Through it all, Team NTTA interacted with more than 96 million customers by delivering top-notch service to customers driving on our roads, in our stores, call center, and at community events throughout the region.

Customer Interactions: **96M+**

Satisfaction Rating: **95.8%**

Third-party verified



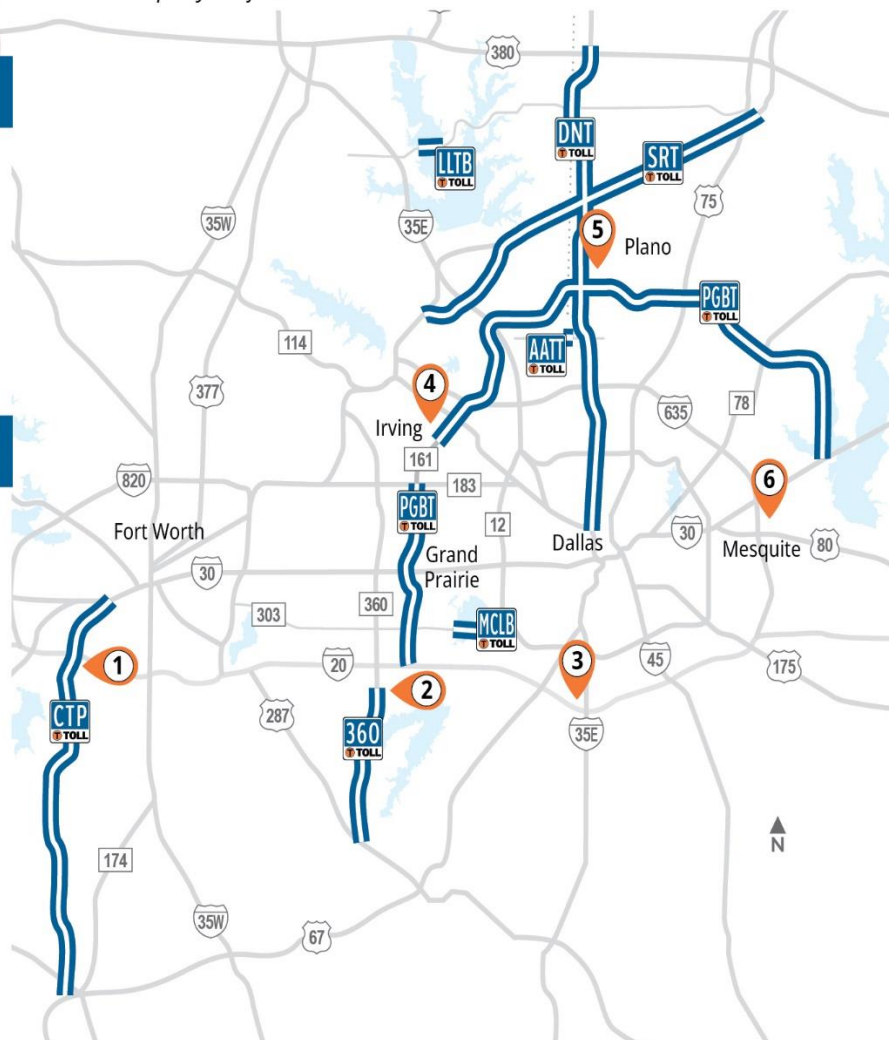
INTEROPERABILITY



TollTags also work in Oklahoma, Kansas, Colorado, and parts of Florida.

CUSTOMER SERVICE CENTERS

- 1 4987 South Hulen Street
Fort Worth, 76132
- 2 5244 S State Highway 360, Ste. 384
Grand Prairie, 75052
- 3 39025 LBJ Service Road
Dallas, 75232
- 4 5555 President George Bush Tpke.
Irving, 75038
- 5 5900 W Plano Pkwy.
Plano, 75093
- 6 2110 N Galloway Ave., Ste. 120
Mesquite, 75150



Enterprise Fund

FY2027 Enterprise Fund

The Enterprise Fund was created by the Authority to account for the revenue and expenses associated with Tolling Services Agreements (TSA's). 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 Universal Kids, 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 FY2027 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		90,684,818
Developer ZipCash		39,059,666
Regional TSA's		71,815,426
NETRMA		15,671,151
Total Transactions		217,231,060
<u>Revenue</u>		
Fees for Service	\$	1,130,814,767
IOP Fees		12,318,802
Airport Fees		5,895,978
Admin Fees		60,312,035
Total Revenue	\$	1,209,341,582
<u>Expense</u>		
Payments to Developers	\$	1,157,976,787
NTTA Processing Expenses		37,008,522
	\$	1,194,985,309
Net Available to offset Collection Exposure	\$	14,356,273

Long-Term Financial Plan and Estimated Fund Balance

INTRODUCTION

NTTA project planning consists of looking several years ahead (20+ years) using the Metropolitan Transportation Plan (MTP) established for North Texas called Mobility 2050. This long-range plan is developed by Metropolitan Planning Organizations (MPO's) that focus on mobility, air quality, infrastructure maintenance, and major updates for future growth through the year 2050. The MTP recommends projects, programs, and policies that aim to improve the quality of life for all residents in the region as part of an ongoing and collaborative planning effort. Mobility 2050 was adopted by the Regional Transportation Council (RTC) in 2025.

The three other major factors in developing the Authority's long-term financial plans are the traffic and revenue estimates provided by NTTA's Traffic Engineers, the estimated operating expenses provided by Consulting Engineers, and the future debt service on NTTA's bond issuances. Estimates are generated during the initial feasibility study phase of tollway projects and are prepared for a total of 45 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 FY2027 - FY2031 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 \$7.5 billion. Approximately \$7.1 billion or 94.0% of total revenue is based on toll revenue projections provided by NTTA's Traffic 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 2.3% per year from FY2027 through FY2031. All NTTA revenues on deposit in the Revenue Fund will be distributed to the other funds in accordance with the Trust Agreement.

NTTA SYSTEM LONG TERM FINANCIAL PLANS							
Operating Revenues							
	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	Five-Year Totals FY2027 - FY2031
REVENUE FUND							
INFLOWS							
Estimated Toll Revenues	\$ 1,309,171,200	\$ 1,367,646,400	\$ 1,393,405,500	\$ 1,417,226,400	\$ 1,440,568,700	\$ 1,464,472,600	\$ 7,083,319,600
Estimated Other Revenues	78,250,000	93,448,831	89,882,165	88,212,136	90,205,585	91,334,098	453,082,815
TOTAL INFLOWS	1,387,421,200	1,461,095,231	1,483,287,665	1,505,438,536	1,530,774,285	1,555,806,698	7,536,402,415
Total Revenues Available for Operations	\$ 1,387,421,200	\$ 1,461,095,231	\$ 1,483,287,665	\$ 1,505,438,536	\$ 1,530,774,285	\$ 1,555,806,698	\$ 7,536,402,415

Operation and Maintenance Fund (OMF)

OMF expenses for the next five years are estimated at \$1.6 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 operating expenses. A projected \$1.3 billion will be transferred from the Revenue Fund to the OMF.

The estimated operating expenses for FY2027 are prepared by NTTA departments and are planned with a target increase of 4.0% per year from FY2027 to FY2031.

NTTA SYSTEM LONG TERM FINANCIAL PLANS							
Operating Expenditures							
	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	Five-Year Totals FY2027 - FY2031
Total Revenues Available for Operations	\$ 1,387,421,200	\$ 1,461,095,231	\$ 1,483,287,665	\$ 1,505,438,536	\$ 1,530,774,285	\$ 1,555,806,698	\$ 7,536,402,415
OPERATION AND MAINTENANCE FUND							
Estimated Beginning Available Cash Balance	49,069,069	45,514,302	49,235,836	51,205,270	53,253,481	55,383,621	254,592,510
INFLOWS							
Trust Agreement Required OMF Balance (1/6 0pr Exp)	45,514,302	49,235,836	51,205,270	53,253,480	55,383,620	57,598,964	266,677,170
Transfer from Revenue Fund	224,016,745	249,900,714	257,995,782	268,315,613	279,048,237	290,210,166	1,345,470,512
TOTAL INFLOWS	269,531,048	299,136,550	309,201,051	321,569,095	334,431,858	347,809,132	1,612,147,686
OUTFLOWS							
Estimated Operating Expenses	(273,085,814)	(295,415,017)	(307,231,618)	(319,520,883)	(332,301,718)	(345,593,787)	(1,600,063,022)
TOTAL OUTFLOWS	(273,085,814)	(295,415,017)	(307,231,618)	(319,520,883)	(332,301,718)	(345,593,787)	(1,600,063,022)
Estimated Ending Available Cash Balance	45,514,302	49,235,836	51,205,270	53,253,481	55,383,621	57,598,966	266,677,174
Net Revenues Available for Debt Service	\$ 1,117,890,152	\$ 1,161,958,681	\$ 1,174,086,614	\$ 1,183,869,441	\$ 1,196,342,428	\$ 1,207,997,566	\$ 5,924,254,730

Debt Service Fund

NTTA has historically issued 1st and 2nd Tier debt to fund NTTA System expansions and capital improvements. NTTA maintains Debt Service Funds to make required principal and interest payments. Over the next five years, debt service obligations total \$3.4 billion, which is funded through monthly transfers from the Revenue Fund. The System issued subordinated debt to fund the construction of the PGBT Western Extension and the Chisholm Trail Parkway (CTP). The remaining subordinated debt payments total \$17.3 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 annual first tier debt service) of 1.35 times. NTTA's Board of Directors established a more conservative target of 1.50 times coverage. The debt service coverage ranges from a low of 2.52 in FY2027 to a high of 3.10 in FY2031.

NTTA SYSTEM LONG TERM FINANCIAL PLANS							
Debt Service							
	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	Five-Year Totals FY2027 - FY2031
Net Revenues Available for Debt Service	\$ 1,117,890,152	\$ 1,161,958,681	\$ 1,174,086,614	\$ 1,183,869,441	\$ 1,196,342,428	\$ 1,207,997,566	\$ 5,924,254,730
DEBT SERVICE FUNDS							
INFLOWS							
Transfer from Capital Improvement Fund	8,640,533	8,642,541	8,646,166	-	-	-	17,288,707
Transfer from Revenue Fund	648,945,601	651,641,194	658,757,984	670,664,179	670,298,175	684,436,517	3,335,798,049
TOTAL INFLOWS	657,586,134	660,283,735	667,404,150	670,664,179	670,298,175	684,436,517	3,353,086,756
OUTFLOWS							
1st Tier Debt Service	(455,121,388)	(462,090,232)	(476,026,022)	(453,724,967)	(390,710,855)	(390,826,054)	(2,173,378,130)
2nd Tier Debt Service	(193,824,213)	(189,550,963)	(182,731,963)	(216,939,213)	(279,587,320)	(293,610,463)	(1,162,419,920)
Total Debt Service	(648,945,601)	(651,641,194)	(658,757,984)	(670,664,179)	(670,298,175)	(684,436,517)	(3,335,798,049)
Capital Improvement Fund - Subordinate Debt	(8,640,533)	(8,642,541)	(8,646,166)	-	-	-	(17,288,707)
TOTAL OUTFLOWS	(657,586,135)	(660,283,735)	(667,404,149)	(670,664,178)	(670,298,174)	(684,436,517)	(3,353,086,756)
Net Revenues Available for Major Maintenance Projects	\$ 468,944,551	\$ 510,317,486	\$ 515,328,630	\$ 513,205,263	\$ 526,044,254	\$ 523,561,049	\$ 2,588,456,682
Net Revenues for Debt Service Coverage	\$ 1,114,335,386	\$ 1,165,680,214	\$ 1,176,056,047	\$ 1,185,917,653	\$ 1,198,472,567	\$ 1,210,212,911	\$ 5,936,339,393
First Tier Debt Service Coverage	2.45	2.52	2.47	2.61	3.07	3.10	2.73
First & Second Tier Debt Service Coverage	1.72	1.79	1.79	1.77	1.79	1.77	1.78
All Debt Service Coverage	1.69	1.77	1.76	1.77	1.79	1.77	1.77

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 Consulting Engineers. 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 FY2027 through FY2031 is \$439.6 million, an average of \$87.9 million per year.

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

NTTA SYSTEM LONG TERM FINANCIAL PLANS							
Reserve Maintenance Projects							
	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	Five-Year Totals FY2027 - FY2031
Net Revenues Available for Reserve Maintenance Projects	\$ 468,944,551	\$ 510,317,486	\$ 515,328,630	\$ 513,205,263	\$ 526,044,254	\$ 523,561,049	\$ 2,588,456,682
RESERVE MAINTENANCE FUND							
Estimated Beginning Available Cash Balance	20,230,304	15,162,183	-	-	-	-	15,162,183
INFLOWS							
Transfer from Revenue Fund	75,977,253	81,682,177	92,020,678	83,488,789	85,553,402	81,722,624	424,467,670
TOTAL INFLOWS	75,977,253	81,682,177	92,020,678	83,488,789	85,553,402	81,722,624	424,467,670
OUTFLOWS							
RMF Project Expenses	(81,045,374)	(96,844,359)	(92,020,678)	(83,488,789)	(85,553,402)	(81,722,624)	(439,629,852)
TOTAL OUTFLOWS	(81,045,374)	(96,844,359)	(92,020,678)	(83,488,789)	(85,553,402)	(81,722,624)	(439,629,852)
Estimated Ending Available Cash Balance	15,162,183	-	-	-	-	-	-
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	\$ 392,967,298	\$ 428,635,310	\$ 423,307,952	\$ 429,716,474	\$ 440,490,852	\$ 441,838,425	\$ 2,163,989,012

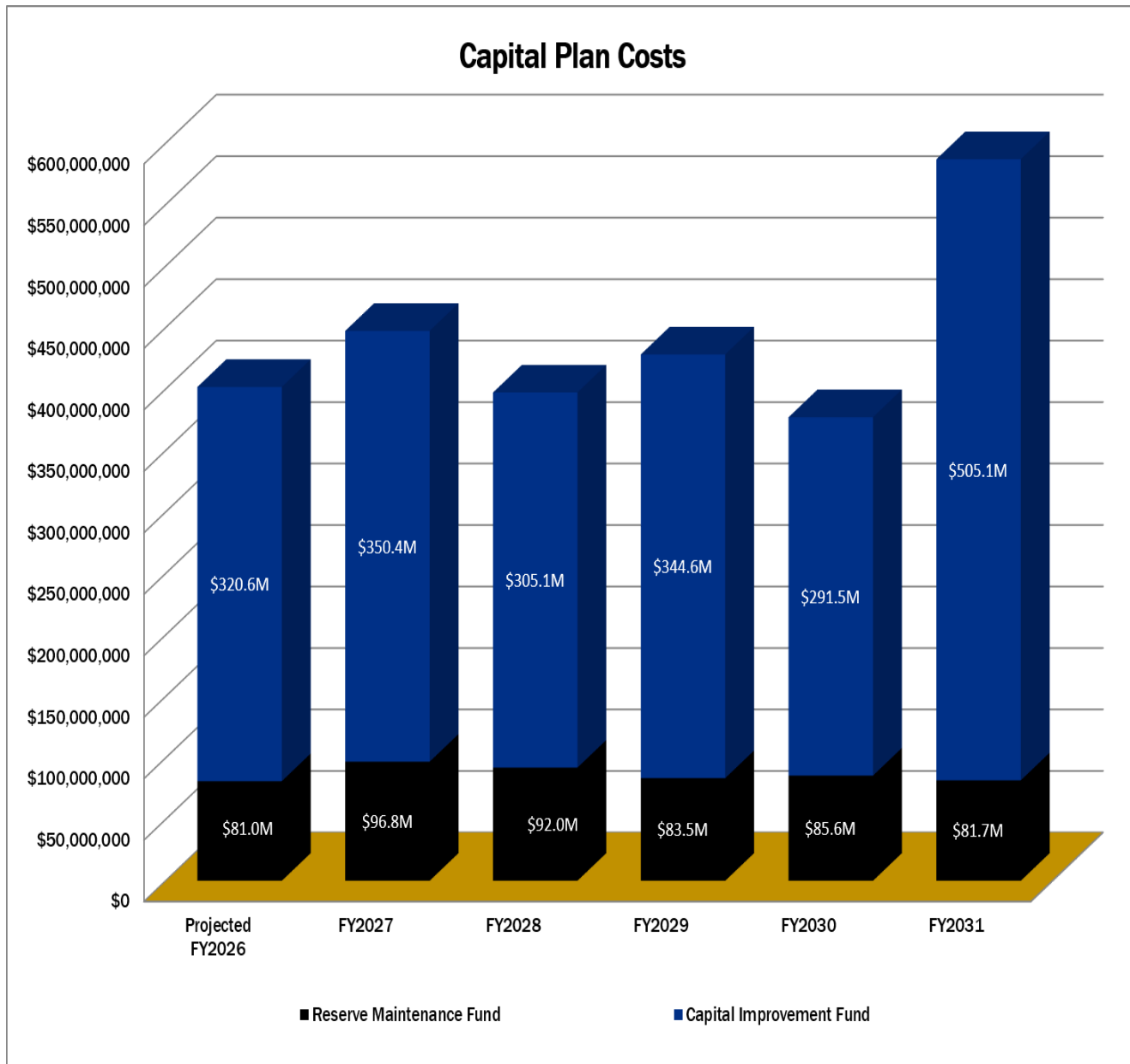
Capital Improvement Fund

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 \$1.8 billion. The projects listed for FY2027 to FY2031 are approved by executive management and NTTA's Board of Directors 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 \$1.4 billion. The FY2027 – FY2031 Capital Plan includes \$17.3 million for remaining payments due on subordinated debt. The Authority's executive management anticipates increasing the existing \$136.7 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.

NTTA SYSTEM LONG TERM FINANCIAL PLANS							
Capital Improvement Projects							
	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	Five-Year Totals FY2027 - FY2031
Net Revenues Available for Capital Improvement Projects	\$ 392,967,298	\$ 428,635,310	\$ 423,307,952	\$ 429,716,474	\$ 440,490,852	\$ 441,838,425	\$ 2,163,989,012
CAPITAL IMPROVEMENT FUND							
Estimated Beginning CIF Cash Balance Available for Projects	1,028,888,580	1,092,609,959	1,167,198,840	1,270,856,163	1,357,326,977	1,499,956,755	1,092,609,959
INFLOWS							
Transfer from Revenue Fund	392,967,298	428,635,310	423,307,952	429,716,474	440,490,852	441,838,425	2,163,989,012
DNT Phase 4A (City of Celina)	-	11,000,000	-	-	-	-	11,000,000
DNT Phase 4A (Town of Prosper)	-	5,000,000	-	-	-	-	5,000,000
CTP Tareyton State Parkway Overpass (City of Ft. Worth)	-	-	-	7,500,000	-	-	7,500,000
NET INFLOWS AVAILABLE FOR CIF EXPENSES	392,967,298	444,635,310	423,307,952	437,216,474	440,490,852	441,838,425	2,187,489,012
OUTFLOWS							
CIF Project Expenses	(320,605,387)	(350,392,678)	(305,096,161)	(344,601,028)	(291,470,654)	(505,141,247)	(1,796,701,768)
Transfer to CIF Bond Payment Account	(8,640,533)	(8,642,541)	(8,646,166)	-	-	-	(17,288,707)
Transfer to CIF Rainy Day Fund Account	-	(11,011,210)	(5,908,301)	(6,144,633)	(6,390,418)	(6,646,034)	(36,100,595)
TOTAL OUTFLOWS	(329,245,920)	(370,046,429)	(319,650,628)	(350,745,661)	(297,861,072)	(511,787,281)	(1,850,091,070)
Estimated Ending CIF Cash Balance Available for Projects	1,092,609,959	1,167,198,840	1,270,856,163	1,357,326,977	1,499,956,755	1,430,007,899	1,430,007,899
CIF Bond Payment Account							
Estimated Beginning CIF Bond Payment Account Cash Balance	7,045,130	7,045,130	7,045,130	7,045,130	7,045,130	7,045,130	7,045,130
Transfers from CIF Cash Account	8,640,533	8,642,541	8,646,166	-	-	-	17,288,707
Transfer to Debt Service Fund for CIF Subordinated Debt Payment	(8,640,533)	(8,642,541)	(8,646,166)	-	-	-	(17,288,707)
Estimated Ending CIF Bond Payment Account Cash Balance	7,045,130	7,045,130	7,045,130	7,045,130	7,045,130	7,045,130	7,045,130
CIF Rainy Day Fund Account							
Estimated Beginning CIF Rainy Day Fund Account Cash Balance	136,696,298	136,696,298	147,707,508	153,615,809	159,760,441	166,150,859	136,696,298
*Strategic Deposit to the Rainy Day Fund	-	11,011,210	5,908,301	6,144,633	6,390,418	6,646,034	36,100,595
Estimated Ending CIF Rainy Day Fund Account Cash Balance	136,696,298	147,707,508	153,615,809	159,760,441	166,150,859	172,796,893	172,796,893
Estimated Ending Total CIF Cash Balances	\$ 1,236,351,387	\$ 1,321,951,479	\$ 1,431,517,102	\$ 1,524,132,548	\$ 1,673,152,744	\$ 1,609,849,923	\$ 1,609,849,923

Summary Project Cost by Fund

Project Type	Projected FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	Five Year Total FY2027 - FY2031
Reserve Maintenance Fund	\$81,045,374	\$96,844,359	\$92,020,678	\$83,488,789	\$85,553,402	\$81,722,624	\$439,629,852
Capital Improvement Fund	320,605,387	350,392,678	305,096,161	344,601,028	291,470,654	505,141,247	1,796,701,768
Totals	\$401,650,761	\$447,237,037	\$397,116,839	\$428,089,817	\$377,024,056	\$586,863,871	\$2,236,331,620



All Funds Budget by Account and Department FY2027

Account	Accounting	Administration	Board	Business Development	Customer Service	External Affairs	Human Resources
Salaries and Wages-Direct - (511101)	2,131,808	637,847	-	592,269	14,754,609	2,109,565	2,496,244
Salaries and Wages-Internship - (511202)	-	-	-	-	-	-	88,747
Salaries and Wage-Overtime - (511301)	-	-	-	-	220,368	45,000	36,000
Group Insurance - (512101)	-	-	-	-	-	-	-
Retirement Contributions - (512401)	273,827	66,941	-	69,891	1,782,931	260,456	271,176
Retirement Contr.-Internship - (512402)	-	-	-	-	-	-	6,500
Tuition Reimbursement - (512501)	-	-	-	-	-	-	14,000
Unemployment Insurance - (512601)	-	-	-	-	-	-	-
Meeting Expense - (521101)	6,100	15,000	83,918	8,500	27,850	10,500	20,000
Consulting/Professional - (521201)	-	35,000	-	50,000	14,069,068	2,507,664	250,000
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)	-	-	-	-	79,800	-	-
Outside Maintenance Services - (521212)	-	-	-	-	-	-	-
General Engineering - (521213)	-	-	-	-	-	-	-
Consulting/Profess Serv Tech - (521301)	-	-	-	-	-	-	-
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)	-	-	-	-	18,898,784	-	-
Telecommunications - (523202)	-	-	-	-	-	-	-
Public Information Fees - (523203)	-	-	-	-	-	-	-
Recruitment - (523301)	-	-	-	-	-	-	225,000
Promotional Expenses & Events - (523304)	1,000	-	1,100	125,550	60,900	1,715,841	12,000
Employee Appreciation - (523305)	1,000	-	-	1,000	25,000	64,678	2,500
Media Buy and Advertising - (523306)	-	-	-	-	-	2,256,053	-
Media Production - (523307)	-	-	-	-	-	700,000	-
Printing and Photographic - (523401)	2,500	-	-	-	-	7,000	-
Travel - (523501)	10,000	25,000	9,926	7,300	15,100	52,000	10,000
Dues & Subscriptions - (523601)	6,500	68,000	8,500	60,100	2,550	25,000	5,800
Education and Training - (523701)	5,000	2,628	25,000	2,650	56,500	11,454	70,000
Licenses - (523801)	500	-	-	-	-	-	-
Temporary Contract Labor - (523851)	-	-	-	-	15,998,667	-	150,000
Liability Claims - (523902)	-	-	-	-	-	-	-
Office Supplies - (531101)	3,500	400	2,020	300	117,000	5,133	5,000
Other Materials and Supplies - (531102)	-	-	-	-	-	948	-
Mobile Equipment Expense - (531103)	-	-	-	-	-	-	-
Freight and Express - (531105)	300	60	1,257	-	750	250	500
Electronic Supplies - (531106)	-	-	-	-	-	-	-
Motor Fuel Expense - (531107)	-	-	-	-	-	-	-
Water - (531211)	-	-	-	-	-	-	-
Gas - (531221)	-	-	-	-	-	-	-
Electricity - (531231)	-	-	-	-	-	-	-
Utility Relocation Costs - (531261)	-	-	-	-	-	-	-
Books & Periodicals - (531401)	-	-	-	-	-	-	-
Inven for resale(toll tags) - (531501)	-	-	-	-	1,057,790	-	-
Small Tools and Shop Supplies - (531601)	-	-	-	-	-	-	-
Machinery - (531611)	-	-	-	-	-	-	-
Vehicles - (531621)	-	-	-	-	-	-	-
Computers - (531641)	-	-	-	-	-	-	-
Software - (531651)	-	-	-	-	-	-	-
Uniforms - (531701)	-	-	-	-	38,200	-	-
Building Improvements - (541302)	-	-	-	-	-	-	-
Infrastructure Rdway/Hwy/Bridg - (541401)	-	-	-	-	-	-	-
Infrastructure Right -of -Way - (541402)	-	-	-	-	-	-	-
Infrastructure - Other - (541403)	-	-	-	-	-	-	-
Indirect Cost Allocation - (551101)	-	-	-	-	-	-	-
Bank Charges - (573001)	-	-	-	-	346,346	-	-
Credit Card Fees - (573002)	-	-	-	-	55,000,000	-	-
Totals	2,642,036	850,876	131,721	917,559	122,587,412	9,771,542	3,663,468

All Funds Budget by Account and Department FY2027-Cont'd

Account	Information Technology	Internal Audit	Legal Services	Maintenance	Operations	Procurement	Project Delivery
Salaries and Wages-Direct - (511101)	14,956,517	1,327,719	2,185,174	15,689,988	3,717,076	1,174,052	3,677,160
Salaries and Wages-Internship - (511202)	-	-	164,787	-	-	-	-
Salaries and Wage-Overtime - (511301)	100,000	-	-	627,047	-	-	-
Group Insurance - (512101)	-	-	-	-	-	-	-
Retirement Contributions - (512401)	1,703,037	151,396	276,799	1,933,272	420,358	147,889	401,831
Retirement Contr.-Internship - (512402)	-	-	1,650	-	-	-	-
Tuition Reimbursement - (512501)	-	-	-	-	-	-	-
Unemployment Insurance - (512601)	-	-	-	-	-	-	-
Meeting Expense - (521101)	12,000	2,500	2,500	8,300	13,000	1,500	500
Consulting/Professional - (521201)	-	100,000	1,000,000	1,080,000	50,000	-	-
Legal Fees - (521202)	-	-	4,690,000	-	-	-	-
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)	11,148,538	-	-	39,153,582	-	-	-
General Engineering - (521213)	-	-	-	-	-	-	27,283,299
Consulting/Profess Serv Tech - (521301)	31,430,000	-	-	-	-	-	4,877,000
Repairs and Maintenance - (522201)	-	-	-	5,300,000	-	-	-
Landscaping - (522202)	-	-	-	678,594	-	-	-
Signing Expense - (522203)	-	-	-	-	-	-	182,000
Pavement Markings - (522204)	-	-	-	-	-	-	6,090,000
Pavement & Shoulders - (522205)	-	-	-	-	-	-	10,482,791
Bridge Repairs - (522206)	-	-	-	-	-	-	4,915,500
Rentals - Land - (522301)	-	-	-	737,583	-	-	-
Rentals - Equipment - (522302)	-	-	-	70,000	-	-	-
Insurance Expense - Other - (523101)	-	-	-	500	-	-	-
Postage - (523201)	-	-	-	-	-	-	-
Telecommunications - (523202)	1,500,000	-	-	175,000	-	-	-
Public Information Fees - (523203)	-	-	-	-	-	61,000	-
Recruitment - (523301)	-	-	-	-	-	-	-
Promotional Expenses & Events - (523304)	-	-	-	-	-	-	-
Employee Appreciation - (523305)	-	1,000	-	11,000	2,000	1,000	-
Media Buy and Advertising - (523306)	-	-	-	-	-	-	-
Media Production - (523307)	-	-	-	-	-	-	-
Printing and Photographic - (523401)	10,700	-	-	-	-	-	-
Travel - (523501)	48,000	6,000	13,209	194,736	55,000	10,000	5,000
Dues & Subscriptions - (523601)	10,450	5,100	15,000	11,808	16,000	5,000	6,157
Education and Training - (523701)	52,600	22,000	11,000	221,990	18,000	15,000	10,486
Licenses - (523801)	200	1,055	-	19,590	300	-	667
Temporary Contract Labor - (523851)	40,000	-	-	-	-	-	-
Liability Claims - (523902)	-	-	-	-	-	-	-
Office Supplies - (531101)	20,700	850	48,200	23,750	9,500	4,000	2,041
Other Materials and Supplies - (531102)	44,200	-	-	7,274,116	-	-	-
Mobile Equipment Expense - (531103)	-	-	-	2,273,000	-	-	-
Freight and Express - (531105)	2,000	-	472	6,000	215	-	407
Electronic Supplies - (531106)	1,888,500	-	-	-	-	-	-
Motor Fuel Expense - (531107)	-	-	-	2,410,400	-	-	-
Water - (531211)	-	-	-	1,359,600	-	-	-
Gas - (531221)	-	-	-	82,500	-	-	-
Electricity - (531231)	-	-	-	3,285,700	-	-	-
Utility Relocation Costs - (531261)	-	-	-	-	-	-	2,603,097
Books & Periodicals - (531401)	-	250	-	-	200	-	-
Inven for resale(toll tags) - (531501)	-	-	-	-	-	-	-
Small Tools and Shop Supplies - (531601)	-	-	-	343,832	-	-	-
Machinery - (531611)	-	-	-	4,265,000	-	-	-
Vehicles - (531621)	-	-	-	10,000,000	-	-	-
Computers - (531641)	32,339,834	-	-	-	-	-	-
Software - (531651)	49,908,524	-	90,478	211,108	-	-	-
Uniforms - (531701)	15,000	-	-	318,800	-	-	-
Building Improvements - (541302)	-	-	-	46,600,434	-	-	-
Infrastructure Rdway/Hwy/Bridg - (541401)	6,465,000	-	-	-	-	-	187,602,342
Infrastructure Right -of -Way - (541402)	-	-	-	-	-	-	15,130,000
Infrastructure - Other - (541403)	175,000	-	-	-	-	-	-
Indirect Cost Allocation - (551101)	-	-	-	-	-	-	-
Bank Charges - (573001)	-	-	-	-	-	-	-
Credit Card Fees - (573002)	-	-	-	-	-	-	-
Totals	151,870,800	1,617,870	8,499,269	144,367,230	4,301,649	1,419,441	263,270,278

All Funds Budget by Account and Department FY2027-Cont'd

Account	Shared Services	Traffic & Incident Mgmt	Treasury & Financial Planning	FY2027 Budget	FY2026 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
Salaries and Wages-Direct - (511101)	(4,476,681)	12,195,747	1,364,386	74,533,479	70,356,549	4,176,930	5.9%
Salaries and Wages-Internship - (511202)	-	-	-	253,534	247,977	5,558	2.2%
Salaries and Wage-Overtime - (511301)	-	270,554	-	1,298,969	1,308,282	(9,314)	(0.7)%
Group Insurance - (512101)	11,126,692	-	-	11,126,692	8,881,190	2,245,502	25.3%
Retirement Contributions - (512401)	-	1,505,315	185,966	9,451,085	9,179,294	271,790	3.0%
Retirement Contr.-Internship - (512402)	-	-	-	8,150	10,603	(2,453)	(23.1)%
Tuition Reimbursement - (512501)	-	-	-	14,000	13,100	900	6.9%
Unemployment Insurance - (512601)	175,000	-	-	175,000	175,000	-	-
Meeting Expense - (521101)	-	1,000	1,500	214,668	211,070	3,598	1.7%
Consulting/Professional - (521201)	45,000	31,200	745,000	19,962,932	19,993,906	(30,974)	(0.2)%
Legal Fees - (521202)	-	-	-	4,690,000	3,690,000	1,000,000	27.1%
Auditing Fees - (521203)	-	-	-	200,000	200,000	-	-
Trustee Fees - (521204)	-	-	50,000	50,000	75,000	(25,000)	(33.3)%
Rating Agency Fees - (521205)	-	-	70,000	70,000	91,000	(21,000)	(23.1)%
Traffic Engineering Fees - (521207)	-	525,000	650,000	1,175,000	1,100,000	75,000	6.8%
Police Services (DPS) - (521208)	-	17,741,555	-	17,741,555	17,741,555	-	-
Armored Car Services - (521209)	-	-	-	79,800	68,400	11,400	16.7%
Outside Maintenance Services - (521212)	-	154,910	-	50,457,030	48,519,757	1,937,273	4.0%
General Engineering - (521213)	-	-	-	27,283,299	27,400,437	(117,138)	(0.4)%
Consulting/Profess Serv Tech - (521301)	-	-	-	36,307,000	35,860,713	446,287	1.2%
Repairs and Maintenance - (522201)	-	-	-	5,300,000	715,000	4,585,000	641.3%
Landscaping - (522202)	-	-	-	678,594	668,594	10,000	1.5%
Signing Expense - (522203)	-	-	-	182,000	1,482,000	(1,300,000)	(87.7)%
Pavement Markings - (522204)	-	-	-	6,090,000	3,387,000	2,703,000	79.8%
Pavement & Shoulders - (522205)	-	-	-	10,482,791	14,115,000	(3,632,209)	(25.7)%
Bridge Repairs - (522206)	-	-	-	4,915,500	10,981,000	(6,065,500)	(55.2)%
Rentals - Land - (522301)	-	-	-	737,583	477,583	260,000	54.4%
Rentals - Equipment - (522302)	-	-	-	105,200	105,200	-	-
Insurance Expense - Other - (523101)	-	6,570,652	-	6,571,152	6,488,028	83,124	1.3%
Postage - (523201)	-	-	-	18,898,784	19,750,000	(851,216)	(4.3)%
Telecommunications - (523202)	-	-	-	1,675,000	1,745,000	(70,000)	(4.0)%
Public Information Fees - (523203)	-	-	-	61,000	61,000	-	-
Recruitment - (523301)	-	-	-	225,000	222,000	3,000	1.4%
Promotional Expenses & Events - (523304)	-	5,200	-	1,921,591	1,914,295	7,296	0.4%
Employee Appreciation - (523305)	1,000	-	1,000	111,178	92,078	19,100	20.7%
Media Buy and Advertising - (523306)	-	-	-	2,256,053	2,256,053	-	-
Media Production - (523307)	-	-	-	700,000	700,000	-	-
Printing and Photographic - (523401)	-	-	12,000	32,200	31,500	700	2.2%
Travel - (523501)	-	18,191	5,000	484,462	474,155	10,307	2.2%
Dues & Subscriptions - (523601)	1,700	4,850	3,900	256,415	326,525	(70,110)	(21.5)%
Education and Training - (523701)	-	56,400	3,100	583,808	544,038	39,770	7.3%
Licenses - (523801)	-	-	-	22,312	21,598	714	3.3%
Temporary Contract Labor - (523851)	-	-	-	16,188,667	17,140,000	(951,333)	(5.6)%
Liability Claims - (523902)	-	9,800	-	9,800	9,800	-	-
Office Supplies - (531101)	230,000	7,961	1,200	481,555	473,268	8,287	1.8%
Other Materials and Supplies - (531102)	-	204,177	-	7,523,441	6,488,855	1,034,586	15.9%
Mobile Equipment Expense - (531103)	-	-	-	2,273,000	2,264,000	9,000	0.4%
Freight and Express - (531105)	-	106	200	12,517	6,645	5,872	88.4%
Electronic Supplies - (531106)	-	-	-	1,888,500	1,888,500	-	-
Motor Fuel Expense - (531107)	-	-	-	2,410,400	1,760,400	650,000	36.9%
Water - (531211)	-	-	-	1,359,600	1,236,000	123,600	10.0%
Gas - (531221)	-	-	-	82,500	75,000	7,500	10.0%
Electricity - (531231)	-	-	-	3,285,700	2,987,000	298,700	10.0%
Utility Relocation Costs - (531261)	-	-	-	2,603,097	667,554	1,935,543	289.9%
Books & Periodicals - (531401)	-	-	-	450	250	200	80.0%
Inven for resale(toll tags) - (531501)	-	-	-	1,057,790	1,750,367	(692,577)	(39.6)%
Small Tools and Shop Supplies - (531601)	-	335,000	-	678,832	731,860	(53,028)	(7.2)%
Machinery - (531611)	-	-	-	4,265,000	1,397,000	2,868,000	205.3%
Vehicles - (531621)	-	-	-	10,000,000	10,053,000	(53,000)	(0.5)%
Computers - (531641)	-	-	-	32,339,834	29,506,500	2,833,334	9.6%
Software - (531651)	-	-	-	50,210,110	41,688,946	8,521,164	20.4%
Uniforms - (531701)	-	198,796	-	570,796	526,246	44,550	8.5%
Building Improvements - (541302)	-	-	-	46,600,434	26,185,372	20,415,062	78.0%
Infrastructure Rdway/Hwy/Bridg - (541401)	-	13,672,050	-	207,739,392	275,403,959	(67,664,567)	(24.6)%
Infrastructure Right -of -Way - (541402)	-	-	-	15,130,000	1,975,543	13,154,457	665.9%
Infrastructure - Other - (541403)	-	-	-	175,000	175,000	-	-
Indirect Cost Allocation - (551101)	-	-	-	-	-	-	100.0%
Bank Charges - (573001)	-	-	45,000	391,346	355,934	35,412	9.9%
Credit Card Fees - (573002)	-	-	-	55,000,000	50,000,000	5,000,000	10.0%
Totals	7,102,711	53,508,464	3,138,252	779,660,577	786,428,480	(6,767,903)	(0.9)%

STATISTICS



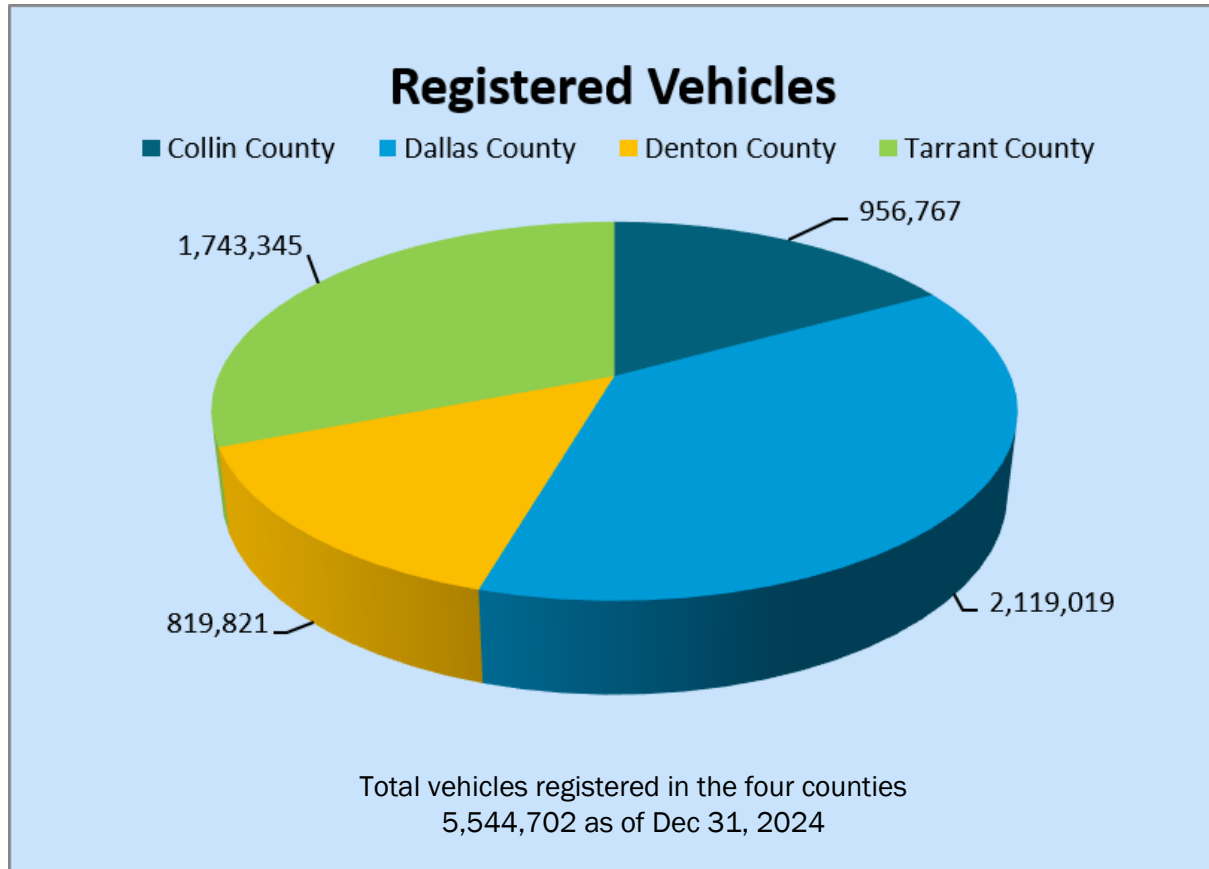


Landscape staff install new shrubs along the Sam Rayburn Tollway.

NTTA

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%.

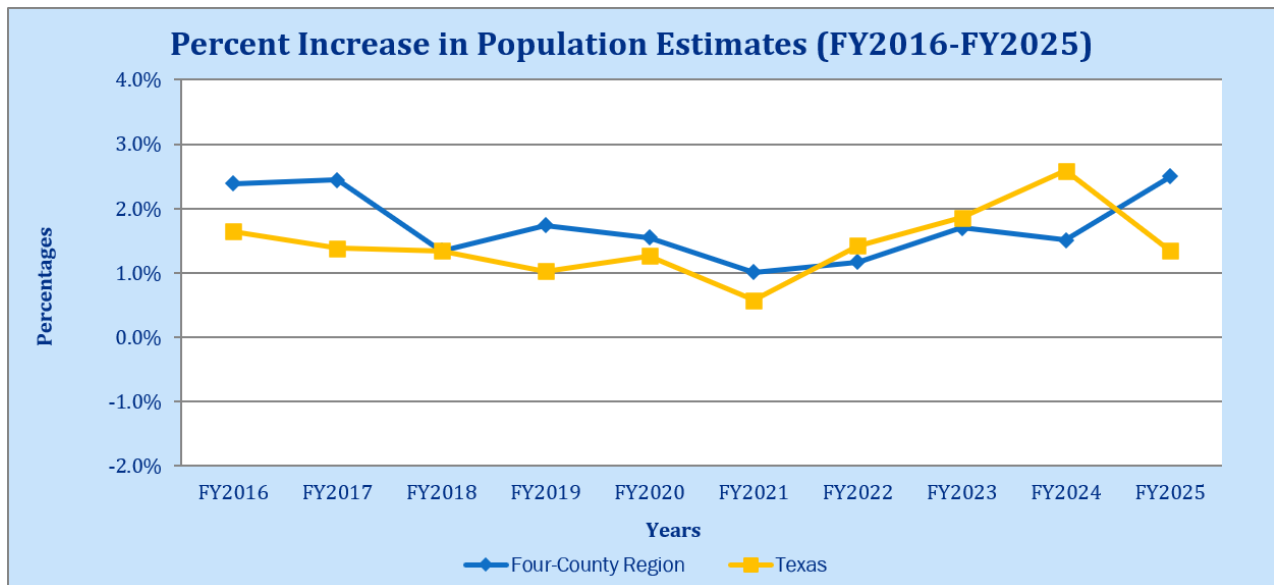


Source:  [Texas Department of Motor Vehicles](#)

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
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%
FY2025	1,254,658	2,656,028	1,069,346	2,260,330	7,240,362	31,709,821	2.50%	1.34%
Increase/ Decrease Total from FY2016 to FY2025	340,531	102,643	284,506	268,691	996,371	3,772,329	16.0%	13.5%

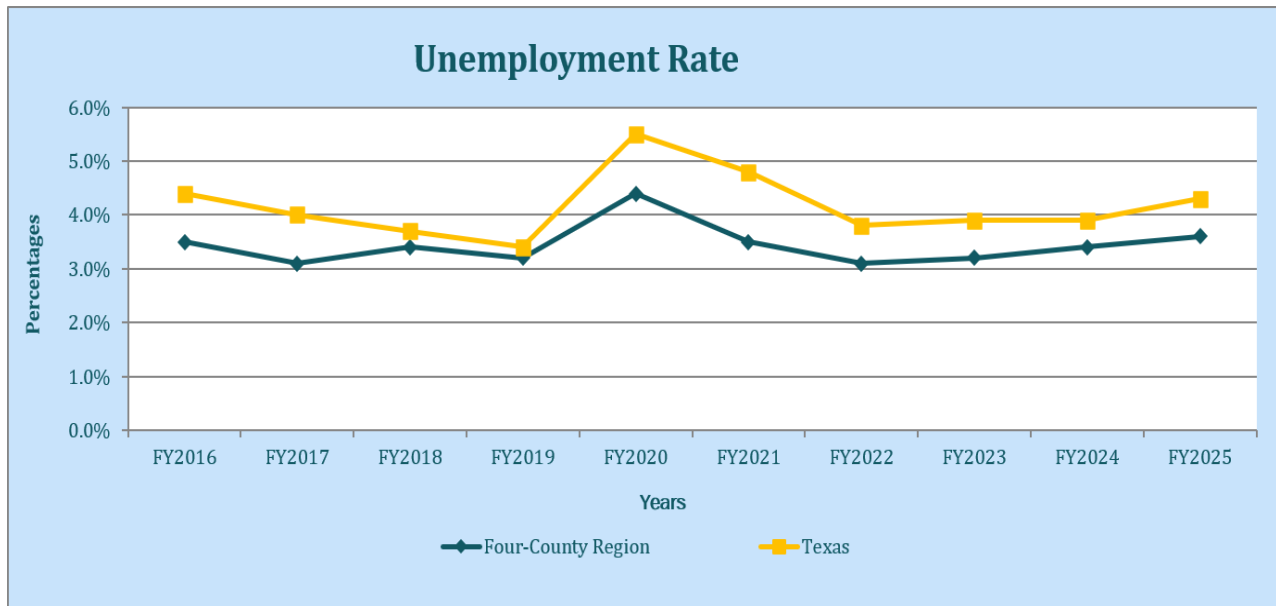
Source:  [US Census Bureau](https://www.census.gov/)



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
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%
FY2025	562,200	1,830,000	317,500	1,015,200	3,724,900	14,062,300	3.6%	4.3%
Increase Total from Year FY2016 to Year FY2025								
	180,700	167,700	88,700	154,800	591,900	2,231,600		

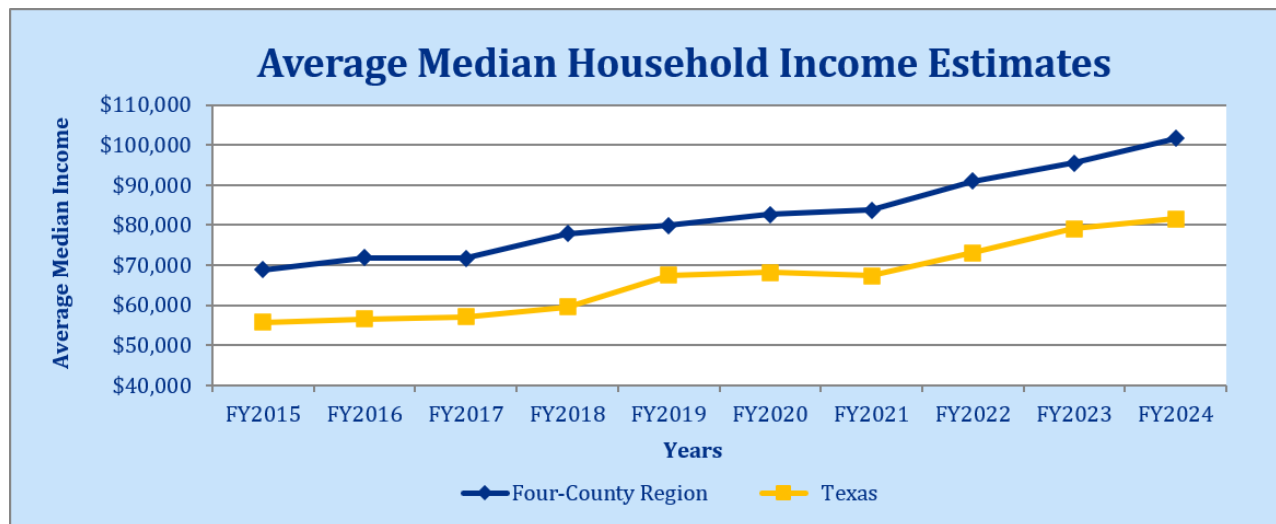
Source:  [U.S. Bureau of Labor Statistics](https://www.bls.gov/)



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

Year	COLLIN	DALLAS	DENTON	TARRANT	4 County Regional Totals	Texas	Percentage Change from Prior Years	
							Four-County Region	Texas
					Estimated Avg Median Income	Estimated Avg Median Income		
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%
FY2024	124,920	78,910	117,499	85,208	\$101,634	\$81,490	6.43%	3.07%
Averaged Yearly Totals	\$102,380	\$63,498	\$93,284	\$70,605	\$82,442	\$66,528		

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



2025			
COLLIN COUNTY TOP TEN EMPLOYERS			
EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
STATE FARM INSURANCE CORPORATE OFFICE	14,000	2.06%	INSURANCE
JP MORGAN CHASE	11,261	1.66%	FINANCIAL SERVICES
FRISCO INDEPENDENT SCHOOL DISTRICT	8,850	1.30%	EDUCATION
BANK OF AMERICA	6,566	0.97%	FINANCIAL SERVICES
CAPITAL ONE FINANCE	5,649	0.83%	FINANCIAL SERVICES
RICHARDSON INDEPENDENT SCHOOL DISTRICT	5,600	0.82%	EDUCATION
BLUE CROSS BLUE SHIELD OF TEXAS	5,300	0.78%	INSURANCE
TOYOTA NORTH AMERICA HQ	4,938	0.73%	AUTOMOTIVE
RAYTHEON INTELLIGENCE & SPACE	4,500	0.66%	TECHNOLOGY
UNIVERSITY OF TEXAS AT DALLAS	3,971	0.58%	EDUCATION
Total	70,635	10.39%	
DALLAS COUNTY TOP TEN EMPLOYERS			
EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
UT SOUTHWESTERN MEDICAL CENTER	22,721	0.86%	HEALTH CARE PROVIDER
JP MORGAN CHASE	18,500	0.70%	FINANCIAL SERVICES
MEDICAL CITY HEALTHCARE	17,000	0.64%	HEALTH CARE PROVIDER
KROGER	13,000	0.49%	RETAIL
DALLAS COUNTY	6,690	0.25%	GOVERNMENT
DELOITTE LLP	4,895	0.18%	CONSULTANT
UNIVERSITY OF TEXAS AT DALLAS	3,891	0.15%	EDUCATION
AMERICAN HEART ASSOCIATION	3,698	0.14%	NONPROFIT
ERNST & YOUNG	3,502	0.13%	ACCOUNTING
COLDWELL BANKER RICHARD & ELLIS (CBRE)	3,046	0.11%	COMMERCIAL REAL ESTATE
Total	96,943	3.65%	
DENTON COUNTY TOP TEN EMPLOYERS			
EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
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 INDEPENDENT SCHOOL DISTRICT	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
AMERICAN AIRLINES GROUP	35,000	3.19%	AIRLINE
LOCKHEED MARTIN AERONAUTICS COMPANY	17,500	1.60%	MANUFACTURING
DALLAS FORT WORTH INTERNATIONAL AIRPORT	14,000	1.28%	AIRPORT
TEXAS HEALTH RESOURCES	12,556	1.15%	HEALTH CARE PROVIDER
NAVAL AIR STATION - FORT WORTH JOINT RESERVE BASE	10,500	0.96%	MILITARY
FORT WORTH INDEPENDENT SCHOOL DISTRICT	9,860	0.90%	EDUCATION
COOK CHILDREN'S HEALTH NETWORK	9,000	0.82%	HEALTH CARE PROVIDER
WALMART STORES TEXAS LLC	8,742	0.80%	RETAIL
ARLINGTON INDEPENDENT SCHOOL DISTRICT	8,613	0.79%	EDUCATION
AMAZON	8,150	0.74%	RETAIL
Total	133,921	12.23%	

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

GFOA Distinguished Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to North Texas Tollway Authority, for its annual budget for the fiscal year beginning Jan. 1, 2026. 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.

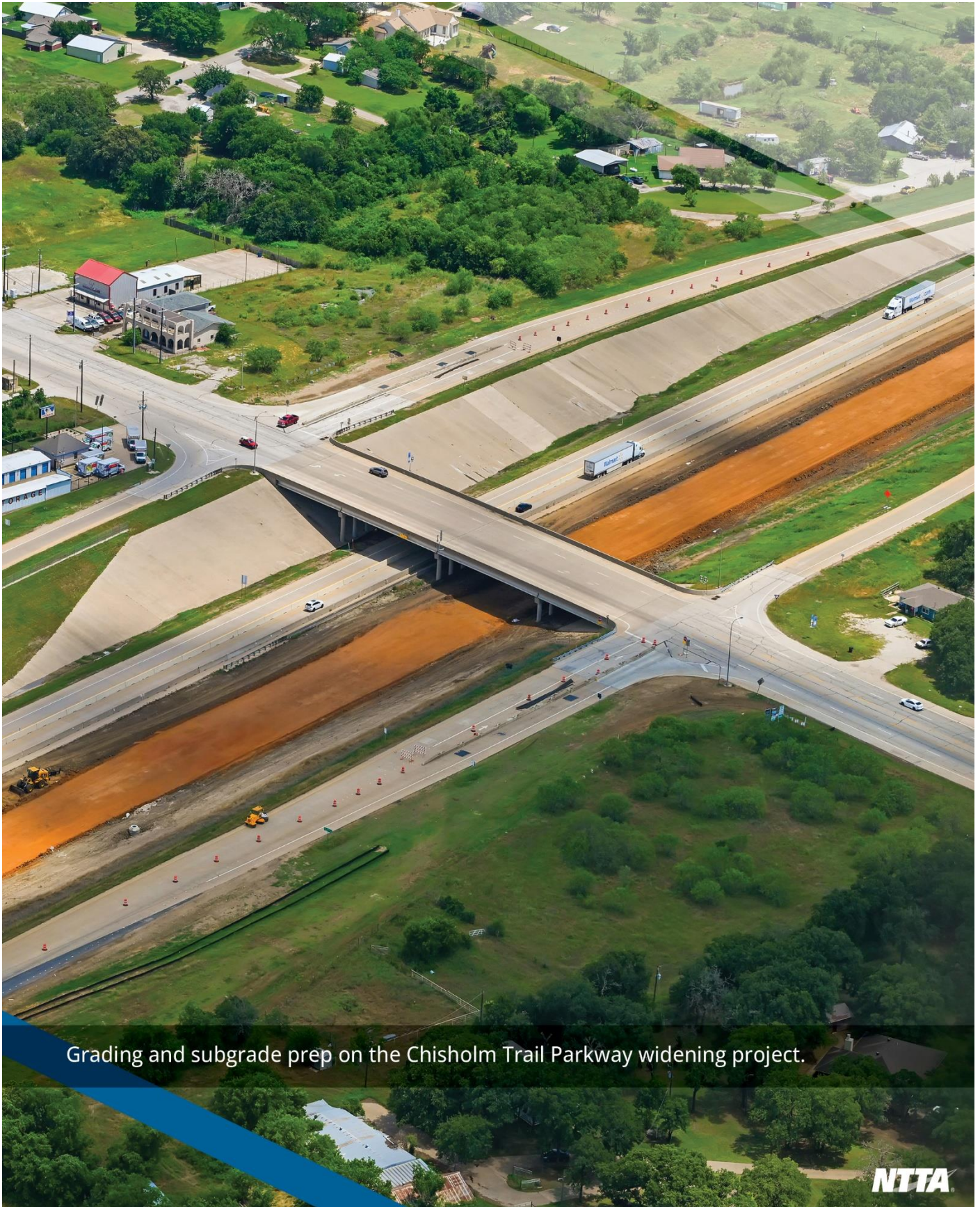
During FY2025, the Authority also received a Certificate of Achievement for Excellence in Financial Reporting from GFOA for its Annual Comprehensive Financial Report (ACFR) for the fiscal year ending December 31, 2025. NTTA has achieved this award consecutively since 2008. The certificate is presented to government entities whose ACFRs achieve the highest standards in government accounting and financial reporting.

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



APPENDICES





Grading and subgrade prep on the Chisholm Trail Parkway widening project.

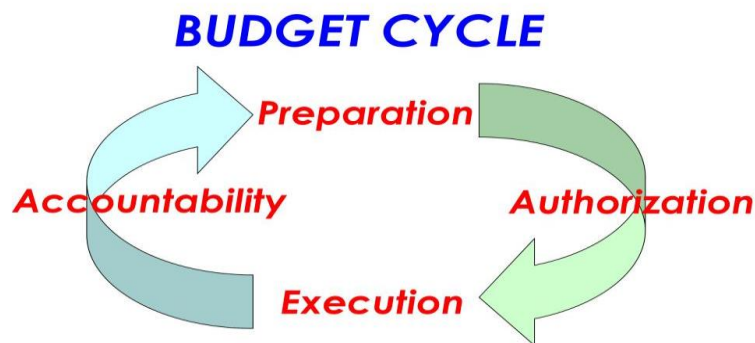
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Appendix A: Budget Policy and Process

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 is 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 insurance and other periodic or regularly recurring expenses
- Reserve Maintenance Fund (RMF) is required to maintain a minimum Fund Balance of \$5,000,000

RAINY DAY FUND (RDF)

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. Use of this balance requires specific action by the Board (Board Res. No. 10-146). In 2025, the Board approved a target RDF equal to six months of each year's OMF budget (Board Res. No. 25-115). The FY2025 year-end Fund Balance was approximately \$136.7 million. NTTA will target Fund Balance increases each year if needed to maintain a balance equal to six months of each year's OMF Budget. Given the issuance of subordinated debt, a CIF Bond Payment Account has a reserve amount equal to the annual debt service payment.

PUBLIC INVOLVEMENT

The Authority follows the Texas Government Code on agenda and budget posting requirements. Per Section 551.043, The notice of a meeting must be posted in a place readily accessible to the general public at all times for at least three business days before the scheduled date of the meeting. If the meeting is to discuss or adopt a budget, a physical copy of the proposed budget must be clearly accessible on the home page of the Authority's website. The Authority follows Sec 551.007 for public testimony. This section allows each member of the public who desires to address the Authority regarding an item on the agenda for an open meeting.

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.

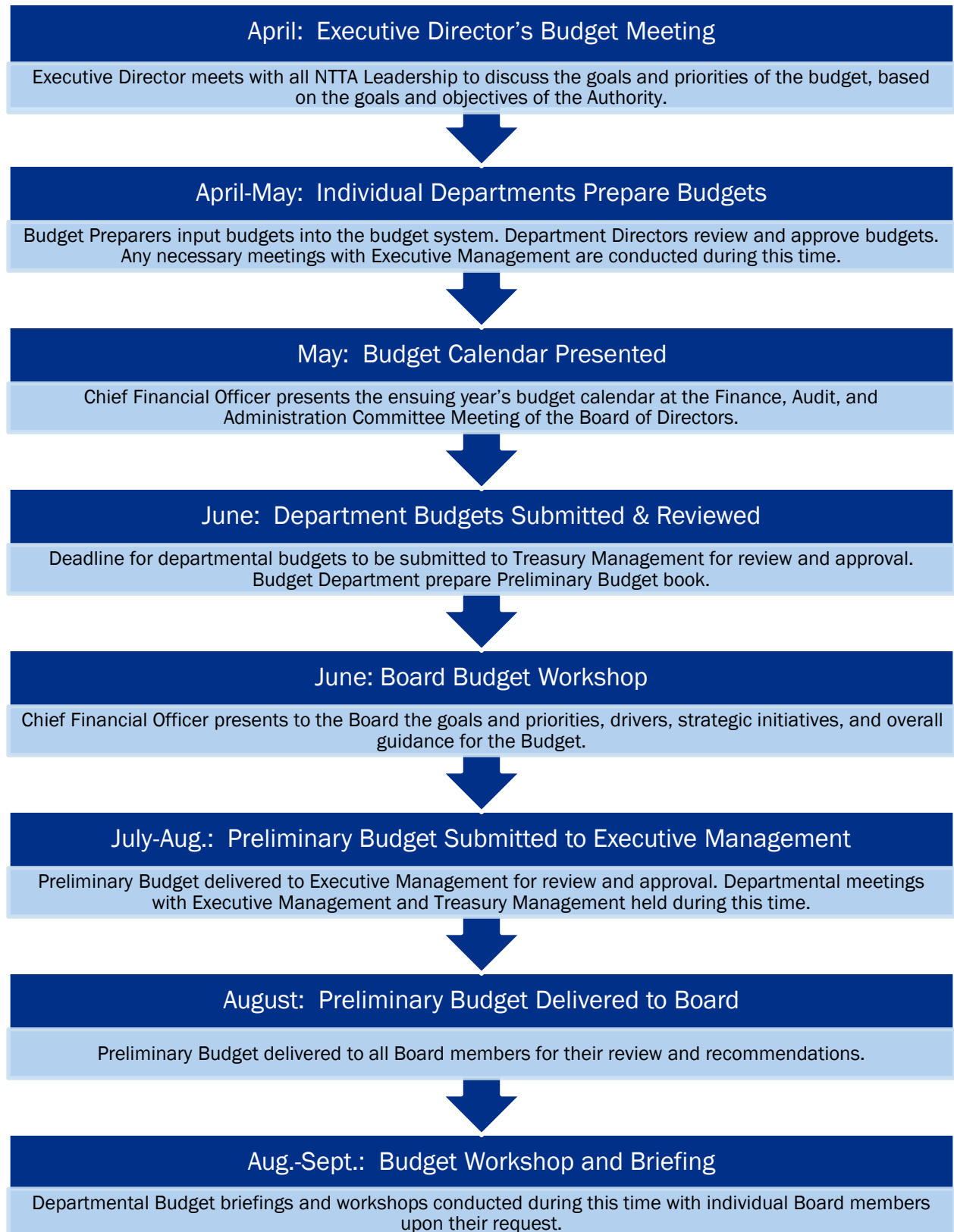
The Authority covenants that all payments for maintenance, repair, and operation in any Fiscal Year will not exceed the reasonable and necessary amount required therefor, and that it will not expend any amount or incur any obligations for maintenance, repair, and operation in excess of the amounts provided 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 therefor 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.

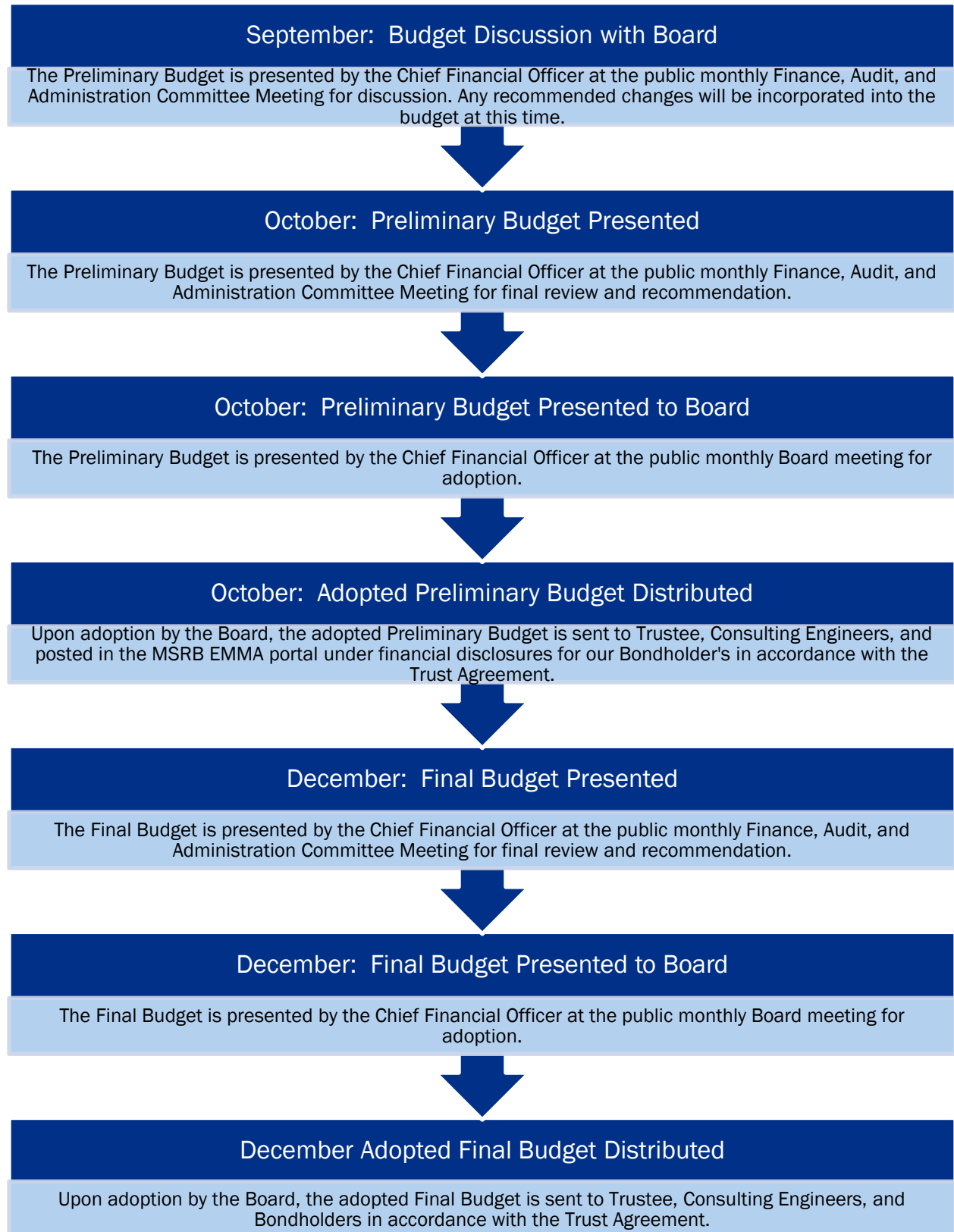
The special fund held by the Authority and created and designated "Tollway Operation and Maintenance Fund" (hereinafter sometimes called the "Operation and Maintenance Fund") under the Original Agreement is hereby reaffirmed. On or before the first day of each month, the Trustee shall withdraw from the 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

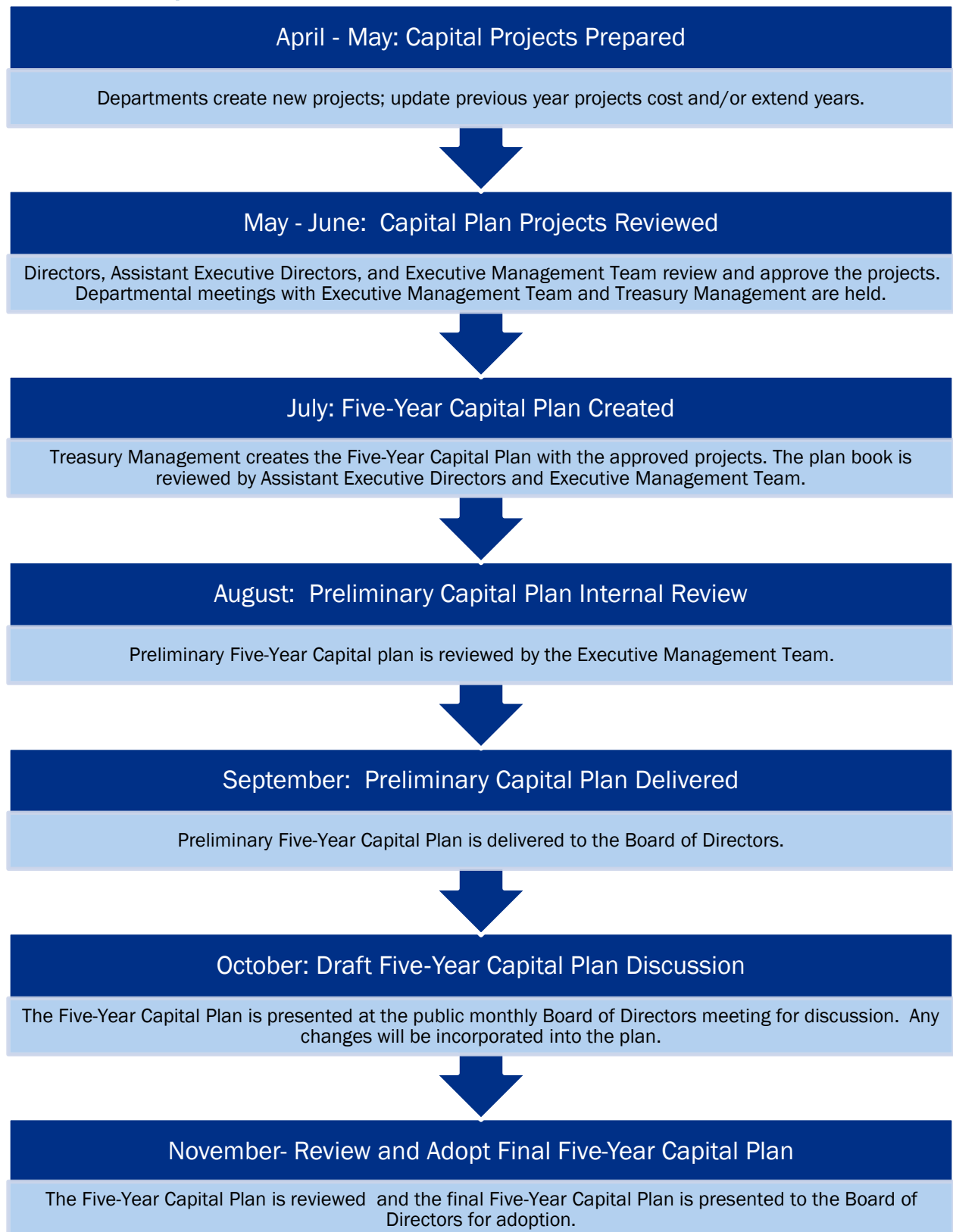
Operating Budget Process



Operating Budget Process – Cont'd



Five-Year Capital Plan Process



FY2027 Budget Calendar

Area	Date	Action
Treasury Mgmt	March 09 - 13, 2026	Budget Year 2027 set up in Questica, Salaries and Benefits imported from HR PeopleSoft System
ED/CFO	March 16, 2026 (Monday)	Executive Director's FY2027 Budget Meeting with Chief Financial Officer to discuss high level budget estimates, priorities, and direction
ED/AEDs	March 17, 2026 (Tuesday)	Executive Director's FY2027 Budget Meeting with Assistant Executive Directors to discuss budget priorities and overall direction, including compensation and benefits
Board	March 18, 2026 (Wednesday)	Board Meeting
FA&A Committee	April 02, 2026 (Thursday)	Finance, Audit, and Administration Committee
Depts. Treas Mgmt	April 06 - May 01, 2026	Preparers enter Operational Departmental Budgets and any Decision Packets into Questica
Depts. Treas Mgmt	April 06 - May 01, 2026	Prepare Departmental Objectives, Key Performance Indicators and Executive Summaries
Depts. Treas Mgmt	April 06 - May 15, 2026	Preparers enter Five-Year Capital Plan into Questica
Board	April 15, 2026 (Wednesday)	Board Meeting
FA&A Committee	May 07, 2026 (Thursday)	Finance, Audit, and Administration Committee - Budget Calendar Review
Board	May 20, 2026 (Wednesday)	Board Meeting
Deliverable-Dir	May 22, 2026 (Friday)	Deliver Departmental Objectives, Key Performance Indicators, Decision Packages, and Comparative Budget Analysis to Directors
Review-Directors	May 22 - May 29, 2026	Directors Review Departmental Objectives, Key Performance Indicators, Decision Packages, and Comparative Budget Analysis to Directors
Approval-Directors	June 01, 2026 (Monday)	Directors Email Approve Departmental Objectives, Key Performance Indicators
Approval-Directors	June 01, 2026 (Monday)	Directors Approve in Questica Operation Departmental Budgets and Decisions Packets
AED/Treasury Mgmt	June 02 - June 18, 2026	Treasury Management prepares Operation department level 2 analysis reports for discussion with AED's
FA&A Committee	June 04, 2026 (Thursday)	Finance, Audit, and Administration Committee - First Budget Workshop
Board	June 17, 2026 (Wednesday)	Board Meeting
Deliverable-AED	June 18, 2026 (Thursday)	Deliver Departmental Objectives, Key Performance Indicators, Decision Packages, and Level 2 Budget Analysis to AED's
Review-AEDs	June 18 - 25, 2026	Assistant Executive Directors Review Departmental Operational Budgets, Decision Packets, Key Performance Indicators, and Departmental Objectives
Approval-AEDs	June 25, 2026 (Thursday)	Assistant Executive Directors Email Approve Departmental Operational Budgets, Decision Packets, Key Performance Indicators, and Departmental Objectives
T&R/ Treasury Mgmt	June 26, 2026 (Friday)	Request updated transactions and revenues due from Traffic and Revenue consultants

FY2027 Budget Calendar – Cont'd

Area	Date	Action
Approval-ED	July 03, 2026 (Friday)	Executive Directors Approve Departmental Operational Budgets, Decision Packets
Review-Directors	July 06 - 10, 2026	Directors Review Capital Booklet
Approval-Directors	July 10, 2026 (Friday)	Directors Approve Five-Year Capital Plan in Questica
Board	July 10 - 11, 2026	Mid-Year Board Retreat
Approval-AEDs	July 20, 2026 (Monday)	AED's Approve Five-Year Capital Plan in Questica
Review-Directors	July 15 - 21, 2026	Director's to review Preliminary Budget
Approval-ED	July 24, 2026 (Friday)	ED Approve Five-Year Capital Plan in Questica
Treasury Mgmt	July 24 - August 07, 2026	Assemble Preliminary Five-Year Capital Plan Book
FA&A Committee	August 06, 2026 (Thursday)	Finance, Audit, and Administration Committee
Approval-ED	August 7, 2026 (Friday)	Approval Preliminary Budget Review by Executive Director
AED-Directors Review	August 10 - 21, 2026	AED's/Directors Review Preliminary Five-Year Capital Plan Book
Deliverable-Board	August 19, 2026 (Wednesday)	Preliminary Budget delivered to Board Members
Board	August 19, 2026 (Wednesday)	Board Meeting
Board	August 20 - September 19, 2026	Budget Briefings (if requested by Board Members)
Approval ED	August 24 - 26, 2026	ED's Review Preliminary Five-Year Capital Plan Book
FA&A Committee	September 03, 2026 (Thursday)	Finance, Audit, and Administration Committee- First Review of Preliminary Budget and Second Board Workshop
Board	September 16, 2026 (Wednesday)	Board Meeting
Deliverable-Board	September 16, 2026 (Wednesday)	Preliminary Five-Year Capital Plan delivered to Board Members
FA&A Committee	October 01, 2026 (Thursday)	Finance, Audit, and Administration Committee - Second Review Preliminary Budget Review and First Review Five-Year Capital Plan
FA&A Committee	October 1, 2026 (Thursday)	Finance, Audit, and Administration Committee- First Review of Five-Year Capital Plan
Deliverable-Board	October 21, 2026 (Wednesday)	Deliver Final Five-Year Capital Plan to Board Members
Board Approval	October 21, 2026 (Wednesday)	Board Meeting Preliminary Budget Approval
FA&A Committee	November 05, 2026 (Thursday)	Finance, Audit, and Administration Committee - Second Review Five-Year Capital Plan Review
Treasury Mgmt	November 06 - 12, 2026	Incorporate any updates to Five-Year Capital Plan and prepare presentation on any changes
Board Approval	November 18, 2026 (Wednesday)	Board Meeting Five-Year Capital Plan Approval
FA&A Committee	December 03, 2026 (Thursday)	Finance, Audit, and Administration Committee - Final Budget Review
Board Approval	December 16, 2026 (Wednesday)	Board Meeting Final Budget Approval
<i>Assumes Thursday Committee Meetings and Wednesday Board Meetings</i>		
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 (GAAP) including all applicable GASB pronouncements.

BASIS OF ACCOUNTING

The operations of the Authority are accounted for as an enterprise fund on an accrual basis in order to recognize the flow of economic resources. Under this basis, revenues are recognized in the period in which they are earned, expenses are recognized in the period in which they are incurred, and all assets and liabilities associated with the operation of the Authority are included in the Statement of Net 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 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, each a sub-fund included in the System. 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.

BASIS OF BUDGETING

Operating budgets are established in accordance with the practices set forth in the provisions of the Trust Agreement for the North Texas Tollway Authority System Revenue Bonds, as interpreted by the Authority. These practices follow the Generally Accepted Accounting Principles (GAAP) for an enterprise fund on an accrual basis. Exceptions are:

- Depreciation and amortization of certain non-infrastructure capital assets and related acquisition and revenue bond issuance costs that are not included as an operating expense or otherwise provided.
- Capitalized interest accrued on certain bond issues as allowed by the Trust Agreement and bond resolutions.

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 System are included in the Statement of Net Position in accordance with the Trust Agreement.

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

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. When both restricted and unrestricted amounts are available for use, the Authority's policy is to use restricted amounts first, with unrestricted resources utilized as needed. 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 is 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 semiannual 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.

Cash, Cash Equivalents and Investments

Cash and cash equivalents are considered to be cash on hand, demand deposits, and short-term investments with original maturities of three months or less from the date of acquisition. Demand 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 in NTTA's ACFR on the Statement of Revenues, Expenses, and Changes in Net Position and includes the unrealized and realized gains and losses on investments.

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 to be "indefinite lived assets", that is, the assets themselves will last indefinitely and are therefore not depreciated. Costs related to renewing and maintaining these assets are not capitalized, but instead are considered to be period costs and are included in preservation expense classified as part of reserve maintenance and capital improvement expenses. Additional charges to preservation expense occur whenever the condition of the infrastructure assets is determined to be at a level that is below the standards adopted by the Board of Directors of the Authority.

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 of the ACFR) 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 noncancellable 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.

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.

Revenue Bonds

The Authority has issued and refunded various Revenue Bond Series to construct the North Texas Tollway System and to fund reserves and expenses associated with the bond issues. The Authority follows the provisions of GASB No. 23, Accounting and Financial Reporting for Refunding of Debt Reported by Proprietary Activities (Statement No. 23). Under the provisions of Statement No. 23, the difference between the reacquisition price and the net carrying amount of the old debt is recorded as a deferred outflow or inflow and amortized over the life of the new debt or the life of the old debt (had it not been refunded), whichever is shorter. Revenue bonds are used to finance the acquisition and construction of major capital improvements for the North Texas Tollway System toll roads and related facilities. These revenue bonds constitute special obligations of the Authority solely secured by a lien on and pledge of the net revenues of the toll road system. The revenue bonds are collateralized by the revenue of the toll roads and the various special funds established by the bond ordinances. The ordinances provide that the revenue of the System is to be used, first, to pay operating and maintenance expenses of the system, and second, to establish and maintain the revenue bond funds. Remaining revenues may then be used for any lawful purpose.

Bond Discounts, Premiums, and Bond Issuance Costs

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

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.

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.

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.

As detailed in Section 701 of NTTA's Trust Agreement, 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 described in the Trust Agreement, 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 particularly specified, and nothing in the bonds or in the Trust Agreement shall be construed as pledging any other funds or assets of the Authority for their payment.

As detailed in Section 709 of NTTA's Trust Agreement, 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.

Financial Reporting Requirements

In accordance with Section 711 of 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 NTTA System,
- 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 therefor, 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 provides 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 and completion of the independent audit, the Finance department completes its 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 (GFOA) Certificate of Achievement for Excellence in Financial Reporting Program.

Legal Compliance - Budgets

The Authority is required to prepare a preliminary budget of current expenses, deposits to the Revenue Maintenance Fund, and the purposes for which the monies held in Reserve Maintenance Fund will be expended for the ensuing year.

Copies of the preliminary budget must be posted on NTTA's website as well as the MSRB's EMMA portal. Copies or notifications of posting must be provided to the bond trustee, Consulting Engineers, Traffic Engineers, and all bondholders who have filed their names and addresses with the Secretary or Treasurer of the Authority 60 days prior to year-end. The Authority is required by the Trust Agreement to adopt a final budget for the Authority on or before December 31 prior to the beginning of the year. The Authority may not expend any amount or incur any obligations for maintenance, repairs, and operations in excess of the total amount of the budgeted expenses in the Annual Budget unless the funding source is other than revenues received from the Authority.

The Authority may expend additional monies from the Reserve Maintenance Fund in excess of the annual deposits. Budget amendments must be approved by the Board Members of the Authority in a manner similar to the adoption of the Annual Budget.

Our Policies

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Appendix C: Debt Policy and Details

PHILOSOPHY

NTTA primarily issues or incurs debt to fund System expansion to meet the infrastructure needs of North Texas. Because of the wide range of financing activities and 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 primary purpose of investing the proceeds

LIMITATIONS ON LEVEL OF INDEBTEDNESS

- Level of indebtedness is governed by NTTA's estimated net revenue stream.
- Toll rates necessary to meet coverage requirements should be reasonable according to toll sensitivity analysis prepared by the Traffic Engineers.
- NTTA's Board established goal is to maintain 1.50X coverage on system senior-lien bond debt. The 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

- Fixed Rate Debt – fixed interest rates for the term of debt, either issued as long term or short term debt
- Variable Rate Debt - debt with interest rates that vary during the term of the debt, may be short term and may not exceed 20% of NTTA's outstanding debt portfolio, issued for interim or long-term financing
- Grant anticipation notes with specific maturity dates may be issued for interim financing purposes and repaid with receipt of grant funds.
- Debt may be issued on either a senior or subordinated lien basis and secured by revenues as specified in the System Trust agreement or any other legal agreements as authorized by the Board.
- Debt may be issued either on a tax-exempt or taxable basis as determined by the plan of finance for a debt issuance.
- Interest rate swap hedging debt, including interest rate swap agreements, will be approved by the Board.

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 debt products will be based on an analysis and recommendation of NTTA's Chief Financial Officer, in consultation with financial advisors, bond counsel, and/or other independent consultants.

CREDIT OBJECTIVES

- Maintain "A" rating or better
- Continue required disclosure, periodic communication, and monitoring 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-

Our Policies

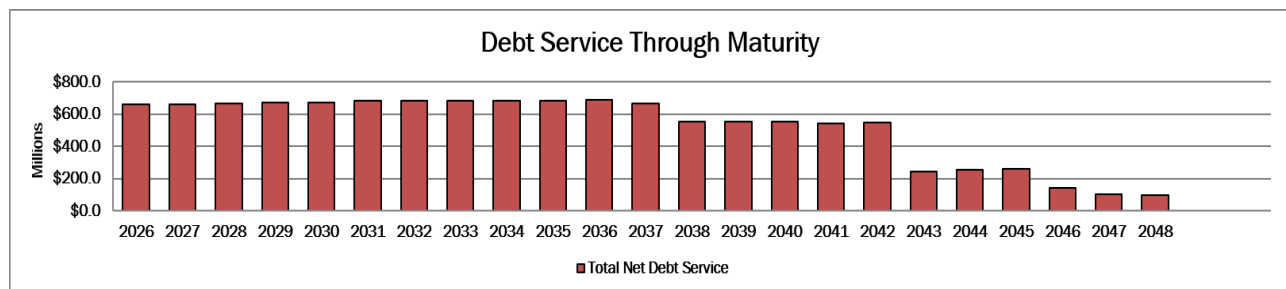
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**Revenue Bonds Outstanding
As of December 31, 2025**

Description of Issue	Beginning Balance Jan. 1, 2025	Additions	Matured or Retired	Ending Balance
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
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	\$ 8,630,767,371	\$ 3,282,040,383	\$ 25,929,240	\$ 11,938,736,994



Appendix D: Major Revenue Source

Toll revenue collected on the System is the Authority's major source of revenue. It accounted for \$1,367,646,400 of the FY2027 Operating Budget's total estimated revenues, or 93.6%.

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 two-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 Boulevard to 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 Boulevard, 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 (MCLB) and Addison Airport Toll Tunnel (AATT), and \$1.55 on Lewisville Lake Toll Bridge (LLTB). ZipCash rates on all facilities are 100% more than the TollTag rates.

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. Registered rate transactions are 50% more than the TollTag rates.

All toll rates are subject to adjustment pending Board approval following a review of expenses.

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

Estimated NTTA System Annual Toll Revenue					
Roadway	FY2027	FY2028	FY2029	FY2030	FY2031
DNT	\$410,749,500	\$416,307,800	\$420,186,300	\$424,475,000	\$428,883,900
PGBT	478,338,900	487,542,200	495,999,100	504,253,500	512,721,600
AATT	620,400	628,700	638,800	648,300	658,000
MCLB	1,771,400	1,791,000	1,804,700	1,818,700	1,833,000
LLTB	15,785,200	16,216,800	16,672,900	17,043,100	17,412,900
SRT	316,517,100	322,103,500	327,497,000	333,304,200	339,294,900
360 Tollway	36,703,300	37,761,600	38,924,300	40,121,000	41,360,500
CTP	107,160,600	111,053,900	115,503,300	118,904,900	122,307,800
System Totals	\$1,367,646,400	\$1,393,405,500	\$1,417,226,400	\$1,440,568,700	\$1,464,472,600

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 as of July 1, 2025
- Toll rate for two-axle vehicles with TollTags is \$0.78 for the MCLB and the AATT as of July 1, 2025
- Toll rate for two-axle vehicles with TollTags is \$1.55 for the LLTB as of 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. Registered rate tolls are the sum of (i) the TollTag and (ii) 50% 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 as of July 1, 2025
- Toll rate for two-axle vehicles with TollTags is \$0.224 per mile from Altamesa Boulevard to US 67 as of 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. Registered rate tolls are the sum of (i) the TollTag and (ii) 50% 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 as of 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 (PGBT EE)

- The Construction, Operation and Maintenance Agreement for the PGBT EE between the Authority and TxDOT dated December 5, 2007, as amended (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 percent.
- Toll rates shall be subject to the assumptions, qualifications and agreements set forth in Section 21 of the EE Project Agreement.
- The ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) 100% of TollTag toll (50% for registered ZipCash Transactions). The ZipCash toll premium is 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 the Trustee shall transfer from the Revenue Fund to the Capital Improvement Fund any Net Revenues that the Chief Financial Officer determines, in a certificate delivered to the Trustee, to be in excess of the amount required to be reserved therein for transfers expected to be made in the first two months of the following Fiscal Year to the First Tier Interest Account, the First Tier Redemption Account, the Second Tier Interest Account, the Second Tier Redemption Account, the Third Tier Interest Account, the Third Tier Redemption Account or any fund or account established for the payment or security of any bonds.



12400 Coit Road, Ste 400

Dallas, TX 75251

tel: 214 346-2800

July 2, 2026

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

Subject: NTTA System – FY2027 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 2027. 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 2027, 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 2027 are 996.4 million and \$1.368 billion, respectively. It is assumed that 80.4 percent of the transactions on the NTTA System in 2027 will be TollTag transactions, and the corresponding toll revenue contribution from TollTags will be 85.5 percent.



Table 1. Estimated 2027 NTTA System Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	73,597,100	59,139,300	14,457,800	\$96,413,700	\$81,761,900	\$14,651,800
February	78,847,300	63,353,000	15,494,300	\$107,634,700	\$91,934,500	\$15,700,200
March	83,069,900	66,739,900	16,330,000	\$113,530,400	\$96,940,100	\$16,590,300
April	84,191,900	67,642,800	16,549,100	\$115,010,600	\$98,221,300	\$16,789,300
May	86,355,900	69,387,900	16,968,000	\$120,154,300	\$102,898,700	\$17,255,600
June	84,287,800	67,734,800	16,553,000	\$117,218,400	\$100,384,600	\$16,833,800
July	81,768,000	65,713,400	16,054,600	\$115,607,600	\$99,285,900	\$16,321,700
August	83,782,300	67,323,000	16,459,300	\$116,449,100	\$99,735,000	\$16,714,100
September	84,657,200	68,032,600	16,624,600	\$116,091,400	\$99,188,300	\$16,903,100
October	86,449,600	69,468,800	16,980,800	\$118,780,000	\$101,475,000	\$17,305,000
November	85,237,900	68,501,100	16,736,800	\$115,216,500	\$98,155,800	\$17,060,700
December	84,136,600	67,633,700	16,502,900	\$115,539,700	\$98,729,600	\$16,810,100
Total	996,381,500	800,670,300	195,711,200	\$1,367,646,400	\$1,168,710,700	\$198,935,700

Facility-Level Forecasts

As seen in Tables 2 and 3, the DNT and PGBT (including EE and WE) are expected to generate \$410.8 million and \$478.3 million in toll revenue, respectively. Transactions on the DNT in 2027 are expected to be 313.2 million, and transactions on the PGBT in 2027 are expected to be 377.2 million. The SRT (see Table 4) is expected to generate \$316.5 million in toll revenue and 204.7 million transactions in 2027, and CTP (see Table 5) is expected to generate \$107.2 million in toll revenue and 57.0 million transactions in 2027. 360T (see Table 6) is expected to generate \$36.7 million in toll revenue and 31.6 million transactions in 2027. The AATT, MCLB and LLTB (Tables 7 through 9) are anticipated to produce \$0.6 million, \$1.8 million and \$15.8 million in toll revenue, respectively. These three facilities are expected to generate a combined total of \$18.1 million in toll revenue from 12.6 million transactions in 2027.

Table 2. Estimated 2027 DNT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	23,153,100	18,799,000	4,354,100	\$29,109,400	\$25,189,000	\$3,920,400
February	24,719,300	20,070,700	4,648,600	\$32,277,200	\$28,110,400	\$4,166,800
March	25,686,800	20,856,300	4,830,500	\$33,451,400	\$29,119,900	\$4,331,500
April	26,135,800	21,220,800	4,915,000	\$34,062,700	\$29,665,400	\$4,397,300
May	26,718,400	21,693,800	5,024,600	\$35,396,300	\$30,901,400	\$4,494,900
June	26,014,200	21,122,100	4,892,100	\$34,377,500	\$29,999,300	\$4,378,200
July	25,289,700	20,533,900	4,755,800	\$34,067,900	\$29,811,200	\$4,256,700
August	25,936,900	21,059,300	4,877,600	\$34,353,400	\$29,991,000	\$4,362,400
September	27,168,300	22,059,200	5,109,100	\$35,769,900	\$31,152,200	\$4,617,700
October	27,650,100	22,450,400	5,199,700	\$36,464,400	\$31,757,100	\$4,707,300
November	27,291,400	22,159,100	5,132,300	\$35,350,400	\$30,709,900	\$4,640,500
December	27,416,600	22,260,800	5,155,800	\$36,069,000	\$31,412,700	\$4,656,300
Total	313,180,600	254,285,400	58,895,200	\$410,749,500	\$357,819,500	\$52,930,000

Table 3. Estimated 2027 PGBT Traffic and Revenue (including EE and WE)

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	27,928,400	22,088,800	5,839,600	\$33,795,400	\$28,274,500	\$5,520,900
February	30,093,000	23,799,700	6,293,300	\$38,033,500	\$32,067,900	\$5,965,600
March	31,877,500	25,207,700	6,669,800	\$40,337,500	\$34,006,200	\$6,331,300
April	32,209,600	25,471,500	6,738,100	\$40,714,600	\$34,325,700	\$6,388,900
May	32,930,900	26,042,100	6,888,800	\$42,340,400	\$35,799,400	\$6,541,000
June	32,147,500	25,423,600	6,723,900	\$41,389,900	\$34,999,800	\$6,390,100
July	31,077,000	24,576,300	6,500,700	\$40,604,000	\$34,432,700	\$6,171,300
August	31,906,500	25,232,200	6,674,300	\$40,970,600	\$34,644,800	\$6,325,800
September	31,810,000	25,157,100	6,652,900	\$40,238,200	\$33,927,900	\$6,310,300
October	32,520,700	25,718,100	6,802,600	\$41,191,900	\$34,730,300	\$6,461,600
November	31,903,500	25,231,000	6,672,500	\$39,734,600	\$33,400,300	\$6,334,300
December	30,829,300	24,384,100	6,445,200	\$38,988,300	\$32,874,200	\$6,114,100
Total	377,233,900	298,332,200	78,901,700	\$478,338,900	\$403,483,700	\$74,855,200

Table 4. Estimated 2027 SRT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	14,998,200	12,348,900	2,649,300	\$22,026,100	\$18,936,600	\$3,089,500
February	16,011,800	13,183,500	2,828,300	\$24,581,800	\$21,276,000	\$3,305,800
March	17,024,100	14,017,000	3,007,100	\$26,188,300	\$22,666,400	\$3,521,900
April	17,207,900	14,168,300	3,039,600	\$26,462,600	\$22,903,900	\$3,558,700
May	17,876,400	14,718,700	3,157,700	\$28,085,300	\$24,369,600	\$3,715,700
June	17,697,200	14,571,100	3,126,100	\$27,746,500	\$24,075,600	\$3,670,900
July	17,245,400	14,199,200	3,046,200	\$27,450,100	\$23,876,400	\$3,573,700
August	17,426,600	14,348,400	3,078,200	\$27,332,400	\$23,716,300	\$3,616,100
September	17,144,100	14,115,800	3,028,300	\$26,497,600	\$22,934,100	\$3,563,500
October	17,478,200	14,390,800	3,087,400	\$27,042,800	\$23,406,000	\$3,636,800
November	17,359,500	14,293,100	3,066,400	\$26,421,800	\$22,808,900	\$3,612,900
December	17,278,900	14,226,700	3,052,200	\$26,681,800	\$23,093,500	\$3,588,300
Total	204,748,300	168,581,500	36,166,800	\$316,517,100	\$274,063,300	\$42,453,800

Table 5. Estimated 2027 CTP Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	4,264,200	3,377,900	886,300	\$7,615,900	\$6,226,100	\$1,389,800
February	4,535,100	3,592,500	942,600	\$8,434,000	\$6,955,300	\$1,478,700
March	4,770,200	3,778,800	991,400	\$8,964,800	\$7,393,100	\$1,571,700
April	4,873,000	3,860,200	1,012,800	\$9,118,100	\$7,519,500	\$1,598,600
May	4,977,600	3,943,100	1,034,500	\$9,486,600	\$7,849,100	\$1,637,500
June	4,681,000	3,708,100	972,900	\$8,971,600	\$7,423,000	\$1,548,600
July	4,523,300	3,583,200	940,100	\$8,817,900	\$7,319,100	\$1,498,800
August	4,749,300	3,762,200	987,100	\$9,052,000	\$7,489,600	\$1,562,400
September	4,782,100	3,788,200	993,900	\$8,943,900	\$7,375,800	\$1,568,100
October	4,973,300	3,939,700	1,033,600	\$9,351,100	\$7,711,700	\$1,639,400
November	4,937,900	3,911,600	1,026,300	\$9,150,400	\$7,520,600	\$1,629,800
December	4,934,400	3,908,800	1,025,600	\$9,254,300	\$7,631,800	\$1,622,500
Total	57,001,400	45,154,300	11,847,100	\$107,160,600	\$88,414,700	\$18,745,900

Table 6. Estimated 2027 360T Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	2,315,900	1,784,000	531,900	\$2,585,300	\$2,056,200	\$529,100
February	2,480,100	1,910,500	569,600	\$2,876,200	\$2,310,100	\$566,100
March	2,638,400	2,032,500	605,900	\$3,061,000	\$2,458,500	\$602,500
April	2,678,600	2,063,400	615,200	\$3,101,100	\$2,490,700	\$610,400
May	2,741,000	2,111,500	629,500	\$3,225,100	\$2,599,900	\$625,200
June	2,684,500	2,068,000	616,500	\$3,168,400	\$2,554,100	\$614,300
July	2,598,400	2,001,700	596,700	\$3,116,200	\$2,521,100	\$595,100
August	2,679,000	2,063,700	615,300	\$3,154,300	\$2,542,800	\$611,500
September	2,672,800	2,059,000	613,800	\$3,093,000	\$2,484,200	\$608,800
October	2,729,500	2,102,600	626,900	\$3,158,600	\$2,536,900	\$621,700
November	2,685,700	2,068,900	616,800	\$3,065,300	\$2,452,500	\$612,800
December	2,670,500	2,057,200	613,300	\$3,098,800	\$2,488,800	\$610,000
Total	31,574,400	24,323,000	7,251,400	\$36,703,300	\$29,495,800	\$7,207,500

Table 7. Estimated 2027 AATT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	69,700	54,900	14,800	\$51,700	\$44,400	\$7,300
February	73,500	57,900	15,600	\$56,900	\$49,200	\$7,700
March	76,300	60,100	16,200	\$59,000	\$51,100	\$7,900
April	69,400	54,700	14,700	\$53,700	\$46,500	\$7,200
May	69,800	55,000	14,800	\$54,900	\$47,600	\$7,300
June	65,800	51,800	14,000	\$51,800	\$44,900	\$6,900
July	58,600	46,200	12,400	\$46,800	\$40,700	\$6,100
August	64,600	50,900	13,700	\$50,800	\$44,100	\$6,700
September	63,500	50,000	13,500	\$49,100	\$42,500	\$6,600
October	65,800	51,800	14,000	\$50,900	\$44,100	\$6,800
November	62,200	49,000	13,200	\$47,300	\$40,800	\$6,500
December	61,400	48,300	13,100	\$47,500	\$41,100	\$6,400
Total	800,600	630,600	170,000	\$620,400	\$537,000	\$83,400

Table 8. Estimated 2027 MCLB Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	160,500	116,400	44,100	\$126,000	\$95,500	\$30,500
February	179,500	130,200	49,300	\$146,300	\$112,200	\$34,100
March	189,100	137,200	51,900	\$154,100	\$118,200	\$35,900
April	195,000	141,500	53,500	\$158,900	\$121,900	\$37,000
May	190,400	138,100	52,300	\$157,400	\$121,200	\$36,200
June	166,300	120,700	45,600	\$137,600	\$105,900	\$31,700
July	160,500	116,500	44,000	\$134,700	\$104,100	\$30,600
August	182,100	132,100	50,000	\$150,600	\$116,000	\$34,600
September	190,200	138,000	52,200	\$155,000	\$118,900	\$36,100
October	196,000	142,200	53,800	\$159,700	\$122,500	\$37,200
November	188,900	137,100	51,800	\$151,700	\$115,800	\$35,900
December	171,000	124,100	46,900	\$139,400	\$106,900	\$32,500
Total	2,169,500	1,574,100	595,400	\$1,771,400	\$1,359,100	\$412,300

Table 9. Estimated 2027 LLTB Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	707,100	569,400	137,700	\$1,103,900	\$939,600	\$164,300
February	755,000	608,000	147,000	\$1,228,800	\$1,053,400	\$175,400
March	807,500	650,300	157,200	\$1,314,300	\$1,126,700	\$187,600
April	822,600	662,400	160,200	\$1,338,900	\$1,147,700	\$191,200
May	851,400	685,600	165,800	\$1,408,300	\$1,210,500	\$197,800
June	831,300	669,400	161,900	\$1,375,100	\$1,182,000	\$193,100
July	815,100	656,400	158,700	\$1,370,000	\$1,180,600	\$189,400
August	837,300	674,200	163,100	\$1,385,000	\$1,190,400	\$194,600
September	826,200	665,300	160,900	\$1,344,700	\$1,152,700	\$192,000
October	836,000	673,200	162,800	\$1,360,600	\$1,166,400	\$194,200
November	808,800	651,300	157,500	\$1,295,000	\$1,107,000	\$188,000
December	774,500	623,700	150,800	\$1,260,600	\$1,080,600	\$180,000
Total	9,672,800	7,789,200	1,883,600	\$15,785,200	\$13,537,600	\$2,247,600

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 \$446.3 million and the net ZipCash revenue recovered is expected to be \$198.9 million.

Table 10. Estimated 2027 NTTA System ZipCash Revenue Invoiced and Recovered

Month	Total ZipCash Revenue in Process (Invoiced)	Total ZipCash Unrecovered Revenue	Total ZipCash Revenue Recovered
January	\$32,874,600	\$18,222,800	\$14,651,800
February	\$35,234,600	\$19,534,400	\$15,700,200
March	\$37,223,600	\$20,633,300	\$16,590,300
April	\$37,665,800	\$20,876,500	\$16,789,300
May	\$38,707,600	\$21,452,000	\$17,255,600
June	\$37,774,800	\$20,941,000	\$16,833,800
July	\$36,622,900	\$20,301,200	\$16,321,700
August	\$37,496,400	\$20,782,300	\$16,714,100
September	\$37,931,500	\$21,028,400	\$16,903,100
October	\$38,821,700	\$21,516,700	\$17,305,000
November	\$38,262,800	\$21,202,100	\$17,060,700
December	\$37,681,300	\$20,871,200	\$16,810,100
Total	\$446,297,600	\$247,361,900	\$198,935,700

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 NTTA System.

ACFR – Annual Comprehensive Financial Report which contains NTTA's annual audited financial statements

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 Section 507 of NTTA's 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.

CDM Smith – NTTA's Traffic Engineers, independent consultants who provide traffic and revenue projections used in the Annual Budget, Official Statements for bond issuances, and NTTA's long range planning process.

Consulting Engineers – VRX, Inc., also referred to as General Engineering Consultants (GEC), independent consultants contracted to perform an annual inspection of the NTTA system, issuing an annual inspection report used to assess current safety and overall condition and for planning repairs and maintenance to the NTTA system.

Construction Fund (CF) – Fund created by Section 401 of NTTA's 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 Service – Amount of principal and interest owed on bonds or other debt obligations over a defined period of time.

Debt Service Coverage Ratio (DSCR) – 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 31-mile portion of the NTTA 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 (EF) – Self-supporting government fund that sells goods and/or services to the public for a fee. It is an accounting mechanism used to manage and report on the financial operations of toll-related infrastructure, separating financial reporting for tolling services sold to the public from other government activities.

F

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

First Tier Debt – 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.

Fund Balance– The net resources available in a fund accounting for inflows and expenditures covered by that fund.

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 is the global association for the owners and operators of toll facilities and the business that serve them. Its mission is to lead the global toll and transportation community by advocating for and advancing innovative, user-funded transportation systems and mobility solutions.

Interoperability (IOP) – The functionality of different toll collection systems operated by different toll agencies to work together seamlessly so that a driver can use a single account or payment method to pay tolls at toll facilities operated by different agencies across state or regional boundaries.

ITS – Intelligent Transportation System advanced technology used by NTTA to monitor the System, with communicate with System users and enhance the safety and efficiency of the System.

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 is an independent government agency created to develop infrastructure projects in North East Texas surrounding Tyler, Texas.

O

OPEB – Other Post-Employment Benefits are non-pension health care and life insurance benefits provided to employees after retirement, the accounting which is governed by required by GASB 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 Employee Benefits Cooperative is a group of member local governments that purchase employee benefits at lower costs and manage employee and retiree benefits through one central system. Members include Dallas County, Tarrant County, Denton County, Parker County, and NTTA.

PFIGA – 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 PFIGA guidelines to balance priorities of safety of principal, liquidity and yield and to ensure transparency and accountability in public fund management.

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

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

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

R

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

Reserve Maintenance Fund (RMF) – Fund created by Section 507 of NTTA's 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, to prevent loss of revenues, for engineering expenses relating to the functions of the Authority, for equipment, maintenance, and operating expenses not occurring at annual or shorter periods.

Revenue Fund – Fund created by Section 503 of NTTA's 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 is independently owned and operated, not dominant in its industry, and meets specific size standards based on number of employees or revenue.

Second Tier Debt – 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 – Sam Rayburn Tollway, an approximately 26-mile tollway that is part of the NTTA System.

T

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

TCDRS – Texas County & District Retirement System is a public pension fund that provides retirement benefits for eligible employees of participating counties and districts in Texas including NTTA.

Texas Transportation Code – The set of laws governing all aspects of transportation in Texas, including vehicles, traffic, roadways, and commercial carriers. The Authority was created and organized pursuant to and in accordance with Chapter 366 of the Texas Transportation Code, also known as the Turnpike Act.

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

Toll Enforcement Remedies (TER) – Tools the Authority uses to collect unpaid toll transactions.

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.

Traffic Engineers – CDM Smith – independent consultants, who provide traffic and revenue projections used in the Annual Budget, Official Statements for bond issuances, and NTTA's long range planning process.

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.

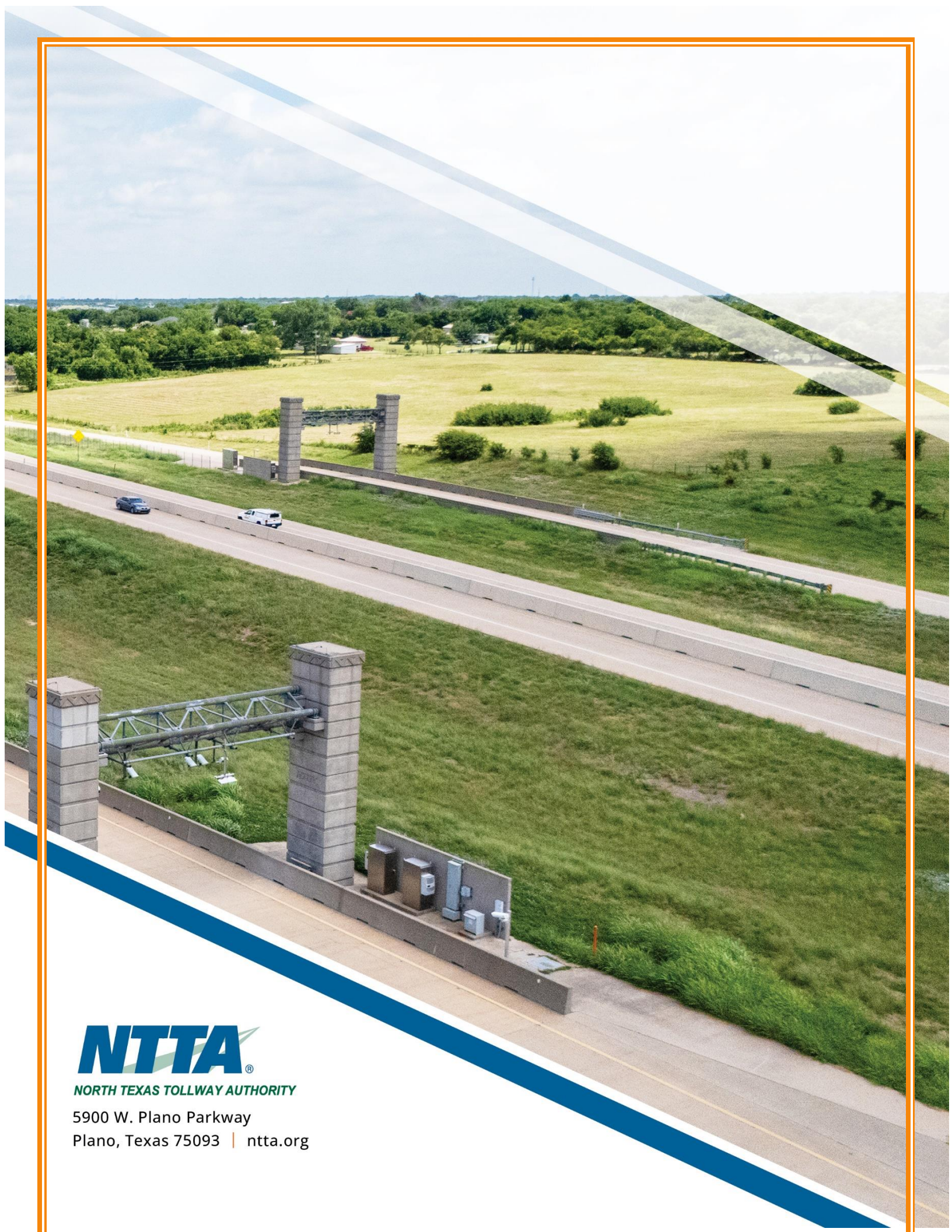
TxDOT – Texas Department of Transportation, a state government agency responsible for the construction, maintenance, and oversight of the extensive transportation network for the state of Texas, including highways, aviation, rail, and public transit systems.

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.



NORTH TEXAS TOLLWAY AUTHORITY

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