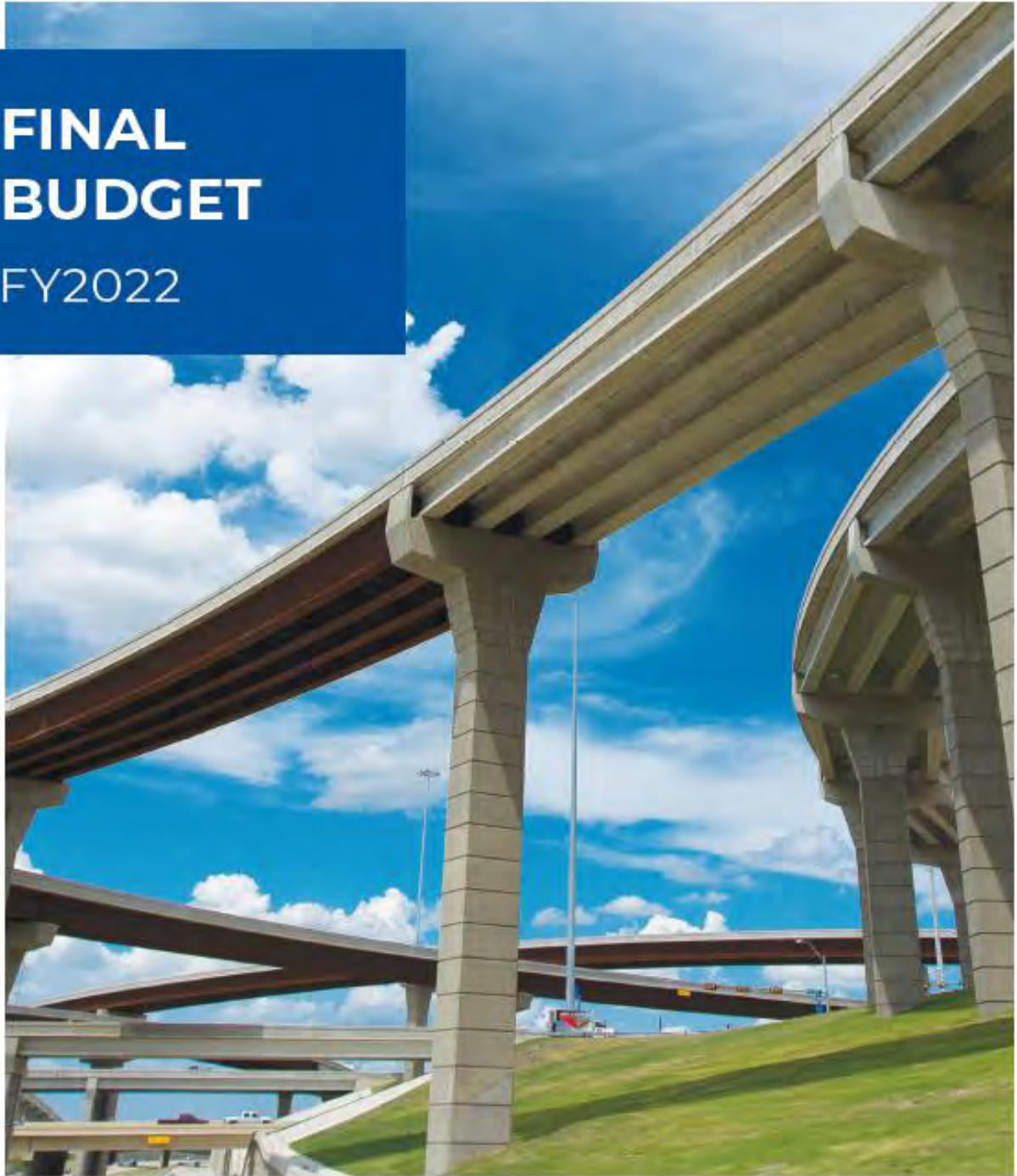


NTTA SYSTEM

FINAL BUDGET

FY2022





IN MEMORY OF

Armando Garza Jr.

Armando Garza began his career at 22, hired by TTA, the predecessor of NTTA. When the state legislature created the NTTA, Armando was one of the very first employees for the organization.

He served in a number of roles for NTTA over the years. Originally as the director of finance, overseeing all the finance functions within the organization. As NTTA began to grow, Armando dedicated his focus on the budget. His forte was NTTA's planning and reporting efforts for the organization, the annual budget, the Five-Year Capital Plan, as well as the Comprehensive Annual Financial Report, all major guideposts and scorecards for NTTA.

Armando had a strong penchant for numbers and accuracy.

But beyond numbers, were projects. Armando was instrumental in advancing the delivery of critical projects for the region, including the extension of the Dallas North Tollway from the Galleria area up north to Celina, and the addition of the President George Bush Turnpike to the NTTA system, these are just two examples of many projects where he played an important role at NTTA.

“On behalf of the NTTA family, I’d like to recognize a true soldier in the NTTA army, Armando Garza, for 37 years of tireless, dedicated support to NTTA.”

- Horatio Porter, NTTA CFO



H.R. No. 251

RESOLUTION

WHEREAS, A rich and purposeful life drew to a close with the passing of Armando Garza Jr. of Balch Springs on December 12, 2020, at the age of 59; and

WHEREAS, The son of Armando Garza Villarreal and Maria de Jesus Esquivel, Armando Garza was born on January 7, 1961, in Eagle Pass, and he grew up with the companionship of six siblings, Juan, Herlinda, Fernando, Linda, Jesus, and Rosa Maria; and

WHEREAS, A graduate of Sul Ross State University, Mr. Garza was employed by the North Texas Tollway Authority, and his career with the organization spanned more than three and a half decades; outside of his professional life, he enjoyed cheering on the Dallas Cowboys and the Dallas Mavericks; he also liked to hunt, and he had a deep appreciation for horses, music, and leather craft; and

WHEREAS, In all his endeavors, Mr. Garza benefited from the love and support of his wife, Martha Leticia Garza, with whom he shared a rewarding marriage of 28 years, and he took great pride in his three children, Armando, Leslie, and Giovanni; and

WHEREAS, A humble and hardworking man, Armando Garza will be deeply missed, and those who held him dear will forever remember the warmth and kindness he brought into their lives; now, therefore, be it

RESOLVED, That the House of Representatives of the 87th Texas Legislature hereby pay tribute to the memory of Armando Garza Jr. and extend sincere sympathy to his loved ones; and, be it further

RESOLVED, That an official copy of this resolution be prepared for his family and that when the Texas House of Representatives adjourns this day, it do so in memory of Armando Garza.

Neave

Dallas North Tollway/US 380 extension

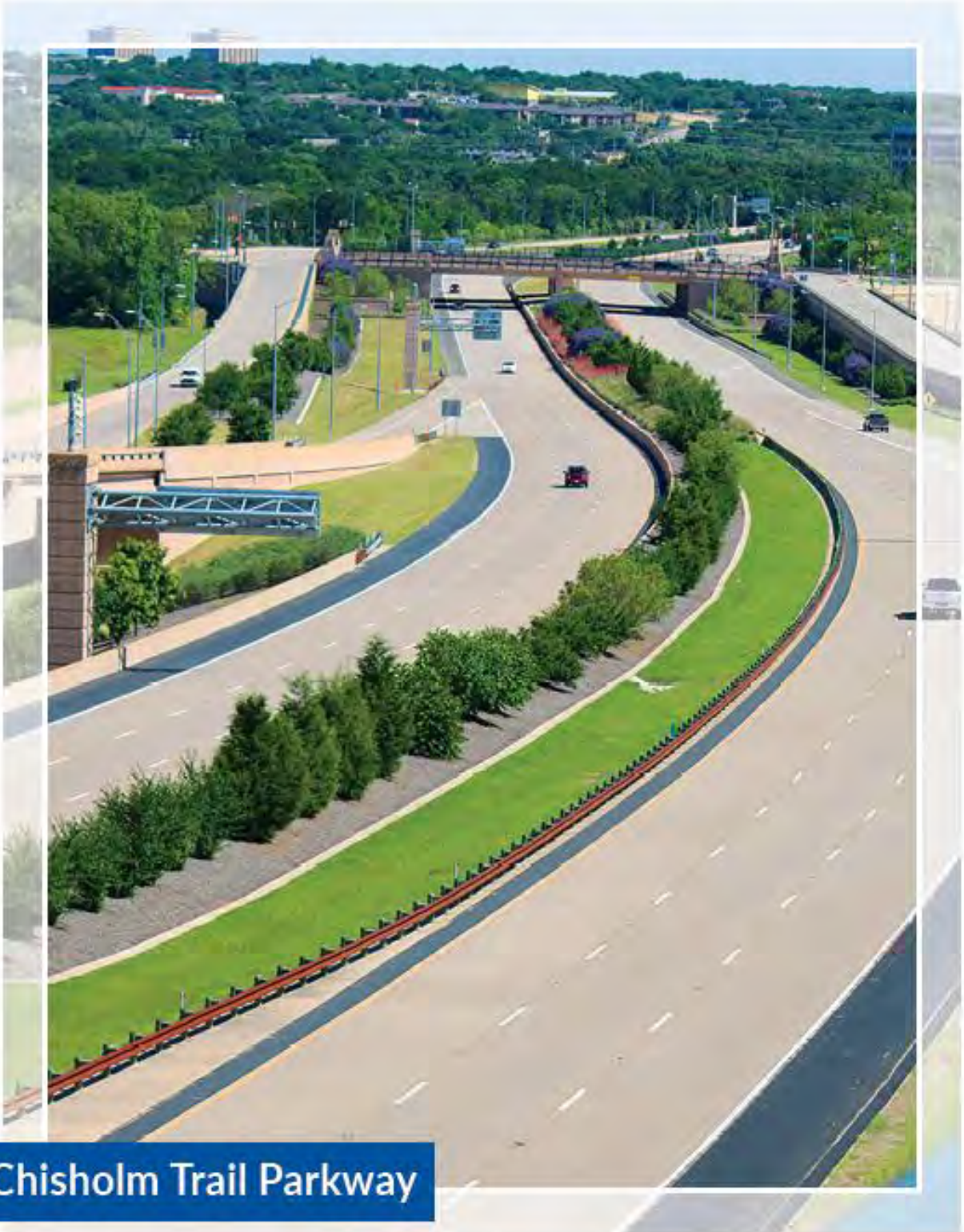


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Chisholm Trail Parkway

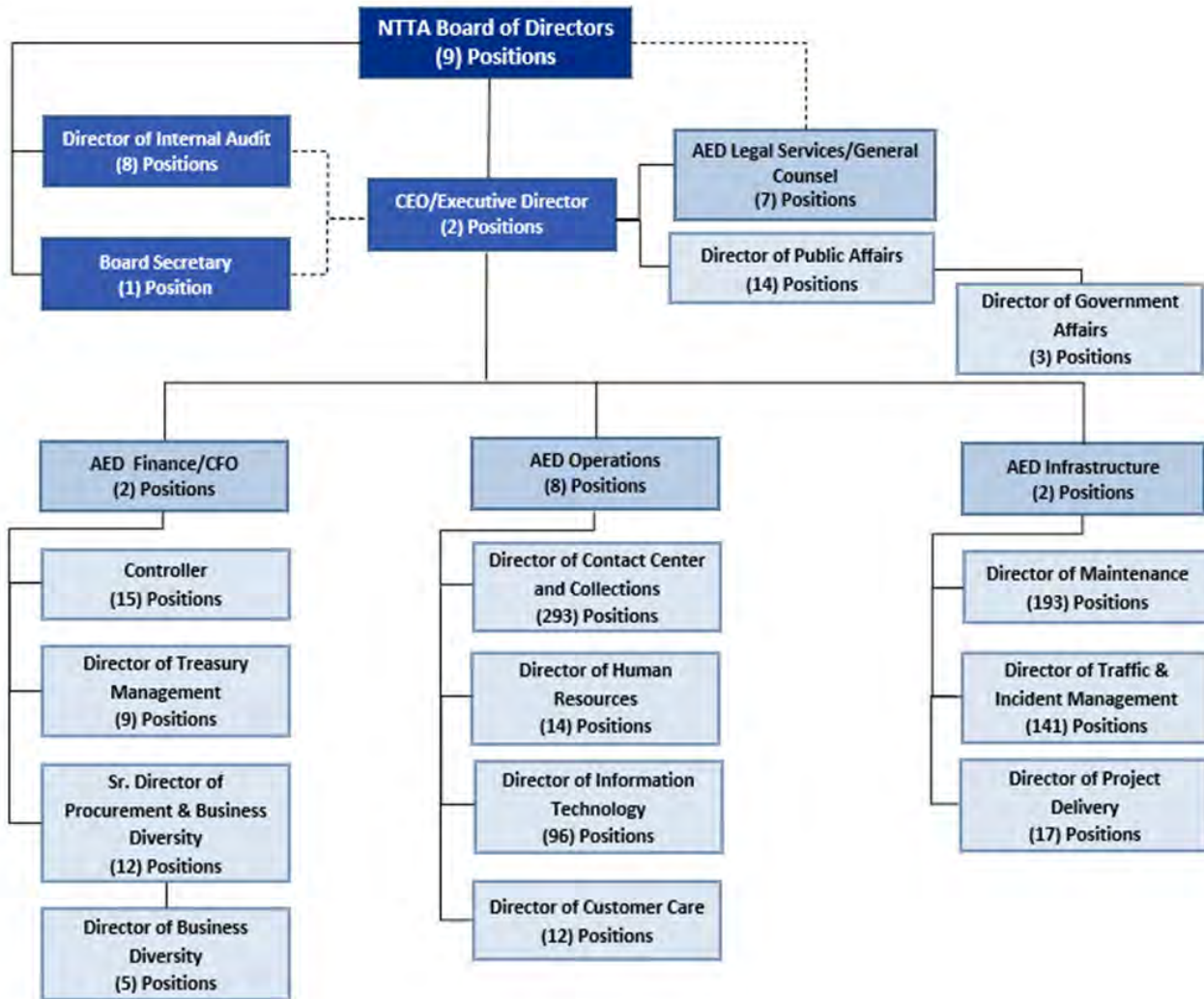
NTTA Mission

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

NTTA Board of Directors

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

Organizational Chart



NTTA Officials for FY2022

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

Letter of Transmittal

November 24, 2021

We are pleased to submit for your review the FY2022 Budget of the North Texas Tollway Authority (“NTTA” or “Authority”).

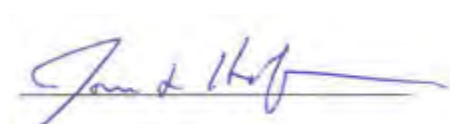
Section 505 of the Amended and Restated Trust Agreement (Trust Agreement) for the NTTA System requires that the Board adopt a Preliminary Budget of current expenses (operating budget) and the deposit to the Reserve Maintenance Fund for the following year in October of the current year and the Final Budget 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 FY2022 Budget with a comparison to the FY2021 Budget.

North Texas Tollway Authority		
	FY2022 Budget	FY2021 Amended Budget
Estimated Revenues	\$1,002,038,950	\$829,203,700
Operating Budget	\$199,862,463	\$183,656,659
Total Net Debt Service	\$612,558,090	\$531,910,706
Estimated Coverage First Tier	2.08	1.78
Estimated Coverage All Debt	1.31	1.21
Reserve Maintenance Deposit	\$29,500,995	\$5,873,204
Estimated Capital Improvement Fund Deposit	\$184,072,425	\$142,615,497

If you have any questions, or need additional information, please let us know. We look forward to presenting and discussing the FY2022 Budget.

Very truly yours,



James Hofmann, *Executive Director*



Horatio Porter, *Chief Financial Officer*

President George Bush Turnpike



President George Bush Turnpike in Grand Prairie



NTTA Overview

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

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

Early in FY2018, NTTA took ownership of State Highway 360 from Camp Wisdom Road to U.S. 287, also referenced as 360 Tollway (360T), per an agreement with the Texas Department of Transportation (TxDOT). The project was funded, designed and built by TxDOT. In June of FY2021, 360T was combined with the NTTA System paying off the TxDOT loan early, saving millions in future debt service and eliminating duplicative administrative functions such as separate budgets, audits and engineering services.

Additionally, NTTA is the tolling services provider on all toll projects in the region that are owned and operated by other entities. NTTA is paid a fee for the services under tolling services agreements (TSAs) with these other entities. Recently, NTTA has entered into an agreement to provide back-office tolling services with the North East Texas Regional Mobility Authority (NETRMA), which operates a toll road system in the Tyler, Texas area.

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

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

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

NTTA continues working to meet the demands for transportation in the North Texas region, which, as of FY2020, boasted 5.8 million registered vehicles and an estimated population of 6.7 million ranking the region as the fourth largest metropolitan area in the United States.

Strategic Plan

FY2022-FY2026 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 & 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 & ENGAGED TEAM

- RECRUIT, DEVELOP AND RETAIN HIGH-QUALITY PEOPLE
 - RECOGNIZE AND REWARD PERFORMANCE
- ADVANCE EMPLOYEE COMMUNICATION AND ENGAGEMENT STRATEGIES

STRATEGIC PRIORITIES

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

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

Strategic Priority	Related Strategic Goal(s)
Enhance safety	Customer-driven organization Delivering transportation solutions
Execute Capital Plan	Respected leader & partner in the region’s transportation network Delivering transportation solutions
Reduce debt service obligations	Financially sound and vibrant organization
Expand Toll Services	Financially sound and vibrant organization Customer-driven organization
Improve collections	Customer-driven organization Financially sound and vibrant organization
Increase number of new TollTag accounts	Customer-driven organization Financially sound & vibrant organization
Continue to advance diversity	Respected leader and partner in the region’s transportation network Highly-qualified, energized and engaged team
Continue to bolster staff development	Highly qualified, energized and engaged team

Dallas North Tollway/
Sam Rayburn Tollway interchange



Sam Rayburn Tollway widening project



FY2022 Budget Executive Summary

INTRODUCTION

Through the first half of 2021, the North Texas region began a mild recovery from the devastating effects of the global pandemic. A recent surge in cases could temper economic growth. However, NTTA remains committed to its mission to provide a safe and reliable toll road system while operating in a businesslike manner.

BUDGET HIGHLIGHTS:

The FY2022 budget reflects the appropriate investment as we strive to fulfill NTTA's five strategic goals:

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

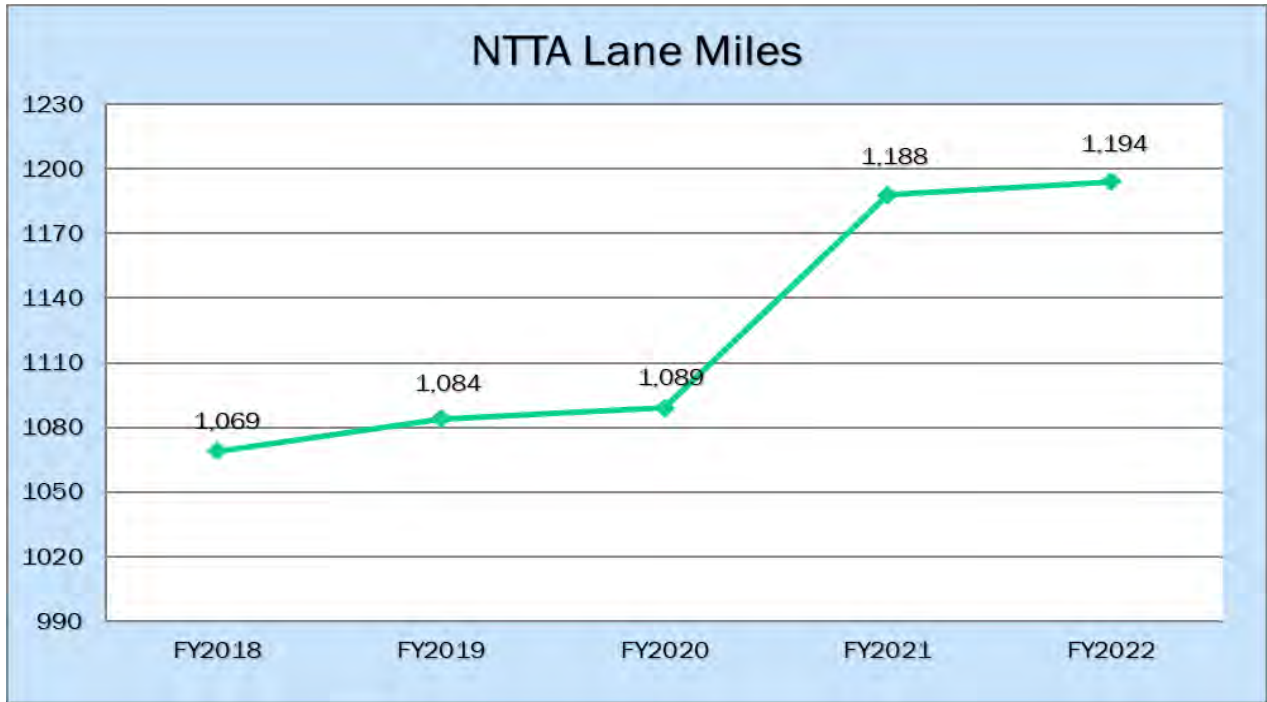
More specifically, NTTA priorities are aimed at mitigating the impact of the pandemic, adding capacity to the system, and maintaining customer service and safety as the recovery continues. Targeted initiatives include:

- Reduce call center wait times
- Respond and quickly clear incidents from NTTA's roadways
- React to labor and supply chain shortages
- Refinance debt to save future interest costs
- Reinforce the value of the TollTag
- Readiness to provide back-office system services for North East Texas Regional Mobility Authority

As NTTA continues to advance these efforts, there are critical assumptions about the drivers and components that shape the FY2022 Budget.

1. Increased traffic as the economy recovers
2. Refinancing transactions have created savings, however, NTTA has an escalating debt profile
3. The recent merger of the 360T into the System eliminates duplicative efforts and adds additional revenue and expenses to the System budget
4. The Operation and Maintenance Fund (OMF) continues to fund strategic priorities
5. Spending from the Reserve Maintenance Fund (RMF) will continue to meet the normal cycle of scheduled maintenance of roads, facilities and equipment.

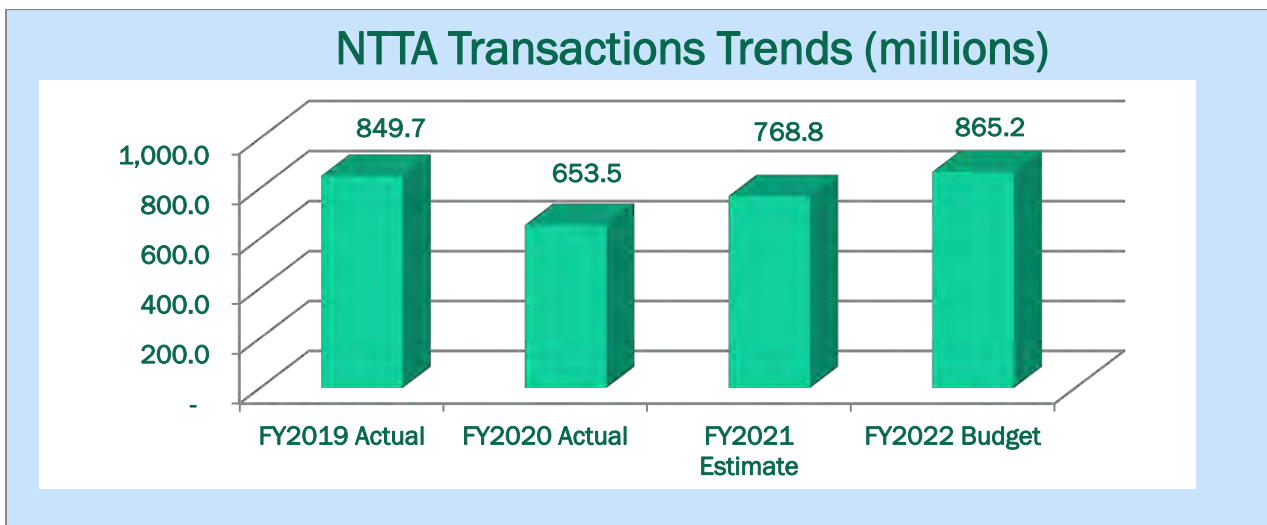
The NTTA System consists of service roads and revenue-producing toll road main lanes. The combined roads represent the total lane miles NTTA must maintain. Over the last five years, total lane miles have increased by 125 or 12% from 1,069 lane miles to 1,194 lane miles.



FY2022 TRANSACTIONS

The FY2022 Budget maintains a strong focus on increasing the number of TollTag customers while also efficiently processing, invoicing and collecting non-TollTag (ZipCash) transactions.

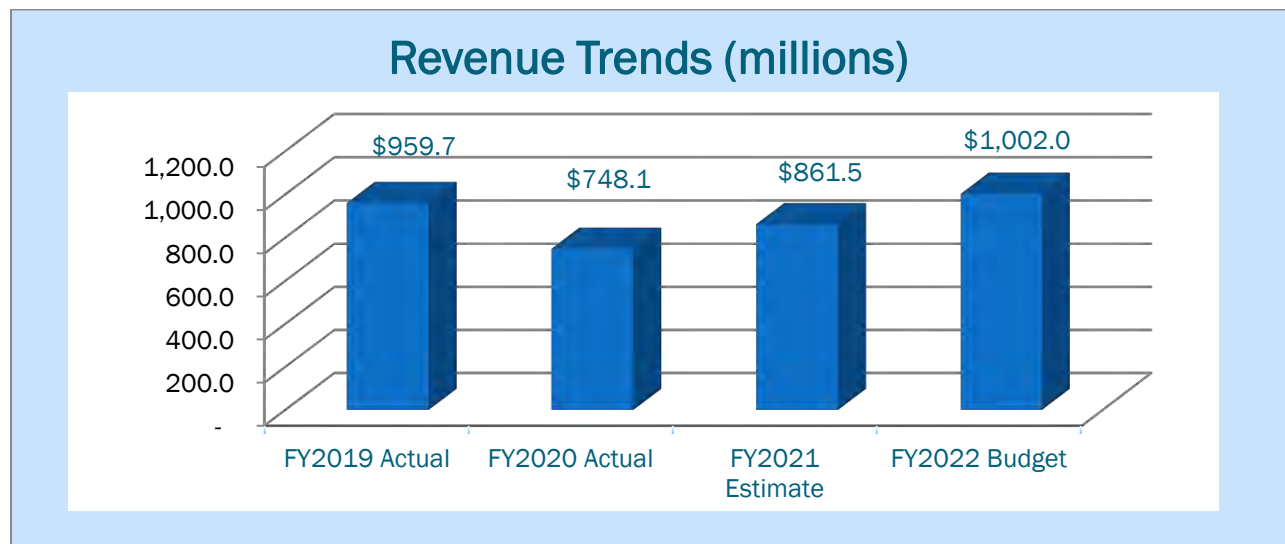
Overall, the toll transactions for the NTТА System are estimated to increase to 865.2 million in FY2022. This amount includes 21.0 million from the 360T that is now combined with the NTТА System. Separately, it is anticipated that the toll services agreements (TSAs) will have 190.2 million transactions in FY2022.



FY2022 REVENUES

NTТА 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, NTТА does not collect taxes. Instead, NTТА's revenues are derived from tolls, service

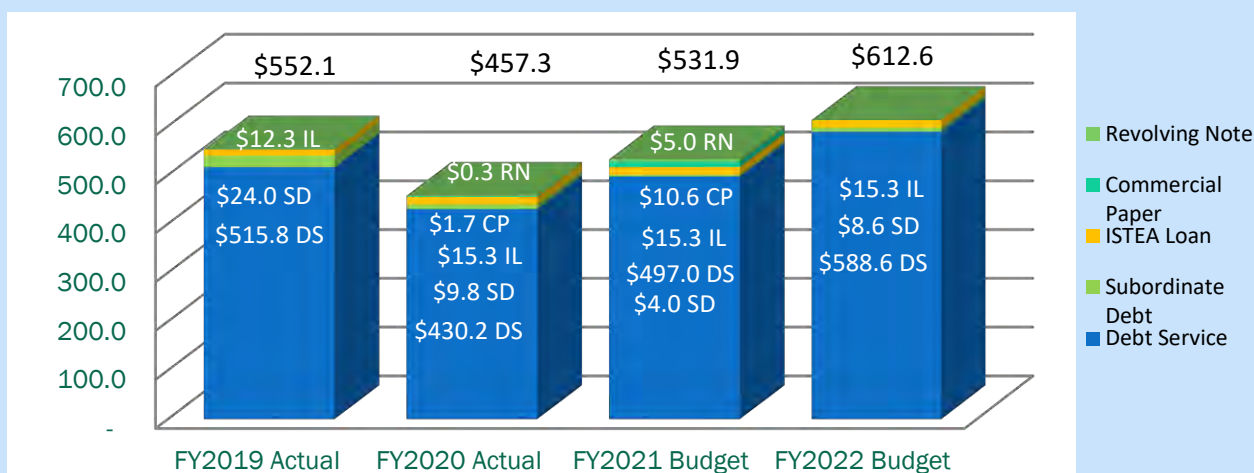
fees and interest income to support its operations. Total FY2022 estimated revenues for the NTTA System are \$1.0 billion. The primary source of revenue is from tolls totaling \$954.2 million. The tolls are broken out into TollTag revenue of \$800.6 million and ZipCash revenue of \$153.6 million (see T&R projection on pages 181-187). Budgeted toll revenues increased by \$133.6 million from FY2021 estimates, including \$24.3 million from combining the 360T. Another component of revenue is other income, which consists of several items, including late fees, statement fees and miscellaneous revenues for a combined budget of \$41.0 million. This amount is approximately 4.1% of total revenue. The late fees are based on business rules that assess a \$10 fee for the first notice of nonpayment and a \$25 fee for the second notice of nonpayment. The final revenue component is projected interest income budgeted at \$6.8 million or approximately 0.7% of total revenue.



FY2022 DEBT SERVICE AND LOAN REPAYMENT

Total net debt service will increase \$80.6 million to \$612.6 million in FY2022. The increase is part of the overall financing plan that reinstates debt service after a reduction in 2021 to respond to the impacts of the pandemic on revenues. In addition, with the 2021 refinancing, the 360 Tollway loan was paid off and the facility added to the NTTA System. Other debt service includes subordinated debt payment of \$8.6 million and an ISTEAL loan payment of \$15.3 million. These instruments were used to help finance the CTP and PGBT projects, respectively. During FY2020, the Authority issued \$200.0 million in commercial paper and a \$100.0 million revolving note to secure funding for on-going projects. Both programs were paid off in FY2021 and there is no anticipated debt service in FY2022 for those notes. The estimated FY2022 total bond debt service coverage is 2.08 times first tier debt service, which is above the 1.35 times required by the Trust Agreement. Estimated coverage for all debt service, including the CIF-funded debt payment, is 1.31 times versus the required 1.00 times.

Debt Service Trends (millions)



FY2022 EXPENDITURES

The requirement of the Trust Agreement is the adoption of an annual OMF budget and deposit to RMF. The OMF budget, the RMF estimated deposit and the Enterprise budget total \$255.6 million.

OPERATION AND MAINTENANCE FUND (OMF)

The FY2022 OMF budget is \$199.9 million, which includes combining the 360T into the system. Material variance explanations as compared to FY2021 budget are located on each of the department's budget and information documents (see pages 55-113). All of the NTTA System labor costs are budgeted in the Operation and Maintenance Fund. This allows the Authority to present a complete view of salaries and benefits and to better track staffing-related costs.

Costs directly associated with the administrative services of the NTTA System (Accounting, Administration, Board, Human Resources, Internal Audit, Legal, Procurement and Business Diversity, Public Affairs and Treasury Management departments), are \$20.2 million or 10.1% of the total budget. The cost reimbursement for processing non-system transactions for the Enterprise fund are -\$22.0 million included in Shared Services.

Operations and maintenance costs directly associated with operational services of the NTTA System (Contact Center and Collections, Information Technology, Maintenance, Operations, Project Delivery and Traffic & Incident Management departments) are \$201.7 million or 100.9% of the total budget. These departments' FY2022 OMF budget increased by \$21.7 million compared to the FY2021 budget due to volume-related items impacted by the pandemic, such as contract labor, postage, credit card fees and image review.

The Contact Center and Collections department is responsible for delivering high-quality customer services to the customers. The FY2022 budget is increasing by approximately \$17.9 million which includes \$5.6 million for contract labor, \$4.6 million for invoicing, \$3.9 million for credit card processing, and \$3.0 million for postage. Contract labor is necessary to allow staffing flexibility given hiring shortfalls, credit card processing and postage are increased due to additional planned volumes.

The Information Technology department is responsible for all toll collection, business systems and software. The FY2022 budget is increasing by approximately \$1.6 million, primarily to support new products for back-office system payments to better serve our customers.

The Maintenance department budget is increasing by \$0.2 million to maintain 98 additional lane miles and landscape area, primarily PGBT and SRT fourth lanes.

The Traffic & Incident Management department provides roadside assistance to motorists and ensures our facilities have timely clearance of incidents, thereby reducing risk and congestion for our customers. The department is also responsible for agency-wide insurance policies. The budget is increasing by \$1.6 million, due an increase in insurance premiums.

RESERVE MAINTENANCE FUND (RMF)

Ongoing and preventive maintenance of the existing infrastructure, facilities and equipment ensures all assets operate at or above industry standards. Annual inspections and the asset management program guide NTTA's budgeted investment in RMF. Estimated project expenditures for FY2022 are \$63.4 million (see pages 118-123). The estimated expenditures include the Project Delivery and Maintenance department's \$44.1 million for infrastructure maintenance requirements; IT department's \$19.0 million primarily to replace outdated cameras, servers, computers and equipment; \$0.7 million for consulting and professional fees. The estimated balance of the RMF is \$33.9 million. Therefore, a deposit of \$29.5 million is required to cover the \$63.4 million in project expenditures and to maintain the \$5.0 million required reserve (see calculation on page 119).

CAPITAL IMPROVEMENT FUND

Under the proposed FY2022 – FY2026 Five-Year Capital Plan, FY2022 estimated expenditures are \$157.6 million (see pages 124-135). It contains the Project Delivery department's \$83.1 million for project expansions and improvements, which includes, \$55.9 million for DNT, \$15.3 million for PGBT, \$5.6 million for wall stabilization/maintenance program, \$3.6 million for CTP and \$2.3 million for SRT. It also includes the Information Technology department's \$59.3 million for system upgrades, enhancements and replacements; the Maintenance department's \$4.9 million for infrastructure reconstruction and repairs; the Traffic & Incident Management's \$8.7 million for safety improvement projects. The remaining expenditures of \$2.1 million are from various departments for professional and consulting fees. The estimated revenue deposit to CIF for FY2022 is \$184.1 million. The CIF will also receive an estimated reimbursement of \$9.4 million from Denton County for DNT Phase 4B frontage road and \$8.0 million from Prosper for US 380.

ENTERPRISE FUND/TOLL SERVICE AGREEMENTS (TSA)

The Authority is the regional toll provider responsible for the collection of tolls on all tolled projects in the North Texas region through various tolling services agreements (TSAs). In addition, the System's TollTags are operable for parking at DFW and Love Field airports, other Texas toll roads and various other state's toll roads. The Enterprise Fund was created to account for the revenue and expenses associated with providing these services. Currently, the Authority has TSAs with LBJ Express, North Tarrant Express (NTE) 1 & 2W and NTE 3A/3B, as well as a Regional TSA that includes the DFW Connector, IH-30, IH-35, SH 114, SH 183, Loop 12 and LBJ East. In 2022, NTTA anticipates finalizing a TSA with NETRMA to beginning processing their transactions.

The Enterprise Fund FY2022 budget is \$26.3 million (see pages 136).

PERSONNEL

The FY2022 Budget includes \$48.0 million for direct salaries and wages. Total budgeted full-time employees' (FTEs) positions for FY2022 are 852 (see Staffing Summary page 48), which is three positions under the prior year's budget.

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 10 years of service are eligible to participate in the company's retiree healthcare plan. There are currently 28 individuals participating in this program. NTTA also participates in the Employees Retirement System of Texas Group Benefit Program for employees hired prior to FY1997 and who remain eligible to retire under the State's plan. Currently 37 individuals participate in this plan. Insurance accrual rates are essentially flat with FY2021 due to fewer claims. The FY2022 Budget includes \$4.9 million to cover all of the group insurance costs mentioned above. Based on historical experience, this amount is projected to cover claims as well as the provisions required within the Affordable Care Act.

Through Texas County and District Retirement System (TCDRS), NTTA provides pension retirement benefits to its eligible retirees. To become eligible, employees must have a minimum 10 years of service. Eligible retirees receive 250% of the amount they contribute to their retirement account. Currently the retirement plan is funded at 105.14%. In FY1997, NTTA decided to opt out of paying into social security and created a mandatory 401(K) program for all employees. However, this decision did not include the Hospital Insurance portion of the Federal Insurance Contribution Act, so NTTA and its employees still contribute to Medicare. As a condition of employment, each employee is required to contribute the following percentages of their base salary to fund these plans: 6.00% to TCDRS, 4.00% to 401(K) and 1.45% to Medicare. NTTA also contributes a percent of total base salary of each employee equal to 10.71% to TCDRS, 3.50% to 401(K) and 1.45% to Medicare to fund these plans. The FY2022 Budget includes \$7.6 million for overall retirement benefits, a slight increase required by TCDRS to maintain our funded status in light of recent updates to TCDRS' long-term outlook which anticipates rates and returns will remain below historical norms.

SUMMARY

The FY2022 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 1.98 times debt service coverage ratio. Overall, it is a balanced budget with estimated revenues exceeding the expenses for operations, debt service and asset maintenance. The FY2022 Budget ensures that NTTA can perform responsibly and responsibly for the benefit of all its stakeholders.

Fund Account Descriptions

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

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

REVENUE FUND (RF) - 1101

The Revenue Fund accounts for all revenues (all tolls, other revenues and interest income) arising or derived by the Authority from the operation and ownership of the System. All revenues of this fund are distributed to other funds in accordance with the Trust Agreement. (See Revenue Distribution pages 179-180)

OPERATION AND MAINTENANCE FUND (OMF) - 1001

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

RESERVE MAINTENANCE FUND (RMF) - 1201

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

CAPITAL IMPROVEMENT FUND (CIF) - 1501

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

CONSTRUCTION FUND (CF) - 3700

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

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

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

- First, Second or Third Tier Bond Interest Account – This account was created to account for the interest payments for the debt obligation within each tier.

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

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

360 TOLLWAY (360T) - 6000

The 360 Tollway Fund was established by the Authority to account for the revenue and expenses associated with the project in accordance to the Project Agreement. In FY2021 the 360 Tollway was merged to the NTTA System.

ENTERPRISE FUND (EF) - 7800

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

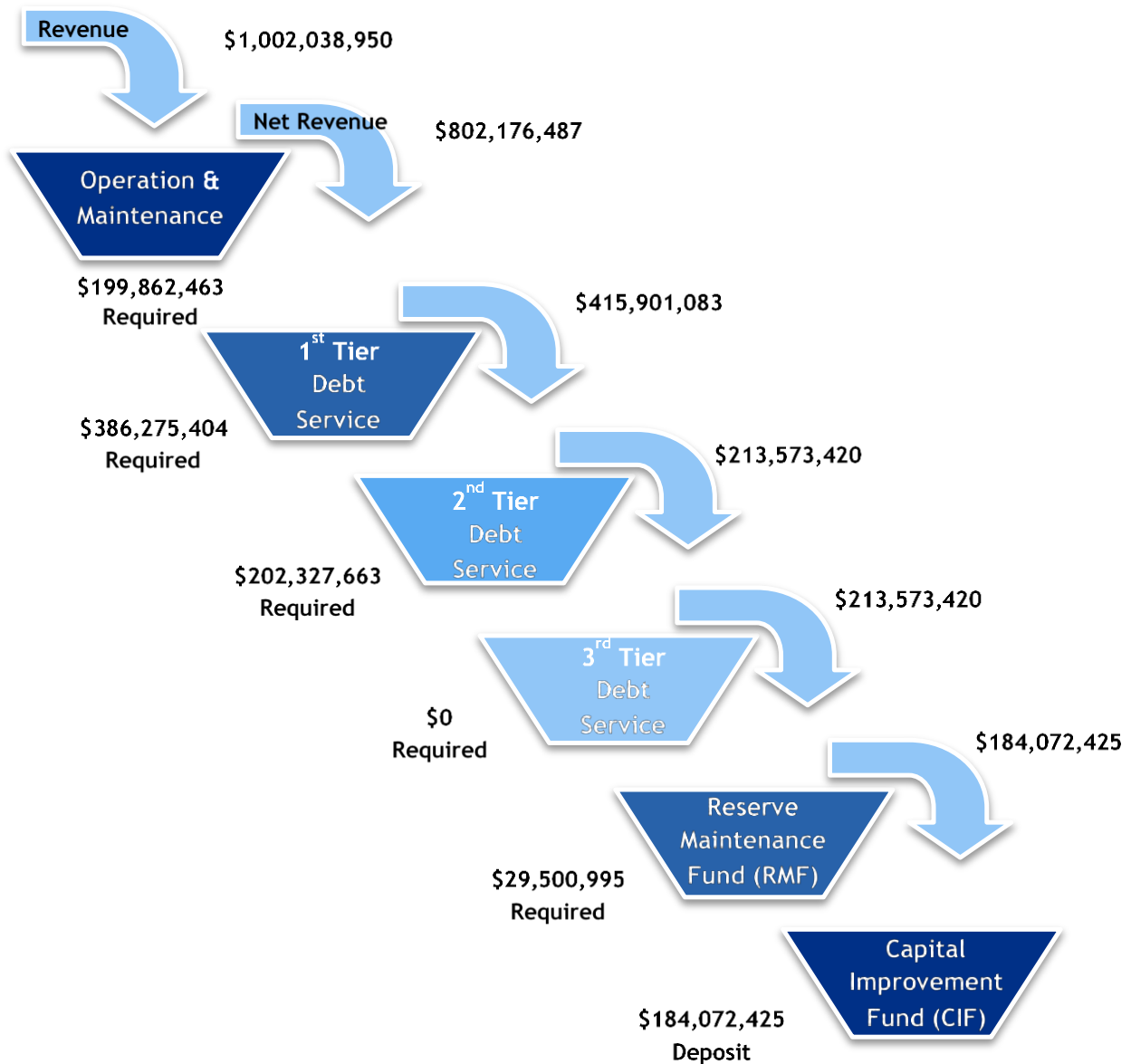
Departments and Funds Matrix

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

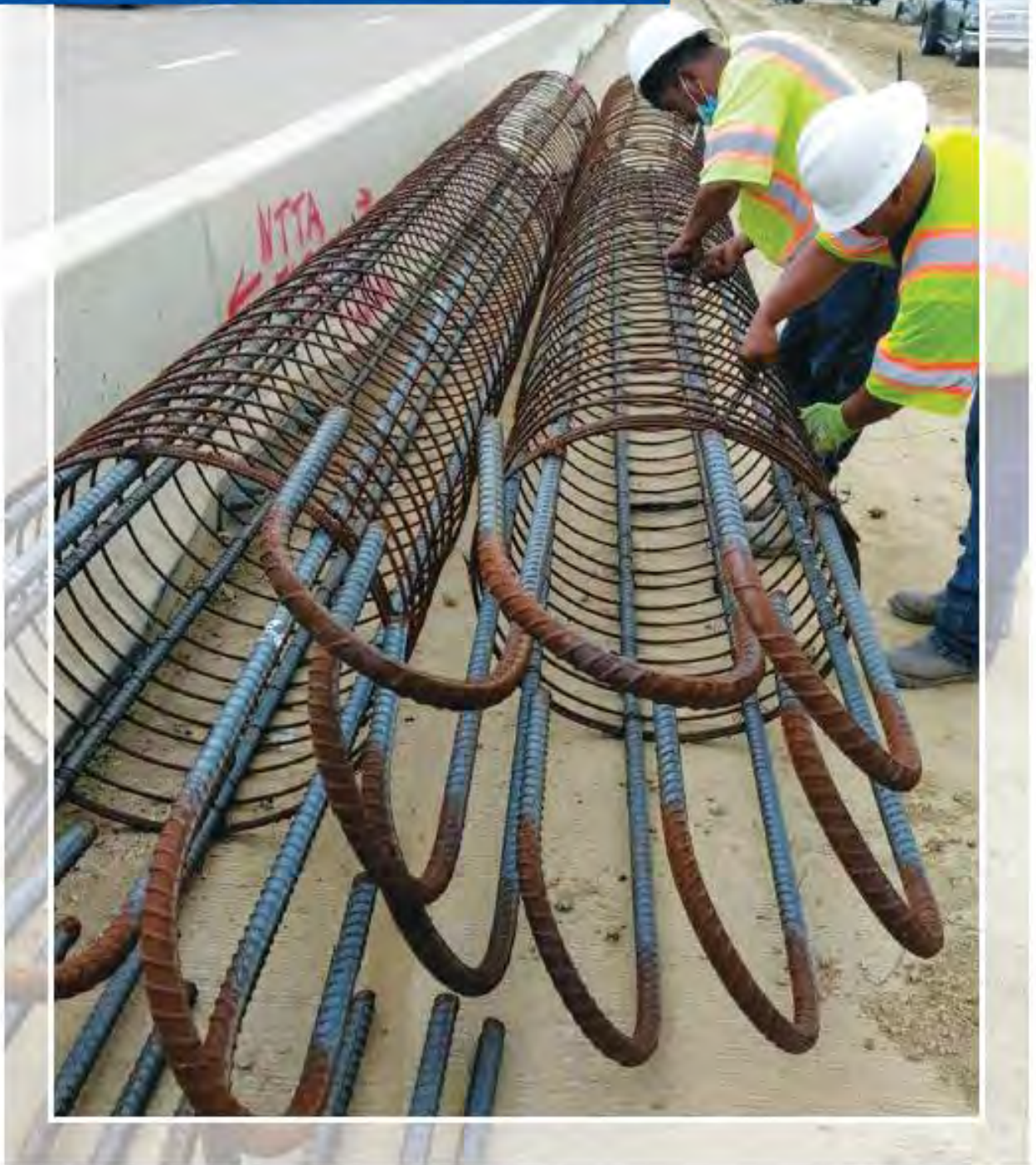
Department	Total Agency	Reserve Maintenance	Capital Improvement
Administrative Services:			
Accounting	0.9%	0.0%	0.0%
Administration	0.4%	0.0%	0.0%
Board	0.1%	0.0%	0.0%
Human Resources	0.9%	0.0%	0.0%
Internal Audit	0.6%	0.0%	0.1%
Legal Services	1.4%	0.1%	0.2%
Procurement and Business Diversity	0.9%	0.0%	0.0%
Public Affairs	3.8%	0.0%	0.0%
Treasury Management	1.2%	0.0%	0.5%
Total Administrative Services	10.1%	0.1%	0.7%
Operational Services:			
Contact Center and Collections	46.8%	0.0%	0.0%
Information Technology	15.3%	26.6%	39.6%
Maintenance	24.8%	12.2%	3.0%
Operations	0.7%	0.0%	0.0%
Project Delivery	1.3%	60.8%	51.0%
Traffic and Incident Mgmt.	11.9%	0.3%	5.6%
Total Operational Services	100.9%	99.9%	99.3%
Shared Services	-11.0%	0.0%	0.0%
FY2022 Totals	100.0%	100.0%	100.0%

Flow of NTTA System FY2022 Revenue

The following graph shows the distribution of the FY2022 projected revenues from the Revenue Fund to the various funds in accordance with the Trust Agreement.



President George Bush Turnpike widening project



FY2019 to FY2022 Revenue Detail

	FY2019	FY2020	FY2021
	Actual	Actual	Budget
TOLL REVENUE			
President George Bush Turnpike (PGBT)	\$ 338,917,524	\$ 272,345,855	\$ 295,799,200
Dallas North Tollway (DNT)	280,486,848	222,152,193	239,671,100
Sam Rayburn Tollway (SRT)	196,915,278	157,660,708	175,762,600
Chisholm Trail Parkway (CTP)	57,813,470	50,436,966	53,813,500
Lewisville Lake Toll Bridge (LLTB)	9,957,748	9,173,466	8,678,100
Mountain Creek Lake Bridge (MCLB)	1,578,107	1,421,796	1,322,800
360 Tollway	0	0	10,803,300
Addison Airport Tunnel Tollway (AATT)	1,174,165	844,898	1,053,100
Total Toll Revenues	886,843,140	714,035,883	786,903,700
INVESTMENT INCOME	28,624,642	14,782,457	15,000,000
OTHER INCOME			
Statement Fees	3,774,267	4,136,761	4,000,000
Rents & Miscellaneous Revenues	1,343,998	801,841	800,000
Late Fees	38,445,910	14,822,512	22,500,000
Total Other Income	43,564,175	19,761,114	27,300,000
TOTAL REVENUES	\$ 959,031,958	\$ 748,579,455	\$ 829,203,700

(1) Projected FY2021 toll revenue per CDM Smith revised estimate as of November 8, 2021, includes 360 Tollway; investment and other revenue estimated by staff based on March 31, 2021 actuals.

(2) Estimated FY2022 toll revenue per CDM Smith Traffic and Toll Revenue Study; investment and other revenue estimated by staff.

FY2021	FY2021	FY2022	Variance	
Projection (1)	Variance Projection to Budget	Budget (2)	Increase/(Decrease) to FY2021 Projections	% Change
\$ 301,728,100	\$ 5,928,900	\$ 354,480,100	\$ 52,752,000	17.5%
249,109,700	9,438,600	291,512,200	42,402,500	17.0%
181,873,600	6,111,000	202,500,900	20,627,300	11.3%
58,472,100	4,658,600	68,079,300	9,607,200	16.4%
9,188,800	510,700	10,801,000	1,612,200	17.5%
1,289,300	(33,500)	1,513,500	224,200	17.4%
17,917,300	7,114,000	24,282,600	6,365,300	35.5%
1,047,400	(5,700)	1,026,200	(21,200)	(2.0%)
820,626,300	33,722,600	954,195,800	133,569,500	16.3%
6,000,000	(9,000,000)	6,800,000	800,000	13.3%
4,200,000	200,000	4,200,000	0	0.0%
800,000	0	400,000	(400,000)	(50.0%)
29,920,150	7,420,150	36,443,150	6,523,000	21.8%
34,920,150	7,620,150	41,043,150	6,123,000	17.5%
\$ 861,546,450	\$ 32,342,750	\$1,002,038,950	\$ 140,492,500	16.3%

Revenue and Coverage Calculation FY2020 to FY2022

	FY2020	FY2021	FY2022	FY2022 to FY2021	Variance
	Actual	Budget	Budget	Amount	% Change
Gross Toll Revenue	\$ 775,218,477	\$ 908,137,700	\$ 1,075,688,800	\$167,551,100	18.4%
Bad Debt Expense	(61,176,618)	(121,234,000)	(121,493,000)	(259,000)	0.2%
Net Toll Revenue (1)	714,041,859	786,903,700	954,195,800	167,292,100	21.3%
Investment Income	14,782,457	15,000,000	6,800,000	(8,200,000)	(54.7%)
Other Income (2)	19,376,590	27,300,000	41,043,150	13,743,150	50.3%
Total Revenues	748,200,906	829,203,700	1,002,038,950	172,835,250	20.8%
REVENUE TRANSFERS TO OPERATION AND MAINTENANCE FUND					
Operating Expenses (3)	169,893,345	183,656,659	199,862,463	16,205,804	8.8%
Inter-Fund Transfers (3)		0	0	0	0.0%
Net Operating Expenses (3)	169,893,345	183,656,659	199,862,463	16,205,804	8.8%
Net Revenues for Debt Service	578,307,561	645,547,041	802,176,487	156,629,446	24.3%
DEBT SERVICE					
First Tier Debt Service	339,685,245	380,652,704	404,567,931	23,915,227	6.3%
First Tier Capitalized Interest and Credit	(18,292,526)	(18,292,527)	(18,292,527)	0	0.0%
Second Tier Debt Service	108,799,742	134,698,163	202,327,663	67,629,500	50.2%
Net Debt Service Fund	430,192,461	497,058,340	588,603,067	91,544,727	18.4%
CIF Subordinated Bonds Debt	9,830,000	3,962,140	8,632,627	4,670,487	117.9%
Commercial Paper/Revolving Note	1,957,411	15,567,830	0	(15,567,830)	100.0%
ISTEA Loan	15,322,396	15,322,396	15,322,396	0	0.0%
Total Net Debt Service	457,302,268	531,910,706	612,558,090	80,647,384	15.2%
Inter-Fund Transfer (4)	27,109,807	34,852,366	23,955,023	(10,897,343)	(31.3%)
Revenues Available after Debt Service	148,115,100	148,488,701	213,573,420	65,084,719	43.8%
Reserve Maintenance Fund					
Required Deposit	11,115,100	5,873,204	29,500,995	23,627,791	402.3%
Revenues Available for Capital Improvement Fund	137,000,000	142,615,497	184,072,425	41,456,928	29.1%
CIF Subordinated Debt Payment	(9,830,000)	(3,962,140)	(8,632,627)	(4,670,487)	117.9%
Commercial Paper/Revolving Note	(1,957,411)	(15,567,830)	0	15,567,830	(100.0%)
ISTEA Payment	(15,322,396)	(15,322,396)	(15,322,396)	0	0.0%
Revenues Available for Capital Projects	\$ 109,890,193	\$ 107,763,131	\$ 160,117,402	\$52,354,271	48.6%
DEBT SERVICE COVERAGE				TRUST AGREEMENT REQUIREMENT	
First Tier Coverage	1.80	1.78	2.08	1.35	
First & Second Tier Coverage	1.34	1.26	1.36	1.20	
All Debt Coverage	1.26	1.21	1.31	1.00	

(1) FY2022 Toll Revenue Estimates include 360 Tollway, revenues are based on T&R consultant estimates. (See pages 181-187)

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

(3) Budgeted Operating Expenses include 100% of all costs. FY2022 Operating Expenses also include 360 Tollway, now combined into the NTTA System. The cost reimbursement for processing non-system transactions for the Enterprise fund is included as a negative cost in Shared Services.

(4) For FY2022 CIF will transfer \$24.0 million to the Bond Service Fund for Subordinated Debt and ISTEA Loan.

FY2022 Estimated Revenue and Debt Service Fund Requirements

Revenue Distribution	
Estimated Available Balance as of 1/1/2022	\$ -
Estimated FY2022 Revenues	
Toll Revenue	954,195,800
Other Revenue	41,043,150
Interest Income	6,800,000
Total Estimated Revenues	1,002,038,950
Required Transfers per Trust Agreement	
Operation and Maintenance Fund	(199,862,463)
Debt Service Fund	(588,603,067)
Reserve Maintenance Fund	(29,500,995)
Capital Improvement Fund	(184,072,425)
Total Estimated Transfers	(1,002,038,950)
Estimated Available Balance as of 12/31/2022	\$ -

Debt Service Fund Balance	
Debt Service Fund Available Balance as of 1/1/2022	\$ -
Debt Service Payments	
First Tier Debt Service	(386,275,404)
Second Tier Debt Service	(202,327,663)
Capital Improvement Fund Subordinated Debt	(8,632,627)
Capital Improvement Fund Commercial Paper/Revolving Note	0
Capital Improvement Fund ISTEAL Loan	(15,322,396)
Total Debt Service Payments	(612,558,090)
Required Transfers per Trust Agreement	
Revenue Distribution	\$ 588,603,067
Excess Bond Reserve Account	-
Transfer from Capital Improvement Fund	23,955,023
Total Estimated Transfers	612,558,090
Estimated Available Balance as of 12/31/2022	\$ -

Bond Reserve Account Balance*	
Estimated Available Balance as of 1/1/2022	\$ 459,665,303
Required Transfers per Trust Agreement	
First Tier Debt Service	-
Estimated Available Balance as of 12/31/2022	\$ 459,665,303

* 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 Fund Budgets FY2019 to FY2022

FUND	FY2019	FY2020
Operation and Maintenance Fund (1)(2)	\$ 192,780,000	\$ 195,480,000
NTTA System Construction Fund	67,686,860	74,458,802
Reserve Maintenance Fund (2)	58,126,144	61,391,775
Capital Improvement Fund (2)	190,035,987	239,764,867
360 Tollway (2)	7,129,086	7,771,667
Enterprise Fund (TSA's) (2)	22,896,851	23,785,417
Total Budgets	\$ 538,654,928	\$ 602,652,528

(1) FY2022 detail by account on pages 41-43.

(2) FY2022 detail by account for all funds combined on pages 44-47.

(3) Net change due mainly to additional planned volumes and 360T being combined into the NTTA System

(4) Change mainly due to scheduling of projects and maintenance (see pages 118-135).

(5) Decrease due to 360T being combined into the NTTA System.

(6) Change due to an increase in transactions (see pages 136).

		Increase (Decrease)			
		FY2021	FY2022	Variance	
\$	183,656,659	\$	199,862,463	16,205,804	(3)
	0		0	0	
	51,147,202		63,373,270	12,226,068	(4)
	192,435,679		157,568,118	(34,867,561)	(4)
	2,921,644		0	(2,921,644)	(5)
	21,608,319		26,268,996	4,660,677	(6)
\$	451,769,502	\$	447,072,847	(4,696,655)	

Actual, Projections & Budget for FY2019 to FY2022

	FY2019	FY2020	FY2021
	ACTUAL	ACTUAL	BUDGET (4)
Toll Revenue (1)	\$ 886,843,140	\$ 714,035,883	\$ 786,903,700
Investment Income	28,624,643	14,782,457	15,000,000
Other Income	43,564,175	19,761,114	27,300,000
Total Revenues	959,031,958	748,579,455	829,203,700
ADMINISTRATIVE SERVICES (2)			
Accounting	1,754,746	1,763,145	1,703,294
Administration	788,267	584,680	533,519
Board	190,984	158,870	168,441
Human Resources	1,511,314	1,382,758	1,429,718
Internal Audit	977,971	931,629	994,551
Legal Services	2,873,419	2,352,276	2,770,221
Procurement and Business Diversity	1,765,887	2,064,572	1,742,949
Public Affairs	7,426,355	6,457,015	6,467,545
Treasury Management	2,292,386	2,421,404	2,262,163
Sub-total	19,581,329	18,116,350	18,072,402
OPERATIONAL SERVICES (2)			
Contact Center and Collections	84,702,065	66,887,324	75,520,986
Information Technology	30,133,207	28,792,959	29,037,449
Maintenance	32,422,918	42,710,652	49,430,763
Operations	1,216,851	1,353,001	1,300,722
Project Delivery	2,475,070	2,527,458	2,441,751
Traffic & Incident Management	19,353,941	20,080,287	22,229,041
Sub-total	170,304,052	162,351,681	179,960,712
Shared Services (3)	(15,658,040)	(13,155,618)	(14,376,456)
Total Expenses	\$174,227,341	\$167,312,412	\$183,656,658

(1) FY2021 and FY2022 Budget toll revenue numbers per T&R consultant estimate. (See page 181-187 for FY2022 Budget toll revenue).

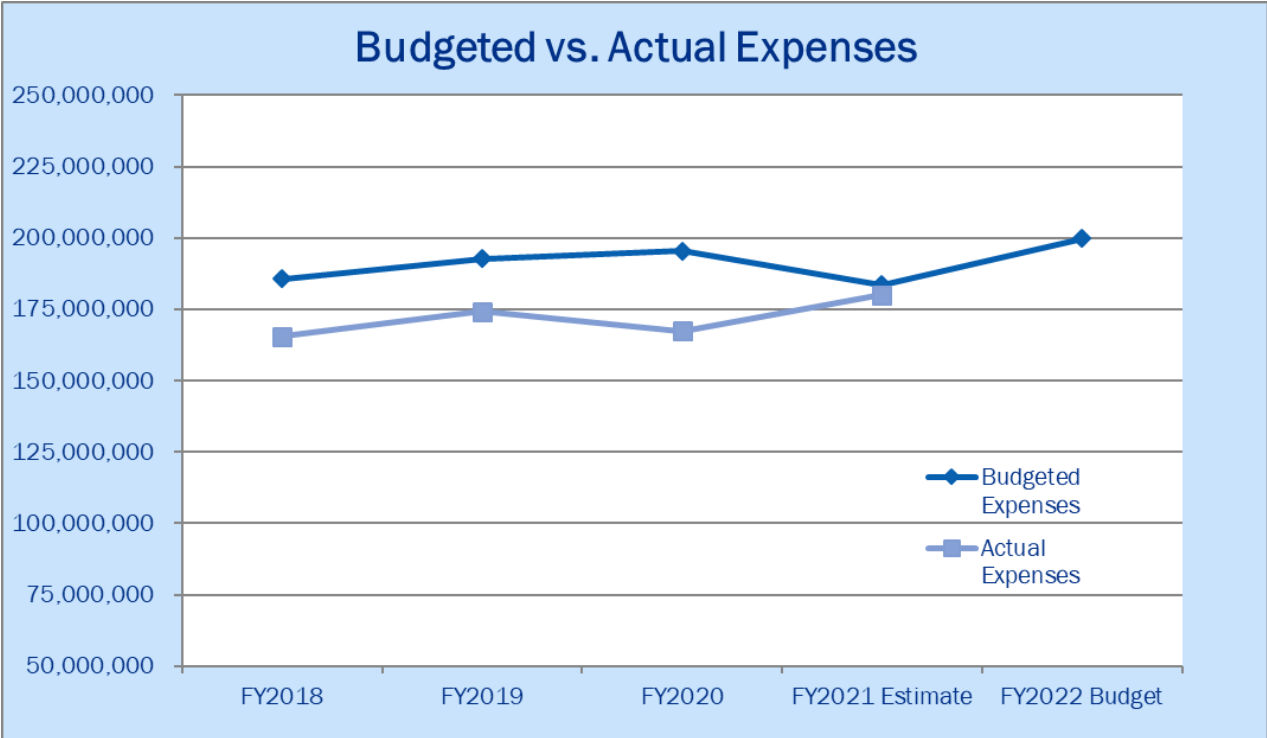
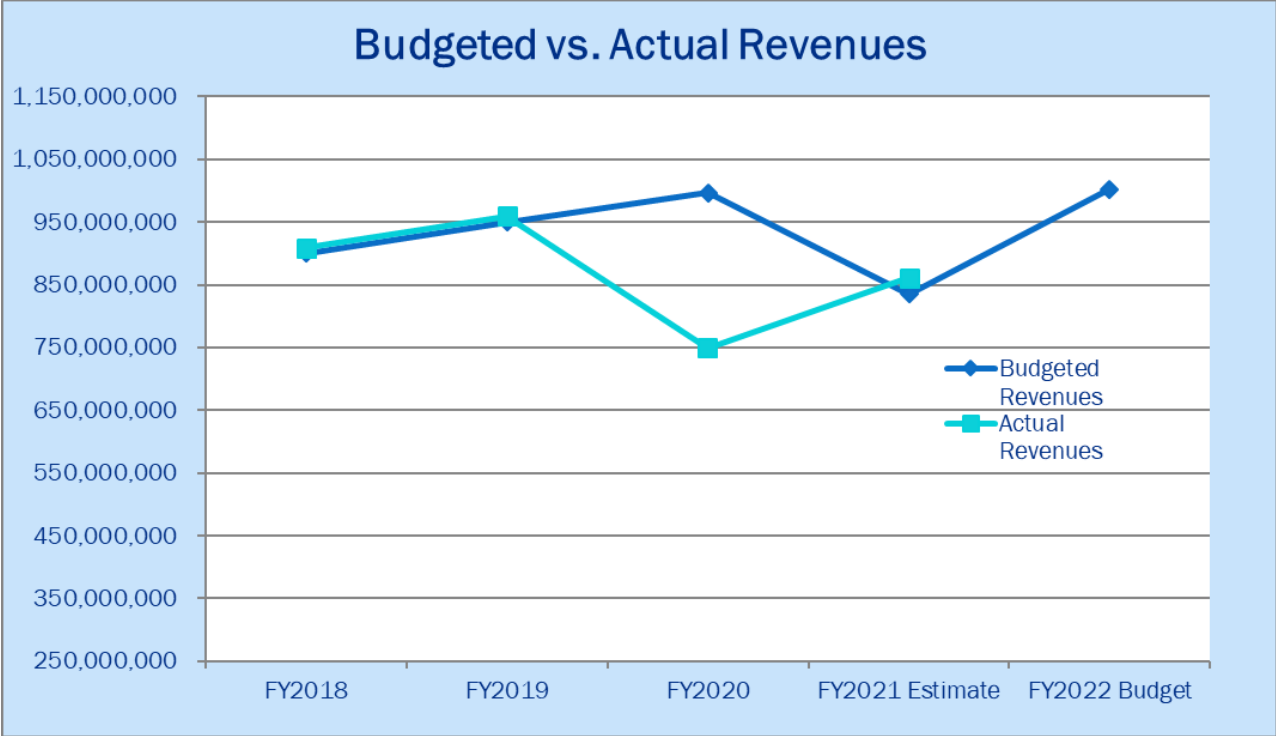
(2) FY2021 projected cost presented by account on Appendix E, pages 188-190. FY2021 projections include 360T combining into the system June through December.

(3) Shared Services includes the cost reimbursement for processing non-system transactions for the Enterprise fund and 360T.

(4) Presentation of FY2021 budget is amended for 360T parital year and snow and ice event.

FY2021	FY2021	FY2022	Variance
PROJECTION	VARIANCE PROJECTION to BUDGET	BUDGET	Increase (Decrease) to FY2021 Projections
\$ 820,626,300	\$ 33,722,600	\$ 954,195,800	\$ 133,569,500
6,000,000	(9,000,000)	6,800,000	800,000
34,920,150	7,620,150	41,043,150	6,123,000
<u>861,546,450</u>	<u>32,342,750</u>	<u>1,002,038,950</u>	<u>140,492,500</u>
1,684,763	(18,531)	1,782,637	97,874
567,824	34,305	712,167	144,342
174,872	6,431	173,703	(1,169)
1,375,002	(54,716)	1,758,195	383,193
851,316	(143,236)	1,153,140	301,824
2,706,180	(64,041)	2,823,597	117,417
1,624,416	(118,534)	1,734,055	109,639
6,276,498	(191,047)	7,622,371	1,345,873
2,145,122	(117,041)	2,408,029	262,907
<u>17,405,992</u>	<u>(666,410)</u>	<u>20,167,893</u>	<u>2,761,901</u>
73,389,362	(2,131,624)	93,444,060	20,054,698
28,581,351	(456,098)	30,672,011	2,090,660
47,537,332	(1,893,431)	49,649,766	2,112,434
1,249,096	(51,626)	1,400,114	151,018
2,284,806	(156,945)	2,626,506	341,700
19,730,022	(2,499,019)	23,866,138	4,136,116
<u>172,771,969</u>	<u>(7,188,742)</u>	<u>201,658,596</u>	<u>28,886,626</u>
(10,095,011)	4,281,445	(21,964,026)	(11,869,015)
<u>\$ 180,082,951</u>	<u>\$ (3,573,707)</u>	<u>\$199,862,463</u>	<u>\$ 19,779,512</u>

Budget vs. Actual Revenues and Expenses Graphs



Operation and Maintenance Fund Budget by Account FY2022

Account	Accounting	Administration	Board	Human Resources	Internal Audit	Legal Services
511101-Salaries and Wages-Direct	\$1,529,434	\$426,351	\$89,990	\$1,108,344	\$744,267	\$852,927
511202-Salaries and Wages-Internship	0	0	0	0	0	0
511301-Salaries and Wage-Overtime	0	0	0	144	0	0
512101-Group Insurance	0	0	0	0	0	0
512401-Retirement Contributions	226,404	47,352	14,092	172,316	112,715	119,123
512402-Retirement Contr.-Internship	0	0	0	0	0	0
512501-Tuition Reimbursement	0	0	0	11,770	0	0
512601-Unemployment Insurance	0	0	0	0	0	0
512602-OPEB Annual Req'd Contribution	0	0	0	0	0	0
360 Tollway	0	0	0	0	0	0
512701-Worker's Comp Ins	0	0	0	0	0	0
Salaries & Benefits	1,755,838	473,703	104,082	1,292,574	856,982	972,050
521201-Consulting/ Professional	710	60,000	0	235,251	100,000	0
521202-Legal Fees	0	0	0	0	0	1,738,181
521203-Auditing Fees	0	0	0	0	185,083	0
521204-Trustee Fees	0	0	0	0	0	0
521207-Traffic Engineering Fees	0	0	0	0	0	0
521208-Police Services (DPS)	0	0	0	0	0	0
521209-Armored Car Services	0	0	0	0	0	0
523301-Recruitment	0	0	0	157,820	0	0
523851-Temporary Contract Labor	0	0	0	6,366	0	0
Consulting & Professional Services	710	60,000	0	399,437	285,083	1,738,181
521212-Outside Maintenance Services	0	0	0	0	0	0
522202-Landscaping	0	0	0	0	0	0
522301-Rentals - Land	0	0	0	0	0	0
522302-Rentals - Equipment	0	0	0	0	0	0
523801-Licenses	644	0	0	0	980	0
531102-Other Materials and Supplies	0	0	0	0	0	0
531107-Motor Fuel Expense	0	0	0	0	0	0
531211-Water	0	0	0	0	0	0
531221-Gas	0	0	0	0	0	0
531231-Electricity	0	0	0	0	0	0
531601-Small Tools and Shop Supplies	0	0	0	0	0	0
531701-Uniforms	0	0	0	0	0	0
Maintenance	644	0	0	0	980	0
523201-Postage	0	0	0	0	0	0
523202-Telecommunications	0	0	0	0	0	0
523701-Education and Training	3,823	2,628	0	20,159	4,565	3,423
531103-Mobile Equipment Expense	0	0	0	0	0	0
531501-Inven for resale(toll tags)	0	0	0	0	0	0
531651-Software	0	0	0	0	0	0
573002-Credit Card Fees	0	0	0	0	0	0
Operations	3,823	2,628	0	20,159	4,565	3,423
523203-Public Information Fees	0	0	0	0	0	0
523302-Digital_Out of Home	0	0	0	0	0	0
523303-Television & Radio	0	0	0	0	0	0
523304-Promotional Expenses	164	107,675	0	34,847	0	0
523401-Printing and Photographic	2,900	0	0	0	0	0
523402-Maps & Pamphlets	0	0	0	0	0	0
Business & Marketing	3,064	107,675	0	34,847	0	0
521101-Meeting Expense	2,308	2,801	51,918	3,366	330	2,300
523101-Insurance Expense - Other	0	0	0	0	0	0
523305-Employee Appreciation	0	0	0	0	0	0
523501-Travel	5,826	4,902	4,926	0	170	2,804
523601-Dues & Subscriptions	4,562	60,000	9,500	2,366	3,930	77,111
523902-Liability Claims	0	0	0	0	0	0
531101-Office Supplies	5,442	400	2,020	4,963	850	27,256
531105-Freight and Express	420	58	1,257	483	0	472
531401-Books & Periodicals	0	0	0	0	250	0
573001-Bank Charges	0	0	0	0	0	0
Administrative	18,558	68,161	69,621	11,178	5,530	109,943
Enterprise Fund (Regional Tolling Services)	0	0	0	0	0	0
Totals	\$1,782,637	\$712,167	\$173,703	\$1,758,195	\$1,153,140	\$2,823,597

Account	Procurement and Business Diversity	Public Affairs	Shared Services	Treasury Management	Contact Center and Collections	Information Technology	Maintenance
511101-Salaries and Wages-Direct	\$1,309,551	\$1,453,161	(\$1,242,527)	\$952,759	\$12,694,953	\$8,649,929	\$9,218,079
511202-Salaries and Wages-Internship	0	0	0	0	0	0	0
511301-Salaries and Wage-Overtime	0	721	0	0	343,020	88,215	309,306
512101-Group Insurance	0	0	4,884,587	0	0	0	0
512401-Retirement Contributions	205,076	227,565	0	149,202	2,004,658	1,354,579	1,443,551
512402-Retirement Contr.-Internship	0	0	0	0	0	0	0
512501-Tuition Reimbursement	0	0	0	0	0	0	0
512601-Unemployment Insurance	0	0	123,661	0	0	0	0
512602-OPEB Annual Req'd Contribution	0	0	0	0	0	0	0
360 Tollway	0	0	0	0	0	0	0
512701-Worker's Comp Ins	0	0	251,522	0	0	0	0
Salaries & Benefits	1,514,627	1,681,447	4,017,243	1,101,961	15,042,631	10,092,723	10,970,936
521201-Consulting/ Professional	0	1,797,950	42,000	320,992	14,793,923	0	400,000
521202-Legal Fees	0	0	0	0	0	0	0
521203-Auditing Fees	0	0	0	0	0	0	0
521204-Trustee Fees	0	0	0	280,031	0	0	0
521207-Traffic Engineering Fees	0	0	0	600,000	0	0	0
521208-Police Services (DPS)	0	0	0	0	0	0	0
521209-Armored Car Services	0	0	0	0	50,142	0	0
523301-Recruitment	0	0	0	0	0	0	0
523851-Temporary Contract Labor	0	0	0	0	16,000,000	90,000	77,000
Consulting & Professional Services	0	1,797,950	42,000	1,201,023	30,844,065	90,000	477,000
521212-Outside Maintenance Services	0	0	0	0	0	6,791,120	27,897,675
522202-Landscaping	0	0	0	0	0	0	61,500
522301-Rentals - Land	0	0	0	0	0	0	318,752
522302-Rentals - Equipment	0	0	0	0	33,904	0	128,850
523801-Licenses	0	0	0	0	0	0	7,373
531102-Other Materials and Supplies	0	948	0	0	0	224,000	3,415,198
531107-Motor Fuel Expense	0	0	0	0	0	0	1,223,000
531211-Water	0	0	0	0	0	0	883,696
531221-Gas	0	0	0	0	0	0	29,108
531231-Electricity	0	0	0	0	0	0	2,288,029
531601-Small Tools and Shop Supplies	0	0	0	0	0	0	181,234
531701-Uniforms	0	1,685	0	0	17,590	0	188,002
Maintenance	0	2,633	0	0	51,494	7,015,120	36,622,417
523201-Postage	0	0	0	0	12,900,000	0	0
523202-Telecommunications	0	0	0	0	0	1,801,100	353,812
523701-Education and Training	14,844	1,454	0	1,821	29,393	38,500	21,894
531103-Mobile Equipment Expense	0	0	0	0	0	0	1,125,022
531501-Inven for resale(toll tags)	0	0	0	0	6,200,000	0	0
531651-Software	0	0	0	0	0	11,584,903	0
573002-Credit Card Fees	0	0	0	0	27,441,513	0	0
Operations	14,844	1,454	0	1,821	46,570,906	13,424,503	1,500,728
523203-Public Information Fees	13,369	0	0	0	0	0	0
523302-Digital Out of Home	0	1,618,782	0	0	0	0	0
523303-Television & Radio	0	1,250,499	0	0	0	0	0
523304-Promotional Expenses	100,800	1,189,711	0	0	234,213	0	0
523401-Printing and Photographic	0	5,931	0	0	152,435	0	0
523402-Maps & Pamphlets	0	16,155	0	0	0	0	0
Business & Marketing	114,169	4,081,078	0	0	386,648	0	0
521101-Meeting Expense	1,581	8,902	0	0	13,516	0	6,100
523101-Insurance Expense - Other	0	0	0	0	0	0	0
523305-Employee Appreciation	0	331	0	0	0	0	0
523501-Travel	16,720	25,822	0	1,633	19,364	5,900	15,350
523601-Dues & Subscriptions	66,497	16,839	1,562	475	2,513	6,565	37,235
523902-Liability Claims	0	0	0	0	0	0	0
531101-Office Supplies	5,527	5,583	244,165	883	50,000	37,200	19,600
531105-Freight and Express	90	332	0	233	7,696	0	400
531401-Books & Periodicals	0	0	0	0	0	0	0
573001-Bank Charges	0	0	0	100,000	455,226	0	0
Administrative	90,415	57,809	245,727	103,224	548,315	49,665	78,685
Enterprise Fund (Regional Tolling Services)	0	0	(26,268,996)	0	0	0	0
Totals	\$1,734,055	\$7,622,371	(\$21,964,026)	\$2,408,029	\$93,444,060	\$30,672,011	\$49,649,766

Account	Operations	Project Delivery	Traffic & Incident Mgmt	FY2022 Budget	FY2021 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
511101-Salaries and Wages-Direct	\$1,113,032	\$2,273,835	\$6,786,670	\$47,960,753	\$46,618,115	\$1,342,638	2.9%
511202-Salaries and Wages-Internship	0	0	0	0	0	0	0.0%
511301-Salaries and Wage-Overtime	0	0	23,270	764,676	811,849	(47,172)	(5.8%)
512101-Group Insurance	0	0	0	4,884,587	9,494,855	(4,610,268)	(48.6%)
512401-Retirement Contributions	163,269	340,129	1,062,792	7,642,821	6,020,586	1,622,235	26.9%
512402-Retirement Contr.-Internship	0	0	0	0	0	0	0.0%
512501-Tuition Reimbursement	0	0	0	11,770	11,770	0	0.0%
512601-Unemployment Insurance	0	0	0	123,661	123,661	0	0.0%
512602-OPEB Annual Req'd Contribution	0	0	0	0	0	0	0.0%
360 Tollway	0	0	0	0	0	0	0.0%
512701-Worker's Comp Ins	0	0	0	251,522	237,285	14,237	6.0%
Salaries & Benefits	1,276,300	2,613,963	7,872,731	61,639,791	63,318,121	(1,678,330)	(2.7%)
521201-Consulting/ Professional	64,000	0	46,459	17,861,285	12,621,373	5,239,911	41.5%
521202-Legal Fees	0	0	0	1,738,181	1,738,181	0	0.0%
521203-Auditing Fees	0	0	0	185,083	185,083	0	0.0%
521204-Trustee Fees	0	0	0	280,031	280,031	0	0.0%
521207-Traffic Engineering Fees	0	0	0	600,000	450,000	150,000	33.3%
521208-Police Services (DPS)	0	0	10,691,041	10,691,041	11,257,880	(566,839)	(5.0%)
521209-Armored Car Services	0	0	0	50,142	50,142	0	0.0%
523301-Recruitment	0	0	0	157,820	75,626	82,194	108.7%
523851-Temporary Contract Labor	0	0	0	16,173,366	10,512,047	5,661,319	53.9%
Consulting & Professional Services	64,000	0	10,737,500	47,736,949	37,170,363	10,566,586	28.4%
521212-Outside Maintenance Services	0	0	51,542	34,740,337	33,382,536	1,357,801	4.1%
522202-Landscaping	0	0	0	61,500	41,500	20,000	48.2%
522301-Rentals - Land	0	0	0	318,752	423,151	(104,399)	(24.7%)
522302-Rentals - Equipment	0	0	0	162,754	81,622	81,132	99.4%
523801-Licenses	0	667	0	9,664	8,545	1,119	13.1%
531102-Other Materials and Supplies	0	0	117,808	3,757,954	4,678,468	(920,514)	(19.7%)
531107-Motor Fuel Expense	0	0	0	1,223,000	1,811,678	(588,678)	(32.5%)
531211-Water	0	0	0	883,696	883,696	0	0.0%
531221-Gas	0	0	0	29,108	29,108	0	0.0%
531231-Electricity	0	0	0	2,288,029	1,763,029	525,000	29.8%
531601-Small Tools and Shop Supplies	0	0	0	181,234	177,968	3,266	1.8%
531701-Uniforms	0	0	92,079	299,356	291,061	8,295	2.8%
Maintenance	0	667	261,429	43,955,384	43,572,362	383,022	0.9%
523201-Postage	0	0	0	12,900,000	9,843,950	3,056,050	31.0%
523202-Telecommunications	0	0	0	2,154,912	1,468,670	686,242	46.7%
523701-Education and Training	709	5,486	22,472	171,171	161,813	9,358	5.8%
531103-Mobile Equipment Expense	0	0	0	1,125,022	812,200	312,822	38.5%
531501-Inven for resale(toll tags)	0	0	0	6,200,000	5,711,652	488,348	8.6%
531651-Software	0	0	0	11,584,903	11,616,557	(31,654)	(0.3%)
573002-Credit Card Fees	0	0	0	27,441,513	23,372,922	4,068,591	17.4%
Operations	709	5,486	22,472	61,577,521	52,987,765	8,589,756	16.2%
523203-Public Information Fees	0	0	0	13,369	13,369	0	0.0%
523302-Digital_Out of Home	0	0	0	1,618,782	1,368,782	250,000	18.3%
523303-Television & Radio	0	0	0	1,250,499	950,499	300,000	31.6%
523304-Promotional Expenses	0	0	5,080	1,672,490	1,384,928	287,562	20.8%
523401-Printing and Photographic	0	0	0	161,266	93,480	67,786	72.5%
523402-Maps & Pamphlets	0	0	0	16,155	16,155	0	0.0%
Business & Marketing	0	0	5,080	4,732,561	3,827,213	905,348	23.7%
521101-Meeting Expense	780	500	1,000	95,402	91,272	4,130	4.5%
523101-Insurance Expense - Other	0	0	4,942,911	4,942,911	2,896,957	2,045,954	70.6%
523305-Employee Appreciation	0	0	0	331	331	0	0.0%
523501-Travel	1,984	2,285	3,182	110,868	68,554	42,314	61.7%
523601-Dues & Subscriptions	9,000	1,157	3,691	303,003	282,134	20,869	7.4%
523902-Liability Claims	0	0	6,182	6,182	6,182	0	0.0%
531101-Office Supplies	47,126	2,041	9,854	462,910	525,001	(62,091)	(11.8%)
531105-Freight and Express	215	407	106	12,169	5,454	6,716	123.1%
531401-Books & Periodicals	0	0	0	250	0	250	100.0%
573001-Bank Charges	0	0	0	555,226	513,269	41,956	8.2%
Administrative	59,105	6,390	4,966,926	6,489,252	4,389,154	2,100,099	47.8%
Enterprise Fund (Regional Tolling Services)	0	0	0	(26,268,996)	(21,608,319)	(4,660,677)	21.6%
Totals	\$1,400,114	\$2,626,506	\$23,866,138	\$199,862,463	\$183,656,659	\$16,205,804	8.8%

All Funds Budget by Account FY2022

Account	Accounting	Administration	Board	Human Resources	Internal Audit
511101-Salaries and Wages-Direct	\$1,529,434	\$426,351	\$89,990	\$1,108,344	\$744,267
511301-Salaries and Wage-Overtime	0	0	0	144	0
512101-Group Insurance	0	0	0	0	0
512401-Retirement Contributions	226,404	47,352	14,092	172,316	112,715
512501-Tuition Reimbursement	0	0	0	11,770	0
512601-Unemployment Insurance	0	0	0	0	0
512701-Worker's Comp Ins	0	0	0	0	0
521101-Meeting Expense	2,308	2,801	51,918	3,366	330
521201-Consulting/Professional	710	60,000	0	235,251	100,000
521202-Legal Fees	0	0	0	0	0
521203-Auditing Fees	0	0	0	0	289,753
521204-Trustee Fees	0	0	0	0	0
521205-Rating Agency Fees	0	0	0	0	0
521207-Traffic Engineering Fees	0	0	0	0	0
521208-Police Services (DPS)	0	0	0	0	0
521209-Armored Car Services	0	0	0	0	0
521212-Outside Maintenance Services	0	0	0	0	0
521213-General Engineering	0	0	0	0	0
521301-Consulting/Profess Serv Tech	0	0	0	0	0
522202-Landscaping	0	0	0	0	0
522203-Signing Expense	0	0	0	0	0
522204-Pavement Markings	0	0	0	0	0
522205-Pavement & Shoulders	0	0	0	0	0
522206-Bridge Repairs	0	0	0	0	0
522301-Rentals - Land	0	0	0	0	0
522302-Rentals - Equipment	0	0	0	0	0
523101-Insurance Expense - Other	0	0	0	0	0
523201-Postage	0	0	0	0	0
523202-Telecommunications	0	0	0	0	0
523203-Public Information Fees	0	0	0	0	0
523301-Recruitment	0	0	0	157,820	0
523302-Digital_Out of Home	0	0	0	0	0
523303-Television & Radio	0	0	0	0	0
523304-Promotional Expenses	164	107,675	0	34,847	0
523305-Employee Appreciation	0	0	0	0	0
523401-Printing and Photographic	2,900	0	0	0	0
523402-Maps & Pamphlets	0	0	0	0	0
523501-Travel	5,826	4,902	4,926	0	170
523601-Dues & Subscriptions	4,562	60,000	9,500	2,366	3930
523701-Education and Training	3,823	2,628	0	20,159	4565
523801-Licenses	644	0	0	0	980
523851-Temporary Contract Labor	0	0	0	6,366	0
523902-Liability Claims	0	0	0	0	0
531101-Office Supplies	5,442	400	2,020	4,963	850
531102-Other Materials and Supplies	0	0	0	0	0
531103-Mobile Equipment Expense	0	0	0	0	0
531105-Freight and Express	420	58	1,257	483	0
531106-Electronic Supplies	0	0	0	0	0
531107-Motor Fuel Expense	0	0	0	0	0
531211-Water	0	0	0	0	0
531221-Gas	0	0	0	0	0
531231-Electricity	0	0	0	0	0
531261-Utility Relocation Costs	0	0	0	0	0
531401-Books & Periodicals	0	0	0	0	250
531501-Inven for resale(toll tags)	0	0	0	0	0
531601-Small Tools and Shop Supplies	0	0	0	0	0
531611-Machinery	0	0	0	0	0
531621-Vehicles	0	0	0	0	0
531641-Computers	0	0	0	0	0
531651-Software	0	0	0	0	0
531701-Uniforms	0	0	0	0	0
541302-Building Improvements	0	0	0	0	0
541401-Infrastructure Rdway/Hwy/Bridg	0	0	0	0	0
541403-Infrastructure-Other	0	0	0	0	0
573001-Bank Charges	0	0	0	0	0
573002-Credit Card Fees	0	0	0	0	0
173003-Right of Way (06)	0	0	0	0	0
Totals	\$1,782,637	\$712,167	\$173,703	\$1,758,195	\$1,257,810

Account	Procurement and Business			Shared Services	Treasury Management
	Legal Services	Diversity	Public Affairs		
511101-Salaries and Wages-Direct	\$852,927	\$1,309,551	\$1,453,161	(\$1,242,526)	\$952,759
511301-Salaries and Wage-Overtime	0	0	721	0	0
512101-Group Insurance	0	0	0	4,884,586	0
512401-Retirement Contributions	119,123	205,076	227,565	0	149,202
512501-Tuition Reimbursement	0	0	0	0	0
512601-Unemployment Insurance	0	0	0	123,661	0
512701-Worker's Comp Ins	0	0	0	251,522	0
521101-Meeting Expense	2,300	1,581	8,902	0	0
521201-Consulting/Professional	0	0	1,797,950	42,000	388,892
521202-Legal Fees	2,028,181	0	0	0	0
521203-Auditing Fees	0	0	0	0	0
521204-Trustee Fees	0	0	0	0	469,531
521205-Rating Agency Fees	0	0	0	0	91,000
521207-Traffic Engineering Fees	0	0	0	0	1,100,000
521208-Police Services (DPS)	0	0	0	0	0
521209-Armored Car Services	0	0	0	0	0
521212-Outside Maintenance Services	0	0	0	0	0
521213-General Engineering	0	0	0	0	0
521301-Consulting/Profess Serv Tech	0	0	0	0	0
522202-Landscaping	0	0	0	0	0
522203-Signing Expense	0	0	0	0	0
522204-Pavement Markings	0	0	0	0	0
522205-Pavement & Shoulders	0	0	0	0	0
522206-Bridge Repairs	0	0	0	0	0
522301-Rentals - Land	0	0	0	0	0
522302-Rentals - Equipment	0	0	0	0	0
523101-Insurance Expense - Other	0	0	0	0	0
523201-Postage	0	0	0	0	0
523202-Telecommunications	0	0	0	0	0
523203-Public Information Fees	0	44,369	0	0	0
523301-Recruitment	0	0	0	0	0
523302-Digital_Out of Home	0	0	1,618,782	0	0
523303-Television & Radio	0	0	1,250,499	0	0
523304-Promotional Expenses	0	100,800	1,189,711	0	0
523305-Employee Appreciation	0	0	331	0	0
523401-Printing and Photographic	0	0	5,931	0	0
523402-Maps & Pamphlets	0	0	16,155	0	0
523501-Travel	2,804	16,720	25,822	0	1,633
523601-Dues & Subscriptions	77,111	66,497	16,839	1,562	475
523701-Education and Training	3,423	14,844	1,454	0	1,821
523801-Licenses	0	0	0	0	0
523851-Temporary Contract Labor	0	0	0	0	0
523902-Liability Claims	0	0	0	0	0
531101-Office Supplies	27,256	5,527	5,583	244,165	883
531102-Other Materials and Supplies	0	0	948	0	0
531103-Mobile Equipment Expense	0	0	0	0	0
531105-Freight and Express	472	90	332	0	233
531106-Electronic Supplies	0	0	0	0	0
531107-Motor Fuel Expense	0	0	0	0	0
531211-Water	0	0	0	0	0
531221-Gas	0	0	0	0	0
531231-Electricity	0	0	0	0	0
531261-Utility Relocation Costs	0	0	0	0	0
531401-Books & Periodicals	0	0	0	0	0
531501-Inven for resale(toll tags)	0	0	0	0	0
531601-Small Tools and Shop Supplies	0	0	0	0	0
531611-Machinery	0	0	0	0	0
531621-Vehicles	0	0	0	0	0
531641-Computers	0	0	0	0	0
531651-Software	0	0	0	0	0
531701-Uniforms	0	0	1,685	0	0
541302-Building Improvements	0	0	0	0	0
541401-Infrastructure Rdway/Hwy/Bridg	0	0	0	0	0
541403-Infrastructure-Other	0	0	0	0	0
573001-Bank Charges	0	0	0	0	100,000
573002-Credit Card Fees	0	0	0	0	0
173003-Right of Way (06)	0	0	0	0	0
Totals	\$3,113,597	\$1,765,055	\$7,622,371	\$4,304,970	\$3,256,429

Account	Contact Center and Collections	Information Technology	Maintenance	Operations
511101-Salaries and Wages-Direct	\$12,694,954	\$8,649,929	\$9,218,079	\$1,113,032
511301-Salaries and Wage-Overtime	343,020	88,215	309,306	0
512101-Group Insurance	0	0	0	0
512401-Retirement Contributions	2,004,658	1,354,579	1,443,551	163,269
512501-Tuition Reimbursement	0	0	0	0
512601-Unemployment Insurance	0	0	0	0
512701-Worker's Comp Ins	0	0	0	0
521101-Meeting Expense	13,516	0	6,100	780
521201-Consulting/Professional	14,793,923	575,000	400,000	64,000
521202-Legal Fees	0	0	0	0
521203-Auditing Fees	0	0	0	0
521204-Trustee Fees	0	0	0	0
521205-Rating Agency Fees	0	0	0	0
521207-Traffic Engineering Fees	0	0	0	0
521208-Police Services (DPS)	0	0	0	0
521209-Armored Car Services	50,142	0	0	0
521212-Outside Maintenance Services	0	6,791,120	27,897,675	0
521213-General Engineering	0	0	0	0
521301-Consulting/Profess Serv Tech	0	31,838,473	0	0
522202-Landscaping	0	0	611,500	0
522203-Signing Expense	0	0	0	0
522204-Pavement Markings	0	0	0	0
522205-Pavement & Shoulders	0	0	0	0
522206-Bridge Repairs	0	0	0	0
522301-Rentals - Land	0	0	318,752	0
522302-Rentals - Equipment	33,904	0	128,850	0
523101-Insurance Expense - Other	0	0	0	0
523201-Postage	12,900,000	0	0	0
523202-Telecommunications	0	1,801,100	353,812	0
523203-Public Information Fees	0	0	0	0
523301-Recruitment	0	0	0	0
523302-Digital_Out of Home	0	0	0	0
523303-Television & Radio	0	0	0	0
523304-Promotional Expenses	234,212	0	0	0
523305-Employee Appreciation	0	0	0	0
523401-Printing and Photographic	152,435	0	0	0
523402-Maps & Pamphlets	0	0	0	0
523501-Travel	19,364	5,900	15,350	1,984
523601-Dues & Subscriptions	2,513	6,565	37,235	9,000
523701-Education and Training	29,393	38,500	21,894	709
523801-Licenses	0	0	7,373	0
523851-Temporary Contract Labor	16,000,000	90,000	77,000	0
523902-Liability Claims	0	0	0	0
531101-Office Supplies	50,000	37,200	19,600	47,126
531102-Other Materials and Supplies	0	224,000	3,415,198	0
531103-Mobile Equipment Expense	0	0	1,125,022	0
531105-Freight and Express	7,696	0	400	215
531106-Electronic Supplies	0	1,888,500	0	0
531107-Motor Fuel Expense	0	0	1,223,000	0
531211-Water	0	0	883,696	0
531221-Gas	0	0	29,108	0
531231-Electricity	0	0	2,288,029	0
531261-Utility Relocation Costs	0	0	0	0
531401-Books & Periodicals	0	0	0	0
531501-Inven for resale(toll tags)	6,200,000	0	0	0
531601-Small Tools and Shop Supplies	0	0	181,234	0
531611-Machinery	0	0	307,000	0
531621-Vehicles	0	0	3,288,000	0
531641-Computers	0	21,692,500	0	0
531651-Software	0	26,515,973	0	0
531701-Uniforms	17,590	0	188,002	0
541302-Building Improvements	0	0	8,075,000	0
541401-Infrastructure Rdway/Hwy/Bridg	0	6,000,000	0	0
541403-Infrastructure-Other	0	1,400,000	0	0
573001-Bank Charges	455,226	0	0	0
573002-Credit Card Fees	27,441,513	0	0	0
173003-Right of Way (06)	0	0	0	0
Totals	\$93,444,060	\$108,997,554	\$61,869,766	\$1,400,114

Account	Project Delivery	Traffic & Incident Mgmt	FY2022 Budget	FY2021 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
511101-Salaries and Wages-Direct	\$2,273,835	\$6,786,670	\$47,960,755	\$47,072,500	\$888,255	1.9%
511301-Salaries and Wage-Overtime	0	23,270	764,676	814,063	(49,386)	(6.1%)
512101-Group Insurance	0	0	4,884,586	9,544,923	(4,660,337)	(48.8%)
512401-Retirement Contributions	340,129	1,062,792	7,642,821	6,079,141	1,563,680	25.7%
512501-Tuition Reimbursement	0	0	11,770	11,770	0	0.0%
512601-Unemployment Insurance	0	0	123,661	123,661	0	0.0%
512701-Worker's Comp Ins	0	0	251,522	237,285	14,237	6.0%
521101-Meeting Expense	500	1,000	95,402	91,272	4,130	4.5%
521201-Consulting/Professional	0	46,459	18,504,185	13,014,614	5,489,571	42.2%
521202-Legal Fees	0	0	2,028,181	2,028,181	0	0.0%
521203-Auditing Fees	0	0	289,753	289,753	0	0.0%
521204-Trustee Fees	0	0	469,531	469,531	0	0.0%
521205-Rating Agency Fees	0	0	91,000	91,000	0	0.0%
521207-Traffic Engineering Fees	0	500,000	1,600,000	1,300,000	300,000	23.1%
521208-Police Services (DPS)	0	10,691,041	10,691,041	11,691,041	(1,000,000)	(8.6%)
521209-Armored Car Services	0	0	50,142	50,142	0	0.0%
521212-Outside Maintenance Services	0	51,542	34,740,337	34,634,791	105,546	0.3%
521213-General Engineering	40,794,758	0	40,794,758	14,295,973	26,498,785	185.4%
521301-Consulting/Profess Serv Tech	1,933,426	0	33,771,899	14,846,965	18,924,934	127.5%
522202-Landscaping	0	0	611,500	591,500	20,000	3.4%
522203-Signing Expense	3,289,700	0	3,289,700	3,813,208	(523,508)	(13.7%)
522204-Pavement Markings	7,637,835	0	7,637,835	7,005,172	632,663	9.0%
522205-Pavement & Shoulders	4,906,100	0	4,906,100	12,605,000	(7,698,900)	(61.1%)
522206-Bridge Repairs	2,721,400	0	2,721,400	2,093,636	627,764	30.0%
522301-Rentals - Land	0	0	318,752	423,151	(104,399)	(24.7%)
522302-Rentals - Equipment	0	0	162,754	81,622	81,132	99.4%
523101-Insurance Expense - Other	0	4,942,911	4,942,911	3,123,455	1,819,456	58.3%
523201-Postage	0	0	12,900,000	9,905,044	2,994,956	30.2%
523202-Telecommunications	0	0	2,154,912	1,480,052	674,860	45.6%
523203-Public Information Fees	0	0	44,369	44,369	0	0.0%
523301-Recruitment	0	0	157,820	75,626	82,194	108.7%
523302-Digital_Out of Home	0	0	1,618,782	1,368,782	250,000	18.3%
523303-Television & Radio	0	0	1,250,499	950,499	300,000	31.6%
523304-Promotional Expenses	0	5,080	1,672,489	1,384,928	287,562	20.8%
523305-Employee Appreciation	0	0	331	331	0	0.0%
523401-Printing and Photographic	0	0	161,266	93,480	67,786	72.5%
523402-Maps & Pamphlets	0	0	16,155	16,155	0	0.0%
523501-Travel	2,285	3,182	110,868	68,554	42,314	61.7%
523601-Dues & Subscriptions	1,157	3,691	303,003	282,134	20,869	7.4%
523701-Education and Training	5,486	22,472	171,171	161,813	9,359	5.8%
523801-Licenses	667	0	9,664	8,545	1,119	13.1%
523851-Temporary Contract Labor	0	0	16,173,366	10,597,592	5,575,774	52.6%
523902-Liability Claims	0	6,182	6,182	6,182	0	0.0%
531101-Office Supplies	2,041	9,854	462,910	525,001	(62,091)	(11.8%)
531102-Other Materials and Supplies	0	117,808	3,757,954	4,678,468	(920,514)	(19.7%)
531103-Mobile Equipment Expense	0	0	1,125,022	812,200	312,822	38.5%
531105-Freight and Express	407	106	12,169	5,454	6,716	123.1%
531106-Electronic Supplies	0	0	1,888,500	719,500	1,169,000	162.5%
531107-Motor Fuel Expense	0	0	1,223,000	1,811,678	(588,678)	(32.5%)
531211-Water	0	0	883,696	883,696	0	0.0%
531221-Gas	0	0	29,108	29,108	0	0.0%
531231-Electricity	0	0	2,288,029	1,763,029	525,000	29.8%
531261-Utility Relocation Costs	983,348	0	983,348	0	983,348	100.0%
531401-Books & Periodicals	0	0	250	0	250	100.0%
531501-Inven for resale(toll tags)	0	0	6,200,000	5,711,417	488,583	8.6%
531601-Small Tools and Shop Supplies	0	75,000	256,234	252,968	3,266	1.3%
531611-Machinery	0	0	307,000	850,000	(543,000)	(63.9%)
531621-Vehicles	0	0	3,288,000	1,469,600	1,818,400	123.7%
531641-Computers	0	0	21,692,500	10,845,000	10,847,500	100.0%
531651-Software	0	0	26,515,973	36,504,188	(9,988,215)	(27.4%)
531701-Uniforms	0	92,079	299,356	291,061	8,295	2.8%
541302-Building Improvements	0	0	8,075,000	5,445,000	2,630,000	48.3%
541401-Infrastructure Rdway/Hwy/Bridg	57,573,208	8,707,000	72,280,208	139,113,550	(66,833,342)	(48.0%)
541403-Infrastructure-Other	0	0	1,400,000	3,050,000	(1,650,000)	(54.1%)
573001-Bank Charges	0	0	555,226	513,841	41,384	8.1%
573002-Credit Card Fees	0	0	27,441,513	23,526,093	3,915,420	16.6%
173003-Right of Way (06)	0	0	0	101,215	(101,215)	(100.0%)
Totals	\$122,466,281	\$33,148,138	\$447,072,847	\$451,769,502	(\$4,696,655)	(1.0%)

FY2022 Staffing Summary

	FY2021 Budget			FY2022 Budget		
	Approved	Changes	Ending	Additions	Full Time *	Part Time
ADMINISTRATIVE SERVICES						
Accounting	16	(1)	15	-	15	1
Administration	2	-	2	-	2	-
Board	1	-	1	-	1	-
Human Resources	13	1	14	-	14	-
Internal Audit	8	-	8	-	8	-
Legal Services	7	-	7	-	7	-
Procurement and Business Diversity	18	(1)	17	-	17	-
Public Affairs	17	-	17	-	17	-
Treasury Management	9	-	9	-	9	-
Total Administrative Services	91	(1)	90	-	90	1
OPERATIONAL SERVICES						
Contact Center and Collections	307	(2)	305	-	305	-
Information Technology	96	-	96	-	96	-
Maintenance	193	-	193	-	193	-
Operations	8	-	8	-	8	-
Project Delivery	19	-	19	-	19	-
Traffic & Incident Management	141	-	141	-	141	-
Total Operational Services	764	(2)	762	-	762	-
Total	855	(3)	852	-	852	1

* Total full time positions are 852 however, the FY2022 budget only includes funding for 803. This is due to a hiring freeze implemented on 49 positions to help respond to the impact of the pandemic.

No Changes

Administration, Board, Information Technology, Internal Audit, Legal Services, Maintenance, Operations, Project Delivery, Public Affairs, Traffic Incident Management staffing and Treasury remains the same.

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

Accounting: See Position Summary page 58

Contact Center and Collections: See Position Summary pages 90-91

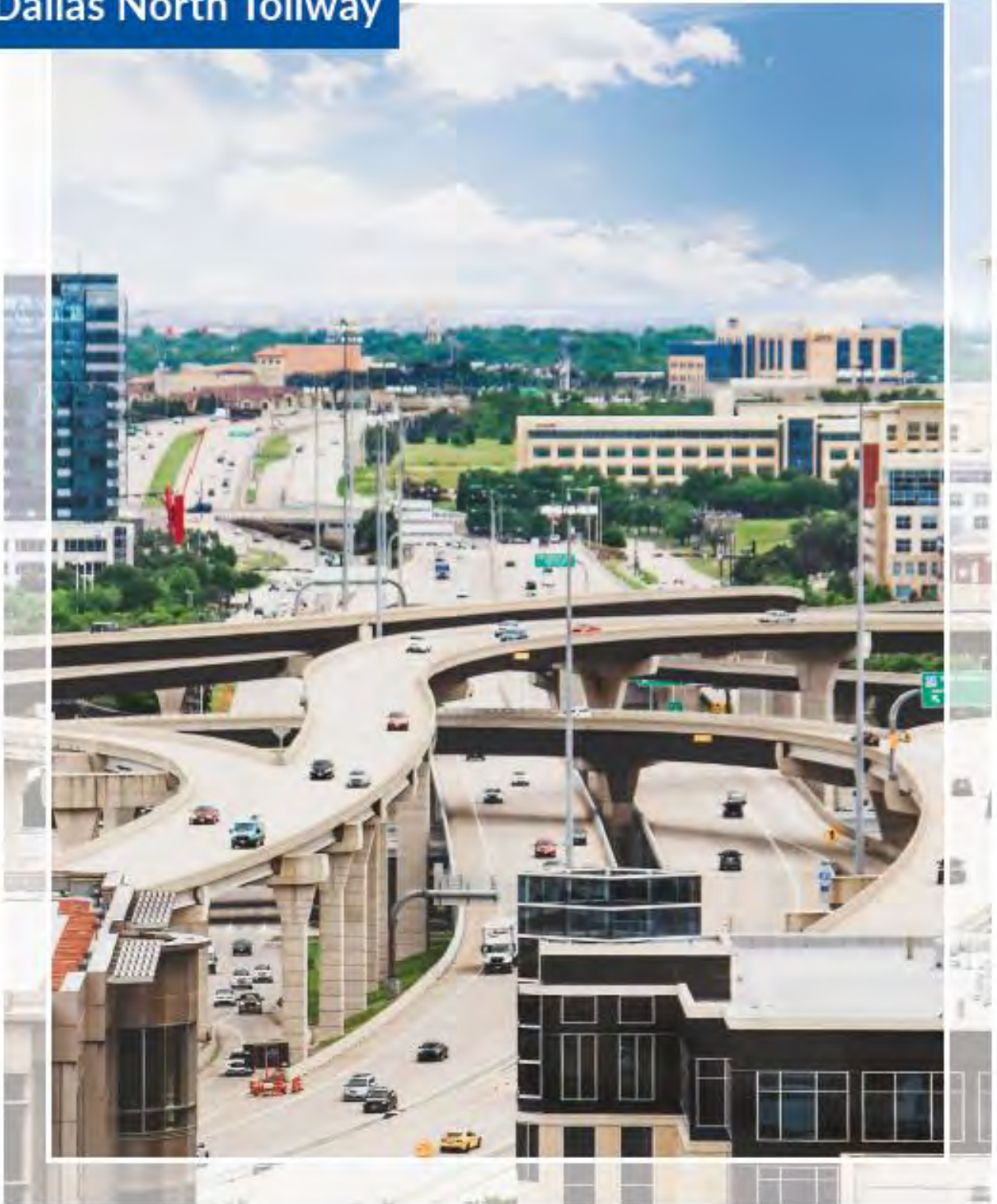
Human Resources: See Position Summary page 67

Procurement and Business Diversity: See Position Summary page 77

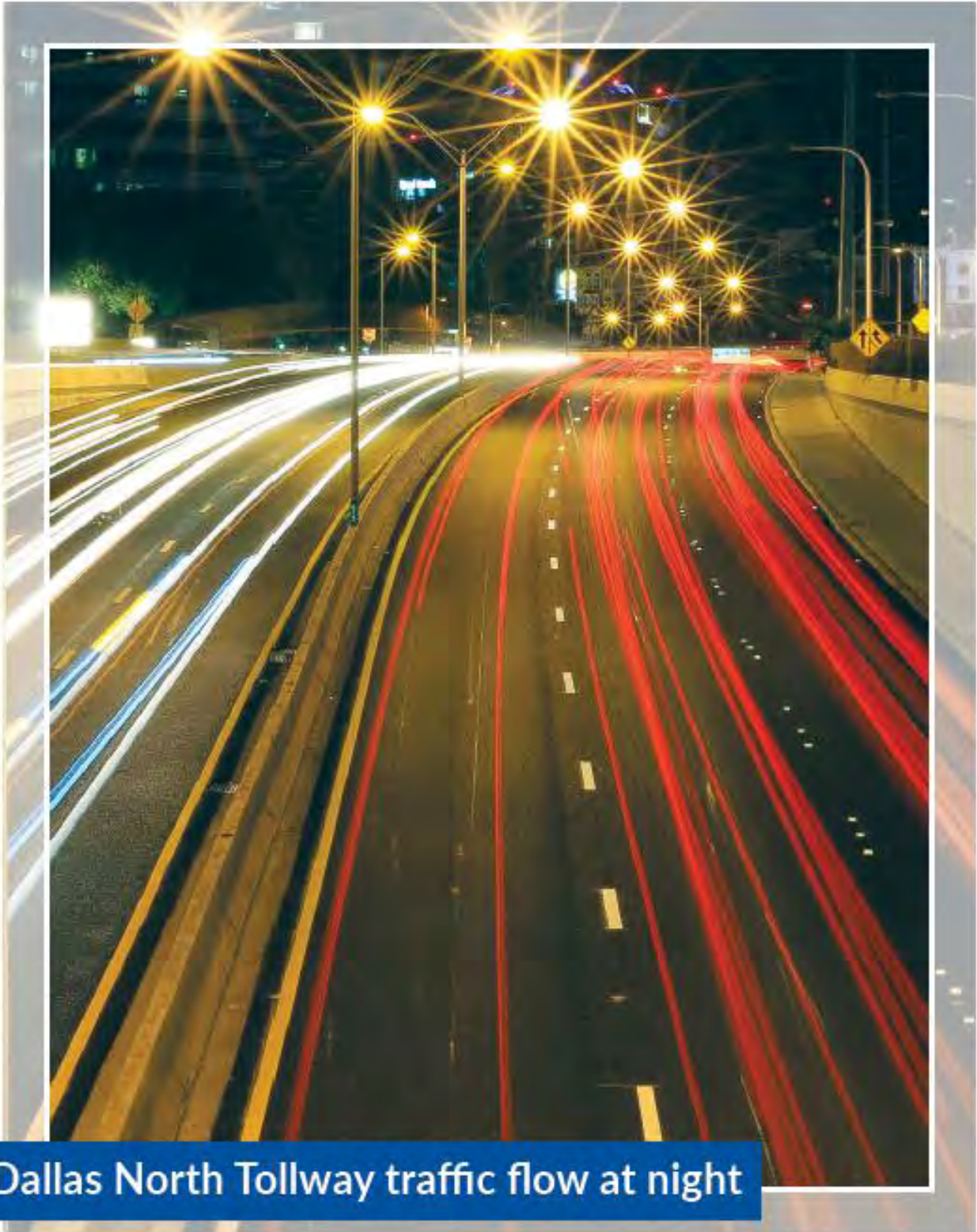
FY2018 to FY2022 FTE Staffing Summary History

	FY2018 Budget	FY2019 Budget	FY2020 Budget	FY2021 Budget	FY2022 Budget	Change in Budgeted FTEs Variance
ADMINISTRATIVE SERVICES						
Accounting	18	15	15	16	15	(1)
Administration	2	2	2	2	2	-
Board	1	1	1	1	1	-
Financial Planning and Analysis	6	-	-	-	-	-
Human Resources	13	13	13	13	14	1
Internal Audit	9	9	8	8	8	-
Legal Services	7	7	7	7	7	-
Procurement and Business Diversity	18	18	18	18	17	(1)
Public Affairs	18	18	17	17	17	-
Treasury Management	4	10	10	9	9	-
Total Administrative Services	96	93	91	91	90	(1)
OPERATIONAL SERVICES						
Contact Center and Collections	308	311	312	307	305	(2)
Information Technology	93	93	96	96	96	-
Maintenance	187	193	193	193	193	-
Operations	6	7	8	8	8	-
Project Delivery	18	18	19	19	19	-
Traffic & Incident Management	125	138	141	141	141	-
Total Operational Services	737	760	769	764	762	(2)
Grand Total	833	853	860	855	852	(3)

Dallas North Tollway



DEPARTMENTAL BUDGETS AND INFORMATION



Dallas North Tollway traffic flow at night

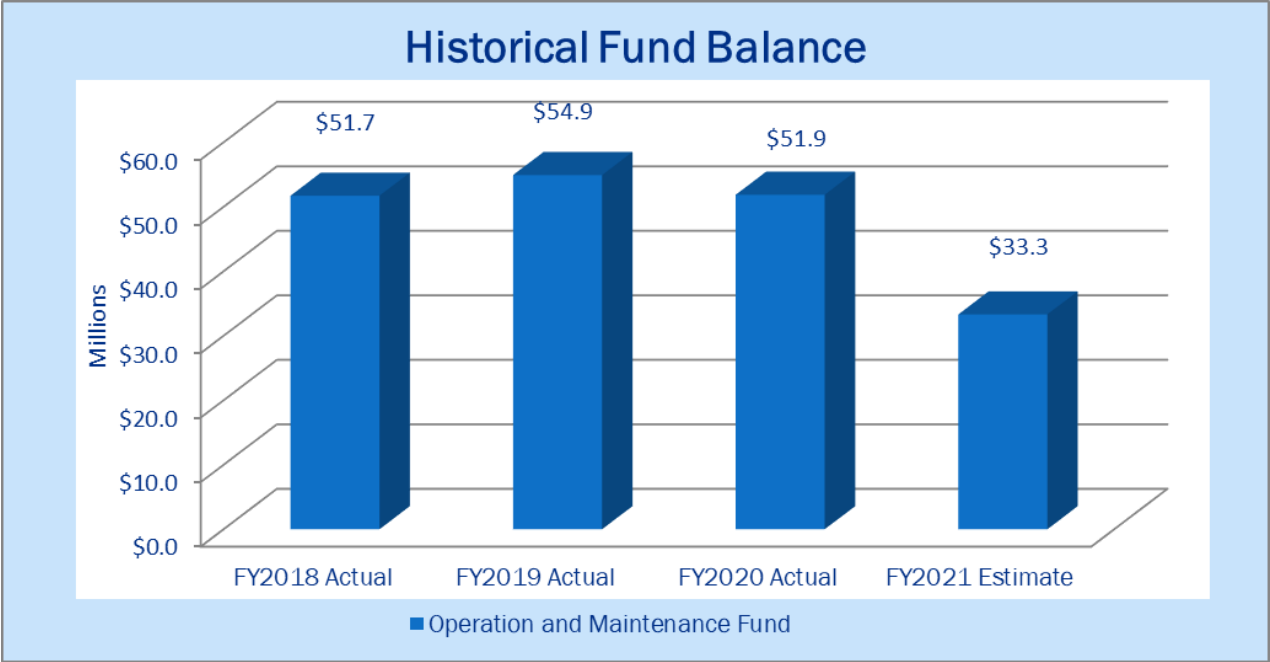
Operation and Maintenance Fund FY2022 Budget Comparisons to FY2021 Budget

Department	FY2021 Budget	FY2022 Budget	Variance Amount	Percent
Administrative Services:				
Accounting	1,703,294	1,782,637	79,343	4.7%
Administration	533,519	712,167	178,648	33.5%
Board	168,441	173,703	5,262	3.1%
Human Resources	1,429,718	1,758,195	328,477	23.0%
Internal Audit	994,551	1,153,140	158,588	15.9%
Legal Services	2,770,221	2,823,597	53,376	1.9%
Procurement and Business Diversity	1,742,949	1,734,055	(8,894)	(0.5%)
Public Affairs	6,467,545	7,622,371	1,154,826	17.9%
Treasury Management	2,262,163	2,408,029	145,866	6.4%
Total Administrative Services	18,072,402	20,167,893	2,095,491	11.6%
Operational Services:				
Contact Center and Collections	75,520,986	93,444,060	17,923,074	23.7%
Information Technology	29,037,449	30,672,011	1,634,563	5.6%
Maintenance	49,430,763	49,649,766	219,003	0.4%
Operations	1,300,722	1,400,114	99,392	7.6%
Project Delivery	2,441,751	2,626,506	184,755	7.6%
Traffic & Incident Mgmt.	22,229,041	23,866,138	1,637,097	7.4%
Total Operational Services	179,960,712	201,658,596	21,697,884	12.1%
Shared Services	(14,376,456)	(21,964,026)	(7,587,570)	52.8%
Grand Totals	\$183,656,659	\$199,862,463	\$16,205,805	8.8%

The FY2022 budget comparison to FY2021 budget reflects the total agency budget by department with the Enterprise and 360T allocated on a per transaction basis through Shared Services for FY2021 and Enterprise in FY2022. The FY2022 Budget increased \$16,205,805 compared to the FY2021 Budget due to volume related items and the combining of 360T into the NTTA System. All other significant variances are explained on the following individual department budget and information summaries.

Estimated Operation and Maintenance Fund Requirements FY2022

Operation Maintenance Fund Estimated Balance as of 1/1/2022		\$33,310,411
Estimated Transfers:		
Revenue Distribution	199,862,463	
Other Funds - Salary Allocations	<u>0</u>	
Total Transfers		199,862,463
Estimated Expenditures FY2022 Operating Budget		<u>(199,862,463)</u>
Estimated Balance at 12/31/2022		\$33,310,411
Required Balance per Trust Agreement (1/6 of Operating Budget)		\$33,310,411



The FY2018, FY2019 and FY2020 balances include adjustment for year-end accruals.

Accounting Department

OVERVIEW

As the foundation for a fiscally sound organization, the Accounting Department provides comprehensive financial strategies and solutions, oversight of debt service covenants and compliance with trust agreements. The department is responsible for measuring the Authority's profitability and financial performance with integrity, accuracy, timeliness and transparency. In partnership with its internal and external stakeholders, Accounting will continue its focus in FY2022 on managing costs, performing rigorous financial analyses and delivering tangible results that advance the strategic goal of being a financially sound and vibrant organization.

FY2022 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Financially Sound & Vibrant Organization

- Continuously improve the annual plan process for clarity and added transparency.
- Continue the complete and accurate reporting of the Authority's finances, including producing monthly financial statements and focus on development of policies and procedures.
- Produce Comprehensive Annual Financial Report (CAFR), which will be renamed, "The Annual Report," starting in 2022, and expand on reporting of Tolling Services Agreements (TSAs).
- Evaluate and implement electronic banking technology in the areas of accounts payable and payment processing.
- Submit required reporting related for the Affordable Care Act.

Delivering Transportation Solutions

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

Respected Leader & Partner in Region's Transportation Network

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

Highly Qualified, Energized & Engaged Team

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

DEPARTMENTAL FY2022 AGENCY BUDGET – ACCOUNTING

Account	FY2021	FY2022	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$1,484,892	\$1,529,434	\$44,542	3.0%
Retirement Contributions - (512401)	191,603	226,404	34,801	18.2%
Meeting Expense - (521101)	2,308	2,308	0	0.0%
Consulting/Professional - (521201)	710	710	0	0.0%
Promotional Expenses - (523304)	164	164	0	0.0%
Printing and Photographic - (523401)	2,900	2,900	0	0.0%
Travel - (523501)	5,826	5,826	0	0.0%
Dues & Subscriptions - (523601)	4,562	4,562	0	0.0%
Education and Training - (523701)	3,823	3,823	0	0.0%
Licenses - (523801)	644	644	0	0.0%
Office Supplies - (531101)	5,442	5,442	0	0.0%
Freight and Express - (531105)	420	420	0	0.0%
Total Expenses	\$1,703,294	\$1,782,637	\$79,343	4.7%

MAJOR FY2022 AGENCY BUDGET ITEMS

Accounting

The department's FY2022 Agency budget increased by \$79,343 from FY2021 budget. The increase is due to combining the 360 Tollway into the NTTA System. All variances that are not associated with the combining of the systems that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below.

- Salaries and Wages net increase \$44,542 due to merit increase.
- Retirement Contributions increased \$34,801 due to increase in employer match for TCDRS, up 2.75% from the prior year. This is expected to be a one-time increase.

FY2022 AGENCY BUDGET – SHARED SERVICES

Account	FY2021	FY2022	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	0	(\$1,242,527)	(\$1,242,527)	100.0%
Group Insurance - (512101)	9,544,923	4,884,587	(4,660,336)	(48.8)%
Unemployment Insurance - (512601)	123,661	123,661	0	0.0%
Worker's Comp Ins - (512701)	237,285	251,522	14,237	6.0%
Consulting/Professional - (521201)	0	42,000	42,000	100.0%
Dues & Subscriptions - (523601)	1,562	1,562	0	0.0%
Office Supplies - (531101)	246,076	244,165	(1,911)	(0.8)%
360 Tollway	(2,921,644)	0	2,921,644	(100.0)%
Enterprise Fund (Regional Tolling Services)	(21,608,319)	(26,268,996)	(4,660,677)	21.6%
Total Expenses	(\$14,376,456)	(\$21,964,026)	(\$7,587,570)	52.8%

MAJOR FY2022 AGENCY BUDGET ITEMS

Shared Services

Shared Services is a division within Finance where agency-wide expenditures are budgeted and agency-wide allocated expenditures on a per transaction basis are credited from other funds (Enterprise Fund and 360 Tollway) therefore resulting in a “negative” budget for Shared Services. The division's FY2022

Agency budget increased by **(\$7,587,570)** from FY2021 budget. The increase is due to more transactions processed for regional tolling partners and budgeting a vacancy factor for agency-wide Salaries and Wages. In addition, the 360 Tollway was combined into the NTTA System in June of 2021 eliminating the need to allocate expenditures to that fund. All other variances exceeding \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- Salaries and Wages decrease of **(\$1,242,527)** are agency-wide adjustments for positions not filled on January 1st and to account for vacancies throughout the year.
- Group Insurance net decreased **(\$4,660,336)** to reflect actual spending.
- Consulting/Professional increased \$42,000 for consulting services for the 401k and 457 plans.

ALL FUNDS – ACCOUNTING

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2022 Budget. (See Other Funds section pages 118-136).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,529,434	\$0	\$0	\$1,529,434
Retirement Contributions - (512401)	226,404	0	0	226,404
Meeting Expense - (521101)	2,308	0	0	2,308
Consulting/Professional - (521201)	710	0	0	710
Promotional Expenses - (523304)	164	0	0	164
Printing and Photographic - (523401)	2,900	0	0	2,900
Travel - (523501)	5,826	0	0	5,826
Dues & Subscriptions - (523601)	4,562	0	0	4,562
Education and Training - (523701)	3,823	0	0	3,823
Licenses - (523801)	644	0	0	644
Office Supplies - (531101)	5,442	0	0	5,442
Freight and Express - (531105)	420	0	0	420
FY2022 Totals	\$1,782,637	\$0	\$0	\$1,782,637
FY2021 Totals	\$1,703,294	\$0	\$0	\$1,703,294
Increase/(Decrease)	\$79,343	\$0	\$0	\$79,343

OTHER FUNDS VARIANCE – ACCOUNTING

- RMF – \$0
- CIF – \$0

ALL FUNDS – SHARED SERVICES

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	(\$1,242,527)	\$0	\$0	(\$1,242,527)
Group Insurance - (512101)	4,884,587	0	0	4,884,587
Unemployment Insurance - (512601)	123,661	0	0	123,661
Worker's Comp Ins - (512701)	251,522	0	0	251,522
Consulting/Professional - (521201)	42,000	0	0	42,000
Dues & Subscriptions - (523601)	1,562	0	0	1,562
Office Supplies - (531101)	244,165	0	0	244,165
Enterprise Fund (Regional Tolling Services)	(26,268,996)	0	0	(25,163,275)
FY2022 Totals	(\$21,964,026)	\$0	\$0	(\$20,858,305)
FY2021 Totals	(\$14,376,456)	\$0	\$0	(\$14,376,456)
Increase/(Decrease)	(\$7,587,570)	\$0	\$0	(\$6,481,849)

OTHER FUNDS VARIANCE – SHARED SERVICES

- RMF-\$0
- CIF-\$0

POSITION SUMMARY

Accounting Department				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
Accountant	3	3	3	0
Accounting Manager	1	1	1	0
Accounts Payable Analyst	2	2	2	0
Accounts Payable Manager	1	1	1	0
Administrative Assistant	1	1	1	0
Chief Financial Officer	1	1	1	0
Controller	1	1	1	0
Executive Assistant to CFO	1	1	1	0
Financial Systems Analyst	1	1	1	0
Finance Technician	1	1	1	0
Payroll Coordinator	1	1	1	0
Payroll Manager	1	1	1	0
Total Full-Time Positions	15	15	15	0
Part-Time Positions	FY2020	FY2021	FY2022	Difference
Accounts Payable Analyst	0	1	1	0
Total Part-Time Positions	0	1	1	0

- No changes to FTEs. However, the Finance Technician position will remain frozen for FY2022.

MAJOR BUSINESS FUNCTIONS

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

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

Administration Department

OVERVIEW

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

FY2022 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

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

Financially Sound & Vibrant Organization

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

Delivering Transportation Solutions

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

Respected Leader & Partner in Region's Transportation Network

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

Highly Qualified, Energized & Engaged Team

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

DEPARTMENTAL FY2022 AGENCY BUDGET

Account	FY2021	FY2022	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$395,105	\$426,351	\$31,246	7.9%
Retirement Contributions - (512401)	44,950	47,352	2,402	5.3%
Meeting Expense - (521101)	2,801	2,801	0	0.0%
Consulting/Professional - (521201)	15,000	60,000	45,000	300.0%
Promotional Expenses - (523304)	7,675	107,675	100,000	1,302.9%
Travel - (523501)	4,902	4,902	0	0.0%
Dues & Subscriptions - (523601)	60,000	60,000	0	0.0%
Education and Training - (523701)	2,628	2,628	0	0.0%
Office Supplies - (531101)	400	400	0	0.0%
Freight and Express - (531105)	58	58	0	0.0%
Total Expenses	\$533,519	\$712,167	\$178,648	33.5%

MAJOR FY2022 AGENCY BUDGET ITEMS

The department's FY2022 Agency budget increased by \$178,648 from FY2021 budget. The increase is due to combining the 360 Tollway into the NTTA System. All variances that are not associated with the combining of the systems that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- Promotional Expenses increased \$100,000 for the IBTTA sponsorship and the NTTA 25-year anniversary.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2022 Budget (see Other Funds section pages 118-136).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$426,351	\$0	\$0	\$426,351
Retirement Contributions - (512401)	47,352	0	0	47,352
Meeting Expense - (521101)	2,801	0	0	2,801
Consulting/Professional - (521201)	60,000	0	0	60,000
Promotional Expenses - (523304)	107,675	0	0	107,675
Travel - (523501)	4,902	0	0	4,902
Dues & Subscriptions - (523601)	60,000	0	0	60,000
Education and Training - (523701)	2,628	0	0	2,628
Office Supplies - (531101)	400	0	0	400
Freight and Express - (531105)	58	0	0	58
FY2022 Totals	\$712,167	\$0	\$0	\$712,167
FY2021 Totals	\$533,519	\$0	\$0	\$533,519
Increase/(Decrease)	\$178,648	\$0	\$0	\$178,648

OTHER FUNDS VARIANCE

- RMF - \$0
- CIF - \$0

POSITION SUMMARY

Administration Department				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
Executive Assistant	1	1	1	0
Executive Director	1	1	1	0
Total Full-Time Positions	2	2	2	0

- No changes in FTEs.

MAJOR BUSINESS FUNCTIONS

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

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

Board of Directors Department

OVERVIEW

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

FY2022 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Financially Sound & Vibrant Organization

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

Delivering Transportation Solutions

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

Respected Leader & Partner in Region's Transportation Network

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

DEPARTMENTAL FY2022 AGENCY BUDGET

Account	FY2021 Budget	FY2022 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$87,528	\$89,990	\$2,462	2.8%
Retirement Contributions - (512401)	11,292	14,092	2,800	24.8%
Meeting Expense - (521101)	51,918	51,918	0	0.0%
Travel - (523501)	4,926	4,926	0	0.0%
Dues & Subscriptions - (523601)	9,500	9,500	0	0.0%
Office Supplies - (531101)	2,020	2,020	0	0.0%
Freight and Express - (531105)	1,257	1,257	0	0.0%
Total Expenses	\$168,441	\$173,703	\$5,262	3.1%

MAJOR FY2022 AGENCY BUDGET ITEMS

The department's FY2022 Agency budget increased by \$5,262 from FY2021 budget. The increase is due to combining the 360 Tollway into the NTTA System. All variances that are not associated with the combining of the systems that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- No variances meet the explanation requirements.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2022 Budget (see Other Funds section pages 118-136).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$89,990	\$0	\$0	\$89,990
Retirement Contributions - (512401)	14,092	0	0	14,092
Meeting Expense - (521101)	51,918	0	0	51,918
Travel - (523501)	4,926	0	0	4,926
Dues & Subscriptions - (523601)	9,500	0	0	9,500
Office Supplies - (531101)	2,020	0	0	2,020
Freight and Express - (531105)	1,257	0	0	1,257
FY2022 Totals	\$173,703	\$0	\$0	\$173,703
FY2021 Totals	\$168,441	\$0	\$0	\$168,441
Increase/(Decrease)	\$5,262	\$0	\$0	\$5,262

OTHER FUNDS VARIANCE

- RMF-\$0
- CIF-\$0

POSITION SUMMARY

Board Department	FY2020	FY2021	FY2022	Difference
Full-Time Positions				
Secretary to the Board	1	1	1	0
Total Full-Time Positions	1	1	1	0

- No change in FTEs.

MAJOR BUSINESS FUNCTIONS

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

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

Human Resources Department

OVERVIEW

The Human Resources Department supports the mission of NTTA by administering comprehensive and high-quality employee programs and services to prospective, current and former employees. The FY2022 budget will enable the department to provide a high level of service in employee and labor relations, compensation and benefits, recruiting and retaining top talent, training and development, organizational design and process improvement, while helping to maintain a high level of employee engagement and satisfaction.

FY2022 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Highly Qualified, Energized & Engaged Team

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

DEPARTMENTAL FY2022 AGENCY BUDGET

Account	FY2021 Budget	FY2022 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,022,070	\$1,108,344	\$86,274	8.4%
Salaries and Wage-Overtime - (511301)	144	144	0	0.0%
Retirement Contributions - (512401)	139,587	172,316	32,729	23.4%
Tuition Reimbursement - (512501)	11,770	11,770	0	0.0%
Meeting Expense - (521101)	3,366	3,366	0	0.0%
Consulting/Professional - (521201)	107,972	235,251	127,279	117.9%
Recruitment - (523301)	75,626	157,820	82,194	108.7%
Promotional Expenses - (523304)	34,847	34,847	0	0.0%
Dues & Subscriptions - (523601)	2,366	2,366	0	0.0%
Education and Training - (523701)	20,159	20,159	0	0.0%
Temporary Contract Labor - (523851)	6,366	6,366	0	0.0%
Office Supplies - (531101)	4,963	4,963	0	0.0%
Freight and Express - (531105)	483	483	0	0.0%
Total Expenses	\$1,429,718	\$1,758,195	\$328,477	23.0%

MAJOR FY2022 BUDGET ITEMS

The department’s FY2022 Agency budget increased by \$328,477 from FY2021 budget. The increase is due to combining the 360 Tollway into the NTTA System. All variances that are not associated with the combining of the systems that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- Salaries and Wages-Direct increased \$86,274 due to merit increase and 360 Tollway.
- Retirement Contributions increased \$32,729 due to increase in employer match for TCDRS, up 2.75% from the prior year. This is expected to be a one-time increase.
- Consulting/Professional increased \$127,279 due to a company-wide compensation study.
- Recruitment increased \$82,194 for employee recruitment and retention.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2022 Budget (see Other Funds section pages 118-136).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,108,344	\$0	\$0	\$1,108,344
Salaries and Wage-Overtime - (511301)	144	0	0	144
Retirement Contributions - (512401)	172,316	0	0	172,316
Tuition Reimbursement - (512501)	11,770	0	0	11,770
Meeting Expense - (521101)	3,366	0	0	3,366
Consulting/Professional - (521201)	235,251	0	0	235,251
Recruitment - (523301)	157,820	0	0	157,820
Promotional Expenses - (523304)	34,847	0	0	34,847
Dues & Subscriptions - (523601)	2,366	0	0	2,366
Education and Training - (523701)	20,159	0	0	20,159
Temporary Contract Labor - (523851)	6,366	0	0	6,366
Office Supplies - (531101)	4,963	0	0	4,963
Freight and Express - (531105)	483	0	0	483
FY2022 Totals	\$1,758,195	\$0	\$0	\$1,758,195
FY2021 Totals	\$1,429,718	\$0	\$0	\$1,429,718
Increase/(Decrease)	\$328,477	\$0	\$0	\$328,477

OTHER FUNDS VARIANCE

- RMF \$0
- CIF \$0

POSITION SUMMARY

Human Resources Department				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
Assistant Director of Human Resources	1	1	1	0
Comp and Benefits Analyst	1	1	1	0
Compensation/Benefits Manager	1	1	1	0
Director of Human Resources	1	1	1	0
HR Training Manager	1	1	1	0
HRIS Manager	1	1	1	0
Human Resources Coordinator	2	2	3	1
Receptionist	1	1	1	0
HR Generalist	0	0	1	1
Senior Human Resources Generalist	3	3	2	(1)
Sr Compensation/Benefits Analyst	1	1	1	0
Total Full-Time Positions	13	13	14	1

- During 2021, one CSC Project Coordinator I was moved to Human Resources from Customer Service and reclassified as an HR Coordinator. The HR Training Manager position will remain frozen for FY2022.

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 in order to ensure mutual understanding between supervisor and employee. A philosophy which values and encourages employee development provides frequent feedback and fosters teamwork.
- **HR Administration – Policies and Procedure** - The daily administration of all employee-related work activities for NTTA with policies and procedures that are intended to serve as guidelines to assist in the uniform and consistent administration of employee policies.

Internal Audit Department

OVERVIEW

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

FY2022 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

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

Financially Sound & Vibrant Organization

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

Highly Qualified, Energized & Engaged Team

- Continue to monitor the NTTA's ethics hotline.

DEPARTMENTAL FY2022 AGENCY BUDGET

Account	FY2021	FY2022	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$658,343	\$744,267	\$85,923	13.1%
Retirement Contributions - (512401)	91,292	112,715	21,422	23.5%
Meeting Expense - (521101)	299	330	31	10.5%
Consulting/Professional - (521201)	50,000	100,000	50,000	100.0%
Auditing Fees - (521203)	185,083	185,083	0	0.0%
Travel - (523501)	154	170	16	10.7%
Dues & Subscriptions - (523601)	3,571	3,930	359	10.1%
Education and Training - (523701)	4,150	4,565	415	10.0%
Licenses - (523801)	890	980	90	10.1%
Office Supplies - (531101)	770	850	80	10.4%
Books & Periodicals - (531401)	0	250	250	100.0%
Total Expenses	\$994,551	\$1,153,140	\$158,588	15.9%

MAJOR FY2022 AGENCY BUDGET ITEMS

The department's FY2022 Agency budget increased by \$158,588 from FY2021 budget. The increase is due to combining the 360 Tollway into the NTTA System. All variances that are not associated with the combining of the systems that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- Salaries and Wages net increase \$85,923 due to unfreezing one position and merit increase.
- Retirement Contributions increased \$21,423 due to increase in employer match for TCDRS, up 2.75% from the prior year. This is expected to be a one-time increase.
- Consulting/Professional increased \$50,000 for the enterprise risk assessment.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2022 Budget. (See Other Funds section pages 118-136).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$744,267	\$0	\$0	\$744,267
Retirement Contributions - (512401)	112,715	0	0	112,715
Meeting Expense - (521101)	330	0	0	330
Consulting/Professional - (521201)	100,000	0	0	100,000
Auditing Fees - (521203)	185,083	11,630	93,040	289,753
Travel - (523501)	170	0	0	170
Dues & Subscriptions - (523601)	3,930	0	0	3,930
Education and Training - (523701)	4,565	0	0	4,565
Licenses - (523801)	980	0	0	980
Office Supplies - (531101)	850	0	0	850
Books & Periodicals - (531401)	250	0	0	250
FY2022 Totals	\$1,153,140	\$11,630	\$93,040	\$1,257,810
FY2021 Totals	\$994,551	\$11,630	\$93,040	\$1,099,221
Increase/(Decrease)	\$158,588	\$0	\$0	\$158,588

OTHER FUNDS VARIANCE

- RMF- \$0
- CIF - \$0

POSITION SUMMARY

Internal Audit Department				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
Administrative Assistant	1	1	1	0
Assistant Director of Internal Audit	1	1	1	0
Director of Internal Audit	1	1	1	0
Information Technology Auditor	2	2	1	(1)
Internal Audit Analyst	1	1	0	(1)
Senior Analyst	0	0	1	1
Senior Internal Auditor	2	2	2	0
Senior Information Technology Auditor	0	0	1	1
Total Full-Time Positions	8	8	8	0

- No changes to total FTEs, only reclassification of positions.

MAJOR BUSINESS FUNCTIONS

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

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

Legal Services Department

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.

FY2022 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

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

Financially Sound and Vibrant Organization

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

Delivering Transportation Solutions

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

Respected Leader & Partner in Region's Transportation Network

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

Highly Qualified, Energized, and Engaged Team

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

DEPARTMENTAL FY2022 AGENCY BUDGET

Account	FY2021	FY2022	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$813,411	\$852,927	\$39,516	4.9%
Salaries and Wages-Internship - (511202)	0	0	0	0.0%
Retirement Contributions - (512401)	105,263	119,123	13,860	13.2%
Retirement Contr.-Internship - (512402)	0	0	0	0.0%
Meeting Expense - (521101)	2,300	2,300	0	0.0%
Legal Fees - (521202)	1,738,181	1,738,181	0	0.0%
Travel - (523501)	2,804	2,804	0	0.0%
Dues & Subscriptions - (523601)	77,111	77,111	0	0.0%
Education and Training - (523701)	3,423	3,423	0	0.0%
Office Supplies - (531101)	27,256	27,256	0	0.0%
Freight and Express - (531105)	472	472	0	0.0%
Total Expenses	\$2,770,221	\$2,823,597	\$53,376	1.9%

MAJOR FY2022 BUDGET ITEMS

The department's FY2022 Agency budget increased by \$53,376 from the FY2021 budget. The increase is due to combining the 360 Tollway into the NTTA System. All variances that are not associated with the combining of the systems that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- No variances meet the explanation requirements.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2022 Budget (see Other Funds section, pages 118-136).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$852,927	\$0	\$0	\$852,927
Salaries and Wages-Internship - (511202)	0	0	0	0
Retirement Contributions - (512401)	119,123	0	0	119,123
Retirement Contr.-Internship - (512402)	0	0	0	0
Meeting Expense - (521101)	2,300	0	0	2,300
Legal Fees - (521202)	1,738,181	40,000	250,000	2,028,181
Travel - (523501)	2,804	0	0	2,804
Dues & Subscriptions - (523601)	77,111	0	0	77,111
Education and Training - (523701)	3,423	0	0	3,423
Office Supplies - (531101)	27,256	0	0	27,256
Freight and Express - (531105)	472	0	0	472
FY2022 Totals	\$2,823,597	\$40,000	\$250,000	\$3,113,597
FY2021 Totals	\$2,770,221	\$40,000	\$250,000	\$3,060,221
Increase/(Decrease)	\$53,376	\$0	\$0	\$53,376

OTHER FUNDS VARIANCE

All amounts for the funds below are to restore the budget for public notice fees transferred to Procurement department in FY2022.

- RMF – \$0
- CIF – \$0

POSITION SUMMARY

Legal Services Department				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
Assist Executive Director, General Counsel	1	1	1	0
Director, Assistant General Counsel	1	1	1	0
Bankruptcy Specialist	1	1	1	0
Executive Assistant	1	1	1	0
Executive Assistant to AED	1	1	1	0
Legal Department Administrator	1	1	1	0
Officer of Public Information	1	1	1	0
Total Full-Time Positions	7	7	7	0

- No changes in FTEs.

MAJOR BUSINESS FUNCTIONS

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

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

Procurement and Business Diversity 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; inclusion and reporting of Disadvantaged, Minority, Woman-owned, and Small-Business Enterprises (D/M/W/SBEs); and managing and maintaining requisitions, purchase orders and contracts. The division also coordinates and manages the formal bid process including, RFBs, RFPs and RFQs.

FY2022 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

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

Financially Sound & Vibrant Organization

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

Delivering Transportation Solutions

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

Respected Leader & Partner in Region's Transportation Network

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

Highly Qualified, Energized & Engaged Team

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

DEPARTMENTAL FY2022 AGENCY BUDGET

Account	FY2021	FY2022	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$1,390,317	\$1,309,551	(\$80,766)	(5.8)%
Retirement Contributions - (512401)	179,490	205,076	25,586	14.3%
Meeting Expense - (521101)	865	1,581	716	82.8%
Public Information Fees - (523203)	13,369	13,369	0	0.0%
Promotional Expenses - (523304)	83,973	100,800	16,827	20.0%
Travel - (523501)	4,002	16,720	12,718	317.8%
Dues & Subscriptions - (523601)	58,802	66,497	7,695	13.1%
Education and Training - (523701)	7,121	14,844	7,723	108.5%
Office Supplies - (531101)	4,920	5,527	607	12.3%
Freight and Express - (531105)	90	90	0	0.0%
Total Expenses	\$1,742,949	\$1,734,055	(\$8,894)	(0.5)%

MAJOR FY2022 AGENCY BUDGET ITEMS

The department's FY2022 Agency budget decreased by **(\$8,894)** from FY2021 budget. The decrease is offset by the combining the 360 Tollway into the NTTA System. All variances that are not associated with the combining of the systems that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below.

- Salaries and Wages net decrease **(\$80,766)** due to the elimination of the AD Procurement position offset by merit and 360 Tollway.
- Retirement Contributions increased \$25,586 due to the increase in employer match for TCDRS, up 2.75% from the prior year, this is expected to be a one-time increase.
- Promotional Expense increased \$16,827 due to additional approved promotions in BDD.
- Travel increased \$12,718 due to annual industry conference and training trips.
- Education and Training increased \$7,723 in order to maintain professional proficiency and certifications.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2022 Budget. (See Other Funds section pages 118-136).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,309,551	\$0	\$0	\$1,309,551
Retirement Contributions - (512401)	205,076	0	0	205,076
Meeting Expense - (521101)	1,581	0	0	1,581
Consulting/Professional - (521201)	0	0	0	0
Public Information Fees - (523302)	13,369	19,000	12,000	44,369
Promotional Expenses - (523304)	100,800	0	0	100,800
Printing and Photographic - (523401)	0	0	0	0
Travel - (523501)	16,720	0	0	16,720
Dues & Subscriptions - (523601)	66,497	0	0	66,497
Education and Training - (523701)	14,844	0	0	14,844
Licenses - (523801)	0	0	0	0
Office Supplies - (531101)	5,527	0	0	5,527
Freight and Express - (531105)	90	0	0	90
FY2022 Totals	\$1,734,055	\$19,000	\$12,000	\$1,765,055
FY2021 Totals	\$1,742,949	\$19,000	\$12,000	\$1,773,949
Increase/(Decrease)	(\$8,894)	\$0	\$0	(\$8,894)

OTHER FUNDS VARIANCE

- RMF - \$0
- CIF - \$0

POSITION SUMMARY

Procurement and Business Diversity Department				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
Procurement Services	13	13	12	(1)
Assistant Director of Procurement	1	1	0	(1)
Contracting Compliance Manager	1	1	1	0
Procurement Analyst	1	1	1	0
Senior Contracting Specialist	1	1	1	0
Senior Director Procurement and Business Diversity	1	1	1	0
Senior Procurement Specialist	7	8	8	0
Senior Purchase Order Specialist	1	0	0	0
Business Diversity Department	5	5	5	0
Bus. Diversity Liaison	1	0	0	0
Business Diversity Compliance Analyst	1	2	2	0
Director of Business Diversity	1	1	1	0
Manager of Business Diversity	1	1	1	0
BD Outreach Specialist	1	1	1	0
Total Full-Time Positions	18	18	17	(1)

- The Assistant Director of Procurement position has been eliminated. One Senior Procurement Specialist and Senior Contract Administrator remain frozen in addition to one Business Diversity Compliance Analyst position.

MAJOR BUSINESS FUNCTIONS

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

Public Affairs Department

OVERVIEW

The Public Affairs Department serves as NTTA's voice with internal and external audiences, executes the Authority's strategic goals and objectives through active engagement in government affairs, communications and marketing to customers, stakeholders, elected officials, bond holders, business leaders, news media and employees. The department is also responsible for establishing and protecting NTTA's image and brands.

The department's 2022 strategic communications goals include:

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

FY2022 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Re-establish our presence in the marketplace with an aggressive advertising campaign to help overcome low traffic volumes and revenue as a result of the COVID-19 pandemic. After being out of the market for one year (2020 and Q1 of 2021), we will need to increase advertising to help restore our TollTag penetration and revenues.
- Develop creative advertising campaigns featuring the "NTTA Ambassadors" (puppets) that promote the value of the TollTag and are relatable to our customers, while humanizing our brand so we are seen as a value-add to customers instead of a utility service.
- Focus on the value, savings and convenience of the \$20 TollTag for millennials, infrequent toll road users, as well as budget-conscious drivers. In the 2020 Biennial Customer survey, drivers indicated that they don't have a TollTag because they do not use toll roads frequently enough.
- Capitalize on customers telling us the value they see in using the TollTag on toll roads outside of North Texas, the state and interoperability partner states.
- Many of our added-value services, including Roadside Safety Services (#999), TollPerks, airport parking and Tollmate app all saw significant decreases in awareness, according to the 2020 Biennial Customer Survey. We must work to restore and raise awareness and adoption of the TollTag because of the value of these products and services. Use the TollPerks program to help spur growth in new TollTag accounts, particularly in the conversion of ZipCash customers.
- Streamline and improve the customer experience by partnering with IT to redesign ntta.org. The redesign will improve the user experience, streamline content and user access to account self-serve options. The new website will work on all mobile devices and provide a visually engaging and interactive experience for its users, improving the image of our brands.
- Position NTTA as the leader in safety through ongoing promotion of Roadside Safety Services, its #999 service, traffic accident prevention methods, innovative technology on the system, wrong-way driver prevention measures, the Red Thumb program and other safety initiatives.
- Continue geo-targeting ZipCash customers with advertising to increase TollTag conversions.

Financially Sound & Vibrant Organization

- Rebuild and increase TollTag penetration through aggressive advertising as we recover from the significant decrease in traffic and revenue because of the COVID-19 pandemic. In 2022, we will continue to emphasize geo-targeting ZipCash customers, new residents and relocating companies to deliver the right product to the right group. We will tailor and focus messaging and product offerings to specific, under-represented demographics. Mass-market advertising will help continue to maintain TollTag penetration rates and brand value.

- Monitor work-from-home trends and other potential impacts to our business.
- Focus will continue on the third year of the five-year plan to promote the 360 Tollway to increase the number of TollTag accounts, and TollTag penetration rate.
- Emphasize TollTag marketing for TSA lanes, particularly those where we are at risk (LBJ East, NTE 1&2) to increase TollTag penetration.

Respected Leader & Partner in Region's Transportation Network

- Continue positioning the TollTag as the best value for traveling on toll roads – including those throughout Texas and participating interoperability (IOP) states. The primary message: the TollTag helps you save money and provides convenience (including bypassing toll booths in neighboring states (Oklahoma) and paying for tolls throughout North Texas, the state and neighboring states with the TollTag).
- Focus on under-represented demographic groups in cooperation with transportation partners to increase TollTag use on managed lanes (Toll Services Agreement projects – particularly those where we are at risk) and others (airports, IOP).
- Continue working with regional stakeholders to advance and communicate NTTA's Five-Year Capital Plan and the important role of tolling in the region as an option to help fill the infrastructure funding gap.
- Continue building relationships and maintaining elected official support for NTTA programs, issues and public policies favorable to NTTA operations during the interim year.
- Work with state elected officials and their staffs during the interim on any toll-related public policy issues to be considered during the 2023 Legislative Session by gaining support for initiatives favorable to NTTA operations and educating about the potential harm of some policies and legislation. Use data from the 2020 Biennial Customer Survey to educate newly elected officials of the value North Texans place on toll roads.
- Focus Government Affairs outreach and relationship building with corridor cities, member counties, ring counties and chambers of commerce to help ensure local support of the Authority. This will be important during the 2022 gubernatorial election year and election of a new Tarrant County judge.
- Increase and re-establish Public Relations activities to pre-pandemic level by restoring PR Manager role (unfreezing position). This includes increasing speaking engagements and participation in the communities we serve and business outreach to share NTTA's story and humanize the brand. Focus on participating in more business-focused events to successfully tell our story to this important stakeholder group.
- Continue to leverage results of Economic Impact Study to demonstrate NTTA's impact on the region's development and economic growth around the NTTA system. Increase education efforts in Tarrant County with new information on NTTA's economic impact around the Chisholm Trail Parkway. Use these promotional opportunities to dispel myths about NTTA and tolling.

Highly Qualified & Engaged Team

- Develop and execute employee communications plan guided by results of 2021 employee engagement survey.
- Assist departments with employee engagement action plans as part of the employee survey results and Mission: Forward.
- Continue using the "NTTA Ambassadors" (puppets) as part of our employee communications.
- Develop employee communications around compelling pop culture and societal trends to effectively engage employees and help each individual employee link their personal connection and contributions to NTTA success.
- Identify and develop visual communications, including videos and infographics, to engage employees with NTTA's value to the region.

- Create interaction amongst NTTA employees with various call-to-action engagement communications, such as contests, pop quizzes, polls, photo sharing and feedback requests that tell NTTA's story.
- Foster understanding and alignment of strategic priorities through compelling executive communications and engage employees with creative programs and communications.
- Increase NTTA leadership team interaction and communications with employees.

DEPARTMENTAL FY2022 AGENCY BUDGET

Account	FY2021	FY2022	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$1,351,430	\$1,453,161	\$101,731	7.5%
Salaries and Wage-Overtime - (511301)	721	721	0	0.0%
Retirement Contributions - (512401)	174,470	227,565	53,095	30.4%
Meeting Expense - (521101)	8,902	8,902	0	0.0%
Consulting/Professional - (521201)	1,497,950	1,797,950	300,000	20.0%
Digital_Out of Home - (523302)	1,368,782	1,618,782	250,000	18.3%
Television & Radio - (523303)	950,499	1,250,499	300,000	31.6%
Promotional Expenses - (523304)	1,039,711	1,189,711	150,000	14.4%
Employee Appreciation - (523305)	331	331	0	0.0%
Printing and Photographic - (523401)	5,931	5,931	0	0.0%
Maps & Pamphlets - (523402)	16,155	16,155	0	0.0%
Travel - (523501)	25,822	25,822	0	0.0%
Dues & Subscriptions - (523601)	16,839	16,839	0	0.0%
Education and Training - (523701)	1,454	1,454	0	0.0%
Office Supplies - (531101)	5,583	5,583	0	0.0%
Other Materials and Supplies - (531102)	948	948	0	0.0%
Freight and Express - (531105)	332	332	0	0.0%
Uniforms - (531701)	1,685	1,685	0	0.0%
Total Expenses	\$6,467,545	\$7,622,371	\$1,154,826	17.9%

MAJOR FY2022 AGENCY BUDGET ITEMS

The department's FY2022 Agency budget increased by \$1,154,825 from FY2021 budget. The increase is due to combining the 360 Tollway the NTTA System. All variances that are not associated with the combining of the systems that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below.

- Salaries and Wages net increase \$101,730 due to unfreezing one position and merit increase.
- Retirement Contributions increased \$53,095 due to increase in employer match for TCDRS, up 2.75% from the prior year. This is expected to be a one-time increase.
- Consulting/Professional increased \$300,000 for the 2022 biennial customer survey and new advertising agency contract.
- Digital_Out of Home increased \$250,000 to achieve TollTag penetration, new TollTag account and ZipCash conversion goals.
- Television & Radio increased \$300,000 to aid in increasing TollTag penetration.
- Promotional Expense increased \$150,000 to aid in increasing TollTag penetration.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2022 Budget (see Other Funds section pages 118-136).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,453,161	\$0	\$0	\$1,453,161
Salaries and Wage-Overtime - (511301)	721	0	0	721
Retirement Contributions - (512401)	227,565	0	0	227,565
Meeting Expense - (521101)	8,902	0	0	8,902
Consulting/Professional - (521201)	1,797,950	0	0	1,797,950
Digital_Out of Home - (523302)	1,618,782	0	0	1,618,782
Television & Radio - (523303)	1,250,499	0	0	1,250,499
Promotional Expenses - (523304)	1,189,711	0	0	1,189,711
Employee Appreciation - (523305)	331	0	0	331
Printing and Photographic - (523401)	5,931	0	0	5,931
Maps & Pamphlets - (523402)	16,155	0	0	16,155
Travel - (523501)	25,822	0	0	25,822
Dues & Subscriptions - (523601)	16,839	0	0	16,839
Education and Training - (523701)	1,454	0	0	1,454
Office Supplies - (531101)	5,583	0	0	5,583
Other Materials and Supplies - (531102)	948	0	0	948
Freight and Express - (531105)	332	0	0	332
Uniforms - (531701)	1,685	0	0	1,685
FY2022 Totals	\$7,622,371	\$0	\$0	\$7,622,371
FY2021 Totals	\$6,467,545	\$0	\$0	\$6,467,545
Increase/(Decrease)	\$1,154,826	\$0	\$0	\$1,154,826

OTHER FUNDS VARIANCE

- RMF-\$0
- CIF-\$0

POSITION SUMMARY

Public Affairs Department				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
Public Affairs	14	14	14	0
Administrative Assistant/Communications	1	1	1	0
Assistant Director Public Affairs	1	1	1	0
Copy Writer/ Mkt. Strategist	1	0	0	0
Corporate Communications Manager	1	1	1	0
Director of Public Affairs	1	1	1	0
Graphic Communications Specialist	1	0	0	0
Graphic Designer	0	1	1	0
Media/Public Relations Manager	1	1	1	0
Project Communications Manager	1	1	1	0
Project Communications Specialist	1	1	1	0
Public & Comm. Relations Manager	1	1	1	0
Public Affairs Specialist	0	1	1	0
Senior Communications Specialist	1	1	1	0
Senior Digital Communications Specialist	1	1	1	0
Senior Marketing Manager	1	1	1	0
TollTag Marketing Strategist	1	1	1	0
Government Affairs	3	3	3	0
Director of Government Affairs	1	1	1	0
Government Affairs Liaison	2	2	2	0
Total Full-Time Positions	17	17	17	0

- No change to FTEs. However, the Public Affairs Specialist will remain frozen for FY2022.

MAJOR BUSINESS FUNCTIONS – PUBLIC AFFAIRS

With the FY2022 budget, the Public Affairs Department will successfully support the Authority’s strategic goals and objectives through:

- **Strategy and Planning** – Develop innovative strategies to take NTTA to the next level by identifying trends, using data analytics and market research to craft programs to support operations and promote the Authority’s image and brands.
- **Media Relations** – Spread the NTTA story and value proposition throughout North Texas by developing strong relationships with reporters and influencers across all media outlets in the region. Create stories that lead to placement of positive news. Control and effectively communicate NTTA messaging. Leverage new tools to provide more depth and data around media placements and effectiveness of new media plan. Successfully manage media to neutral – neutral to positive public sentiment.
- **Marketing and Advertising** – Evaluate how promotional events will take place in the new COVID-19 era and adapt strategies to continue maximizing the number of people who learn about the value of NTTA and the TollTag. Customer data and related analytics will continue to serve as our roadmap for developing dynamic and clever advertising campaigns with an aggressive “Get a TollTag” positioning, enhanced with the “Small Sticker. Big Savings” brand tagline. Target ZipCash customers with savings message, use the \$20 TollTag as the primary message to infrequent toll road drivers and millennials. Develop and execute imaginative promotions, events and use of paid media in new customer communications channels to draw in new customers and help convert ZipCash customers. Continue emphasis on increasing the number of TollTag customers around the 360 Tollway and all system roads with high ZipCash penetration.
- **Project Communications** – Create and widely disseminate communications, including, video and infographics, using online and traditional communication channels to notify customers of ongoing construction and maintenance activity, including the expansion of the SRT and

extension of the DNT to US 380. Communications will include toll road and TollTag value and safety messaging. Work with IT and TIM departments to develop effective online and mobile app communications regarding NTTA projects.

Speakers' Bureau – Make necessary changes to adapt to a COVID-19 communications reality, balancing in-person and virtual meetings/events. Work with organizations on new ways NTTA can be included in potentially different types and styles of events. Educate and expand external audiences through grassroots community outreach, including staff presentations and meetings with community leaders, realtors, Homeowners 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.

- **Public Relations** – Create Public relations campaigns to share NTTA's story and value proposition across North Texas. Develop new partnerships in the communities NTTA serves, including safe-driving organizations, driving schools, etc. Focus on grassroots programs and activities to successfully communicate the benefits and value of NTTA and the TollTag to create ambassadors for our brands. Establish new touchpoints with local communities to help spur engagement while also increasing awareness for NTTA's safety offerings (e.g., student design contests and partnering with local driving schools). Host a podcast that will further NTTA's message to targeted audiences.
- **Internal Communications** – Use the NTTA Ambassadors (puppets) to reinforce NTTA's culture and business goals with employees. Leveraging results of the 2021 Employee Engagement Survey, develop creative campaigns to help each employee link their direct contributions to the organization's success and how they can take their performance to the next level. Serve as a vital point of contact to educate employees on safety best practices and available resources throughout NTTA. Increase employee engagement by encouraging idea sharing, inviting them to be a part of the process to develop initiatives.
- **Government Affairs** – Cultivate and maintain productive relationships with local and state elected officials and other public policy stakeholders to advance initiatives that support NTTA's mission and role in the region. Focus on educating newly elected officials on the value and importance of NTTA in the region. Foster a sense of 'ownership' of NTTA with the region's elected officials and stakeholders. Manage activities in Austin during interim and Legislative sessions including NTTA's agenda and all public-policy issues related to transportation.

Treasury Management Department

OVERVIEW

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

FY2022 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Financially Sound & Vibrant Organization

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

Delivering Transportation Solutions

- Assist with renegotiation of the performance security provision in the LBJ (I-635 East) Toll Services Agreements (TSAs).
- Continue back-office processing of payments for TSA partner facilities.

Highly Qualified, Energized & Engaged Team

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

DEPARTMENTAL FY2022 AGENCY BUDGET

Account	FY2021 Budget	FY2022 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$979,626	\$952,759	(\$26,867)	(2.7)%
Retirement Contributions - (512401)	126,469	149,202	22,733	18.0%
Consulting/Professional - (521201)	320,992	320,992	0	0.0%
Trustee Fees - (521204)	280,031	280,031	0	0.0%
Traffic Engineering Fees - (521207)	450,000	600,000	150,000	33.3%
Travel - (523501)	1,633	1,633	0	0.0%
Dues & Subscriptions - (523601)	475	475	0	0.0%
Education and Training - (523701)	1,821	1,821	0	0.0%
Office Supplies - (531101)	883	883	0	0.0%
Freight and Express - (531105)	233	233	0	0.0%
Bank Charges - (573001)	100,000	100,000	0	0.0%
Total Expenses	\$2,262,163	\$2,408,029	\$145,866	6.4%

MAJOR FY2022 AGENCY BUDGET ITEMS

The department's FY2022 Agency budget increased by \$145,866 from FY2021 budget. The increase is offset by the combining the 360 Tollway into the NTTA System. All variances that are not associated with the combining of the systems that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below.

- Salaries and Wages net decrease **(\$26,867)** due to a position reclassification and is commensurate to current salaries.
- Retirement Contributions increased \$22,733 due to increase in employer match for TCDRS, up 2.75% from the prior year. This is expected to be a one-time increase.
- Traffic Engineering Fees increased \$150,000 to align with actual spend.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2022 Budget. (See Other Funds section pages 118-136).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$952,759	\$0	\$0	\$952,759
Retirement Contributions - (512401)	149,202	0	0	149,202
Consulting/Professional - (521201)	320,992	0	67,900	388,892
Trustee Fees - (521204)	280,031	0	189,500	469,531
Rating Agency Fees - (521205)	0	0	91,000	91,000
Traffic Engineering Fees - (521207)	600,000	0	500,000	1,100,000
Travel - (523501)	1,633	0	0	1,633
Dues & Subscriptions - (523601)	475	0	0	475
Education and Training - (523701)	1,821	0	0	1,821
Office Supplies - (531101)	883	0	0	883
Freight and Express - (531105)	233	0	0	233
Bank Charges - (573001)	100,000	0	0	100,000
FY2022 Totals	\$2,408,029	\$0	\$848,400	\$3,256,429
FY2021 Totals	\$2,262,163	\$0	\$348,400	\$2,610,563
Increase/(Decrease)	\$145,866	\$0	\$500,000	\$645,866

OTHER FUNDS VARIANCE

- **RMF - \$0**
- **CIF - \$500,000** Comprehensive traffic and revenue studies planned on a bi-annual basis.

POSITION SUMMARY

Treasury Management Department				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
Administrative Assistant	1	0	0	0
Budget Analyst	0	0	1	1
Budget Manager	1	1	1	0
Debt Manager	1	1	1	0
Director of Treasury Management	1	1	1	0
Financial Services Manager	1	1	1	0
Senior Finance Analyst	4	4	3	(1)
Treasury Investment Manager	1	1	1	0
Total Full-Time Positions	10	9	9	0

- During FY2021, one Senior Finance Analyst position reclassified to a Budget Analyst position.

MAJOR BUSINESS FUNCTIONS

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

Contact Center and Collections Department

OVERVIEW

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

The department's 2022 objective continues the focus on the "Five Cs" of exceptional customer service: Connect, Collect, Convert, Continuous Improvement, Coach.

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

FY2022 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Focus on improving key drivers of customer satisfaction, which include reducing wait times and increasing the number of full-service locations where customers may register for new TollTag accounts or pay ZipCash invoices.
- Expand contact channel opportunities to provide additional customer access and leverage existing technology, such as the Tollmate mobile application and electronic statements, for ease of access.
- Sell and promote TollTag benefits at targeted events, such as corporate events, new or expanding local businesses, sporting events and university events.
- Expand relationships with car dealerships to distribute TollTags and increase ability to collect transactions for car sales, fleet and loaner vehicles.
- Improve contact with customers through targeted outreach campaigns to include outbound dialing, text messaging, e-mails and other communication vehicles.
- Leverage emerging payment technologies to facilitate customers' ability to pay.
- Maximize every ZipCash customer interaction to communicate the benefits of TollTag membership.

Financially Sound & Vibrant Organization

- Continue to increase System TollTag penetration to FY2022 goal of 82.5%
- Improve pursuable transactions to achieve FY2022 goal of 95.7%
- Drive collectables to FY2022 goal of 93% collected within 24 months.

- Constantly evaluate and improve the Toll Enforcement Remedies program to maximize performance.
- Execute an enhanced collection strategy.
- Work with additional counties for vehicle registration blocks.
- Leverage the Business Intelligence environment in decision making.

Highly Qualified, Energized & Engaged Team

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

DEPARTMENTAL FY2022 AGENCY BUDGET

Account	FY2021 Budget	FY2022 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$12,804,621	\$12,694,953	(\$109,668)	(0.9)%
Salaries and Wage-Overtime - (511301)	390,586	343,020	(47,566)	(12.2)%
Retirement Contributions - (512401)	1,656,971	2,004,658	347,687	21.0%
Meeting Expense - (521101)	13,495	13,516	21	0.2%
Consulting/Professional - (521201)	10,198,731	14,793,923	4,595,192	45.1%
Armored Car Services - (521209)	50,142	50,142	0	0.0%
Rentals - Equipment - (522302)	30,822	33,904	3,082	10.0%
Postage - (523201)	9,905,044	12,900,000	2,994,956	30.2%
Promotional Expenses - (523304)	213,478	234,213	20,735	9.7%
Printing and Photographic - (523401)	84,649	152,435	67,786	80.1%
Travel - (523501)	3,936	19,364	15,429	392.0%
Dues & Subscriptions - (523601)	2,284	2,513	229	10.0%
Education and Training - (523701)	24,536	29,393	4,857	19.8%
Temporary Contract Labor - (523851)	10,428,170	16,000,000	5,571,830	53.4%
Office Supplies - (531101)	40,810	50,000	9,190	22.5%
Freight and Express - (531105)	1,098	7,696	6,599	601.3%
Inven for resale(toll tags) - (531501)	5,711,417	6,200,000	488,583	8.6%
Uniforms - (531701)	20,262	17,590	(2,672)	(13.2)%
Bank Charges - (573001)	413,841	455,226	41,384	10.0%
Credit Card Fees - (573002)	23,526,092	27,441,513	3,915,421	16.6%
Total Expenses	\$75,520,986	\$93,444,060	\$17,923,074	23.7%

MAJOR FY2022 AGENCY BUDGET ITEMS

The department's FY2022 Agency budget increased by \$17,923,074 from FY2021 budget. The increase is due combining the 360 Tollway into the NTTA System. All variances that are not associated with the combining of the systems that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- Salaries and Wages net decrease **(\$109,668)** due to the elimination of 24 part-time positions and 1 full-time position offset by an increase in merit.
- Retirement Contributions increased \$347,687 due to increase in employer match for TCDRS, up 2.75% from the prior year. This is expected to be a one-time increase.

- Consulting/Professional increased \$4,595,192 due to an increase in volume of image review and invoicing.
- Postage increased \$2,994,956 due to increase in volume of invoicing.
- Promotional Expense increased \$20,735 due to additional TollTag conversion efforts.
- Printing and Photographic increased \$67,786 due to additional TollTag conversion efforts.
- Travel increased \$15,429 due to IOP, IBTTA and RTP events.
- Temporary Contract Labor increased \$5,571,830 to allow staffing flexibility given hiring shortfalls.
- Office Supplies increased \$9,190 for restocking supplies post COVID.
- Freight and Express increased \$6,599 due to planned TollTag orders.
- TollTags increased \$488,583 due to additional planned volumes.
- Credit Card Fees increased \$3,915,421 due to additional planned volumes.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2022 Budget (see Other Funds section pages 118-136).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$12,694,953	\$0	\$0	\$12,694,953
Salaries and Wage-Overtime - (511301)	343,020	0	0	343,020
Retirement Contributions - (512401)	2,004,658	0	0	2,004,658
Meeting Expense - (521101)	13,516	0	0	13,516
Consulting/Professional - (521201)	14,793,923	0	0	14,793,923
Armored Car Services - (521209)	50,142	0	0	50,142
Rentals - Equipment - (522302)	33,904	0	0	33,904
Postage - (523201)	12,900,000	0	0	12,900,000
Promotional Expenses - (523304)	234,213	0	0	234,213
Printing and Photographic - (523401)	152,435	0	0	152,435
Travel - (523501)	19,364	0	0	19,364
Dues & Subscriptions - (523601)	2,513	0	0	2,513
Education and Training - (523701)	29,393	0	0	29,393
Temporary Contract Labor - (523851)	16,000,000	0	0	16,000,000
Office Supplies - (531101)	50,000	0	0	50,000
Freight and Express - (531105)	7,696	0	0	7,696
Inven for resale(toll tags) - (531501)	6,200,000	0	0	6,200,000
Uniforms - (531701)	17,590	0	0	17,590
Bank Charges - (573001)	455,226	0	0	455,226
Credit Card Fees - (573002)	27,441,513	0	0	27,441,513
FY2022 Totals	\$93,444,060	\$0	\$0	\$93,444,060
FY2021 Totals	\$75,520,986	\$0	\$0	\$75,520,986
Increase/(Decrease)	\$17,923,074	\$0	\$0	\$17,923,074

OTHER FUNDS VARIANCE

- RMF-\$0
- CIF-\$0

POSITION SUMMARY

Contact Center and Collections Department				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
Call Center	112	123	150	27
Administrative Assistant	0	0	1	1
CSC Project Coordinator I	2	1	0	(1)
CSC Sr. Specialist	10	9	11	2
CSC Supervisor	8	10	11	1
CSC Training Coordinator	1	0	0	0
CSS II	88	100	125	25
Director of Contact Center & Collections	1	1	1	0
Sr. Call Center Manager	1	1	1	0
Technical Business Writer	1	1	0	(1)
Customer Service Center	64	47	47	0
CSC Sr. Specialist	8	6	6	0
CSC Supervisor	7	6	7	1
CSS II	47	34	33	(1)
Receptionist	1	0	0	0
Sr. Customer Center Manager	1	1	1	0
Workforce & Training	7	36	12	(24)
CSC Sr Specialist	0	2	0	(2)
CSC Supervisor	0	1	0	(1)
CSC Training Assistant	0	1	1	0
CSC Training Coordinator	0	1	1	0
CSC Training Manager	1	1	1	0
CSS II	0	2	0	(2)
CSS III	0	21	1	(20)
Forecast Analyst	1	2	2	0
Technical Business Writer	0	0	1	1
Workforce Analyst	4	4	4	0
Workforce Manager	1	1	1	0
Regional Tolling Partners	4	2	2	0
CSC Project Coordinator I	0	0	1	1
CSS II	2	0	0	0
Manager - Key Accounts	1	1	1	0
RTP Supervisor	1	1	0	(1)
Collections	9	10	8	(2)
Assistant Director of Contact Center and Collections	1	1	1	0
Collections Manager	1	1	0	(1)
CSC Project Coordinator I	1	3	2	(1)
CSC Sr. Specialist	2	2	3	1
CSC Supervisor	2	1	1	0
CSS I	2	2	0	(2)
Sr Collections & Support Mgr	0	0	1	1

POSITION SUMMARY (CONTINUED)

Contact Center and Collections Department				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
Toll Enforcement Remedies	16	3	3	0
Court Coordinator	3	3	3	0
CSS I	1	0	0	0
TER Specialist	12	0	0	0
Support Services	88	74	71	(3)
CSC Project Coordinator I	1	0	0	0
CSC QA/QC Coordinator I	9	0	0	0
CSC Sr. Specialist	5	5	4	(1)
CSC Supervisor	5	4	4	0
CSS I	47	41	43	2
CSS II	18	22	1	(21)
CSS III	0	0	17	17
Inventory Control Specialist	1	1	1	0
Mail Specialist	1	0	0	0
Support Services Process Manager	1	1	1	0
Customer Care	12	12	12	0
CSC QA/QC Coordinator II	5	5	5	0
CSC QA/QC Coordinator II Bilingual	2	2	2	0
Customer Care Coordinator	1	1	1	0
Customer Care Manager	1	1	1	0
Director of Customer Care	1	1	1	0
QA/QC Supervisor	1	1	1	0
Sr. Operations Analyst	1	1	1	0
Total Full Time Positions	312	307	305	(2)
Part-Time Positions	FY2020	FY2021	FY2022	Difference
CSS I P/T	17	17	0	(17)
CSS II - P/T	4	3	0	(3)
TollTag Event Specialist	4	4	0	(4)
Total Part-Time Positions	25	24	0	(24)

- As part of new back-office efficiencies, Contact Center and Collections eliminated 17 CSS I P/T, four TollTag Event Specialists, three CSS II P/T positions and one FT position. One CSC Project Coordinator I was moved to Human Resources and reclassified as an HR Coordinator.
- All other changes are just re-allocation of positions due to changes in call and walk-up customer volumes post pandemic.

MAJOR BUSINESS FUNCTIONS

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

- **Call Center** – Serves more than five million customers each year through TollTag distribution, TollTag account maintenance, ZipCash monthly statement payments and resolving customer concerns via multiple contact channels.
- **Customer Service Center** – Serves as the “face of the NTTA” for more than 250,000 customers each year via six retail locations in Fort Worth, Irving, Plano, Grand Prairie, 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.

- **Regional Tolling Partners** – This function is responsible for the coordination and outreach efforts to promote TollTag distribution within our service footprint. Several municipalities, numerous car dealerships and local retailers, such as Tom Thumb and Albertson’s grocery chains, issue new TollTags on behalf of NTTA.
- **Collections** – Provides strategic direction for collections efforts on outstanding ZipCash invoices, from first notice of nonpayment through assignment to external collection agencies. Manages internal staff as well as collection agencies.
- **Toll Enforcement Remedies** – Implements tools provided by the Legislature to encourage equitable payment from all drivers and coordinates with Justice of the Peace offices in legal proceedings.
- **Support Services** – The team is made up of several smaller teams that provide back-office support, including TollTag fulfillment, quality assurance for ZipCash invoices, exception processing and case handling.
- **Customer Care** – Partners with Contact Center and Collections leadership to:
 - Provide audits of all CSC processes and procedures
 - Develop and maintain Speech Analytics and reporting
 - Complete all Board, Ombudsman, Legal, Communications, and Government Affairs escalations
 - Respond to all subpoenas and PIAs, testify as Custodian of Records for all NTTA and law enforcement trials

Information Technology Department

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.

FY2022 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Implement the IT strategic plan, ensuring IT projects are aligned with the needs of our internal and external customers and the strategic objectives of NTTA.
- Expand the back-office toll system to provide customers with an improved user experience.
- Continue the Intelligent Transportation Systems (ITS) program to further customer service and safety by replacing cameras on NTTA facilities as needed, replacing the lane technology and examine innovative ways to capture and analyze traffic data on NTTA's roadways.
- Remain focused on cyber security and compliance to ensure customer data is protected. Maintain payment card industry (PCI) compliance as a level-1 merchant.

Financially Sound & Vibrant Organization

- Maintain and enhance the IT business continuity plan to minimize impact to NTTA revenue streams and customer service in the event operations are disrupted. Periodically test the plan to ensure readiness.
- Continue the expansion and adoption of the Business Intelligence program by moving toward near real-time analysis of data at the lane, augmenting transactional data with customer behavior attributes, and integration with the new back-office toll system.

Delivering Transportation Solutions

- Expand central states interoperability with the addition of Colorado and continue implementation of national interoperability with the western, southeastern, and northeastern states.
- Continue to provide the required levels of service for LBJ Express, North Tarrant Express and other regional Toll Service Agreements.
- Implement technologies and solutions to assist in wrong-way driver detection on NTTA roadways.

Respected Leader & Partner in Region's Transportation Network

- Expand Tolling Services by providing back-office system services to other partners, including the North East Texas Regional Mobility Authority (NETRMA).
- Expand the value of the TollTag by working with region partners to implement parking services using the TollTag as a payment option.
- Continue to collaborate with TxDOT and Cintra on processing managed lanes transactions.
- Continue to partner with Dallas/Fort Worth International and Dallas Love Field airports for processing TollTag parking transactions.
- Continue to support and expand the Central US Interoperability HUB vision and mission.
- Support the data needs of NTTA's internal departments, such as Public Affairs and Traffic Incident Management, to ensure they can continue to be responsive to requests from news media, partners, peer agencies and government officials.

Highly Qualified, Energized & Engaged Team

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

DEPARTMENTAL FY2022 AGENCY BUDGET

Account	FY2021	FY2022	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$8,074,794	\$8,649,929	\$575,135	7.1%
Salaries and Wage-Overtime - (511301)	90,035	88,215	(1,820)	(2.0)%
Retirement Contributions - (512401)	1,042,455	1,354,579	312,123	29.9%
Outside Maintenance Services - (521212)	6,436,668	6,791,120	354,452	5.5%
Telecommunications - (523202)	1,200,700	1,801,100	600,400	50.0%
Travel - (523501)	4,900	5,900	1,000	20.4%
Dues & Subscriptions - (523601)	6,000	6,565	565	9.4%
Education and Training - (523701)	41,500	38,500	(3,000)	(7.2)%
Temporary Contract Labor - (523851)	86,000	90,000	4,000	4.7%
Office Supplies - (531101)	112,200	37,200	(75,000)	(66.8)%
Other Materials and Supplies - (531102)	218,000	224,000	6,000	2.8%
Software - (531651)	11,724,196	11,584,903	(139,293)	(1.2)%
Total Expenses	\$29,037,449	\$30,672,011	\$1,634,563	5.6%

MAJOR FY2022 AGENCY BUDGET ITEMS

The department's FY2022 Agency budget increased by \$1,634,563 from FY2021 budget. The increase is due to combining the 360 Tollway into the NTTA System. All variances that are not associated with the combining of the systems that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- Salaries and Wages net increase \$575,135 due to unfreezing positions and merit increase.
- Retirement Contributions increased \$312,123 due to increase in employer match for TCDRS, up 2.75% from the prior year. This is expected to be a one-time increase.
- Outside Maintenance Services increased \$354,452 due to costs associated with processing revenue transactions for the Enterprise fund.
- Telecommunications increased \$600,400 due to additional license maintenance for NTTA phone systems.
- Office Supplies decreased (\$75,000) based on historical spending.
- Software decreased (\$139,293) due to the end of Oracle ULA payments.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2022 Budget (see Other Funds section pages 118-136).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$8,649,929	\$0	\$0	\$8,649,929
Salaries and Wage-Overtime - (511301)	88,215	0	0	88,215
Retirement Contributions - (512401)	1,354,579	0	0	1,354,579
Consulting/Professional - (521201)	0	0	575,000	575,000
Outside Maintenance Services - (521212)	6,791,120	0	0	6,791,120
Consulting/Profess Serv Tech - (521301)	0	0	31,838,473	31,838,473
Telecommunications - (523202)	1,801,100	0	0	1,801,100
Travel - (523501)	5,900	0	0	5,900
Dues & Subscriptions - (523601)	6,565	0	0	6,565
Education and Training - (523701)	38,500	0	0	38,500
Temporary Contract Labor - (523851)	90,000	0	0	90,000
Office Supplies - (531101)	37,200	0	0	37,200
Other Materials and Supplies - (531102)	224,000	0	0	224,000
Electronic Supplies - (531106)	0	1,888,500	0	1,888,500
Computers - (531641)	0	10,796,500	10,896,000	21,692,500
Software - (531651)	11,584,903	298,000	14,633,070	26,515,973
Infrastructure Rdway/Hwy/Bridg - (541401)	0	6,000,000	0	6,000,000
Infrastructure - Other - (541403)	0	0	1,400,000	1,400,000
FY2022 Totals	\$30,672,011	\$18,983,000	\$59,342,543	\$108,997,554
FY2021 Totals	\$29,037,449	\$13,543,630	\$47,166,992	\$89,748,071
Increase/(Decrease)	\$1,634,563	\$5,439,370	\$12,175,551	\$19,249,484

OTHER FUNDS VARIANCE

- **RMF - \$5,439,370** The Reserve Maintenance Fund increased primarily due to the normal, end-of-life cycle equipment replacement.
- **CIF - \$12,175,551** The Capital Improvement Fund increased primarily due to some key capital projects that will begin in 2022, including the lane replacement project management services and back-office system enhancements, including a new Toll Service Agreement partner (NETRMA) and new customer payment channels.

POSITION SUMMARY

Information Technology				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
Application Support Supervisor	1	1	1	0
Applications Administrator	3	3	3	0
Applications Administrator I	1	1	1	0
Asset Administrator	1	0	0	0
Assistant Director Business Applications	1	1	1	0
Assistant Director of IT	1	1	1	0
Backup Engineer	1	1	1	0
Business Intelligence Architect	1	1	1	0
Business Intelligence Developer	1	1	1	0
Communications Administrator	1	1	1	0
Compliance Analyst	2	2	2	0
Desktop Support Engineer	1	1	1	0
Director of IT	1	1	1	0
Enterprise Applications Lead	1	1	1	0
Enterprise Applications Manager	1	0	0	0
Enterprise Communications Manager	1	1	1	0
GIS Analyst	3	3	3	0
GIS Manager	1	1	1	0
Information Security Manager	1	1	1	0
IT Asset Analyst	0	1	1	0
IT Manager - Business Intelligence	1	0	0	0
IT Operations and Service Manager	1	1	1	0
IT Program Manager	1	1	0	(1)
IT Project Manager	1	1	1	0
ITS Support Specialist	1	1	1	0
Lead ServiceNow Developer	0	1	1	0
Lead Warehouse Technician	1	2	2	0
Network Engineer	1	1	1	0
RITE Applications Lead Support Analyst	1	0	0	0
RITE Systems Support Analyst II	2	2	2	0
Roadway Systems Lead	3	3	3	0
Roadway Systems Manager	2	2	2	0
Roadway Systems Supervisor	3	3	3	0
Security Engineer	3	3	3	0
Server Administrator	1	1	1	0
Service Desk Manager	1	1	1	0
ServiceNow Administrator	1	1	1	0
ServiceNow Developer	1	0	0	0
Solutions Architect	1	1	1	0
Sr. Application Manager	1	1	1	0
Sr. BI Developer	1	1	1	0
Sr. Business Analyst	3	3	3	0
Sr. Communications Engineer	1	1	1	0
Sr. Database Administrator	2	2	2	0
Sr. Desktop Support Technician	2	3	2	(1)
Sr. Enterprise Applications Manager	0	1	1	0
Sr. ETL & Data Modeling Developer	1	1	1	0

Information Technology (continued)				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
Sr. IT Asset Analyst	0	1	1	0
Sr. IT Manager Bus Intelligence	0	1	1	0
Sr IT Program Manager	0	0	1	1
Sr IT Service Desk Analyst	0	0	1	1
Sr. ITS Manager	1	1	1	0
Sr. Network Engineer	3	3	3	0
Sr. Project Manager	2	2	2	0
Sr. Server Administrator	2	1	1	0
Sr. Systems Engineer	4	5	5	0
Sr. Technical Lead	1	1	1	0
Sr. Web Applications Developer	2	2	2	0
Systems Support Tech II	3	0	0	0
Systems Support Tech II - HD	2	2	2	0
Systems Support Tech II RW	5	7	7	0
Systems Support Tech III	2	1	1	0
Systems Support Tech III - PS	1	0	0	0
Systems Support Tech III RW	7	8	8	0
Total Full-Time Positions	96	96	96	0

- No changes to FTEs, only reclassification of positions to better align with duties.

MAJOR BUSINESS FUNCTIONS

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

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

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.

FY2022 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

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

Financially Sound & Vibrant Organization

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

Delivering Transportation Solutions

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

Respected Leader & Partner in the Region’s Transportation Network

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

Highly Qualified, Energized & Engaged Team

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

DEPARTMENTAL FY2022 AGENCY BUDGET

Account	FY2021	FY2022	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$8,580,304	\$9,218,079	\$637,775	7.4%
Salaries and Wage-Overtime - (511301)	309,306	309,306	0	0.0%
Retirement Contributions - (512401)	1,107,717	1,443,551	335,835	30.3%
Meeting Expense - (521101)	2,738	6,100	3,362	122.8%
Consulting/Professional - (521201)	337,000	400,000	63,000	18.7%
Outside Maintenance Services - (521212)	28,146,581	27,897,675	(248,906)	(0.9)%
Landscaping - (522202)	41,500	61,500	20,000	48.2%
Rentals - Buildings/Land - (522301)	423,151	318,752	(104,399)	(24.7)%
Rentals - Equipment - (522302)	50,800	128,850	78,050	153.6%
Telecommunications - (523202)	279,352	353,812	74,460	26.7%
Travel - (523501)	2,200	15,350	13,150	597.8%
Dues & Subscriptions - (523601)	25,214	37,235	12,021	47.7%
Education and Training - (523701)	22,530	21,894	(636)	(2.8)%
Licenses - (523801)	6,344	7,373	1,029	16.2%
Temporary Contract Labor - (523851)	77,056	77,000	(56)	(0.1)%
Office Supplies - (531101)	14,657	19,600	4,943	33.7%
Other Materials and Supplies - (531102)	4,341,712	3,415,198	(926,514)	(21.3)%
Mobile Equipment Expense - (531103)	812,200	1,125,022	312,822	38.5%
Freight and Express - (531105)	283	400	117	41.3%
Motor Fuel Expense - (531107)	1,811,678	1,223,000	(588,678)	(32.5)%
Water - (531211)	883,696	883,696	0	0.0%
Gas - (531221)	29,108	29,108	0	0.0%
Electricity - (531231)	1,763,029	2,288,029	525,000	29.8%
Small Tools and Shop Supplies - (531601)	177,968	181,234	3,266	1.8%
Uniforms - (531701)	184,640	188,002	3,362	1.8%
Total Expenses	\$49,430,763	\$49,649,766	\$219,003	0.4%

MAJOR FY2022 AGENCY BUDGET ITEMS

The department's FY2022 Agency budget increased by \$219,003 from FY2021 budget. The increase is due to combining the 360 Tollway into the NTTA System. All variances that are not associated with the combining of the systems that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- Salaries and Wages net increased \$637,775 due to unfrozen positions and merit increase.
- Retirement Contributions increased \$335,835 due to increase in employer match for TCDRS, up 2.75% from the prior year. This is expected to be a one-time increase.
- Consulting/Professional increased \$63,000 for assets that need to be brought into the GIS system, 360T and all 4th lane modifications that need to be revised in GIS and Assetworks, in addition assistance needed with new TRM contracts on PGBT and CTP projects.
- Outside Maintenance Services decreased **(\$248,906)** as a result of the mid-year adjustment to the FY2021 budget for the February snow and ice event.
- Landscaping increased \$20,000 due to an increase in lane miles maintained by NTTA.
- Rentals – Building/Land decreased **(\$104,399)** due to new cost-effective lease agreement for RSS/DPS office at the Chisholm Trail Parkway, and the consolidation of all facility rental expenses in the Maintenance Department.

- Rentals – Equipment increased \$78,050 due to the move of specialized equipment purchases out of RMF.
- Telecommunications increased \$74,460 to accommodate additional devices for new RSS trucks as well as replacement and upgraded devices for better service coverage.
- Travel increased \$13,150 due to snow and ice operation management staff attending the American Public Works Snow and Ice Conference, fleet maintenance management staff Government Fleet Conference, and attending in-state training and conferences.
- Dues and Subscriptions increased \$12,021 due to increases in subscriptions needed for fleet diagnostic programs and Safety Data Sheet management to meet OSHA requirements.
- Other Materials and Supplies decreased **(\$926,514)** as a result of the mid-year adjustment to the FY2021 budget for the February snow and ice event.
- Mobile Equipment Expense increased \$312,822 due to increase in prices for automotive parts.
- Motor Fuel Expense decreased **(\$588,786)** as a result of the mid-year adjustment to the FY2021 budget for the February snow and ice event.
- Electricity increased \$525,000 due to increased energy costs, based on pricing from COOP.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2022 Budget (see Other Funds section pages 118-136).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$9,218,079	\$0	\$0	\$9,218,079
Salaries and Wage-Overtime - (511301)	309,306	0	0	309,306
Retirement Contributions - (512401)	1,443,551	0	0	1,443,551
Meeting Expense - (521101)	6,100	0	0	6,100
Consulting/Professional - (521201)	400,000	0	0	400,000
Outside Maintenance Services - (521212)	27,897,675	0	0	27,897,675
Landscaping - (522202)	61,500	550,000	0	611,500
Rentals - Land - (522301)	318,752	0	0	318,752
Rentals - Equipment - (522302)	128,850	0	0	128,850
Telecommunications - (523202)	353,812	0	0	353,812
Travel - (523501)	15,350	0	0	15,350
Dues & Subscriptions - (523601)	37,235	0	0	37,235
Education and Training - (523701)	21,894	0	0	21,894
Licenses - (523801)	7,373	0	0	7,373
Temporary Contract Labor - (523851)	77,000	0	0	77,000
Office Supplies - (531101)	19,600	0	0	19,600
Other Materials and Supplies - (531102)	3,415,198	0	0	3,415,198
Mobile Equipment Expense - (531103)	1,125,022	0	0	1,125,022
Freight and Express - (531105)	400	0	0	400
Electronic Supplies - (531106)	0	0	0	0
Motor Fuel Expense - (531107)	1,223,000	0	0	1,223,000
Water - (531211)	883,696	0	0	883,696
Gas - (531221)	29,108	0	0	29,108
Electricity - (531231)	2,288,029	0	0	2,288,029
Small Tools and Shop Supplies - (531601)	181,234	0	0	181,234
Machinery - (531611)	0	307,000	0	307,000
Vehicles - (531621)	0	3,288,000	0	3,288,000
Uniforms - (531701)	188,002	0	0	188,002
Building Improvements - (541302)	0	3,225,000	4,850,000	8,075,000
FY2022 Totals	\$49,649,766	\$7,370,000	\$4,850,000	\$61,869,766
FY2021 Totals	\$49,430,763	\$5,914,600	\$2,400,000	\$57,745,363
Increase/(Decrease)	\$219,003	\$1,455,400	\$2,450,000	\$4,124,403

OTHER FUNDS VARIANCE

- **RMF – \$1,455,400** The Reserve Maintenance Fund varies year by year based on projects identified in the Five-Year Capital Plan and as a result of the Annual Inspection.
- **CIF – \$2,450,000** The Capital Improvement Fund varies year by year and is based on projects identified in the Five-Year Capital Plan and as a result of the Annual Inspection.

POSITION SUMMARY

Maintenance Department				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
Roadway	115	115	115	0
CSR/Maintenance	2	2	2	0
Laborer	29	22	22	0
Lead Roadway Maintenance Tech	8	8	8	0
Maintenance Tech I	25	32	32	0
Maintenance Tech II	23	23	23	0
Roadway Maintenance Supervisor	6	6	6	0
Roadway Maintenance Supervisor Night	2	2	2	0
Roadway Manager	2	2	2	0
Senior Maintenance Technician	18	18	18	0
Facilities	22	21	21	0
Bldg. Maintenance Supervisor	1	1	1	0
Custodian	1	0	0	0
Electrical Lead	1	1	1	0
Electrical Maintenance Technician	2	2	2	0
Electrical Supervisor	1	1	1	0
Electrician	3	3	3	0
Facilities Manager	1	1	1	0
GE Bldg. Maintenance Specialist	1	1	1	0
HVAC & R Technician	2	2	2	0
Maintenance Specialist	0	1	1	0
Maintenance Specialist Plumber	1	0	0	0
Maintenance Specialist Craftsman	1	1	1	0
Maintenance Technician	3	3	3	0
Senior Electrician	2	2	2	0
Maintenance Facility Lead	2	2	2	0
Landscape	17	17	17	0
Irrigation Maintenance Specialist	2	2	2	0
Laborer	5	5	5	0
Landscape Maintenance Technician	4	4	4	0
Landscape Maintenance Technician II	2	2	2	0
Landscape Manager/Architect	1	1	1	0
Landscape Supervisor	1	1	1	0
Lead Landscape Maintenance Technician	1	1	1	0
Senior Landscape Maintenance Technician	1	1	1	0

Maintenance Department (continued)				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
Support Services	29	29	30	1
Compliance Specialist	1	1	1	0
Fleet Manager	1	1	1	0
Fleet Supervisor	2	2	2	0
Inventory Control Specialist	3	3	3	0
Lead Mechanic	2	2	2	0
Lead Sign Specialist	1	1	1	0
Maintenance Support Manager	1	1	1	0
Maintenance Technician	1	1	1	0
Mechanic	9	9	9	0
Project Coordinator	0	0	1	1
Senior Mechanic	2	2	2	0
Senior Sign Specialist	1	2	2	0
Sign & Fabrication Supervisor	1	1	1	0
Sign Specialist	1	0	0	0
Warehouse Supervisor	1	1	1	0
Warehouse Team Lead	2	2	2	0
Administration	10	11	10	(1)
Admin Asst. Maintenance	1	1	1	0
Asst. Director / Maintenance Ops	1	1	1	0
Capital Improvement Manager	1	1	1	0
CMMS App Administrator	1	1	1	0
Director of Maintenance	1	1	1	0
Project Coordinator	2	2	1	(1)
Roadway Special Project Manager	3	3	3	0
Sr. Roadway Special Project Manager	0	1	1	0
Total Full-Time Positions	193	193	193	0

- No changes to total FTEs, only reclassification of positions.

MAJOR BUSINESS FUNCTIONS

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

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

Operations Department

OVERVIEW

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

FY2022 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

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

Financially Sound & Vibrant Organization

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

Respected Leader & Partner in Region's Transportation Network

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

Highly Qualified, Energized & Engaged Team

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

DEPARTMENTAL FY2022 AGENCY BUDGET

Account	FY2021	FY2022	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$1,047,526	\$1,113,032	\$65,506	6.3%
Retirement Contributions - (512401)	132,982	163,269	30,287	22.8%
Meeting Expense - (521101)	780	780	0	0.0%
Consulting/Professional - (521201)	60,400	64,000	3,600	6.0%
Travel - (523501)	1,984	1,984	0	0.0%
Dues & Subscriptions - (523601)	9,000	9,000	0	0.0%
Education and Training - (523701)	709	709	0	0.0%
Office Supplies - (531101)	47,126	47,126	0	0.0%
Freight and Express - (531105)	215	215	0	0.0%
Total Expenses	\$1,300,722	\$1,400,114	\$99,392	7.6%

MAJOR FY2022 AGENCY BUDGET ITEMS

The department's FY2022 Agency budget increased by \$99,392 from FY2021 budget. The increase is due to combining the 360 Tollway into the NTTA System. All variances that are not associated with the combining of the systems that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below.

- Salaries and Wages net increase \$65,506 due to merit increase.
- Retirement Contributions increased \$30,287 due to increase in employer match for TCDRS, up 2.75% from the prior year. This is expected to be a one-time increase.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2022 Budget. (See Other Funds section pages 118-136).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,113,032	\$0	\$0	\$1,113,032
Retirement Contributions - (512401)	163,269	0	0	163,269
Meeting Expense - (521101)	780	0	0	780
Consulting/Professional - (521201)	64,000	0	0	64,000
Travel - (523501)	1,984	0	0	1,984
Dues & Subscriptions - (523601)	9,000	0	0	9,000
Education and Training - (523701)	709	0	0	709
Office Supplies - (531101)	47,126	0	0	47,126
Freight and Express - (531105)	215	0	0	215
FY2022 Totals	\$1,400,114	\$0	\$0	\$1,400,114
FY2021 Totals	\$1,300,722	\$0	\$0	\$1,300,722
Increase/(Decrease)	\$99,392	\$0	\$0	\$99,392

OTHER FUNDS VARIANCE

- RMF - \$0
- CIF - \$0

POSITION SUMMARY

Operations				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
Asst. Exec. Director Operations	1	1	1	0
Business Analytics/Sr Projects Manager	1	1	1	0
Business Ops Manager	1	1	1	0
Executive Assistant	1	1	1	0
Management Analyst	1	0	0	0
Operations Support Staff	1	0	0	0
Ops Analytics Manager	1	1	1	0
Operations Analyst I	0	1	1	0
Operations Analyst II	0	1	1	0
Project Manager	1	1	1	0
Total Full-time Positions	8	8	8	0

- No changes to FTEs.

MAJOR BUSINESS FUNCTIONS

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

Project Delivery Department

OVERVIEW

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

FY2022 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Delivering Transportation Solutions

- Continue planning and delivery of NTTA's Five-Year Capital Plan commitments.
- Continue construction of the President George Bush Turnpike widening projects.
- Complete construction of the Sam Rayburn Tollway fourth lane widening projects.
- 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.

DEPARTMENTAL FY2022 AGENCY BUDGET

Account	FY2021 Budget	FY2022 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$2,147,988	\$2,273,835	\$125,847	5.9%
Retirement Contributions - (512401)	269,720	340,129	70,409	26.1%
Meeting Expense - (521101)	500	500	0	0.0%
Consulting/Professional - (521201)	11,500	0	(11,500)	(100.0)%
Travel - (523501)	2,285	2,285	0	0.0%
Dues & Subscriptions - (523601)	1,157	1,157	0	0.0%
Education and Training - (523701)	5,486	5,486	0	0.0%
Licenses - (523801)	667	667	0	0.0%
Office Supplies - (531101)	2,041	2,041	0	0.0%
Freight and Express - (531105)	407	407	0	0.0%
Total Expenses	\$2,441,751	\$2,626,506	\$184,755	7.6%

MAJOR FY2022 AGENCY BUDGET ITEMS

The department's FY2022 Agency budget increased \$184,755 from FY2021 budget. The increase is due to the 360 Tollway combining into the NTTA System. All variances that are not associated with the combining of the systems that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below.

- Salaries and Wages-Direct increased \$125,847 due to unfreezing one position and merit increase.
- Retirement Contributions increased \$70,409 due to increase in employer match for TCDRS, up 2.75% from the prior year. This is expected to be a one-time increase.
- Consulting/Professional decreased (\$11,500) based on historical spending.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2022 Budget (see Other Funds section pages 118-136).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$2,273,835	\$0	\$0	\$2,273,835
Retirement Contributions - (512401)	340,129	0	0	340,129
Meeting Expense - (521101)	500	0	0	500
Consulting/Professional - (521201)	0	0	0	0
General Engineering - (521213)	0	4,145,179	36,649,579	40,794,758
Consulting/Profess Serv Tech - (521301)	0	1,933,426	0	1,933,426
Signing Expense - (522203)	0	3,289,700	0	3,289,700
Pavement Markings - (522204)	0	7,637,835	0	7,637,835
Pavement & Shoulders - (522205)	0	4,906,100	0	4,906,100
Bridge Repairs - (522206)	0	2,721,400	0	2,721,400
Travel - (523501)	2,285	0	0	2,285
Dues & Subscriptions - (523601)	1,157	0	0	1,157
Education and Training - (523701)	5,486	0	0	5,486
Licenses - (523801)	667	0	0	667
Office Supplies - (531101)	2,041	0	0	2,041
Freight and Express - (531105)	407	0	0	407
Utility Relocation Costs - (531261)	0	0	983,348	983,348
Infrastructure Rdway/Hwy/Bridg - (541401)	0	12,141,000	45,432,208	57,573,208
Right-of-Way (06)	0	0	0	0
Administration (01)	0	0	0	0
Planning (02)	0	0	0	0
Design (03)	0	0	0	0
Construction (04)	0	0	0	0
Equipment/Hardware (05)	0	0	0	0
Other (176999)	0	0	0	0
FY2022 Totals	\$2,626,506	\$36,774,640	\$83,065,135	\$122,466,281
FY2021 Totals	\$2,441,751	\$31,443,342	\$138,815,247	\$172,700,340
Increase/(Decrease)	\$184,755	\$5,331,298	(\$55,750,112)	(\$50,234,059)

OTHER FUND VARIANCE

- **RMF - \$5,331,298** The Reserve Maintenance Fund varies year-by-year based on projects identified in the Five-Year Capital Plan and as a result of the Annual Inspection.
- **CIF - (\$55,750,112)** The Capital Improvement Fund varies year-by-year based on projects identified in the Five-Year Capital Plan.

POSITION SUMMARY

Project Delivery				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
AED of Infrastructure	1	1	1	0
Construction Engineering Manager	1	1	1	0
Director of Project Delivery	1	1	1	0
Executive Assistant	1	1	1	0
Manager of Construction	1	1	1	0
Manager of Contracts	1	1	1	0
Manager of Program Controls	1	1	1	0
Project Engineer	2	2	2	0
Project Manager	3	3	3	0
Right of Way Manager	1	1	1	0
Roadway Project Manager	2	2	2	0
Senior Corridor Manager	1	1	1	0
Senior Manager of Project Delivery	1	1	1	0
Senior Manager of Engineering Infrastructure Assets	1	1	1	0
Senior Project Manager Design Guidelines	1	1	1	0
Total Full-Time Positions	19	19	19	0

- No change to FTEs.

MAJOR BUSINESS FUNCTIONS

With the carefully considered FY2022 budget, the Project Delivery Department will continue to benefit the Authority and the people of North Texas by performing a number of key functions:

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

Traffic and Incident Management Department

OVERVIEW

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

FY2022 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

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

Financially Sound & Vibrant Organization

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

Delivering Transportation Solutions

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

Highly Qualified, Energized & Engaged Team

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

DEPARTMENTAL FY2022 AGENCY BUDGET

Account	FY2021	FY2022	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$6,234,544	\$6,786,670	\$552,125	8.9%
Salaries and Wage-Overtime - (511301)	23,270	23,270	0	0.0%
Retirement Contributions - (512401)	804,881	1,062,792	257,911	32.0%
Meeting Expense - (521101)	1,000	1,000	0	0.0%
Consulting/Professional - (521201)	46,459	46,459	0	0.0%
Police Services (DPS) - (521208)	11,691,041	10,691,041	(1,000,000)	(8.6)%
Outside Maintenance Services - (521212)	51,542	51,542	0	0.0%
Insurance Expense - Other - (523101)	3,123,455	4,942,911	1,819,456	58.3%
Promotional Expenses - (523304)	5,080	5,080	0	0.0%
Travel - (523501)	3,182	3,182	0	0.0%
Dues & Subscriptions - (523601)	3,691	3,691	0	0.0%
Education and Training - (523701)	22,472	22,472	0	0.0%
Liability Claims - (523902)	6,182	6,182	0	0.0%
Office Supplies - (531101)	9,854	9,854	0	0.0%
Other Materials and Supplies - (531102)	117,808	117,808	0	0.0%
Freight and Express - (531105)	106	106	0	0.0%
Uniforms - (531701)	84,474	92,079	7,605	9.0%
Total Expenses	\$22,229,041	\$23,866,138	\$1,637,097	7.4%

MAJOR FY2022 AGENCY BUDGET ITEMS

The department's FY2022 Agency budget increased by \$1,637,097 from FY2021 budget. The increase is due combining the 360 Tollway into the NTTA System. All variances that are not associated with the combining of the systems that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below.

- Salaries and Wages net increase \$552,125 due to unfreezing positions and merit increase.
- Retirement Contributions increased \$257,911 due to increase in employer match for TCDRS, up 2.75% from the prior year. This is expected to be a one-time increase.
- Police Services (DPS) decreased **(\$1,000,000)** based on historical spending.
- Insurance Expense – Other increased \$1,819,456 (net of 360 Tollway) due to a rise in premium for FY2022.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2022 Budget (see Other Funds section pages 118-136).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$6,786,670	\$0	\$0	\$6,786,670
Salaries and Wage-Overtime - (511301)	23,270	0	0	23,270
Retirement Contributions - (512401)	1,062,792	0	0	1,062,792
Meeting Expense - (521101)	1,000	0	0	1,000
Consulting/Professional - (521201)	46,459	0	0	46,459
Traffic Engineering Fees - (521207)	0	100,000	400,000	500,000
Police Services (DPS) - (521208)	10,691,041	0	0	10,691,041
Outside Maintenance Services - (521212)	51,542	0	0	51,542
Insurance Expense - Other - (523101)	4,942,911	0	0	4,942,911
Promotional Expenses - (523304)	5,080	0	0	5,080
Travel - (523501)	3,182	0	0	3,182
Dues & Subscriptions - (523601)	3,691	0	0	3,691
Education and Training - (523701)	22,472	0	0	22,472
Liability Claims - (523902)	6,182	0	0	6,182
Office Supplies - (531101)	9,854	0	0	9,854
Other Materials and Supplies - (531102)	117,808	0	0	117,808
Freight and Express - (531105)	106	0	0	106
Small Tools and Shop Supplies - (531601)	0	75,000	0	75,000
Uniforms - (531701)	92,079	0	0	92,079
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	8,707,000	8,707,000
Infrastructure - Other - (541403)	0	0	0	0
FY2022 Totals	\$23,866,138	\$175,000	\$9,107,000	\$33,148,138
FY2021 Totals	\$22,229,041	\$175,000	\$3,350,000	\$25,754,041
Increase/(Decrease)	\$1,637,097	\$0	\$5,757,000	\$7,394,097

OTHER FUNDS VARIANCE

- **RMF – \$0**
- **CIF – \$5,757,000** The Capital Improvement Fund varies year-by-year based on projects identified in the Five-Year Capital Plan.

POSITION SUMMARY

Traffic & Incident Management				
Full-Time Positions	FY2020	FY2021	FY2022	Difference
Administration	16	16	16	0
Administrative Assistant	1	1	1	0
Assistant Director TIM Operations	1	1	1	0
Assistant Traffic Engineer	1	1	1	0
Citation Support Supervisor	1	1	1	0
Citation Support Team Lead	1	1	1	0
Citation Support Technician	4	4	4	0
Director TIM	1	1	1	0
Project Coordinator TIM	1	1	1	0
Safety Coordinator	1	1	1	0
Safety and Emergency Manager	1	1	1	0
Sr. Traffic Engineering Manager	1	1	1	0
Sr Traffic Incident Manager	1	1	1	0
Traffic Engineer	1	1	1	0
Safety Operations Center	46	46	46	0
Administrative Assistant Safety Ops Center	1	1	1	0
Safety Ops Center Manager	1	1	1	0
Safety Ops Center Service Specialist I	7	7	7	0
Safety Ops Center Service Specialist II	17	17	17	0
Safety Ops Center Supervisor	5	2	2	0
Safety Ops Center Team Lead	8	8	8	0
Safety Ops Center Technician	7	7	7	0
SOC Supervisor Evening	0	2	2	0
SOC Supervisor Night	0	1	1	0
Insurance	2	2	2	0
Claims Coordinator	1	1	1	0
Insurance Program Administrator	1	1	1	0
Roadway Safety Services	77	77	77	0
Roadway Safety Service Manager	1	1	1	0
Roadway Safety Service Specialist	54	54	52	(2)
Roadway Safety Service Supervisor	6	4	4	0
Safety Rec Vehicle Specialist	6	6	8	2
Roadway Safety Service Supervisor Evening	1	2	2	0
Roadway Safety Service Supervisor Night	1	2	2	0
Roadway Safety Service Team Lead	8	8	8	0
Total Full-Time Positions	141	141	141	0

- No changes to FTEs, only reclassification of positions.

MAJOR BUSINESS FUNCTIONS

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

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

Dallas North Tollway/
Sam Rayburn Tollway interchange

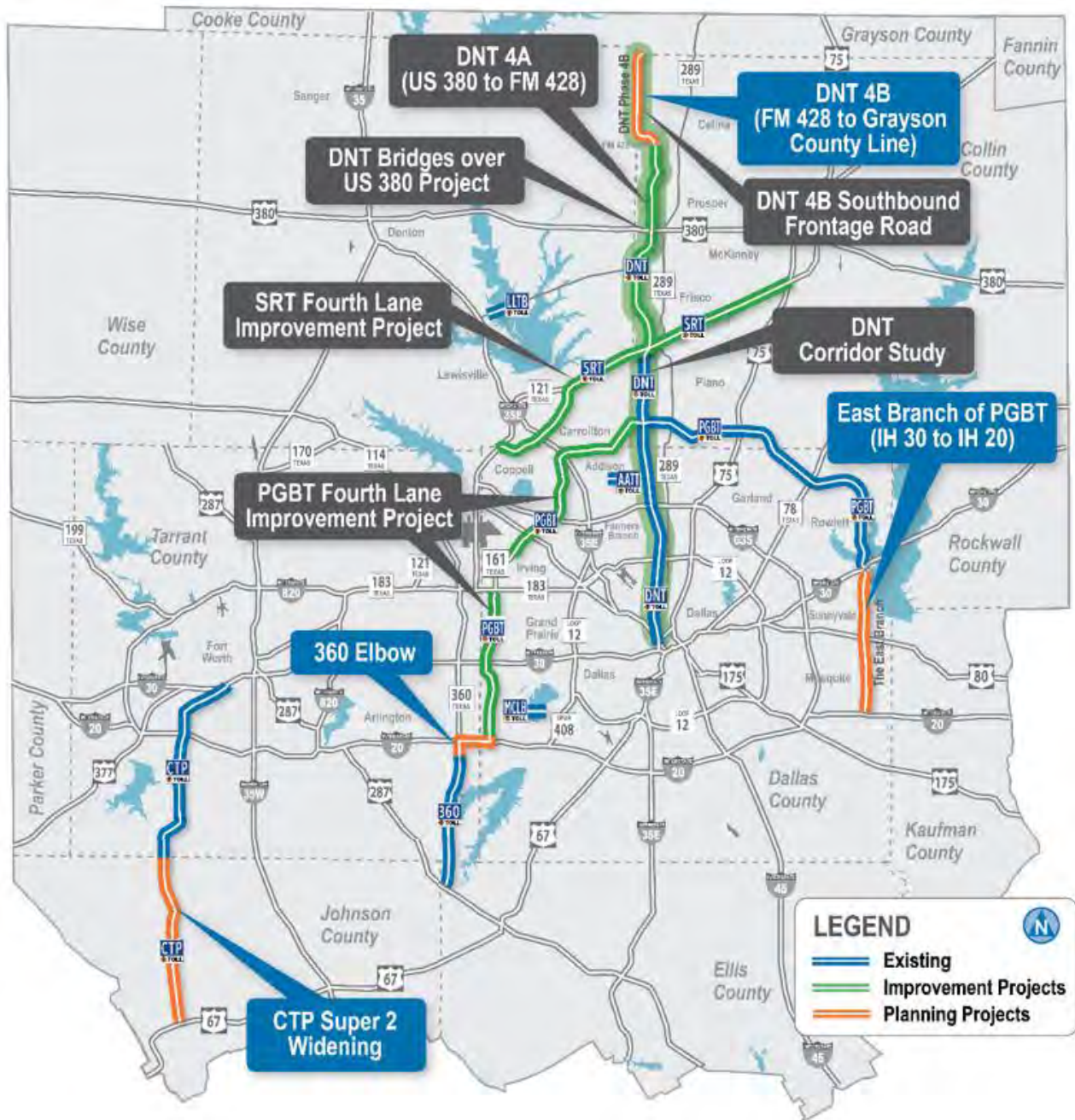


Dallas North Tollway/US 380
bridge construction



Facility Map of the North Texas Region

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



Reserve Maintenance Fund

FY2022 RESERVE MAINTENANCE FUND MAJOR PROJECTS OR PURCHASES

The Reserve Maintenance Fund was created to account for maintenance expenditures that do not occur on an annual or more frequent basis. In other words, it is for the renewal and replacement of capital assets. The Authority elected to use the GASB 34 Modified Approach to account for maintenance of infrastructure assets. As required by the Trust Agreement, an annual inspection of the Authority’s roadways is conducted by the general engineering consultant. This inspection provides an assessment of conditions of all Authority infrastructure assets (roadways, bridges and facilities). The assessment of conditions is made by visual and mechanical tests designed to reveal any condition that would reduce user benefits below the set minimum level of service. The Authority’s goal is to maintain the infrastructure assets at a rating of eight or better (1 through 10 scale). However, it has established a minimum level for GASB 34 purposes of a condition level of six or greater. The roads are maintained at the Authority’s level in order to enhance the customers driving experience. The following are some of the major projects and purchases for FY2022 as outlined in the FY2022-FY2026 Capital Plan.

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

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

FLEET AND EQUIPMENT PURCHASES/ADDITIONAL & 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.

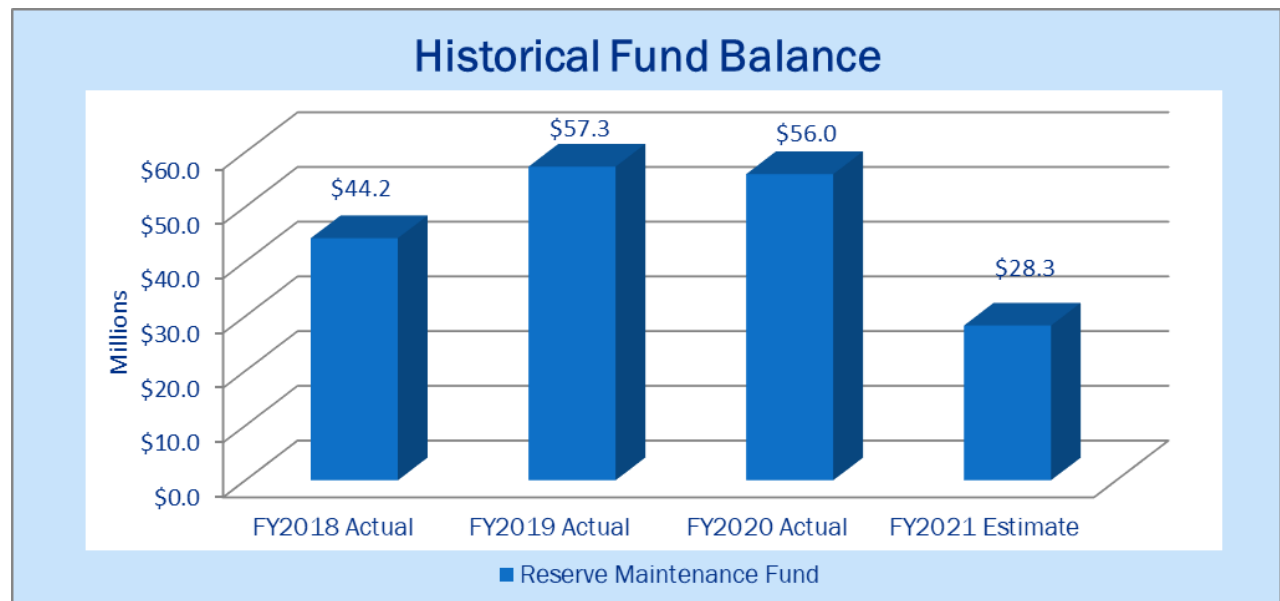
HARDWARE/SOFTWARE REPLACEMENTS AND UPGRADES

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.

FY2022 Projects	
Systemwide Roadway Improvements	\$24,327,100
Computers, Servers and Equipment - New & Replacement, including software	12,983,000
Pavement Repairs	4,906,100
Trucks, Fleet & Equipment - New & Replacement	3,595,000
General Engineering Fees	4,145,179
Facility Improvements	3,775,000
Annual Inspection - Required by GASB 34 Modified Approach	1,933,426
Pavement Restriping	7,637,835
Total FY2022 RMF Projects	63,302,640
Professional, Audit and Legal Fees	70,630
Total FY2022 Reserve Maintenance Fund Cost	\$63,373,270

CALCULATION OF DEPOSIT TO RESERVE MAINTENANCE FUND FY2022

Reserve Maintenance Fund Uncommitted Balance 1/1/2022		\$33,872,275
Estimated FY2022 Project Costs		
Software / Licensing	(298,000)	
Computer / Servers / Equipment	(12,685,000)	
Facility Improvements / Fleet	(7,370,000)	
Roadway Maintenance	(42,949,640)	
Total RMF Projects Cost		(63,302,640)
Professional Fees, Audit Fees, Legal Fees		(70,630)
Total Estimated FY2022 RMF Cost		(63,373,270)
Estimated Balance before Deposit		(29,500,995)
Estimated Deposit to Reserve Maintenance Fund		29,500,995
Estimated Uncommitted Cash Account Balance at 12/31/2022		-
RMF Required Reserve Balance at 12/31/2022		5,000,000
Estimated RMF Balance as of 12/31/2022		\$ 5,000,000
FY2022 Required Deposit to Reserve Maintenance Fund Calculation		
Estimated Fund Balance at 12/31/22	\$5,000,000	
Required Trust Agreement Balance	5,000,000	
Fully Funded no additional Deposit Required for FY2022	\$ -	



The FY2021 Reserve Maintenance Fund has \$28.3 million expected to be utilized in FY2022 and the required deposit balance of \$5.0 million.

RESERVE MAINTENANCE FUND – (1201) BUDGET COMPARISONS FY2022 TO FY2021

Department	FY2021 Budget	FY2022 Budget	Variance Amount	Percent
Administrative Services:				
Accounting	\$0	\$0	\$0	0.0%
Administration	0	0	0	0.0%
Board	0	0	0	0.0%
Human Resources	0	0	0	0.0%
Internal Audit	11,630	11,630	0	0.0%
Legal Services	40,000	40,000	0	0.0%
Procurement and Business Diversity	19,000	19,000	0	0.0%
Public Affairs	0	0	0	0.0%
Shared Services	0	0	0	0.0%
Treasury Management	0	0	0	0.0%
Total Administrative Services	70,630	70,630	0	0.0%
Operational Services:				
Contact Center and Collections	0	0	0	0.0%
Information Technology	13,543,630	18,983,000	5,439,370	40.2%
Maintenance	5,914,600	7,370,000	1,455,400	24.6%
Operations	0	0	0	0.0%
Project Delivery	31,443,342	36,774,640	5,331,298	17.0%
Traffic & Incident Mgmt.	175,000	175,000	0	0.0%
Total Operational Services	51,076,572	63,302,640	12,226,068	23.9%
Grand Totals	\$51,147,202	\$63,373,270	\$12,226,068	23.9%

MAJOR FY2022 BUDGET ITEMS

The FY2022 budget increased by \$12,226,068 from FY2021 budget. Major changes to the department's budgets are explained below.

- Information Technology – Increased \$5,439,370 due to increase in spending for computer equipment and supplies
- Maintenance – Increased \$1,455,400 due to increased spending for vehicles and building improvements
- Project Delivery – Increased \$5,331,298 due to scheduling of system wide roadway improvements and pavement repairs

RESERVE MAINTENANCE FUND – (1201) ESTIMATE FY2022

Department	Account	
Internal Audit	Auditing Fees - (521203)	11,630
	Internal Audit Total	11,630
Legal Services	Legal Fees - (521202)	40,000
	Legal Services Total	40,000
Procurement Services	Public Information Fees - (523203)	19,000
	Procurement Services Total	19,000
Information Technology	Electronic Supplies - (531106)	1,888,500
	Computers - (531641)	10,796,500
	Software - (531651)	298,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	6,000,000
	Information Technology Total	18,983,000
Maintenance	Landscaping - (522202)	550,000
	Machinery - (531611)	307,000
	Vehicles - (531621)	3,288,000
	Building Improvements - (541302)	3,225,000
	Maintenance Total	7,370,000
Project Delivery	General Engineering - (521213)	4,145,179
	Consulting/Profess Serv Tech - (521301)	1,933,426
	Signing Expense - (522203)	3,289,700
	Pavement Markings - (522204)	7,637,835
	Pavement & Shoulders - (522205)	4,906,100
	Bridge Repairs - (522206)	2,721,400
	Infrastructure Rdway/Hwy/Bridg - (541401)	12,141,000
	Project Delivery Total	36,774,640
Traffic & Incident Mgmt.	Traffic Engineering Fees - (521207)	100,000
	Small Tools and Shop Supplies - (531601)	75,000
	Traffic & Incident Mgmt. Total	175,000
Total		\$63,373,270

RESERVE MAINTENANCE FUND – (1201) PROJECT LIST FY2022 - FY2026 CAPITAL PLAN

Department	Project	Estimated FY2021	FY2022
Information Technology - (20111)	1000431 - IT Roadway Systems (1)	\$7,969,130	\$6,000,000
Information Technology - (20111)	1000825 - Server Hardware Upgrades and Replacements (2)	4,000,000	8,970,000
Information Technology - (20111)	1000826 - Computer Hardware Upgrades and Replacements (3)	495,000	1,676,500
Information Technology - (20111)	1000827 - Printer Hardware Upgrades and Replacements (4)	150,000	150,000
Information Technology - (20111)	1000828 - Network Equip. & Comm. Systems Replacement (5)	719,500	1,888,500
Information Technology - (20111)	1000829 - Software and Licensing (6)	210,000	298,000
	Information Technology - (20111) Total	13,543,630	18,983,000
Admin Infrastructure - (20221)	1000009 - Landscaping (7)	550,000	550,000
Admin Infrastructure - (20221)	1000026 - RMF - Fleet (8)	2,319,600	3,595,000
Admin Infrastructure - (20221)	1000030 - Systemwide Facility Improvements (9)	3,045,000	3,225,000
	Admin Infrastructure - (20221) Total	5,914,600	7,370,000
Project Delivery - (20511)	1000011 - Restriping (10)	7,005,172	7,637,835
Project Delivery - (20511)	1000013 - Erosion Mitigation & Drainage Repairs (11)	630,000	9,301,000
Project Delivery - (20511)	1000018 - Pavement Repair and Rehab. (12)	12,605,000	4,906,100
Project Delivery - (20511)	1000020 - Signage (13)	3,813,208	3,289,700
Project Delivery - (20511)	1000028 - Systemwide Bridge Repair (14)	2,093,636	2,721,400
Project Delivery - (20511)	1000031 - Annual Inspection Program (15)	1,799,965	1,933,426
Project Delivery - (20511)	1000040 - Wall, Railings & Structural Steel Elements (16)	345,000	2,840,000
Project Delivery - (20511)	1000041 - Lighting Replacement or Repair (17)	75,000	940,000
	Project Delivery - (20511) Total	28,366,981	33,569,461
Totals		\$47,825,211	\$59,922,461

FY2021 Carryover Projects and Adjustments

(1)Information Technology - (20111)	1000431 - IT Roadway Systems	(6,522,135)	0
(2)Information Technology - (20111)	1000825 - Server Hardware Upgrades and Replacements	2,939,868	0
(3)Information Technology - (20111)	1000826 - Computer Hardware Upgrades and Replacements	(481,695)	0
(4)Information Technology - (20111)	1000827 - Printer Hardware Upgrades and Replacements	(150,000)	0
(5)Information Technology - (20111)	1000828 - Network Equip. & Comm. Systems Replacement	(616,949)	0
(6)Information Technology - (20111)	1000829 - Software and Licensing	(202,506)	0
(7)Admin Infrastructure - (20221)	1000009 - Landscaping	(524,481)	0
(8)Admin Infrastructure - (20221)	1000026 - RMF - Fleet	600,000	0
(9)Admin Infrastructure - (20221)	1000030 - Systemwide Facility Improvements	(2,502,061)	0
(10)Project Delivery - (20511)	1000011 - Restriping	(2,488,888)	0
(11)Project Delivery - (20511)	1000013 - Erosion Mitigation & Drainage Repairs	(425,435)	0
(12)Project Delivery - (20511)	1000018 - Pavement Repair and Rehab.	(5,989,443)	0
(13)Project Delivery - (20511)	1000020 - Signage	(1,966,489)	0
(14)Project Delivery - (20511)	1000028 - Systemwide Bridge Repair (Adjustment)	(1,307,801)	0
(15)Project Delivery - (20511)	1000031 - Annual Inspection Program	(1,020,502)	0
(16)Project Delivery - (20511)	1000040 - Wall, Railings & Structural Steel Elements	(184,611)	0
(17)Project Delivery - (20511)	1000041 - Lighting Replacement or Repair	(75,000)	0
Totals		(\$20,918,129)	\$0
Total FY2022 - FY2026 Reserve Maintenance Project Costs		\$26,907,082	\$59,922,461

Report contains only project costs.

Capital Improvement Fund

FY2022 CAPITAL IMPROVEMENT FUND PROJECTS

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

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

NTTA is extending the DNT north by constructing main-lane bridges over U.S. 380. Construction began in February FY2020. The estimated FY2022 costs are \$11.6 million for this project. Total project costs are estimated at \$90.3 million.

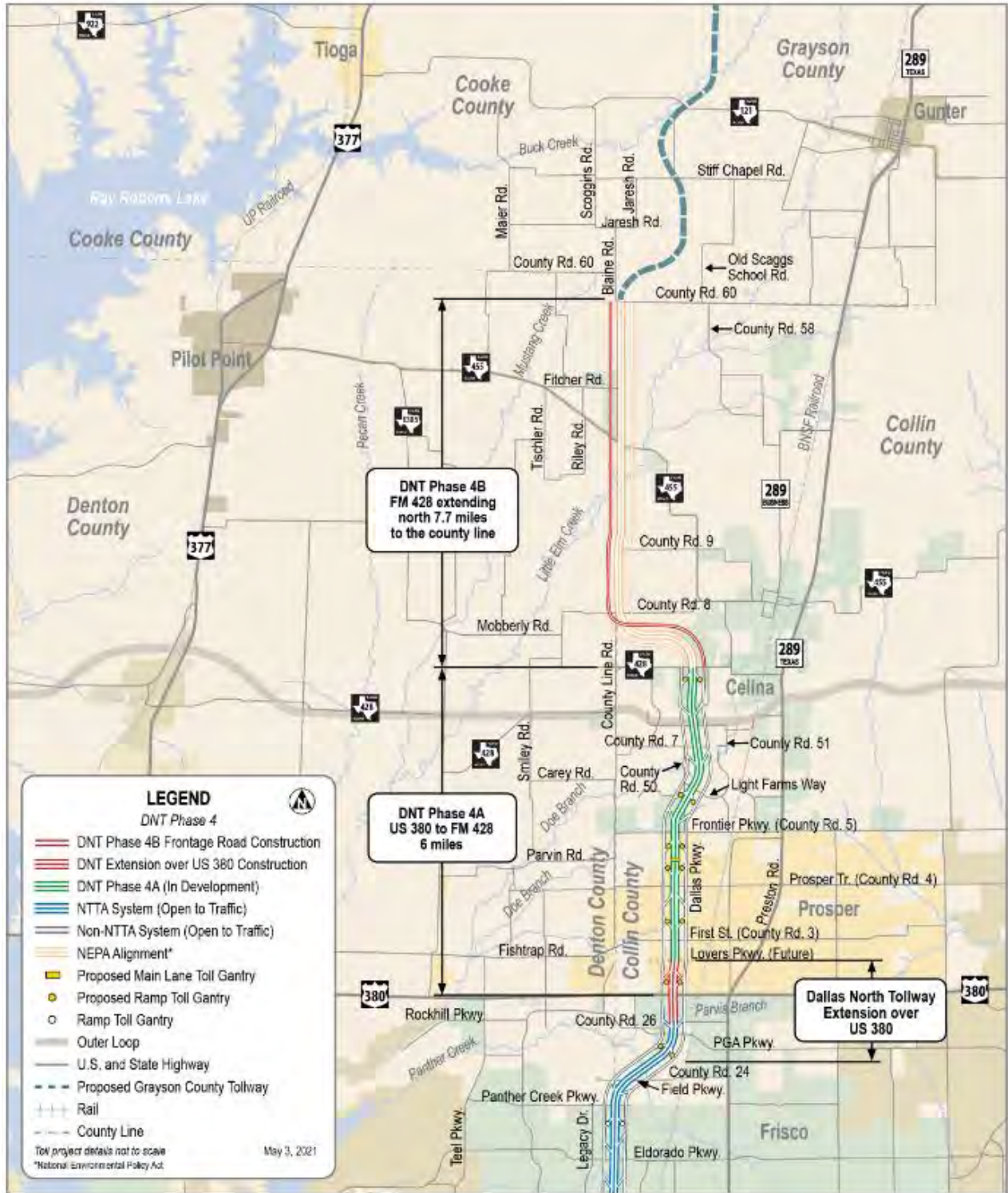
DALLAS NORTH TOLLWAY WIDENING (SRT TO U.S. 380)

NTTA is planning to add an additional lane in each direction to DNT from SRT to U.S. 380. Construction is anticipated to begin in FY2022 and is scheduled for completion in FY2025. The estimated FY2022 costs are \$20.3 million for this project. Total project costs are estimated at \$157.3 million.



DALLAS NORTH TOLLWAY PHASE 4B (SOUTHBOUND FRONTAGE ROAD)

Phase 4B runs 7.7-miles from FM 428 to the Denton/Grayson county line. Construction of Phase 4B southbound frontage road from FM 428 to County Line Road is estimated at \$6.7 million for FY2022. The total frontage road cost will be reimbursed by Denton County through an Interlocal Agreement.

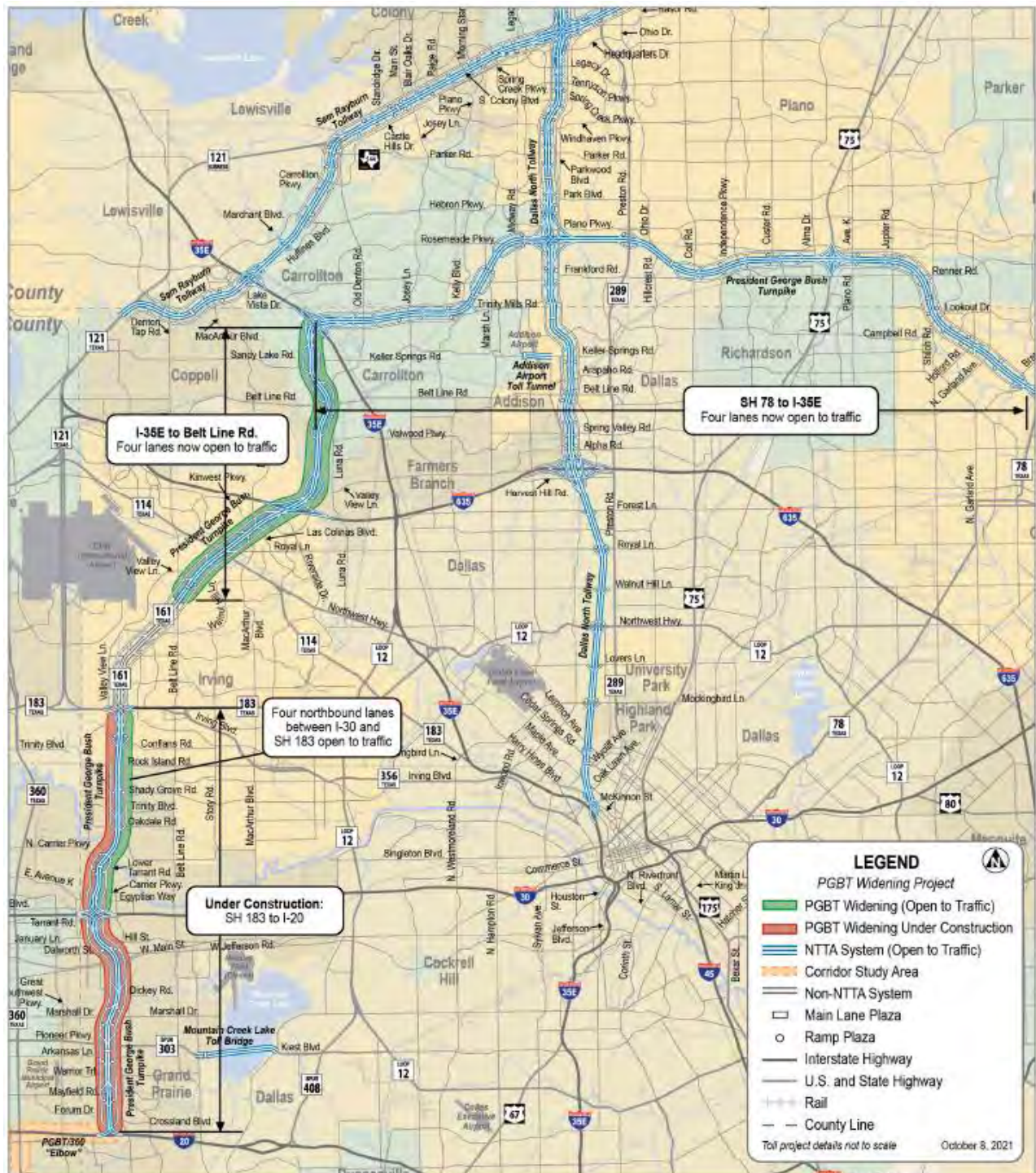


PRESIDENT GEORGE BUSH TURNPIKE WIDENING BETWEEN I-20 AND STATE HIGHWAY 78

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

- Phase 1 [from U.S. 75 and DNT]; construction began May 2015 and opened to traffic November 2016.
- Phase 2 [from SH 78 to U.S. 75]; construction began in mid-2017; completed October 2018.
- Phase 3 [from DNT to I-35E]; construction began July 2017; completed Dec 2019.
- Phase 4 [from I-35E to north of Belt Line Road (Irving)]; construction began in mid-2019
- Phase 5 [from SH 183 to I-20]; construction began late 2019.

The estimated FY2022 costs are \$3.2 million for this project. Total project costs are estimated at \$150.1 million.



SAM RAYBURN TOLLWAY FOURTH LANE (WIDENING) PROJECT

The SRT is an approximately 26-mile long tollway. The first segment of the toll road opened to traffic in FY2008 and the last segment opened in November 2011. Improvements to the project include constructing an additional lane in each direction, in the center median along the entire 26-miles, from west of Denton Tap Road to U.S. 75. Ramp improvements will also be made between the Dallas North Tollway (DNT) and Preston Road. Construction began in early FY2019 and is scheduled to open to traffic in late FY2021. The FY2021 estimated costs are \$1.6 million for this project. The total project construction costs are estimated at \$191.5 million.



EQUIPMENT/HARDWARE/SOFTWARE

As NTTA grows, it is important to upgrade infrastructure to maintain satisfactory services to customers, both internal and external. This includes upgrading equipment, hardware, and software. Some of the major upgrades include: network upgrades, disaster recovery, enterprise storage upgrades, toll collection system enhancements, intelligent transportation systems, and items related to information security and compliance. The estimated FY2022 costs are \$59.3 million.

REPAIR OF RETAINING WALLS

Repairs of several retaining wall projects to address identified issues. The estimated FY2022 costs are \$5.6 million for this project.

ROADWAYS

Various improvement projects are planned across the NTTA System including, but not limited to, repairs, resurfacing, reconstruction and replacements. The estimated FY2022 costs are \$16.4 million.

BUILDINGS

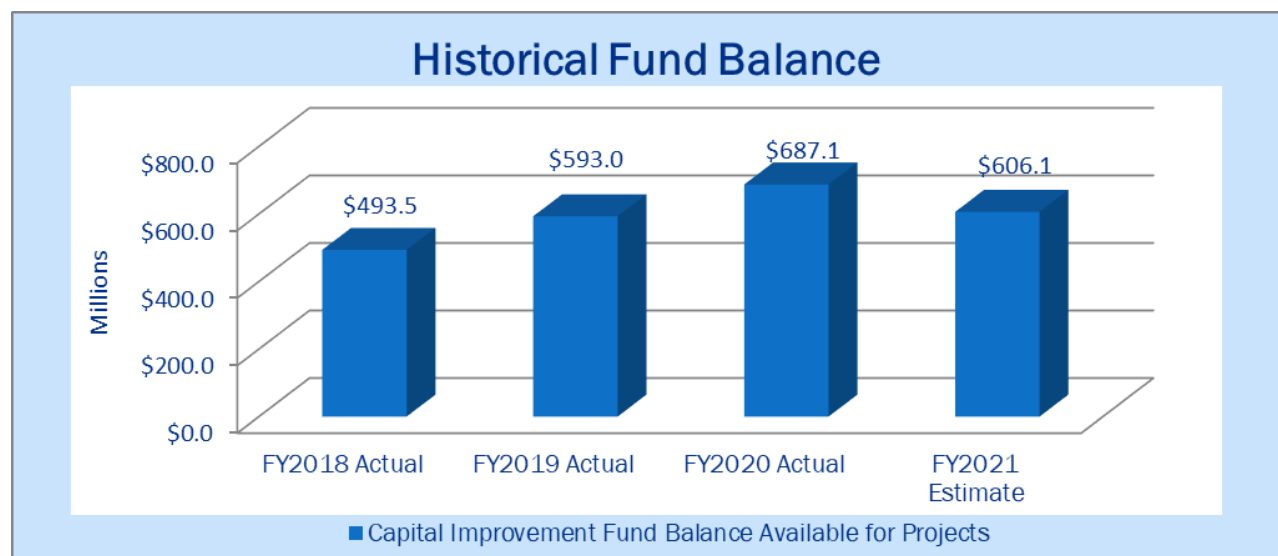
Buildings are being constructed, modified, improved or expanded as the NTTA System expands. Annual reviews are conducted to identify any required improvements. The estimated FY2022 costs are \$5.1 million.

THE FOLLOWING IS THE LIST OF PROJECTS AND PURCHASES FOR FY2022

Capital Improvement Fund Projects	
System Enhancements	\$31,699,566
Dallas North Tollway Widening (SRT to U.S. 380)	20,293,313
DNT PH4A	17,034,253
Systemwide Roadway Improvements	8,707,000
Toll Collection System Software Enhancements/Replacement	12,406,385
Dallas North Tollway Phase 4A Bridges over U.S. 380	11,570,000
DNT Phase 4B (Frontage Road)	6,688,007
PGBT East Branch	5,861,421
MSE Wall Stabilization and Maintenance Program	5,615,000
Disaster Recovery	5,452,544
Systemwide Facility Improvements	5,050,000
Planned Collection Initiatives	4,600,000
CTP South 2-lanes	3,600,798
PCI Compliance	3,300,000
PGBT 4th Lane Widening	3,233,000
PGBT/360 Tollway Connector	2,894,849
Professional, Audit, Legal Fees	1,834,220
CSC Business Continuity	1,300,000
Multi-Channel Communications	600,000
SRT Widening	1,577,762
Intelligent Transportation Systems	1,350,000
National Interoperability	1,000,000
Business Analytics	845,000
GIS Enhancement	455,000
PeopleSoft HR HCM Enhancements	300,000
Dallas North Tollway 4th Lane (PGBT to SRT)	300,000
Total Project Costs	157,568,118
Cash transfer to CIF Rainy Day Fund Account	12,500,000
Cash transfer to Debt Service Funds	0
Cash transfer to Debt Service Fund for ISTEPA Payment	15,322,396
Cash transfer to CIF Bond Payment Account	8,632,627
Total Expenditures	\$194,023,141

ESTIMATED CAPITAL IMPROVEMENT FUND REQUIREMENTS FY2022

Capital Improvement Fund Balance Available for Projects 1/1/2022		\$505,860,293
FY2022 Estimated Cash Inflows		
Estimated Deposit from Revenue Fund	180,775,840	
Reimbursement from Prosper - US 380	8,000,000	
Denton County ILA - DNT Phase 4B	9,442,395	
Total Cash Inflows		198,218,235
FY2022 Estimated Cash Outflows		
ISTEA Payment	(15,322,396)	
CIF Rainy Day Fund	(12,500,000)	
CIF Bond Payment Account	(8,632,627)	
CIF Subordinate Debt	0	
Total Payments		(36,455,023)
Estimated CIF Projects Cost	(155,733,898)	
LOC Professional Fees, Audit Fees, Legal Fees	(1,834,220)	
Total CIF Projects Cost		(157,568,118)
Professional Fees, Audit Fees, Legal Fees	0	
Total CIF/Revolving Account -FSF Projects Cost		0
Cash Transfer to OMF for Overhead Costs		0
Total Cash Outflows		(194,023,141)
Estimated Balance Available for Projects at 12/31/2022		510,055,387
FY2022 CIF Bond Payment Account balance		14,629,925
FY2022 CIF Rainy Day Fund Account balance		87,500,000
Estimated Total CIF Cash Balances at 12/31/2022		\$612,185,311



The Capital Improvement Fund has \$606.1 million expected to be utilized on planned projects.

CAPITAL IMPROVEMENT FUND - (1501) BUDGET COMPARISONS FY2022 TO FY2021

Department	FY2021 Budget	FY2022 Budget	Variance Amount	Percent
Administrative Services:				
Accounting	\$0	\$0	\$0	0.0%
Administration	0	0	0	0.0%
Board	0	0	0	0.0%
Human Resources	0	0	0	0.0%
Internal Audit	93,040	93,040	0	0.0%
Legal Services	250,000	250,000	0	0.0%
Procurement and Business Diversity	12,000	12,000	0	0.0%
Public Affairs	0	0	0	0.0%
Shared Services	0	0	0	0.0%
Treasury Management	348,400	848,400	500,000	143.5%
Total Administrative Services	703,440	1,203,440	500,000	71.1%
Operational Services:				
Contact Center and Collections	0	0	0	0.0%
Information Technology	47,166,992	59,342,543	12,175,551	25.8%
Maintenance	2,400,000	4,850,000	2,450,000	102.1%
Operations	0	0	0	0.0%
Project Delivery	138,815,247	83,065,135	(55,750,112)	(40.2%)
Traffic & Incident Mgmt.	3,350,000	9,107,000	5,757,000	171.9%
Total Operational Services	191,732,239	156,364,678	(35,367,561)	(18.4%)
Grand Totals	\$192,435,679	\$157,568,118	(\$34,867,561)	(18.1%)

MAJOR FY2022 BUDGET ITEMS

The FY2022 budget decreased by **(\$34,867,561)** from FY2021 budget. Major changes to the department's budgets are explained below.

- Treasury Management – Increased \$500,000 due to the comprehensive traffic and revenue studies planned on a bi-annual basis.
- Information Technology – Increased \$12,175,551 for several new projects as well as an increase of \$3,976,825 for the Microsoft Enterprise Agreement
- Maintenance, Traffic & Incident Management – Increased \$8,207,000 due increased lane miles and Facility Improvements.
- Project Delivery – Decreased **(\$55,750,112)** mainly due to the schedule of the following capital improvement projects
 - SRT Widening – **(\$31,499,630)**
 - PGBT 4th Lane Widening – **(\$27,449,864)**
 - DNT Phase 4A Bridges over U.S. 380 – **(\$24,881,301)**
 - DNT Phase 4A (Segment 5) – \$16,216,039
 - DNT Widening (SRT to U.S. 380) – \$15,340,467

CAPITAL IMPROVEMENT FUND – (1501) ESTIMATE FY2022

Department	Account	
Internal Audit	Auditing Fees - (521203)	93,040
	Internal Audit Total	93,040
Legal Services	Legal Fees - (521202)	250,000
	Legal Services Total	250,000
Procurement Services	Public Information Fees - (523203)	12,000
	Procurement Services Total	12,000
Treasury Management	Consulting/Professional - (521201)	67,900
	Trustee Fees - (521204)	189,500
	Rating Agency Fees - (521205)	91,000
	Traffic Engineering Fees - (521207)	500,000
	Treasury Management Total	848,400
Information Technology	Consulting/Professional - (521201)	575,000
	Consulting/Profess Serv Tech - (521301)	31,838,473
	Computers - (531641)	10,896,000
	Software - (531651)	14,633,070
	Infrastructure - Other - (541403)	1,400,000
	Information Technology Total	59,342,543
Maintenance	Building Improvements - (541302)	4,850,000
	Maintenance Total	4,850,000
Project Delivery	General Engineering - (521213)	36,649,579
	Utility Relocation Costs - (531261)	983,348
	Infrastructure Rdway/Hwy/Bridg - (541401)	45,432,208
	Project Delivery Total	83,065,135
Traffic & Incident Mgmt.	Traffic Engineering Fees - (521207)	400,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	8,707,000
	Traffic & Incident Mgmt. Total	9,107,000
Total		\$157,568,118

CAPITAL IMPROVEMENT FUND - (1501) PROJECT LIST FY2022 - FY2026 CAPITAL PLAN

Department	Project	Estimated FY2021	FY2022
Information Technology - (20111)	1000030 - Systemwide Facility Improvements (1)	\$ 100,000	\$ 200,000
Information Technology - (20111)	7000005 - Business Analytics (2)	560,000	845,000
Information Technology - (20111)	7000006 - PCI Compliance	3,541,000	3,300,000
Information Technology - (20111)	7000008 - Disaster Recovery	4,600,000	5,452,544
Information Technology - (20111)	7000011 - ITS Enhancements to Support TIM (3)	3,375,000	1,350,000
Information Technology - (20111)	7000016 - Data Storage for Images, Databases and Video	0	2,316,000
Information Technology - (20111)	7000017 - EPDS Enhancements (4)	650,000	0
Information Technology - (20111)	7000018 - Redesign of Internet (5)	300,000	650,000
Information Technology - (20111)	7000021 - PeopleSoft HR HCM Enhancements (6)	300,000	300,000
Information Technology - (20111)	7000022 - Digital Aerial Photography (7)	32,000	86,000
Information Technology - (20111)	7000024 - Toll Collection Sys Software Enhancements/Maint (8)	300,000	0
Information Technology - (20111)	7000033 - Microsoft Enterprise Agreement (9)	100,000	3,976,825
Information Technology - (20111)	7000034 - Oracle Unlimited License Agreement	2,586,000	0
Information Technology - (20111)	7000040 - Expand Virtualization (10)	400,000	2,004,913
Information Technology - (20111)	7000042 - Computer Hardware Upgrade (11)	1,800,000	2,800,000
Information Technology - (20111)	7000050 - GIS Enhancement (12)	500,000	455,000
Information Technology - (20111)	7000051 - Mobile App Enhancements (13)	200,000	0
Information Technology - (20111)	7000054 - Service Desk Software Enhancements	0	275,000
Information Technology - (20111)	7000056 - Toll Collection System Implementation (14)	10,417,992	1,736,332
Information Technology - (20111)	7000064 - Board Room Video/Presentation Enhancement (15)	100,000	100,000
Information Technology - (20111)	7000067 - DataLogger Auditing Tool for Lane Controllers (16)	260,000	0
Information Technology - (20111)	7000068 - National IOP (17)	1,100,000	1,000,000
Information Technology - (20111)	7000070 - Multi-Channel Communications - CSC (18)	1,000,000	600,000
Information Technology - (20111)	7000071 - LoneStar Module Expansion (19)	300,000	175,000
Information Technology - (20111)	7000081 - eProcurement Project Workflow Tracker (20)	500,000	0
Information Technology - (20111)	7000086 - NTTA Employee Portal (21)	100,000	100,000
Information Technology - (20111)	7000110 - Enterprise Content Management (22)	300,000	100,000
Information Technology - (20111)	7000112 - Contract Management System (23)	550,000	120,000
Information Technology - (20111)	7000113 - Reporting Tool for BDD (24)	420,000	0
Information Technology - (20111)	7000115 - C*Care Facility Access System	0	0
Information Technology - (20111)	7000116 - Backup System	0	450,000
Information Technology - (20111)	7000117 - Lane System Upgrade (25)	750,000	2,000,000
Information Technology - (20111)	7000128 - CSC Queue Management and Appointment (27)	300,000	300,000
Information Technology - (20111)	7000130 - Enterprise System Monitoring	0	600,000
Information Technology - (20111)	7000134 - Back Office System (28)	8,200,000	10,670,053
Information Technology - (20111)	7000172 - Infrastructure Managed Services - Data Centers (29)	900,000	5,629,876
Information Technology - (20111)	7000173 - Cloud Expansion Project (30)	300,000	1,300,000
Information Technology - (20111)	7000174 - PeopleSoft Replacement Project	0	0
Information Technology - (20111)	7000175 - Increased Equinix Data Center Applications for Risk Mitigation (31)	350,000	1,500,000
Information Technology - (20111)	7000176 - CJIS Compliance	0	300,000
Information Technology - (20111)	7000177 - New Debt and Cash Management Software	0	100,000
Information Technology - (20111)	7000179 - Lockbox Replacement Assessment	0	500,000
Information Technology - (20111)	7000180 - CSC Print Vendor	0	300,000
Information Technology - (20111)	7000181 - Payment Processor Replacement	0	0
Information Technology - (20111)	7000183 - CSC Business Continuity	0	1,300,000
Information Technology - (20111)	7000184 - Planned Collection Initiatives (32)	400,000	4,600,000
Information Technology - (20111)	7000187 - Semafone (33)	200,000	200,000
Information Technology - (20111)	7000188 - Expand Parking Using TollTag	0	300,000
Information Technology - (20111)	7000190 - Next Gen Tags (34)	300,000	300,000
Information Technology - (20111)	7001252 - Windows Server Upgrade - New Operating System Versions (35)	600,000	800,000
Information Technology - (20111)	7001253 - Command Center Radio Upgrade (36)	475,000	250,000
	Information Technology - (20111) Total	47,166,992	59,342,543

	FY2023	FY2024	FY2025	FY2026	Five Year Total FY2022 - FY2026	
\$	-	\$	-	\$	-	200,000
	745,000	320,000	80,000	2,350,000	4,340,000	
	2,500,000	2,500,000	1,500,000	4,500,000	14,300,000	
	5,452,544	5,952,544	5,452,544	5,452,544	27,762,720	
	250,000	250,000	250,000	450,000	2,550,000	
	1,500,000	2,500,000	1,000,000	2,500,000	9,816,000	
	0	200,000	0	200,000	400,000	
	350,000	350,000	350,000	350,000	2,050,000	
	300,000	0	0	0	600,000	
	86,000	86,000	86,000	88,500	432,500	
	0	0	0	0	0	
	4,300,000	4,600,000	4,700,000	4,700,000	22,276,825	
	0	0	0	0	0	
	1,815,110	1,627,714	1,692,823	2,000,000	9,140,560	
	1,000,000	2,000,000	2,000,000	2,000,000	9,800,000	
	450,000	355,000	330,000	330,000	1,920,000	
	0	0	0	0	0	
	275,000	275,000	275,000	275,000	1,375,000	
	0	0	0	0	1,736,332	
	100,000	100,000	100,000	100,000	500,000	
	0	0	0	0	0	
	1,000,000	1,000,000	650,000	650,000	4,300,000	
	600,000	1,700,000	4,400,000	1,000,000	8,300,000	
	175,000	175,000	175,000	175,000	875,000	
	0	0	0	0	0	
	200,000	0	0	0	300,000	
	0	0	0	0	100,000	
	0	0	0	120,000	240,000	
	50,000	0	0	0	50,000	
	500,000	0	0	0	500,000	
	475,000	475,000	475,000	500,000	2,375,000	
	1,300,000	5,000,000	2,000,000	1,200,000	11,500,000	
	150,000	150,000	150,000	150,000	900,000	
	600,000	600,000	600,000	700,000	3,100,000	
	10,760,472	10,852,718	10,946,829	11,546,829	54,776,901	
	5,729,876	5,900,000	5,900,000	5,900,000	29,059,752	
	5,000,000	4,000,000	1,000,000	3,000,000	14,300,000	
	500,000	2,000,000	2,000,000	2,000,000	6,500,000	
	400,000	400,000	800,000	800,000	3,900,000	
	300,000	400,000	300,000	300,000	1,600,000	
	200,000	0	0	0	300,000	
	500,000	0	0	0	1,000,000	
	2,500,000	0	0	0	2,800,000	
	0	0	500,000	2,000,000	2,500,000	
	275,000	225,000	225,000	225,000	2,250,000	
	6,400,000	2,600,000	1,400,000	1,400,000	16,400,000	
	200,000	200,000	200,000	200,000	1,000,000	
	300,000	0	0	0	600,000	
	0	0	0	0	300,000	
	800,000	700,000	500,000	500,000	3,300,000	
	0	0	0	250,000	500,000	
	58,039,002	57,493,976	50,038,196	57,912,873	282,826,590	

**CAPITAL IMPROVEMENT FUND - (1501) PROJECT LIST FY2022 - FY2026 CAPITAL PLAN
(CONTINUED)**

Department	Project	Estimated FY2021	FY2022
Admin Infrastructure - (20221)	1000030 - Systemwide Facility Improvements (37)	2,400,000	4,850,000
	Admin Infrastructure - (20221) Total	2,400,000	4,850,000
Project Delivery - (20511)	1000010 - Median Replacement (38)	6,700,000	0
Project Delivery - (20511)	1000042 - General Engineering (39)	330,780	100,000
Project Delivery - (20511)	1000045 - Sand Stockpile	0	50,000
Project Delivery - (20511)	2000000 - PGBT EE (40)	103,215	0
Project Delivery - (20511)	2000002 - PGBT 4th Lane Widening (41)	30,682,864	3,233,000
Project Delivery - (20511)	2000005 - PGBT Continuous Illumination (42)	1,940,834	3,327,144
Project Delivery - (20511)	2100003 - DNT 4th Lane (PGBT to SRT) (43)	237,831	300,000
Project Delivery - (20511)	2100004 - DNT/PGBT IC & Ramp Mods	170,000	0
Project Delivery - (20511)	2100007 - DNT PH4A Bridges over U.S. 380 (44)	36,451,301	11,570,000
Project Delivery - (20511)	2100008 - DNT Phase 4B (Frontage Road) (45)	12,865,284	6,688,007
Project Delivery - (20511)	2100010 - DNT 4B (Segment 6) (46)	0	0
Project Delivery - (20511)	2100011 - DNT Widening (SRT to U.S. 380) (47)	4,952,846	20,293,313
Project Delivery - (20511)	2100012 - DNT Capacity Improvements Study	0	0
Project Delivery - (20511)	2100013 - DNT PH4A (Segment 5) (48)	818,214	17,034,253
Project Delivery - (20511)	2100310 - DNT South End Design Guidelines Implementation	0	0
Project Delivery - (20511)	2500003 - SRT Widening (49)	33,077,392	1,577,762
Project Delivery - (20511)	2500004 - SRT Continuous Illumination	0	688,808
Project Delivery - (20511)	3000000 - PGBT East Branch (50)	250,000	5,861,421
Project Delivery - (20511)	3900001 - PGBT/360 Tollway Connector (51)	250,000	2,894,849
Project Delivery - (20511)	7000072 - MSE Wall Stabilization and Maintenance Program (52)	9,969,686	5,615,000
Project Delivery - (20511)	7200001 - CTP South 2-lanes (54)	15,000	3,600,798
	Project Delivery - (20511) Total	138,815,247	82,834,355
Traffic & Incdnt Mgmt. - (20611)	7000000 - Systemwide Roadway Improvements (55)	2,600,000	8,707,000
	Traffic & Incdnt Mgmt. - (20611) Total	2,600,000	8,707,000
Totals		\$190,982,239	\$155,733,898
FY2021 Carryover Projects and Adjustments			
Totals		(\$44,909,815)	\$0
Total FY2022 - FY2026 Capital Improvement Project Costs		\$146,072,424	\$155,733,898

Report contains only project costs.

FY2023	FY2024	FY2025	FY2026	Five Year Total FY2022 - FY2026
4,510,000	3,720,000	3,300,000	3,125,000	19,505,000
4,510,000	3,720,000	3,300,000	3,125,000	19,505,000
0	0	0	0	0
100,000	100,000	100,000	100,000	500,000
475,000	0	125,000	2,150,000	2,800,000
0	0	0	0	0
0	0	0	0	3,233,000
14,358,203	24,192,537	19,955,138	20,620,147	82,453,169
0	0	0	0	300,000
0	0	0	0	0
1,300,000	0	0	0	12,870,000
200,000	0	0	0	6,888,007
10,000	4,571,368	4,387,547	19,791,394	28,760,309
57,225,341	46,212,342	20,474,837	1,327,000	145,532,833
850,000	1,100,000	300,000	0	2,250,000
11,967,156	40,349,789	89,838,196	77,663,812	236,853,206
0	0	0	2,286,877	2,286,877
2,000,000	0	0	0	3,577,762
2,361,403	11,252,551	14,089,823	11,627,265	40,019,850
6,376,442	7,984,780	18,008,735	25,000,000	63,231,378
6,371,350	18,973,052	34,721,387	50,000,000	112,960,638
3,000,000	16,900,000	21,700,000	16,400,000	63,615,000
8,593,647	6,399,007	4,628,622	55,185,082	78,407,156
115,188,542	178,035,426	228,329,285	282,151,577	886,539,185
15,782,500	20,069,500	16,031,000	7,700,000	68,290,000
15,782,500	20,069,500	16,031,000	7,700,000	68,290,000
\$193,520,044	\$259,318,902	\$297,698,481	\$350,889,450	\$1,257,160,775
\$0	\$0	\$0	\$0	\$0
\$193,520,044	\$259,318,902	\$297,698,481	\$350,889,450	\$1,257,160,775

Enterprise Fund

FY2022 ENTERPRISE FUND

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

While NTTA serves as the regional tolling services provider for the North Central Region of Texas, this role is expanding as NTTA has entered into an agreement to provide back office tolling services for North East Texas Regional Mobility Authority (NETRMA) which operates a toll road system in the Tyler, Texas area. The FY2022 budget includes the cost to provide those services based on the estimated number of transactions NTTA will process for NETRMA.

Transaction	FY2021	FY2022	Variance
Developer TSA's	111,474,229	111,652,664	178,435
Regional TSA's	68,595,094	65,859,228	(2,735,866)
NETRMA	-	12,700,000	12,700,000
Total Transactions	180,069,323	190,211,891	10,142,569

ESTIMATED FY2022 BUDGET

Revenue	FY2022
Fees For Service	
Tolling Services Provider Fees	\$ 36,041,234
Total Fees for Service	36,041,234
Other Revenue	
IOP Fees	3,944,147
Airport Fees	2,650,248
Late Fees	9,362,365
Total Other Revenue	15,956,760
Total Revenue	\$ 51,997,994
Expense	
NTTA Processing Expenses	26,268,996
Net Available to offset collection exposure	\$ 25,728,998 *

*Estimated available funds to offset collection exposure associated with developer TSA agreements estimated at \$35.1 million for FY2022.

Long-Term Financial Plan

INTRODUCTION

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

The All Funds Long-Term Financial Projections included in this section are summary pages from the FY2022 - FY2026 Five-Year Capital Plan. The five-year plan is adopted by the Board on an annual basis.

REVENUE FUND LONG-TERM PLAN

The majority, about 95.2%, of revenue in the long-term revenue plan is the toll revenue estimate provided by the Traffic and Revenue Engineers. The estimated other revenues, about 4.8%, are provided by the Authority and include video tolling fees and other charges, and estimated projected interest earnings. Total revenue growth is expected to average 8.0% per year between FY2022 and FY2026. All NTTA revenues on deposit in the Revenue Fund must be distributed to the other funds in accordance to the Trust Agreement.

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Five-Year Totals FY2022 - FY2026
REVENUE FUND							
Estimated Beginning Available Cash Balance	-	-	-	-	-	-	-
INFLOWS							
Estimated Toll Revenues	\$ 813,901,219	\$ 954,195,800	\$ 1,006,276,200	\$ 1,069,485,900	\$ 1,121,039,900	\$ 1,179,068,000	\$ 5,330,065,800
Estimated Other Revenues	40,920,150	47,843,150	64,183,527	67,538,670	68,985,324	71,200,647	319,751,318
TOTAL INFLOWS	854,821,369	1,002,038,950	1,070,459,727	1,137,024,570	1,190,025,224	1,250,268,647	5,649,817,118
Estimated Ending Available Cash Balance	-	-	-	-	-	-	-
Total Revenues Available for Operations	\$ 854,821,369	\$ 1,002,038,950	\$ 1,070,459,727	\$ 1,137,024,570	\$ 1,190,025,224	\$ 1,250,268,647	\$ 5,649,817,118

OPERATION AND MAINTENANCE FUND LONG-TERM PLAN

The Operation and Maintenance Fund long-term plan encompasses all the day-to-day expenses of operating the Authority. The majority of these expenditures are related to employee compensation, retirement, and health and welfare benefits, which account for about 30.8% of operating cost.

The estimated operating expenses for the year are prepared by the individual departments and are compared to the General Consultant Engineer's estimated amount. The operating expenses are expected to increase an average of 3.0% per year between FY2022 and FY2026.

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

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Five-Year Totals FY2022 - FY2026
Total Revenues Available for Operations	\$ 854,821,369	\$ 1,002,038,950	\$ 1,070,459,727	\$ 1,137,024,570	\$ 1,190,025,224	\$ 1,250,268,647	\$ 5,649,817,118
OPERATION AND MAINTENANCE FUND							
Estimated Beginning Available Cash Balance	51,858,086	30,013,825	33,310,411	34,309,723	35,339,014	36,399,185	30,013,825
INFLOWS							
Transfer from Revenue Fund	158,238,690	203,159,048	206,857,649	213,063,379	219,455,280	226,038,938	1,068,574,295
Inter-Fund Transfers	-	-	-	-	-	-	-
TOTAL INFLOWS	158,238,690	203,159,048	206,857,649	213,063,379	219,455,280	226,038,938	1,068,574,295
OUTFLOWS							
Estimated Operating Expenses	(180,082,951)	(199,862,463)	(205,858,337)	(212,034,087)	(218,395,110)	(224,946,963)	(1,061,096,959)
TOTAL OUTFLOWS	(180,082,951)	(199,862,463)	(205,858,337)	(212,034,087)	(218,395,110)	(224,946,963)	(1,061,096,959)
Estimated Ending Available Cash Balance	30,013,825	33,310,411	34,309,723	35,339,014	36,399,185	37,491,160	37,491,160
Net Revenues Available for Debt Service	\$ 696,582,679	\$ 798,879,902	\$ 863,602,078	\$ 923,961,191	\$ 970,569,944	\$ 1,024,229,709	\$ 4,581,242,823

DEBT SERVICE FUNDS LONG-TERM PLAN

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

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Five-Year Totals FY2022 - FY2026
Net Revenues Available for Debt Service	\$ 696,582,679	\$ 798,879,902	\$ 863,602,078	\$ 923,961,191	\$ 970,569,944	\$ 1,024,229,709	\$ 4,581,242,823
DEBT SERVICE FUNDS							
Estimated Beginning Available Cash Balance	-	-	-	-	-	-	-
INFLOWS							
Transfer from Capital Improvement Fund	21,226,759.47	23,955,023	23,953,728	23,958,839	23,963,948	23,962,929	119,794,467
Transfer from Revenue Fund	507,171,407	588,603,067	638,518,917	681,701,585	681,704,999	681,698,798	3,272,227,366
TOTAL INFLOWS	528,398,166	612,558,090	662,472,645	705,660,424	705,668,947	705,661,727	3,392,021,833
OUTFLOWS							
1st Tier Debt Service	(361,995,324)	(386,275,404)	(426,250,905)	(447,551,323)	(478,351,737)	(484,103,285)	(2,222,532,653)
2nd Tier Debt Service	(145,176,083)	(202,327,663)	(212,268,013)	(234,150,263)	(203,353,263)	(197,595,513)	(1,049,694,713)
3rd Tier Debt Service	-	-	-	-	-	-	-
Total Debt Service	(507,171,407)	(588,603,067)	(638,518,917)	(681,701,585)	(681,704,999)	(681,698,798)	(3,272,227,366)
Capital Improvement Fund - Subordinate Debt	(3,962,140)	(8,632,627)	(8,631,332)	(8,636,443)	(8,641,552)	(8,640,533)	(43,182,487)
Capital Improvement Fund - Commercial Paper	(1,055,443)	-	-	-	-	-	-
Capital Improvement Fund - Revolving Note	(886,780)	-	-	-	-	-	-
Capital Improvement Fund - ISTEAL Loan	(15,322,396)	(15,322,396)	(15,322,396)	(15,322,396)	(15,322,396)	(15,322,396)	(76,611,980)
TOTAL OUTFLOWS	(528,398,166)	(612,558,090)	(662,472,645)	(705,660,424)	(705,668,947)	(705,661,727)	(3,392,021,833)
Estimated Ending Available Cash Balance	-	-	-	-	-	-	-
Net Revenues Available for Major Maintenance Projects	\$ 189,411,272	\$ 210,276,835	\$ 225,083,161	\$ 242,259,606	\$ 288,864,945	\$ 342,530,911	\$ 1,309,015,457
First Tier Debt Service Coverage	1.92	2.07	2.03	2.06	2.03	2.12	2.06
First & Second Tier Debt Service Coverage	1.37	1.36	1.35	1.36	1.42	1.50	1.40
All Debt Service Coverage	1.32	1.30	1.30	1.31	1.38	1.45	1.35
CIF Subordinated Debt Coverage	1.34	1.27	1.21	1.23	1.29	1.36	1.36

RESERVE MAINTENANCE FUND LONG-TERM PLAN

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

About 80% of the Reserve Maintenance Fund expenditures are identified through the annual inspection of the system assets. The replacement of information technology hardware and software accounts for

another 20%. The FY2022 through FY2026 projected amounts will be adjusted based on the previous year's inspection report.

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

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Five-Year Totals FY2022 - FY2026
Net Revenues Available for Reserve Maintenance Projects	\$ 189,411,272	\$ 210,276,835	\$ 225,083,161	\$ 242,259,606	\$ 288,864,945	\$ 342,530,911	\$ 1,309,015,457
RESERVE MAINTENANCE FUND							
Estimated Beginning Available Cash Balance	56,279,961	33,872,275	-	-	-	-	33,872,275
INFLOWS							
Transfer from Revenue Fund	5,873,204	29,500,995	65,177,372	63,147,995	62,447,788	63,300,193	283,574,343
TOTAL INFLOWS	5,873,204	29,500,995	65,177,372	63,147,995	62,447,788	63,300,193	283,574,343
OUTFLOWS							
RMF Project Expenses	(26,907,082)	(59,922,461)	(61,436,554)	(58,913,668)	(58,062,776)	(58,756,962)	(297,092,421)
RMF Professional Fees and Other Expenses	(1,373,808)	(3,450,809)	(3,740,818)	(4,234,327)	(4,385,012)	(4,543,231)	(20,354,197)
RMF Salaries/Wages	-	-	-	-	-	-	-
TOTAL OUTFLOWS	(28,280,890)	(63,373,270)	(65,177,372)	(63,147,995)	(62,447,788)	(63,300,193)	(317,446,618)
Estimated Ending Available Cash Balance	33,872,275	-	-	-	-	-	-
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	\$ 183,538,068	\$ 180,775,840	\$ 159,905,789	\$ 179,111,611	\$ 226,417,157	\$ 279,230,718	\$ 1,025,441,114

CAPITAL IMPROVEMENT FUND AND CIF - REVOLVING ACCOUNT LONG-TERM PLAN

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

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

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

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Five-Year Totals FY2022 - FY2026
Net Revenues Available for Capital Improvement Projects	\$ 183,538,068	\$ 180,775,840	\$ 159,905,789	\$ 179,111,611	\$ 226,417,157	\$ 279,230,718	\$ 1,025,441,114
CAPITAL IMPROVEMENT FUND							
Estimated Beginning CIF Cash Balance Available for Projects	688,414,272	505,860,293	510,055,386	451,153,183	345,152,834	248,573,341	505,860,293
INFLOWS							
Transfer from Revenue Fund	183,538,068	180,775,840	159,905,789	179,111,611	226,417,157	279,230,718	1,025,441,114
Commercial Paper/Revolving Note Issuance	-	-	-	-	-	-	-
Legal Settlement	-	-	-	-	-	-	-
Reimbursement from Prosper - US 380	-	8,000,000	-	-	-	-	8,000,000
Denton County ILA - DNT Phase 4B	14,057,605	9,442,395	-	-	-	-	9,442,395
Transfer from Construction Funds (Remaining Bond Proceeds)	-	-	-	-	-	-	-
Reimbursement from TxDOT - SH 360	-	-	-	-	-	-	-
Transfer from Rainy Day Fund	-	-	-	-	-	-	-
NET INFLOWS AVAILABLE FOR CIF EXPENSES	197,595,673	198,218,235	159,905,789	179,111,611	226,417,157	279,230,718	1,042,883,509
OUTFLOWS							
Commercial Paper/Revolving Note Payment	(100,000,000)	-	-	-	-	-	-
CIF Project Expenses	(145,790,164)	(155,733,898)	(193,520,044)	(259,318,902)	(297,698,481)	(350,689,450)	(1,256,960,775)
CIF Consulting/Professional Fees	(1,245,205)	(1,834,220)	(1,334,220)	(1,834,220)	(1,334,220)	(1,803,440)	(8,140,320)
CIF Salaries/Wages	-	-	-	-	-	-	-
Transfer to Debt Service Funds	(15,567,830)	-	-	-	-	-	-
Transfer to NTTA System Construction Funds	-	-	-	-	-	-	-
Transfer to CIF Bond Payment Account	(27,224,057)	(8,632,627)	(8,631,332)	(8,636,443)	(8,641,552)	(8,640,533)	(43,182,487)
Transfer to Debt Service Fund for ISTEPA Payment	(15,322,396)	(15,322,396)	(15,322,396)	(15,322,396)	(15,322,396)	(15,322,396)	(76,611,980)
Transfer to CIF Rainy Day Fund Account	(75,000,000)	(12,500,000)	-	-	-	-	(12,500,000)
TOTAL OUTFLOWS	(380,149,652)	(194,023,141)	(218,807,992)	(285,111,961)	(322,996,649)	(376,455,819)	(1,397,395,562)
Estimated Ending CIF Cash Balance Available for Projects	505,860,293	510,055,386	451,153,183	345,152,834	248,573,341	151,348,240	151,348,240
CIF Bond Payment Account							
Estimated Beginning CIF Bond Payment Account Cash Balance	8,632,627	14,629,925	14,629,925	14,629,925	14,629,925	14,629,925	14,629,925
Transfers from CIF Cash Account	27,224,057	8,632,627	8,631,332	8,636,443	8,641,552	8,640,533	43,182,487
Transfer to Debt Service Fund for CIF Subordinated Debt Payment	(21,226,759)	(8,632,627)	(8,631,332)	(8,636,443)	(8,641,552)	(8,640,533)	(43,182,487)
Estimated Ending CIF Bond Payment Account Cash Balance	14,629,925	14,629,925	14,629,925	14,629,925	14,629,925	14,629,925	14,629,925
CIF Rainy Day Fund Account							
Estimated Beginning CIF Rainy Day Fund Account Cash Balance	-	75,000,000	87,500,000	87,500,000	87,500,000	87,500,000	75,000,000
Transfers from CIF Cash Account	75,000,000	12,500,000	-	-	-	-	12,500,000
Transfers to CIF Cash Account	-	-	-	-	-	-	-
Estimated Ending CIF Rainy Day Fund Account Cash Balance	75,000,000	87,500,000	87,500,000	87,500,000	87,500,000	87,500,000	87,500,000
Estimated Ending Total CIF Cash Balances	\$ 595,490,217	\$ 612,185,311	\$ 553,283,108	\$ 447,282,758	\$ 350,703,266	\$ 253,478,164	\$ 253,478,164

Impact of Capital Expenditures on Operations

INTRODUCTION

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

NEW ROAD CONSTRUCTION/EXPANSION

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

The DNT improvements will add a southbound frontage road from FM 428 to the Grayson county line and an additional lane in each direction from SRT to U.S. 380.

Estimated Impact of Capital Improvements on Operating Budget					
Construction Projects	Years				
	FY2022	FY2023	FY2024	FY2025	FY2026
DNT Improvements	\$ 444,000	\$ -	\$ -	\$ 1,332,000	\$ -

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

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

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

EQUIPMENT/HARDWARE/SOFTWARE ENHANCEMENTS

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

Estimated Impact of Software and Enhancement Capital Expenditures on Operating Budget					
Project	Years				
	FY2022	FY2023	FY2024	FY2025	FY2026
Annual Support and Maintenance	\$ 2,745,225	\$ 2,882,486	\$ 3,026,611	\$ 3,177,941	\$ 3,336,838

**Dallas North Tollway 4B
frontage road ground breaking**

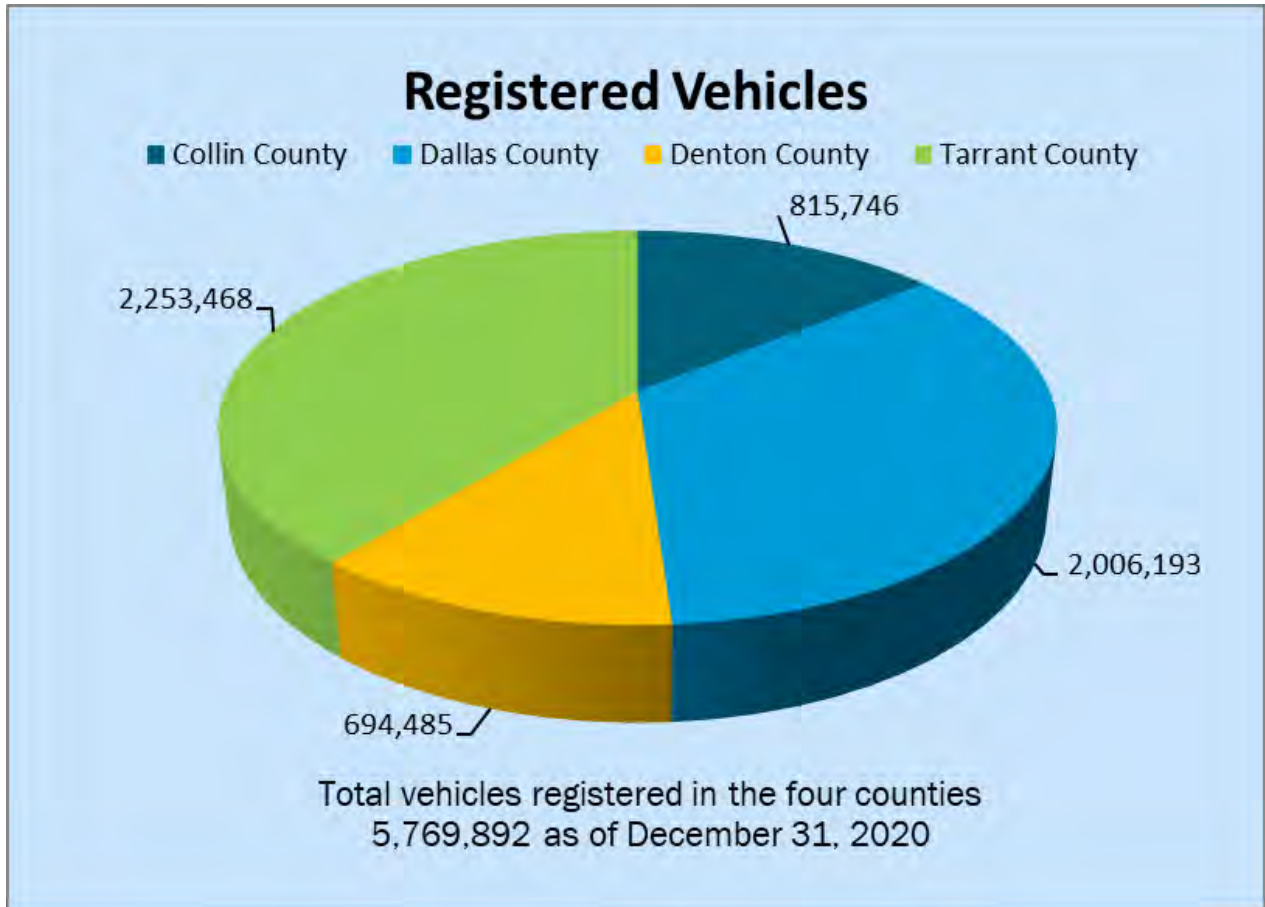


Dallas North Tollway in Plano



Statistical Data

The North Texas four-county region has 5.8 million registered vehicles as of FY2020. The region's population has grown by 25.6% since FY2011. The average household income has grown by 30.7% with an average unemployment rate of 4.4%.

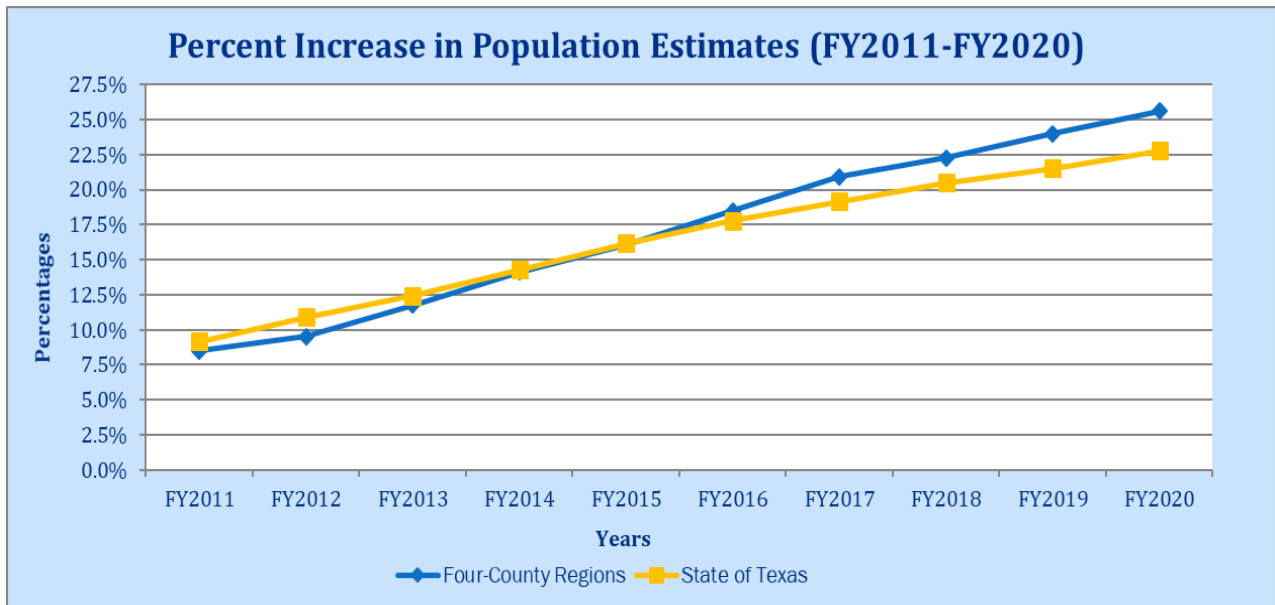


Source: [Texas Department of Motor Vehicles](#)

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)	
							4 County	TEXAS
FY2011	801,740	2,373,870	662,614	1,817,840	5,656,064	25,646,227	-0.27%	3.18%
FY2012	813,133	2,385,990	683,010	1,831,230	5,713,363	26,089,620	1.01%	1.73%
FY2013	834,642	2,453,843	694,050	1,858,921	5,841,456	26,489,464	2.24%	1.53%
FY2014	854,778	2,480,331	713,200	1,931,335	5,979,644	26,977,142	2.37%	1.84%
FY2015	885,241	2,518,638	734,940	1,959,449	6,098,268	27,486,814	1.98%	1.89%
FY2016	914,127	2,553,385	784,840	1,991,639	6,243,991	27,937,492	2.39%	1.64%
FY2017	939,585	2,618,148	814,560	2,023,985	6,396,278	28,322,717	2.44%	1.38%
FY2018	969,603	2,618,148	836,210	2,057,926	6,481,887	28,701,845	1.34%	1.34%
FY2019	1,005,146	2,637,772	(a) 859,064	2,092,419	6,594,401	28,995,881	1.74%	1.02%
FY2020	1,034,730	2,635,516	(a) 887,207	2,143,755	6,701,208	29,360,759	1.62%	1.26%
Increase/Decrease Total from FY2011 to FY2020	232,990	261,646	224,593	325,915	1,045,144	3,714,532	25.6%	22.8%

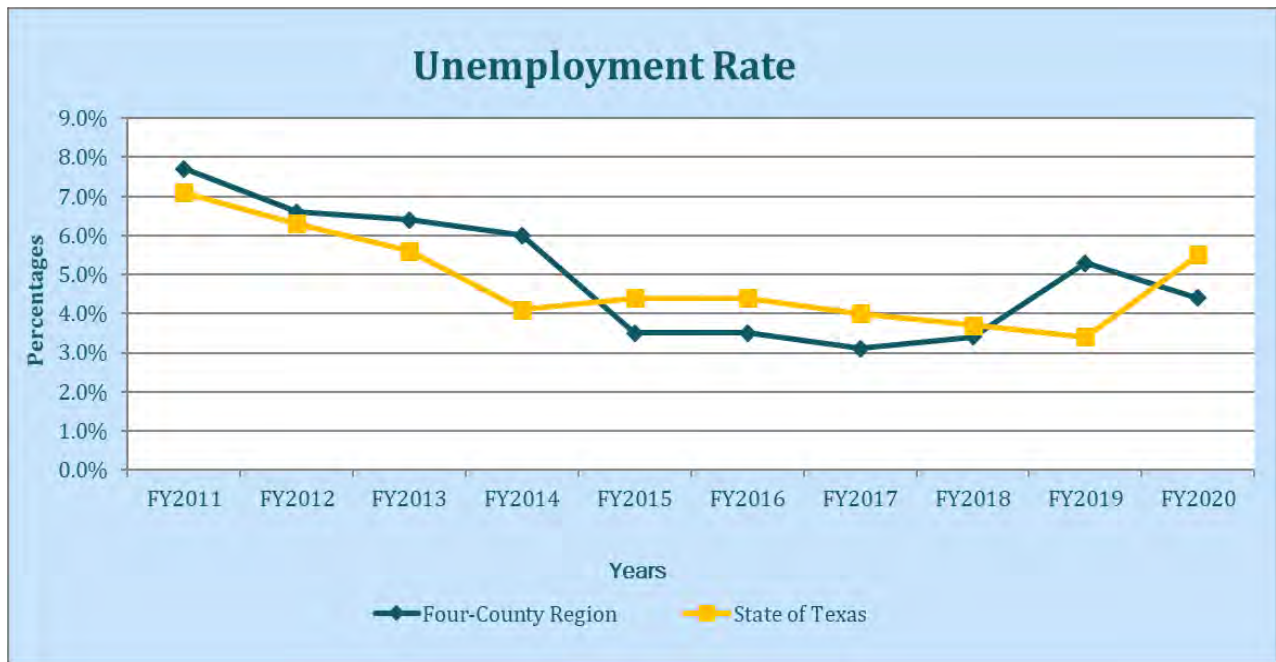
(a) 2020 US Census Bureau population estimate not available, 2019 US Census Bureau population used.



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

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

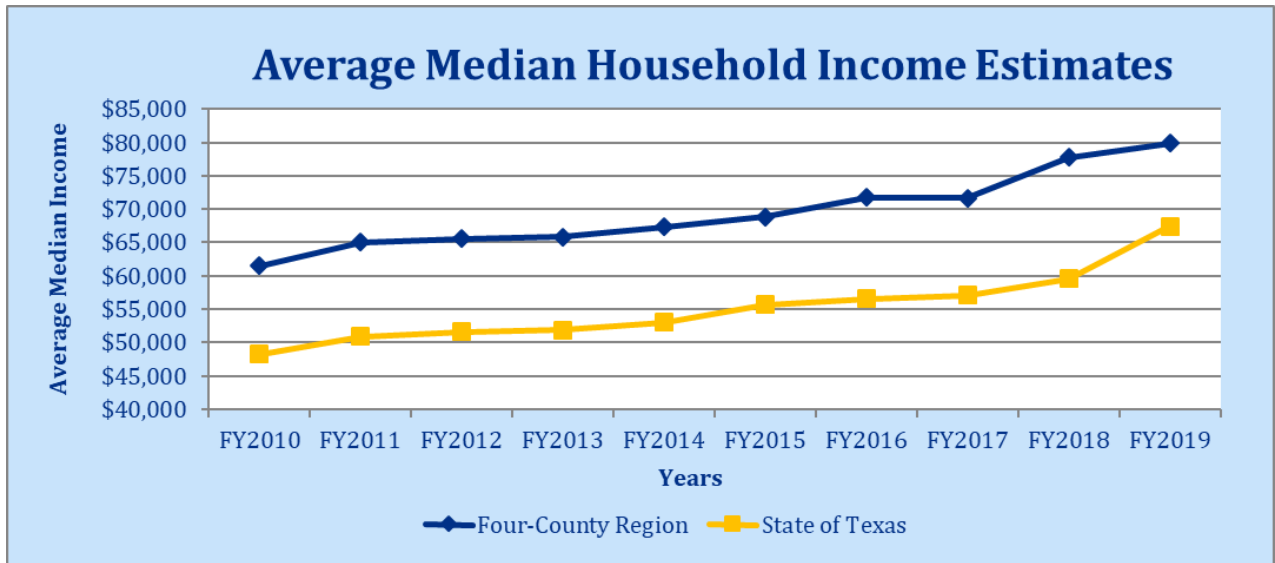
Year	COLLIN	DALLAS	DENTON	TARRANT	Combined Four		Unemployment		
					County Regional	Texas	Rate		
					Estimated Totals	Estimated Totals	4 County	Texas	
FY2011	397,033	1,082,185	335,984	845,263	2,660,465	10,204,500	7.7%	7.1%	
FY2012	413,783	1,102,322	356,467	883,503	2,756,075	11,742,600	6.6%	6.3%	
FY2013	330,300	1,509,000	195,500	812,600	2,847,400	11,091,900	6.4%	5.6%	
FY2014	346,400	1,558,500	205,800	825,600	2,936,300	11,433,600	6.0%	4.1%	
FY2015	366,900	1,616,800	221,400	844,900	3,050,000	11,681,000	3.5%	4.4%	
FY2016	381,500	1,662,300	228,800	860,400	3,133,000	11,830,700	3.5%	4.4%	
FY2017	398,000	1,691,100	239,600	877,800	3,206,500	12,008,941	3.1%	4.0%	
FY2018	416,100	1,711,900	246,500	900,500	3,275,000	12,326,967	3.4%	3.7%	
FY2019	431,973	1,750,722	260,926	926,263	3,369,884	12,603,200	5.3%	3.4%	
FY2020	423,000	1,653,800	257,300	677,100	3,011,200	11,926,800	4.4%	5.5%	
Increase Total from Year FY2011 to Year FY2020									
	25,967	571,615	(78,684)	(168,163)	350,735	1,722,300			



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

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

Year	COLLIN	DALLAS	DENTON	TARRANT	4 County Regional	Texas	Percentage Change from Prior Years	
					Totals		4 County	Texas
					Estimated Avg Median Income	Estimated Avg Median Income		
FY2010	\$77,862	\$46,909	\$68,671	\$52,482	\$61,481	\$48,259	-4.78%	-2.41%
FY2011	\$82,758	\$48,942	\$72,305	\$56,178	\$65,046	\$50,920	5.80%	5.51%
FY2012	\$83,238	\$49,159	\$72,939	\$56,859	\$65,549	\$51,563	0.77%	1.26%
FY2013	\$82,762	\$49,481	\$74,155	\$56,853	\$65,813	\$51,900	0.40%	0.65%
FY2014	\$86,634	\$50,118	\$74,569	\$58,127	\$67,362	\$53,035	2.35%	2.19%
FY2015	\$86,823	\$51,824	\$75,898	\$60,735	\$68,820	\$55,653	2.16%	4.94%
FY2016	\$90,382	\$54,429	\$80,841	\$61,553	\$71,801	\$56,565	4.33%	1.64%
FY2017	\$90,124	\$53,626	\$80,290	\$62,532	\$71,643	\$57,051	-0.22%	0.86%
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%
Averaged Yearly Totals	\$87,437	\$52,613	\$77,896	\$60,151	\$69,524	\$55,196	2.46%	3.59%



Source: [US Census Bureau](#)

Top 10 Employers in Four-County Region

2020			
COLLIN COUNTY TOP TEN EMPLOYERS			
EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
STATE FARM INSURANCE CORPORATE OFFICE	9,985	1.89%	INSURANCE
PLANO INDEPENDENT SCHOOL DISTRICT	6,854	1.30%	EDUCATION
CAPITAL ONE	5,979	1.13%	FINANCIAL SERVICES
AT&T	4,300	0.81%	TELECOMMUNICATIONS
DXC TECHNOLOGY	4,000	0.76%	TECHNOLOGY
TOYOTA OF AMERICA HQ	3,937	0.75%	AUTOMOTIVE
BANK OF AMERICA HOME LOANS	3,729	0.71%	FINANCIAL SERVICES
BLUE CROSS BLUE SHIELD OF TEXAS	3,100	0.59%	INSURANCE
ERICSSON	2,713	0.51%	TECHNOLOGY
LIBERTY MUTUAL INSURANCE	2,700	0.51%	INSURANCE
Total	47,297	8.96%	
DALLAS COUNTY TOP TEN EMPLOYERS			
EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
WAL-MART	34,698	1.33%	RETAIL
AMERICAN AIRLINES GROUP	24,700	0.94%	AIRLINE
BANK OF AMERICA	20,000	0.76%	FINANCIAL SERVICES
TEXAS HEALTH RESOURCES	19,230	0.73%	HEALTH CARE PROVIDER
DALLAS INDEPENDENT SCHOOL DISTRICT	18,314	0.70%	EDUCATION
BAYLOR SCOTT & WHITE HEALTH	17,097	0.65%	HEALTH CARE PROVIDER
AT&T	15,800	0.60%	TELECOMMUNICATIONS
LOCKHEED MARTIN AERONAUTICS COMPANY	14,126	0.54%	MANUFACTURING
JP MORGAN CHASE	13,500	0.52%	FINANCIAL SERVICES
UT SOUTHWESTERN MEDICAL	13,122	0.50%	HEALTH CARE PROVIDER
CITY OF DALLAS	12,836	0.49%	MUNICIPALITY
Total	203,423	7.76%	
DENTON COUNTY TOP TEN EMPLOYERS			
EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
UNIVERSITY OF NORTH TEXAS	10,894	2.48%	EDUCATION
LEWISVILLE INDEPENDENT SCHOOL DISTRICT	6,500	1.48%	EDUCATION
DENTON ISD	4,417	1.01%	EDUCATION
WALMART (DISTRIBUTION CENTER & STORES)	3,722	0.85%	RETAIL
PETERBILT MOTORS	3,075	0.70%	AUTOMOTIVE
FRITO LAY CO	2,500	0.57%	MANUFACTURING
NORTHWEST ISD	2,246	0.51%	EDUCATION
NEBRASKA FURNITURE MART	2,000	0.46%	RETAIL
TEXAS WOMAN'S UNIVERSITY	1,875	0.43%	EDUCATION
DENTON COUNTY	1,823	0.41%	MUNICIPALITY
Total	39,052	8.90%	
TARRANT COUNTY TOP TEN EMPLOYERS			
EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
AMRCORP./AMERICAN AIRLINES	33,000	3.27%	AIRLINE
LOCKHEED MARTIN AERONAUTICS COMPANY	16,900	1.68%	MANUFACTURING
TEXAS HEALTH RESOURCES	12,266	1.22%	HEALTH CARE PROVIDER
FORT WORTH INDEPENDENT SCHOOL DISTRICT	11,645	1.15%	EDUCATION
NAS- FORT WORTH JOINT RESERVE BASE	10,000	0.99%	MILITARY
ARLINGTON INDEPENDENT SCHOOL DISTRICT	8,500	0.84%	EDUCATION
UNIVERSITY OF TEXAS AT ARLINGTON	7,436	0.74%	EDUCATION
COOK'S CHILDREN HEALTH CARE SYSTEM	7,381	0.73%	HEALTH CARE PROVIDER
CITY OF FORTH WORTH	6,738	0.57%	MUNICIPALITY
JPS HEALTH NETWORK	6,700	0.66%	HEALTH CARE PROVIDER
Total	120,566	11.85%	

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

FY2021 Strategic Priorities & Accomplishments

Priorities to support the Authority's five-year strategic goals and objectives are established annually. Below is a summary of the FY2021 priorities and key accomplishments.

Customer-Driven Organization

FY2021 Strategic Priorities	FY2021 Accomplishments
Enhance safety	<ul style="list-style-type: none"> Added new Safety Recovery Vehicle units & added message boards to units Roadside Safety Services (RSS) clearance time of 14:41 RSS accident clearance time: 52:44 NTTA staff completed 33 safety classes Developed and implemented nearly 60 safety items brought by employees
Successfully implement new Back-Office System	<ul style="list-style-type: none"> Launched system on schedule Jan. 11, 2021 2.3B transactions migrated from old system to new system 18M accounts migrated from old system to new system 500M payment records migrated from old system to new system 8,000 transactions processed per minute within first three weeks

Financially Sound & Vibrant Organization

FY2021 Strategic Priorities	FY2021 Accomplishments
Reduce debt service obligations	<ul style="list-style-type: none"> NPV savings from refinancing transaction: \$191M Repaid early \$100M revolving note
Improve collections	<ul style="list-style-type: none"> Introduced new toll recovery strategy with vehicle leasing companies \$20M collected from habitual violator TollTag activity System improvements increased number of invoices sent to previously "un-pursuable transactions"

Delivering Transportation Solution

FY2021 Strategic Priorities	2021 Accomplishments
Execute Capital Plan	<ul style="list-style-type: none"> Extension of Dallas North Tollway underway Advanced 40 rehabilitation projects across system Facilities Maintenance Rating Program score of 94.3
Continue to relieve congestion	<ul style="list-style-type: none"> Added capacity to Sam Rayburn Tollway Added capacity to President George Bush Turnpike

Respected Leader & Partner in the Region's Transportation Network

FY2021 Strategic Priorities	FY2021 Accomplishments
<p>Continue working with regional partners</p>	<ul style="list-style-type: none"> Continued coordination with project partners on regional projects including I-30, I-35E and I-635E managed lane projects Continued processing transactions for region's managed lanes, airports, TxDOT and Central US Interoperability Hub
<p>Continue to advance diversity</p>	<ul style="list-style-type: none"> Attained D/M/WBE participation of 32% Hosted industry-specific vendor outreach programs using virtual platforms Earned inaugural Diversity, Equity and Inclusion award by International Bridge, Tunnel and Turnpike Association Hosted virtual graduation for 18 firms participating in the organization's ROAD program
<p>Execute Legislative plan</p>	<ul style="list-style-type: none"> Successfully executed Legislative plan Continued building relationships with elected officials, key stakeholders

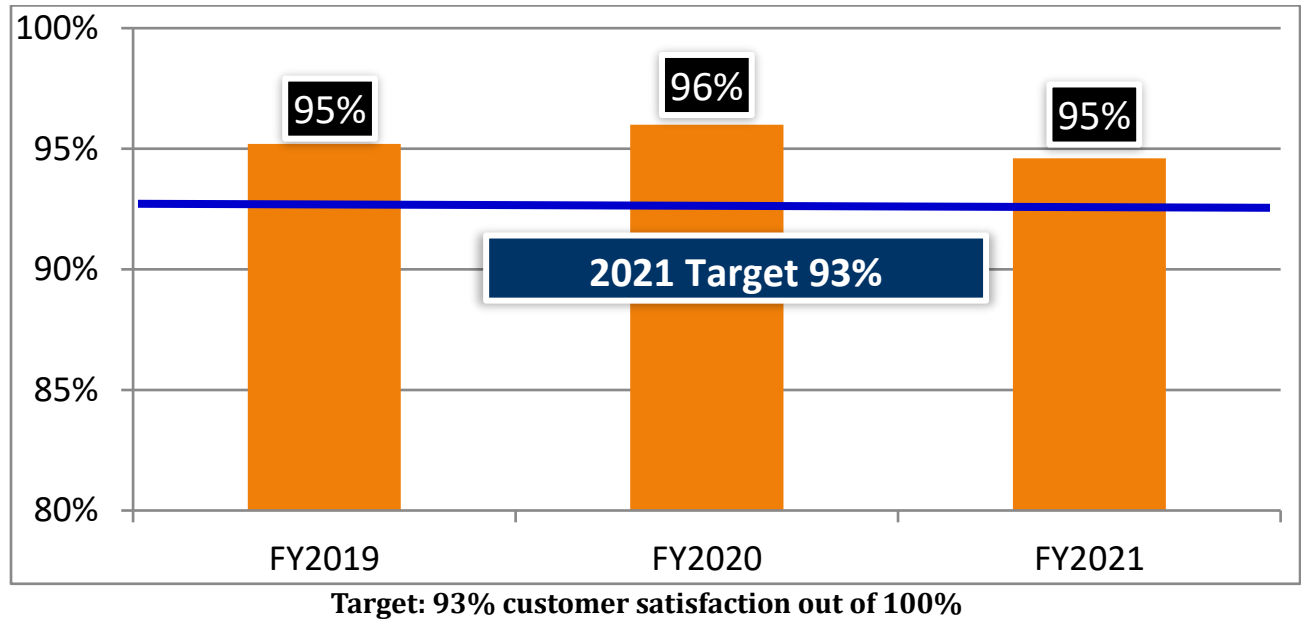
Highly Qualified, Energized and Engaged Team

FY2021 Strategic Priorities	FY2021 Accomplishments
<p>Continue to bolster staff development</p>	<ul style="list-style-type: none"> Employees conducted fundraisers to benefit, Special Olympic Texas (ninth consecutive year) Continued employee-led committees to promote diversity, teamwork, outstanding performance and community involvement Conducted annual (virtual) Employee Benefits Fair to help employees understand all the organization's benefit options and how to receive them Continued advancing organization cultural initiative

FY2021 Performance Metrics

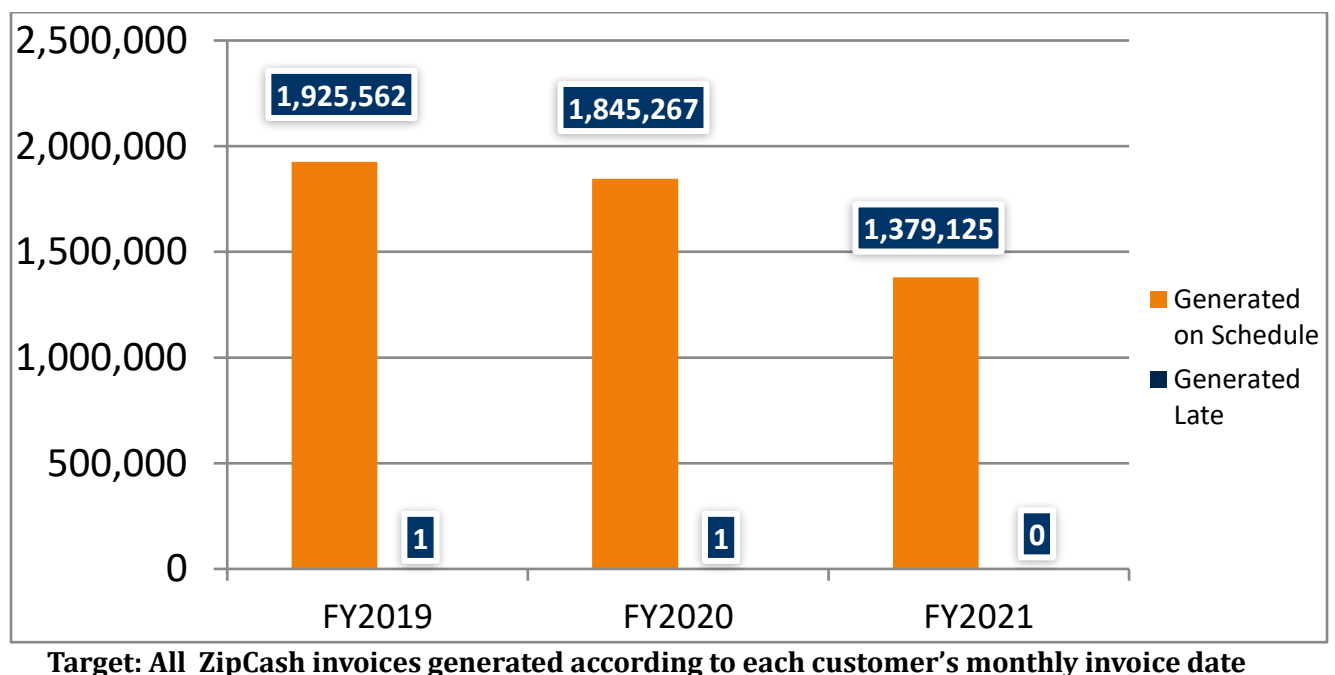
Customer Service Rating

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



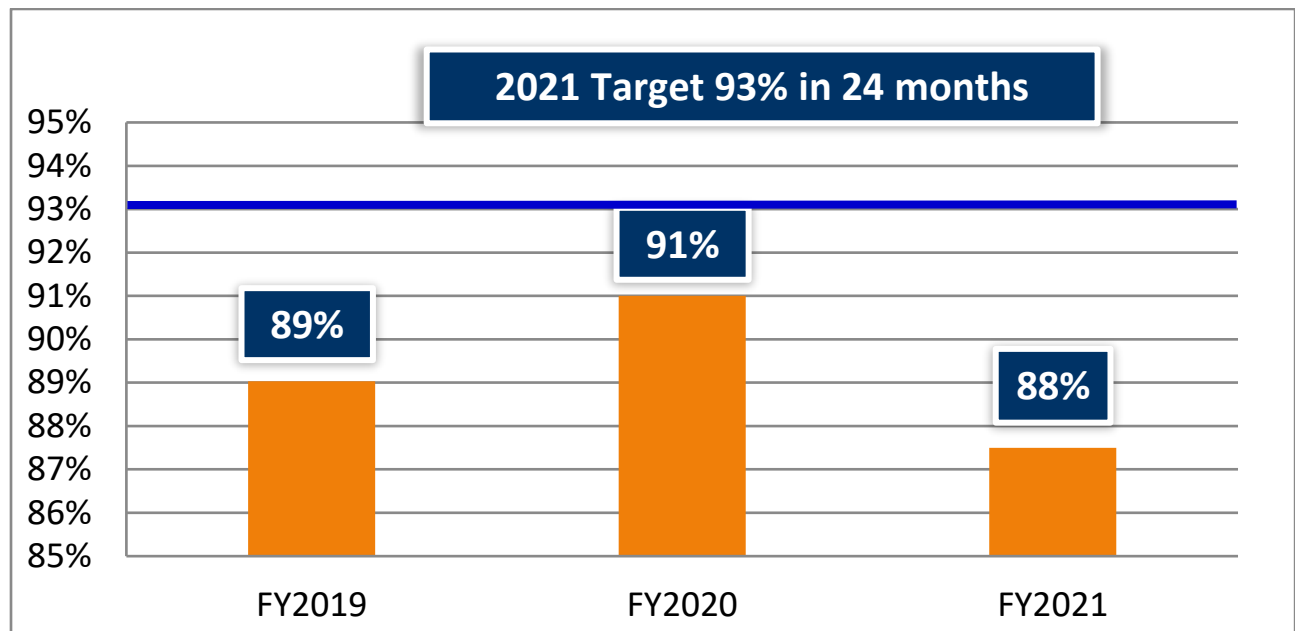
ZipCash Invoicing

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



Collection Performance

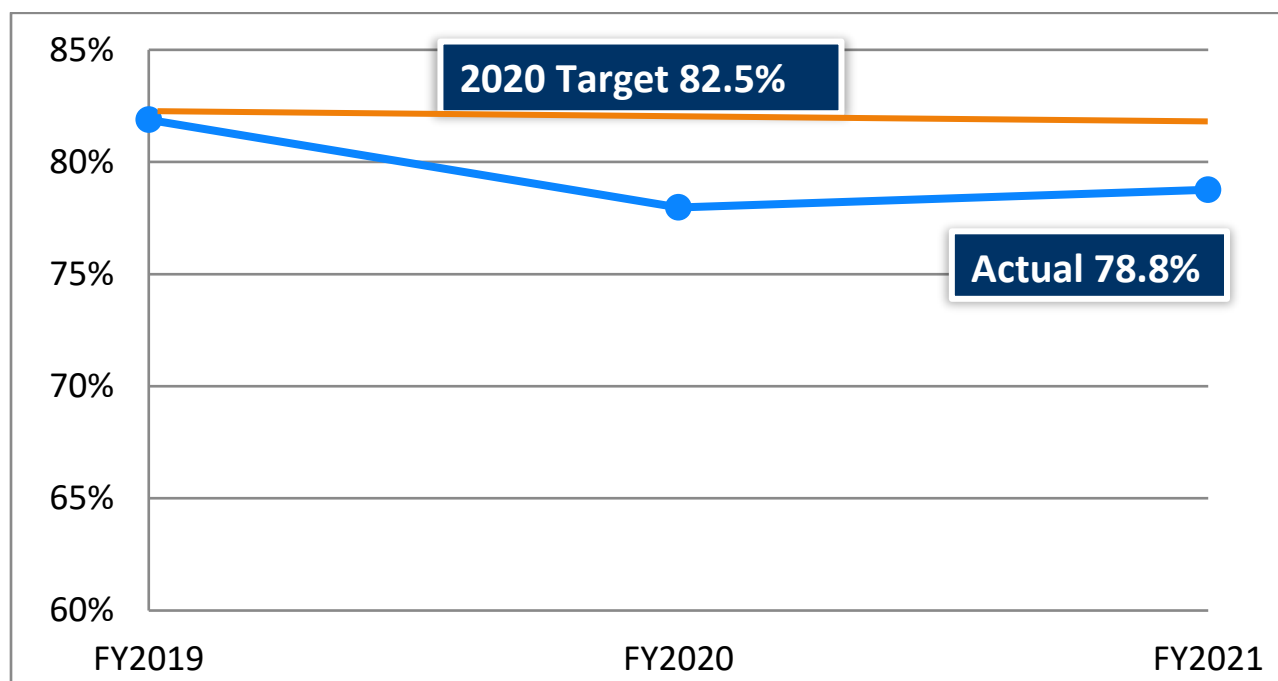
Percent of pursuable revenue collected over a 24-month period from the transaction date. (Primary Departmental Objective of: Contact Center, Collections and Toll Enforcement, Information Technology, and Operations.)



Target: 93% of revenue collected in 24 months

Transponder Penetration Rate @ 90 days

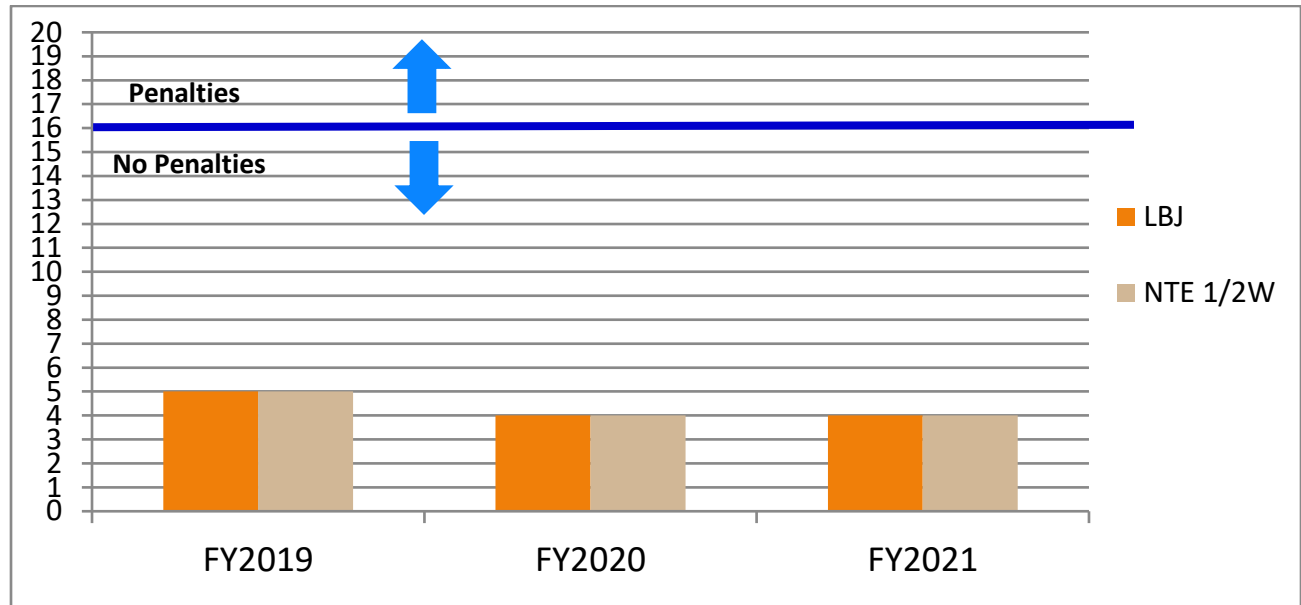
Percent of all transactions matched to a valid transponder account. Actuals reflect a three-month lag to process V-Tolls. Transponder-based transactions are the most efficient method to process and collect tolls. (Primary Departmental Objective of: Contact Center and Collections, Public Affairs, and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



Target: 82.5% in two years

Compliance with TSA

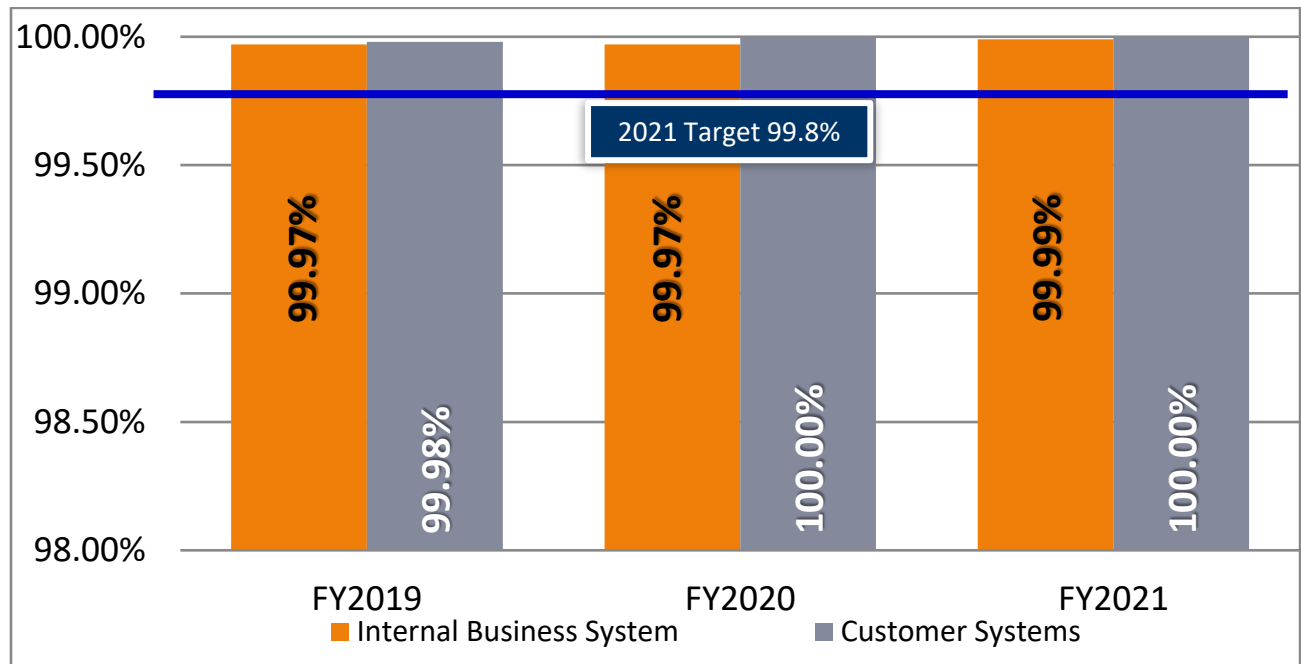
Comprehensive measurement of NTTA's ability to provide a high-level customer service. Tracks and monitors performance against TSA performance requirements. (Primary Departmental Objective of: Contact Center and Collections, Operations, Finance, and Information Technology.)



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

System Reliability

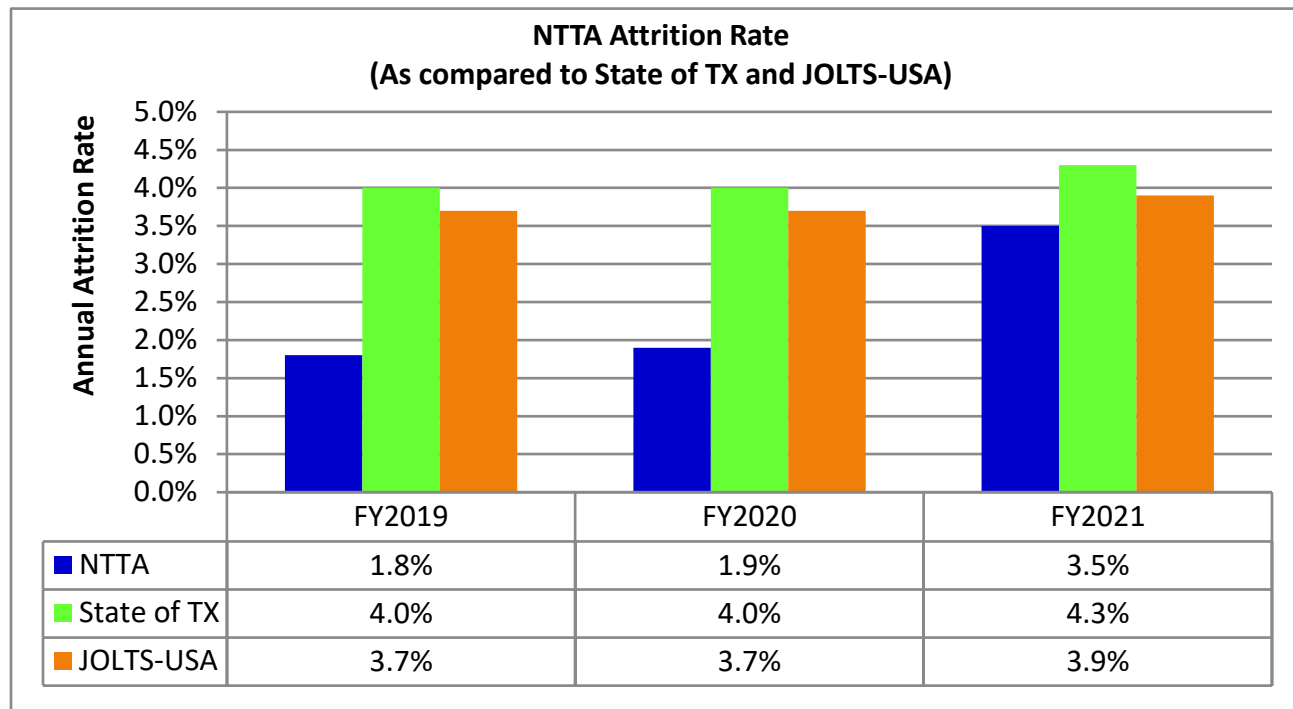
Availability of key internal and customers systems, phones, email and file servers outside of planned maintenance schedule. Measures IT's ability to provide stable systems to support business needs and serve our customers. (Primary Departmental Objective of: Information Technology.)



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

Employee Turnover

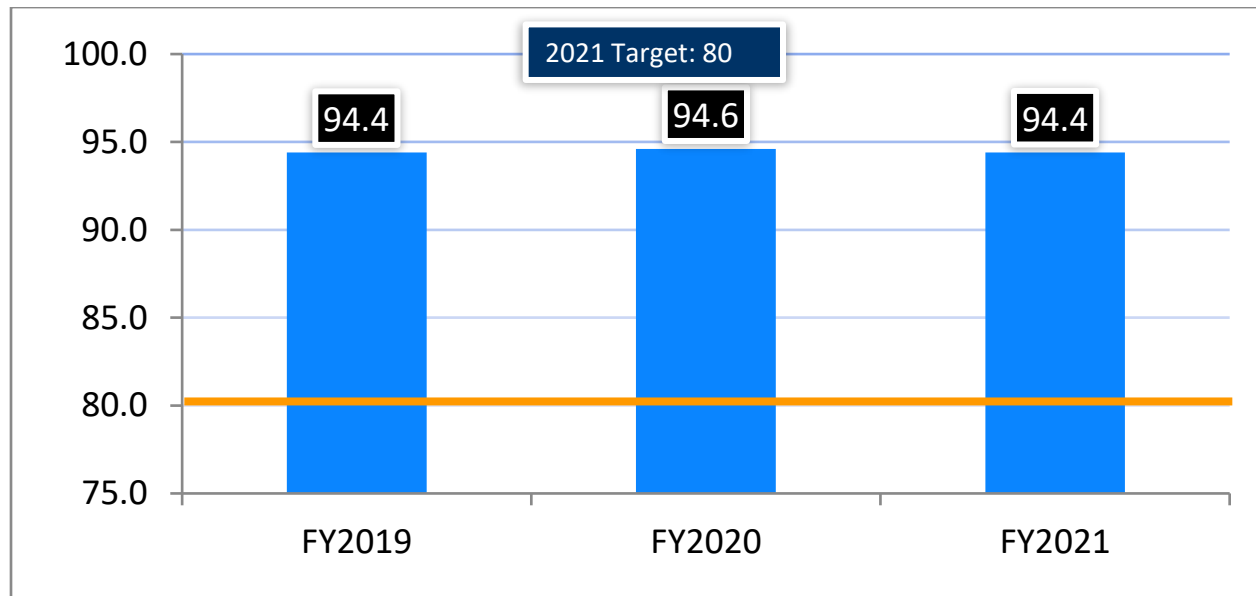
Authority-wide separations as compared to industry benchmark (Job Openings and Labor Turnover Survey - JOLTS). Indicator of NTTA's ability to retain employees. (Primary Departmental Objective of: Human Resources.)



Target: At or below the industry benchmark

Maintenance Rating Program (MRP)

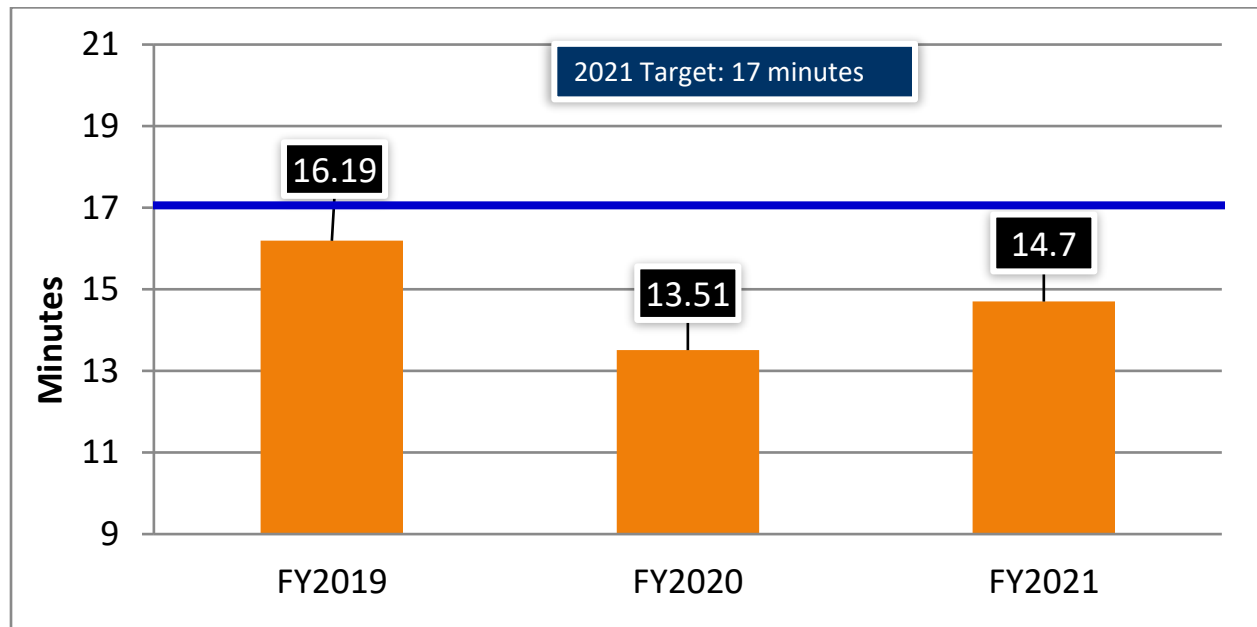
Success of the maintenance program to achieve predetermined asset conditions, which supports the GASB 34 assessment. Maintenance effectiveness and asset conditions are the product we deliver to our customers. (Primary Departmental Objective of: Maintenance.)



Target: 80 monthly average

Roadside Safety Services Clearance Time

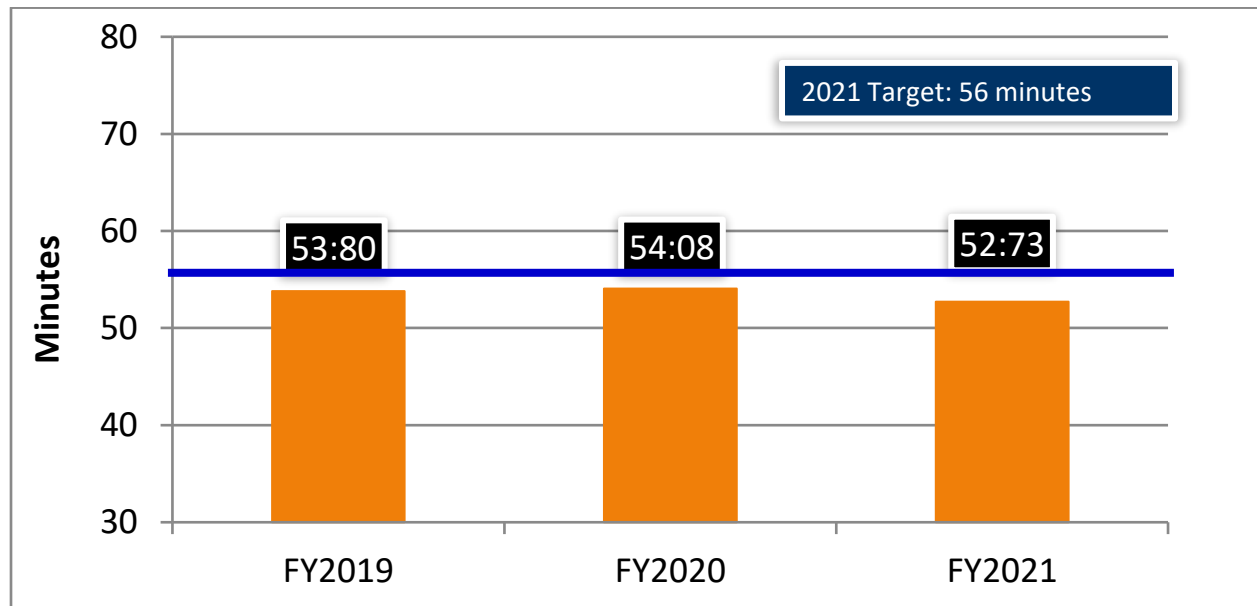
Amount of time from identification of a minor incident to the final departure from the scene (*minor incident defined as non-injury incidents/crashes, debris in road or motorist assist*). The sooner resources clear minor incidents the safer (and reliable) driving conditions become. (Primary Departmental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



Target: 17:00 minutes

Average Accident Clearance Time

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



Target: 56 minutes

Staff Performance Measures

The following are staff functions to communicate with our customers and build strong, effective relationships with governments, partners and stakeholders. (Primary Departmental Objective of: Public Affairs, Board, and Administration.)	2019 Actual	2020 Actual	2021 Goal	2021 Actual	2022 Goal
NTTA briefings for elected officials (Public Affairs)	25	NA	30	30	40
Speaking engagements (Public Affairs)	29	22	21	21	22
Public Board Meetings (Board and Administration)	10	11	12	10	10
Public Committee Meetings (Board and Administration)	18	0	23	19	20
Board Workshops (Board and Administration)	3	0	3	2	5

The following are staff functions associated with the goal of a financially sound and vibrant organization. (Primary Departmental Objective of: Accounting, Treasury Management, and Internal Audit.)	2019 Actual	2020 Actual	2021 Goal	2021 Actual	2022 Goal
Prepare and present monthly financial statements to the Board (Accounting)	12	12	12	12	12
Prepare a comprehensive annual financial report "CAFR" for independent outside auditor review (Accounting)	Received	Received	Receive Unqualified Opinion	Opinion Expected 2nd Qtr. 2022	Receive Unqualified Opinion
Submit CAFR for "Certificate of Achievement for Excellence in Financial Reporting" from the Government Finance Officers Association "GFOA" (Accounting)	Received	Received	Receive GFOA Certificate	Certificate Expected 1st Qtr. 2023	Receive GFOA Certificate
Prepare and present annual budget and five year capital plan for Board approval (Treasury Management)	Approved	Approved	Board approval	Both Documents Approved	Both Documents approved by the Board
Submit annual budget for "Distinguished Budget Presentation Award" from GFOA (Treasury Management)	Received	Received	Receive GFOA Award	Received	Receive GFOA Award
Internal Control and Process Audits, Project Oversight (Internal Audit)	20	16	19	19	17

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

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

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

PROJECT			Phase of Work	Budget (S's shown in millions)			Project Changes (S's shown in millions)		Schedule	
Corridor	Project Limits	Total Project Budget		Total Project Budget this Phase	Actual Spent to Date	Percent Spent of Total Project Budget this Phase	Project Contingency \$ (at current Phase)	Project Change Amount	Scheduled Completion (OTT)	Actual
DNT	SRT to US 380 4th Lane	\$157.3	Design	\$15.3	\$5.9	38.4%	\$2.8	\$0.0	Mid 2025	On Schedule
	Bridges over US 380	\$90.3	Construction	\$90.3	\$62.2	68.8%	\$6.6	\$0.0	February 2023	On Schedule
	4A: US 380 to FM 428	\$349.3	Planning	\$10.1	\$5.4	52.9%	\$4.4	\$0.0	End 2027	On Schedule
	4B: Frontage Road	\$26.8	Construction	\$26.8	\$16.0	59.5%	\$2.6	\$0.0	August 2022	On Schedule
PGBT	Beltline to I-35E 4th Lane	\$31.3	Construction	\$31.3	\$26.1	83.5%	\$2.7	\$0.2	December 2021	Open to Traffic
	I-20 to SH 183 4th Lane	\$45.2	Construction	\$45.2	\$32.0	70.8%	\$3.4	\$0.2	December 2021	Delayed
SRT	Denton Tap to DNT 4th Lane	\$92.7	Construction	\$92.7	\$77.5	83.6%	\$7.0	\$2.1	December 2021	Open to Traffic
	DNT to US 75 4th Lane	\$98.8	Construction	\$98.8	\$82.5	83.5%	\$7.7	\$1.5	December 2021	Open to Traffic

Targets: - Beat schedules in bond documents and commitments

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

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, 2021. This is the tenth consecutive year of receiving this award. To be eligible for the award, a government entity must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and communications device.

The award is valid for a period of one year. We believe our FY2022 Budget continues to conform to program requirements, and we will submit it to GFOA to determine its eligibility for another award.

During FY2020, the Authority also received a Certificate of Achievement for Excellence in Financial Reporting from GFOA for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ending Dec. 31, 2019. This is the thirteenth consecutive year of receiving this certificate. The certificate is presented to government entities whose CAFRs achieve the highest standards in government accounting and financial reporting.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**North Texas Tollway Authority
Texas**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morill

Executive Director

Roadside Safety Services



President George Bush Turnpike
gantry in Grand Prairie



Appendix A: Budget Policy and Process

INTRODUCTION

The Trust Agreement outlines North Texas Tollway Authority's policy for the adoption of the budget of Current Expenses (sometimes referred to as Annual Budget, Operating Budget, or Operation and Maintenance Fund) and payments into the Reserve Maintenance Fund for the ensuing fiscal year. In conjunction with developing the Operating Budget, staff prepares a Five-Year Capital Plan with estimates of expenditures for the Construction Funds, Reserve Maintenance Fund, Capital Improvement Fund and CIF-Revolving Account/Feasibility Study Fund that is approved by Board resolution. The detailed reports of the FY2022–FY2026 Five-Year Capital Plan are included under the Other Funds section of the FY2022 Operating Budget.

BUDGETS OVERVIEW

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

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

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

CASH BALANCES

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

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

Management determined that it is prudent to retain funds within the Capital Improvement Fund for unanticipated needs. During FY2010, the Authority's executive management requested and the Board of Directors approved a Rainy Day Fund Account in the CIF. The FY2022 fund balance is \$75.0 million. Use of this balance will require specific action by the Board. Given the issuance of subordinated debt, a CIF Bond Payment Account has a reserve amount equal to the next interest payment.

BUDGET POLICY

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

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

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

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

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

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

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

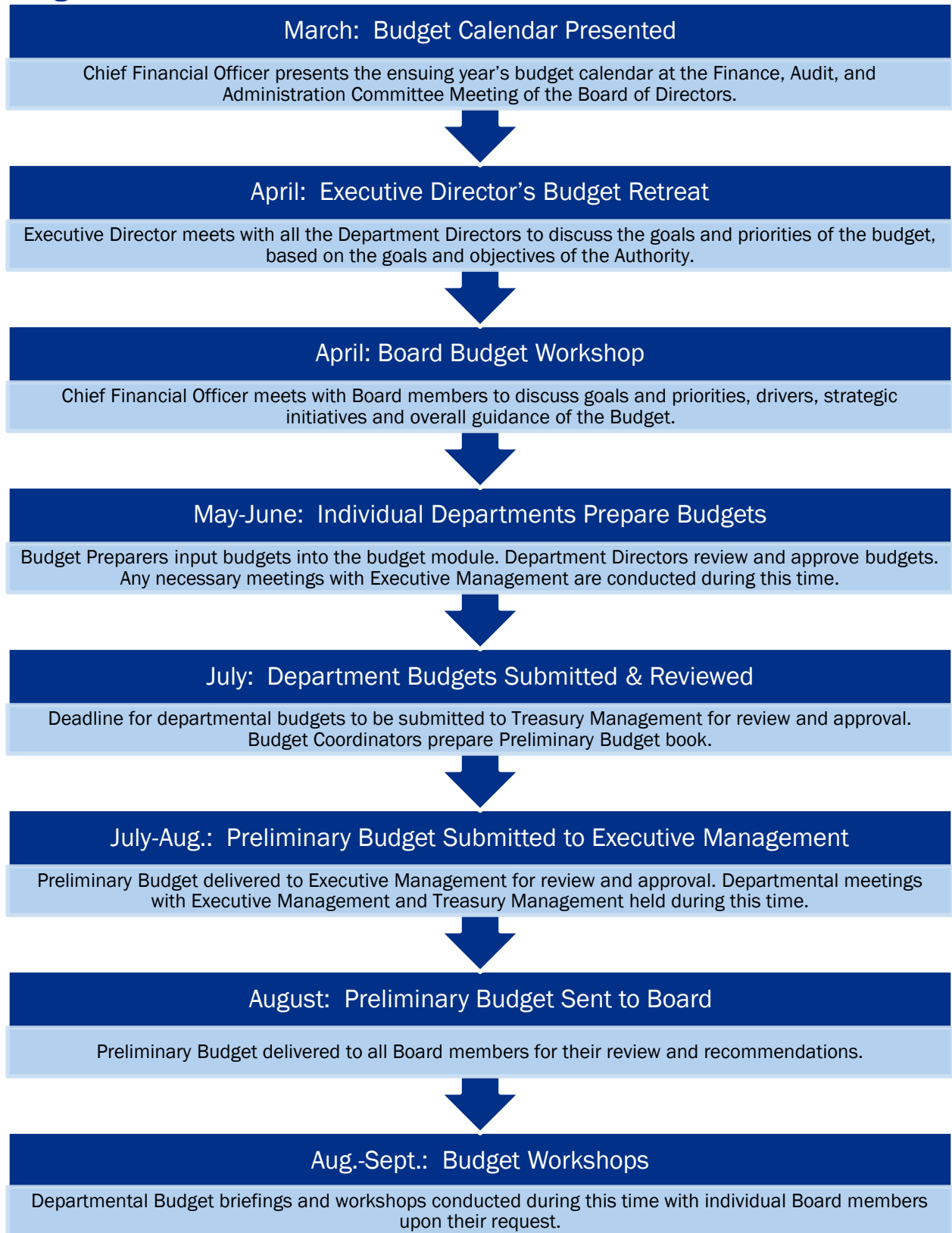
amounts expended therefore in excess of the Annual Budget shall be received by the Authority from some source other than the Net Revenues of the Tollway for such Fiscal Year.

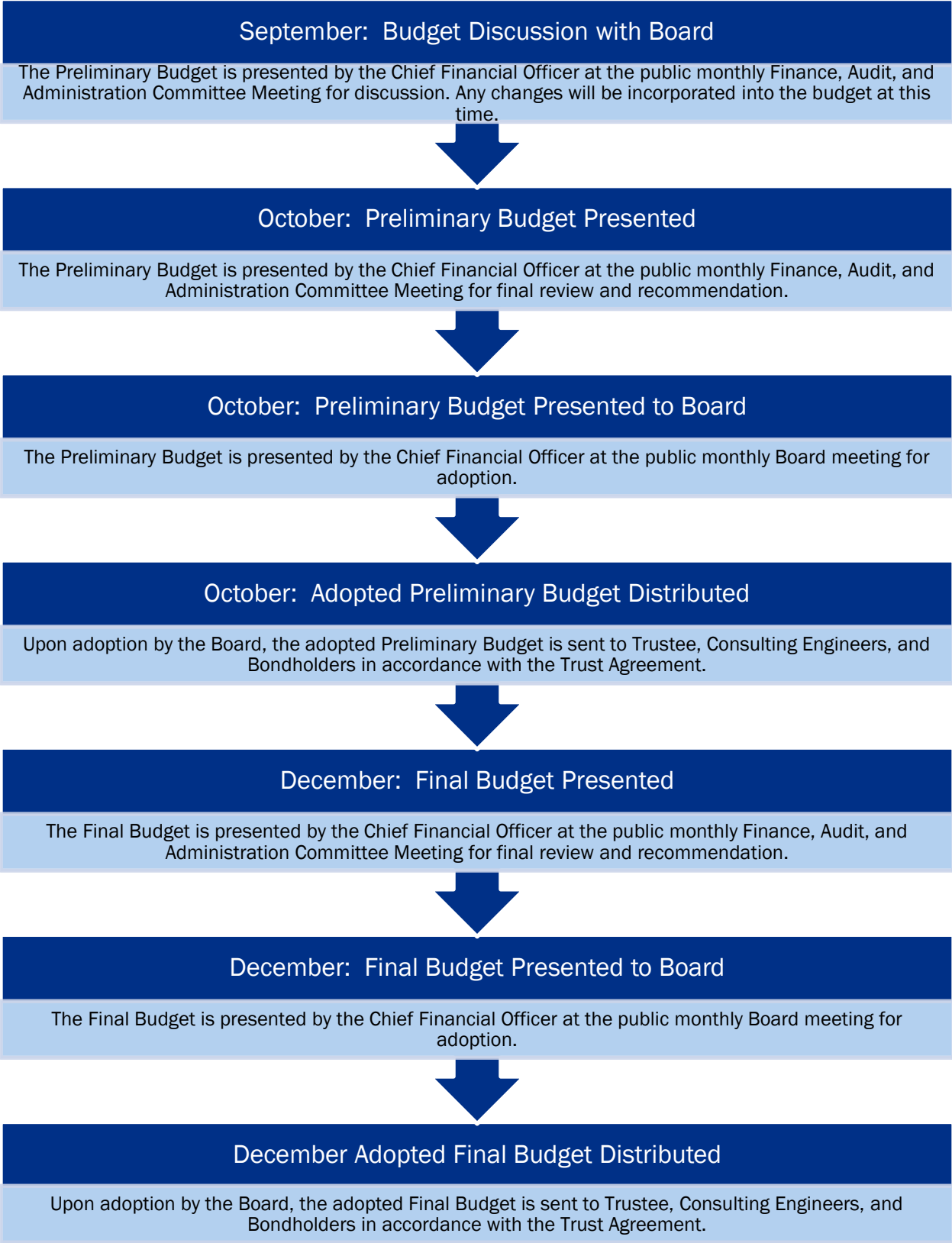
SECTION 506. PAYMENT OF CURRENT EXPENSES FROM OPERATION AND MAINTENANCE FUND.

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

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

Budget Process





BUDGET CALENDAR

DATE	EVENT
February 1, 2021 (Monday)	Request updated revenues from Traffic and Revenue consultant
May 28, 2021 (Friday)	Updated revenues due from consultants
April 15, 2021 (Thursday)	Executive Director's FY2022 Staff Budget Meeting to discuss budget priorities and overall direction, including compensation and benefits
April 19, 2021 (Wednesday)	Questica Budget Tool available for inputting Budget
April 19, 2021 - May 5, 2021	Individual departments prepare Budget
June 18, 2021 (Friday)	Board Budget Workshop
June 25, 2021 (Friday)	Department budgets due to Treasury Management including FY2022 department objectives supporting the Five-Year Strategic Goals.
July 16, 2021 (Friday)	Preliminary budget distributed to Executive Management
July 16 - July 30, 2021	Departmental meetings with Executive Management and Treasury Management
July 30, 2021 (Friday)	Review by Executive Management completed
August 6, 2021 (Friday)	Preliminary Budget delivered to Board Members
August 11 - September 27, 2021	Department Budget Briefings (If requested by Board Members)
September 2, 2021 (Thursday)	Finance, Audit, and Administration Committee First Preliminary Budget Review
September 30, 2021 (Thursday)	Finance, Audit, and Administration Committee Second Preliminary Budget Review
October 20, 2021 (Wednesday)	Board Meeting Preliminary Budget Approval
December 2, 2021 (Thursday)	Finance, Audit, and Administration Committee Final Budget Review
December 15, 2021 (Wednesday)	Board Meeting Final Budget Approval

Assumes Thursday Committee Meetings and Wednesday Board Meetings

Appendix B: Financial Policies

INTRODUCTION

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

BASIS OF ACCOUNTING/BUDGETING

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

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

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

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

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

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

(a) Restricted Assets

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

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

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

(b) Cash and Investments

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

(c) Capital Assets

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

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

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

(d) Compensated Absences

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

(e) Deferred Amount on Refunding of Revenue Bonds

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

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

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

(g) Arbitrage Rebate Payable

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

(h) Estimates

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

(i) Debt Service Requirements

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

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

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

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

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

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

(j) Financial Reporting Requirements

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

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

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

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

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

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

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

Appendix C: Debt Policy

PHILOSOPHY

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

PURPOSES FOR WHICH DEBT MAY BE ISSUED

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

LIMITATIONS ON LEVEL OF INDEBTEDNESS

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

CREDIT OBJECTIVES

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

PERMISSIBLE TYPES OF DEBT

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

ALLOWABLE DEBT STRUCTURES

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

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

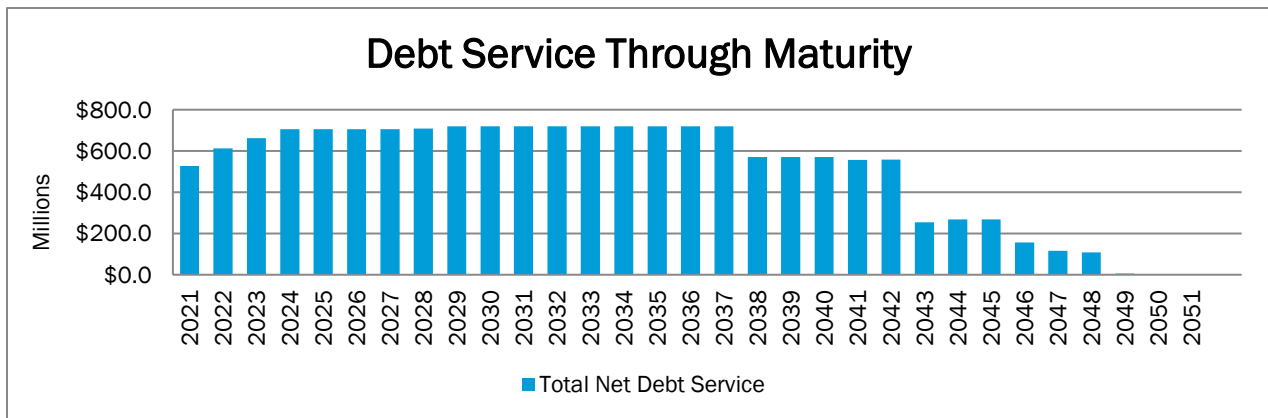
**Revenue Bonds Outstanding
As of December 31, 2021**

Description of Issue	Beginning Balance Jan. 1, 2021	Additions	Matured or Retired	Ending Balance
Series 2008D	\$ 843,656,465	\$ 50,877,664	\$ -	\$ 894,534,129
Series 2008I	295,165,000	-	(295,165,000)	-
Series 2009B	825,000,000	-	-	825,000,000
Series 2010A*	-	-	-	-
Series 2010B*	50,000,000	-	-	50,000,000
Series 2011B	6,345,000	-	(6,345,000)	-
Series 2012A	-	-	-	-
Series 2012B	7,615,000	-	(7,615,000)	-
Series 2012D	-	-	-	-
Series 2014A	225,780,000	-	(88,460,000)	137,320,000
Series 2014B	146,420,000	-	-	146,420,000
Series 2015A	828,775,000	-	(8,220,000)	820,555,000
Series 2015B	742,365,000	-	(5,770,000)	736,595,000
Series 2016A	938,090,000	-	(15,470,000)	922,620,000
Series 2017A	1,673,050,000	-	(41,175,000)	1,631,875,000
Series 2017B	757,910,000	-	(7,745,000)	750,165,000
Series 2018	356,085,000	-	-	356,085,000
Series 2019A	418,180,000	-	(12,365,000)	405,815,000
Series 2019B	222,510,000	-	-	222,510,000
Series 2020A	192,105,000	-	-	192,105,000
Series 2020B	517,145,000	-	-	517,145,000
Series 2020C	52,705,000	-	(27,500,000)	25,205,000
Series 2021A	-	402,110,000	-	402,110,000
Series 2021B	-	446,045,000	-	446,045,000
Totals	\$ 9,098,901,465	\$ 899,032,664	\$ (515,830,000)	\$ 9,482,104,129

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

Outstanding Debt Service

FY Ending 12/31	First Tier Net Debt Service	Second Tier Net Debt Service	ISTEA Loan Debt Service	Subordinated	Total Net Debt Service
				Lien Bonds Debt Service	
2021	361,995,324	145,176,083	15,322,396	3,962,140	526,455,942
2022	386,275,404	202,327,663	15,322,396	8,632,627	612,558,090
2023	426,250,905	212,268,013	15,322,396	8,631,332	662,472,645
2024	447,551,323	234,150,263	15,322,396	8,636,443	705,660,424
2025	478,351,737	203,353,263	15,322,396	8,641,552	705,668,947
2026	484,103,285	197,595,513	15,322,396	8,640,533	705,661,727
2027	487,428,003	194,273,013	15,322,396	8,642,541	705,665,952
2028	502,378,733	182,092,513	15,322,396	8,646,166	708,439,807
2029	480,949,660	238,244,513	-	-	719,194,172
2030	417,613,074	302,136,869	-	-	719,749,944
2031	413,765,447	305,989,763	-	-	719,755,210
2032	456,323,880	263,431,413	-	-	719,755,293
2033	471,381,943	248,371,713	-	-	719,753,655
2034	535,092,166	184,672,513	-	-	719,764,678
2035	558,711,881	161,049,463	-	-	719,761,344
2036	584,561,811	135,202,563	-	-	719,764,374
2037	634,475,397	85,292,370	-	-	719,767,768
2038	487,732,454	83,037,363	-	-	570,769,816
2039	488,669,644	82,100,413	-	-	570,770,057
2040	490,607,882	80,176,813	-	-	570,784,695
2041	492,647,852	64,553,463	-	-	557,201,315
2042	497,358,186	60,329,763	-	-	557,687,948
2043	206,023,145	48,346,513	-	-	254,369,657
2044	191,311,799	76,068,763	-	-	267,380,562
2045	149,275,354	118,147,863	-	-	267,423,216
2046	41,588,191	114,379,863	-	-	155,968,053
2047	-	115,371,563	-	-	115,371,563
2048	-	107,643,313	-	-	107,643,313
2049	-	6,610,802	-	-	6,610,802
2050	-	-	-	-	-
2051	-	-	-	-	-
Total	\$ 11,172,424,480	\$ 4,452,393,986	\$ 122,579,168	\$ 64,433,334	\$ 15,811,830,968



Appendix D: Major Revenue Source

Toll revenue collected on the System is the Authority's major source of revenue. It accounted for \$954,195,800 of the FY2022 Operating Budget's total estimated revenues, or 95.2%.

TOLL REVENUE

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

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

The toll rates on the System depend on the method of collection. TollTag rates are 19.0 cents per mile on the Dallas North Tollway, the President George Bush Turnpike, the Chisholm Trail Parkway and the Sam Rayburn Tollway. They are aligned with the regional toll rate adopted by the Regional Transportation Council in April 2006. TollTag rates are 70.0 cents per one-way trip on both Mountain Creek Lake Bridge and Addison Airport Toll Tunnel, and \$1.39 on Lewisville Lake Toll Bridge. ZipCash rates on all facilities are 50% more than the TollTag rates. Rates are adjusted on July 1 of every odd year by 5.5%.

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

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

Estimated NTTA System Annual Toll Revenue					
Roadway	FY2022	FY2023	FY2024	FY2025	FY2026
DNT	\$291,512,200	\$294,403,900	\$312,086,500	\$326,400,300	\$341,680,200
PGBT	291,655,300	308,137,200	328,697,000	345,278,400	362,785,200
AATT	1,026,200	1,379,600	1,502,900	1,567,600	1,630,600
MCLB	1,513,500	1,650,800	1,779,500	1,853,200	1,929,500
LLTB	10,801,000	10,185,200	10,824,500	11,324,500	11,848,300
SRT	202,500,900	216,525,100	228,714,500	239,883,600	251,701,800
360 Tollway	24,282,600	22,989,900	25,081,600	27,058,800	29,224,000
PGBT WE	62,824,800	72,910,500	81,213,900	86,594,700	92,057,800
CTP	68,079,300	66,174,400	70,712,800	75,298,400	80,311,800
System Totals	\$954,195,800	\$994,356,600	\$1,060,613,200	\$1,115,259,500	\$1,173,169,200

The above estimated revenue numbers include the following assumptions.

NTTA SYSTEM TOLLING (EXCLUDING SRT AND PGBT EE)

- Toll rate for two-axle vehicles with TollTags is \$0.31 per mile for the DNT and PGBT starting July 1, 2021.
- Toll rate for two-axle vehicles with TollTags is \$0.70 for the MCLB and the AATT starting July 1, 2021.
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greatest of (a) 50% of the TollTag toll or (b) 20 cents per transaction.
- Tolls charged to users at any tolling location are rounded to the next highest penny.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.

SRT TOLLING

- Toll rate for two-axle vehicles with TollTags is \$0.31 per mile starting July 1, 2021, and thereafter toll rates shall be determined in accordance with the SRT Project Agreement, as amended, and shall be the maximum rates allowed under the SRT Project Agreement, as amended.
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greatest of (a) 50% of the TollTag toll or (b) 20 cents per transaction.
- Tolls charged to users at any tolling location are rounded to the next highest penny.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting on the SRT, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.

PGBT EE TOLLING

- The Construction, Operation and Maintenance Agreement for the PGBT EE between the Authority and TxDOT dated December 5, 2007, (the “EE Project Agreement”) provides for a supplemental toll on the PGBT EE (the “Regional Toll”) to be collected by the Authority and held in trust by TxDOT for the benefit of the North Central Texas region. The Regional Toll and the toll charged by NTTA (the “NTTA Toll”) together constitute the publicly announced toll (the “Unified Toll”), but the Regional Toll will not constitute or be considered as the property or revenues of the Authority or the NTTA System.
- The Unified Toll rate for two-axle vehicles with TollTags is \$0.31 per mile as of July 1, 2021. The NTTA Toll rate for two-axle vehicles with TollTags is \$0.161 per mile for PGBT EE as of July 1, 2021. The Regional Toll rate for two-axle vehicles with TollTags is \$0.040 per mile for PGBT EE as of July 1, 2021. 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. Unified TollTag tolls for two-axle vehicles with TollTags at any tolling location are rounded to the next highest nickel. The ratio between the NTTA Toll and the Unified Toll remains constant at 80/20 percent.
- Toll rates shall be subject to the assumptions, qualifications and agreements set forth in Section 21 of the EE Project Agreement, as amended (as so amended, the “Amended EE Project Agreement”).
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greatest of (a) 50% of TollTag toll or (b) 20 cents per transaction, increased 2.75% per year and adjusted on each July 1 of odd years thereafter. The ZipCash toll for two-axle vehicles with TollTags at any tolling location is rounded to the next highest nickel.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting on the PGBT EE, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle

vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.

REVENUE DISTRIBUTION

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

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

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

or repay amounts owed under a Credit Agreement entered into in connection with a series of Third Tier Bonds in lieu of either of the foregoing) in the amounts due on any Third Tier Bond (including Third Tier Payment Obligations).

- 7) *Seventh*, on or before the first day of each month, funds are deposited to the credit of the Third Tier Reserve Account or subaccount therein, if one is provided for in a Supplemental Agreement, in the amounts set forth in the Supplemental Agreement establishing the Third Tier Reserve Requirement or authorizing Additional Third Tier Bonds.
- 8) *Eighth*, on or before the first day of each month, funds are required to be deposited in the Reserve Maintenance Fund in an amount equal to one-twelfth of the amount necessary in such fiscal year to accumulate in the Reserve Maintenance Fund an amount equal to the greater of (1) \$5,000,000, and (2) the amount as may be required in the then current Annual Budget to be deposited to the credit of the Reserve Maintenance Fund during the then current fiscal year; provided, however, that if the amount so deposited to the credit of the Reserve Maintenance Fund in any fiscal year is less than the budgeted amount, the requirement therefore will nevertheless be cumulative and the amount of any deficiency in any fiscal year is required to be added to the amount otherwise required to be deposited in each fiscal year thereafter until such time as such deficiency has been made up, unless such budget requirement has been modified by the Authority.
- 9) *Ninth*, at the end of each fiscal year any remaining funds on deposit in the Revenue Fund may be transferred to the Capital Improvement Fund.



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November 10, 2021

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

Subject: NTTA System – FY 2022 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 2022. 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 2022, 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 2022 are 865.2 million and \$954.2 million, respectively. It is assumed that 76.7 percent of the transactions on the NTTA System in 2022 will be TollTag transactions, and the corresponding toll revenue contribution from TollTags will be 83.9 percent.

Table 1. Estimated 2022 NTTA System Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	68,127,700	52,248,200	15,879,500	\$74,794,900	\$62,732,200	\$12,062,700
February	66,771,400	51,237,400	15,534,000	\$72,449,300	\$61,710,500	\$10,738,800
March	73,322,200	56,239,400	17,082,800	\$80,261,800	\$67,775,000	\$12,486,800
April	71,897,600	55,149,500	16,748,100	\$78,735,900	\$66,431,300	\$12,304,600
May	73,962,000	56,721,500	17,240,500	\$80,663,900	\$68,367,700	\$12,296,200
June	74,380,600	57,048,800	17,331,800	\$82,202,600	\$68,975,300	\$13,227,300
July	74,157,700	56,868,500	17,289,200	\$82,160,700	\$68,725,400	\$13,435,300
August	75,623,700	58,010,000	17,613,700	\$83,539,000	\$69,984,400	\$13,554,600
September	72,672,500	55,740,900	16,931,600	\$80,867,400	\$67,331,300	\$13,536,100
October	75,501,100	57,914,600	17,586,500	\$83,487,200	\$69,918,700	\$13,568,500
November	70,159,800	53,827,000	16,332,800	\$78,423,200	\$65,067,000	\$13,356,200
December	68,654,600	52,665,700	15,988,900	\$76,609,900	\$63,611,800	\$12,998,100
Total	865,230,900	663,671,500	201,559,400	\$954,195,800	\$800,630,600	\$153,565,200

COVID-19 Impacts

In developing the FY 2022 budget forecasts, careful consideration was given to the ongoing recovery of transactions and revenue on the NTTA System. A recovery trend was developed based on historical data for other major economic downturns as well as impacts experienced on toll roads across the country. This trend was used in the development of the FY 2022 forecast, which was also adjusted based on NTTA-specific trends and characteristics such as TollTag share, ZipCash revenue recovery, truck percentage, and ongoing capital improvement project construction on the system. The resulting forecast of \$954.2 million indicates that toll revenue in FY 2022 is expected to exceed revenue earnings in FY 2019.

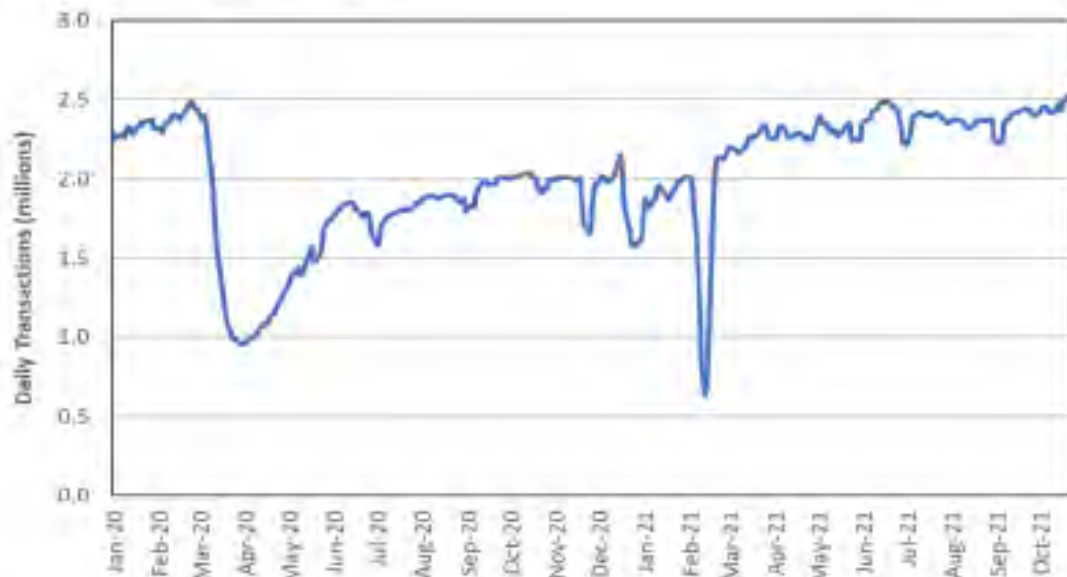


Figure 1. NTTA System Daily Transactions (Seven-Day Rolling Average)

Facility-Level Forecasts

As seen in Tables 2 and 3, the DNT and PGBT (including EE and WE) are expected to generate \$291.5 million and \$354.5 million in toll revenue, respectively. Transactions on the DNT in 2022 are expected to be 275.3 million, and transactions on the PGBT in 2022 are expected to be 341.2 million. The SRT (see Table 4) is expected to generate \$202.5 million in toll revenue and 167.2 million transactions in 2022, and CTP (see Table 5) is expected to generate \$68.1 million in toll revenue and 44.0 million transactions in 2022. 360T (see Table 6) is expected to generate \$24.3 million in toll revenue and 25.4 million transactions in 2022. The AATT, MCLB and LLTB (Tables 7 through 9) are anticipated to produce \$1.0 million, \$1.5 million and \$10.8 million in toll revenue, respectively. These three facilities are expected to generate a combined total of \$13.3 million in toll revenue from 12.1 million transactions in 2022.

Table 2. Estimated 2022 DNT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	22,189,000	17,378,100	4,810,900	\$23,349,100	\$20,110,400	\$3,238,700
February	21,787,400	17,060,600	4,726,800	\$22,683,000	\$19,812,700	\$2,870,300
March	23,552,400	18,448,600	5,103,800	\$24,765,100	\$21,397,100	\$3,368,000
April	23,049,600	18,057,600	4,992,000	\$24,321,700	\$20,945,600	\$3,376,100
May	23,574,200	18,467,300	5,106,900	\$24,773,400	\$21,390,300	\$3,383,100
June	23,465,900	18,381,100	5,084,800	\$24,924,300	\$21,354,500	\$3,569,800
July	23,245,700	18,208,400	5,037,300	\$24,720,500	\$21,096,600	\$3,623,900
August	23,890,300	18,716,200	5,174,100	\$25,298,600	\$21,649,800	\$3,648,800
September	22,778,300	17,843,100	4,935,200	\$24,379,400	\$20,755,100	\$3,624,300
October	23,823,600	18,665,300	5,158,300	\$25,282,500	\$21,676,200	\$3,606,300
November	22,149,000	17,356,100	4,792,900	\$23,741,500	\$20,176,300	\$3,565,200
December	21,787,800	17,079,300	4,708,500	\$23,273,100	\$19,803,300	\$3,469,800
Total	275,293,200	215,661,700	59,631,500	\$291,512,200	\$250,167,900	\$41,344,300

Table 3. Estimated 2022 PGBT Traffic and Revenue (including EE and WE)

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	26,961,100	20,287,800	6,673,300	\$27,832,900	\$23,171,700	\$4,661,200
February	26,497,600	19,960,100	6,537,500	\$27,000,100	\$22,839,100	\$4,161,000
March	28,844,700	21,713,700	7,131,000	\$29,770,500	\$24,921,600	\$4,848,900
April	28,168,900	21,211,100	6,957,800	\$29,181,200	\$24,345,500	\$4,835,700
May	29,205,400	21,985,100	7,220,300	\$29,987,300	\$25,153,500	\$4,833,800
June	29,464,900	22,181,500	7,283,400	\$30,662,800	\$25,470,800	\$5,192,000
July	29,369,500	22,105,000	7,264,500	\$30,660,200	\$25,414,900	\$5,245,300
August	29,810,000	22,446,700	7,363,300	\$31,086,800	\$25,782,800	\$5,304,000
September	28,774,800	21,666,100	7,108,700	\$30,144,100	\$24,839,400	\$5,304,700
October	29,793,000	22,433,400	7,359,600	\$31,032,500	\$25,741,700	\$5,290,800
November	27,611,400	20,794,200	6,817,200	\$29,091,100	\$23,893,100	\$5,198,000
December	26,698,300	20,085,800	6,612,500	\$28,030,600	\$22,986,900	\$5,043,700
Total	341,199,600	256,870,500	84,329,100	\$354,480,100	\$294,561,000	\$59,919,100

Table 4. Estimated 2022 SRT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	12,743,600	9,971,500	2,772,100	\$15,461,400	\$13,013,000	\$2,448,400
February	12,568,500	9,836,500	2,732,000	\$15,107,700	\$12,930,300	\$2,177,400
March	13,998,500	10,948,700	3,049,800	\$16,781,900	\$14,281,000	\$2,500,900
April	13,703,700	10,718,600	2,985,100	\$16,335,700	\$13,949,100	\$2,386,600
May	14,137,200	11,061,000	3,076,200	\$16,985,100	\$14,570,900	\$2,414,200
June	14,438,000	11,297,200	3,140,800	\$17,517,500	\$14,907,400	\$2,610,100
July	14,462,100	11,315,600	3,146,500	\$17,574,100	\$14,903,300	\$2,670,800
August	14,813,300	11,590,300	3,223,000	\$17,937,000	\$15,243,400	\$2,693,600
September	14,246,500	11,149,300	3,097,200	\$17,367,400	\$14,664,700	\$2,702,700
October	14,723,700	11,522,400	3,201,300	\$17,892,100	\$15,144,000	\$2,748,100
November	13,796,600	10,794,900	3,001,700	\$16,921,800	\$14,206,200	\$2,715,600
December	13,561,000	10,609,000	2,952,000	\$16,619,200	\$13,982,500	\$2,636,700
Total	167,192,700	130,815,000	36,377,700	\$202,500,900	\$171,795,800	\$30,705,100

Table 5. Estimated 2022 CTP Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	3,354,300	2,560,300	794,000	\$5,240,900	\$4,136,000	\$1,104,900
February	3,190,800	2,435,700	755,100	\$4,933,600	\$3,944,100	\$989,500
March	3,799,600	2,899,500	900,100	\$5,844,100	\$4,670,700	\$1,173,400
April	3,796,600	2,898,000	898,600	\$5,744,600	\$4,651,700	\$1,092,900
May	3,778,000	2,883,100	894,900	\$5,720,800	\$4,650,100	\$1,070,700
June	3,803,200	2,902,300	900,900	\$5,877,900	\$4,681,000	\$1,196,900
July	3,841,600	2,931,600	910,000	\$5,941,600	\$4,728,300	\$1,213,300
August	3,787,600	2,890,400	897,200	\$5,874,800	\$4,661,900	\$1,212,900
September	3,676,400	2,805,600	870,800	\$5,746,400	\$4,525,000	\$1,221,400
October	3,815,500	2,911,700	903,800	\$5,925,600	\$4,696,300	\$1,229,300
November	3,535,300	2,697,900	837,400	\$5,541,200	\$4,351,400	\$1,189,800
December	3,655,800	2,789,900	865,900	\$5,687,800	\$4,499,700	\$1,188,100
Total	44,034,700	33,606,000	10,428,700	\$68,079,300	\$54,196,200	\$13,883,100

Table 6. Estimated 2022 360T Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	1,925,500	1,351,600	573,900	\$1,859,100	\$1,434,800	\$424,300
February	1,801,000	1,264,300	536,700	\$1,714,500	\$1,336,200	\$378,300
March	2,119,900	1,488,000	631,900	\$1,986,300	\$1,577,300	\$409,000
April	2,138,500	1,501,100	637,400	\$2,010,600	\$1,587,700	\$422,900
May	2,231,200	1,566,100	665,100	\$2,069,300	\$1,662,400	\$406,900
June	2,178,500	1,529,200	649,300	\$2,079,000	\$1,617,400	\$461,600
July	2,213,400	1,553,700	659,700	\$2,118,400	\$1,643,300	\$475,100
August	2,278,200	1,599,200	679,000	\$2,180,100	\$1,691,400	\$488,700
September	2,151,600	1,510,300	641,300	\$2,074,500	\$1,597,400	\$477,100
October	2,275,400	1,597,200	678,200	\$2,179,900	\$1,689,300	\$490,600
November	2,092,900	1,469,100	623,800	\$2,042,600	\$1,553,800	\$488,800
December	2,025,000	1,421,500	603,500	\$1,968,300	\$1,503,500	\$464,800
Total	25,431,100	17,851,300	7,579,800	\$24,282,600	\$18,894,500	\$5,388,100

Table 7. Estimated 2022 AATT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	120,400	93,200	27,200	\$78,400	\$66,700	\$11,700
February	118,700	91,800	26,900	\$76,100	\$65,700	\$10,400
March	129,800	100,400	29,400	\$84,500	\$71,900	\$12,600
April	127,500	98,600	28,900	\$82,200	\$70,600	\$11,600
May	132,100	102,100	30,000	\$84,400	\$73,100	\$11,300
June	137,200	106,100	31,100	\$88,200	\$75,900	\$12,300
July	139,500	107,900	31,600	\$89,600	\$77,200	\$12,400
August	137,600	106,400	31,200	\$89,000	\$76,200	\$12,800
September	138,100	106,800	31,300	\$89,800	\$76,400	\$13,400
October	142,500	110,200	32,300	\$92,200	\$78,900	\$13,300
November	127,600	98,700	28,900	\$83,300	\$70,600	\$12,700
December	136,200	105,300	30,900	\$88,500	\$75,400	\$13,100
Total	1,587,200	1,227,500	359,700	\$1,026,200	\$878,600	\$147,600

Table 8. Estimated 2022 MCLB Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	203,400	124,200	79,200	\$124,900	\$88,700	\$36,200
February	185,400	113,300	72,100	\$112,800	\$80,900	\$31,900
March	193,600	118,300	75,300	\$120,000	\$84,400	\$35,600
April	214,700	131,200	83,500	\$131,500	\$93,700	\$37,800
May	219,700	134,200	85,500	\$131,200	\$95,800	\$35,400
June	200,700	122,600	78,100	\$123,000	\$87,600	\$35,400
July	198,600	121,300	77,300	\$125,400	\$86,600	\$38,800
August	207,700	126,900	80,800	\$131,000	\$90,600	\$40,400
September	216,100	132,100	84,000	\$132,600	\$94,300	\$38,300
October	222,200	135,700	86,500	\$134,700	\$96,900	\$37,800
November	202,100	123,500	78,600	\$125,800	\$88,200	\$37,600
December	189,400	115,700	73,700	\$120,600	\$82,600	\$38,000
Total	2,453,600	1,499,000	954,600	\$1,513,500	\$1,070,300	\$443,200

Table 9. Estimated 2022 LLTB Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	630,400	481,500	148,900	\$848,200	\$710,900	\$137,300
February	622,000	475,100	146,900	\$821,500	\$701,500	\$120,000
March	683,700	522,200	161,500	\$909,400	\$771,000	\$138,400
April	698,100	533,300	164,800	\$928,400	\$787,400	\$141,000
May	684,200	522,600	161,600	\$912,400	\$771,600	\$140,800
June	692,200	528,800	163,400	\$929,900	\$780,700	\$149,200
July	687,300	525,000	162,300	\$930,900	\$775,200	\$155,700
August	699,000	533,900	165,100	\$941,700	\$788,300	\$153,400
September	690,700	527,600	163,100	\$933,200	\$779,000	\$154,200
October	705,200	538,700	166,500	\$947,700	\$795,400	\$152,300
November	644,900	492,600	152,300	\$875,900	\$727,400	\$148,500
December	601,100	459,200	141,900	\$821,800	\$677,900	\$143,900
Total	8,038,800	6,140,500	1,898,300	\$10,801,000	\$9,066,300	\$1,734,700

CDM Smith has also estimated the amount of ZipCash revenue that is expected to be invoiced, the expected amount of unrecovered revenue and the resulting recovered ZipCash revenue. This information is shown in Table 10. The total ZipCash revenue invoiced is expected to be \$280.9 million and the net ZipCash revenue recovered is expected to be \$153.6 million.

Table 10. Estimated 2022 NTTA System ZipCash Revenue Invoiced and Recovered

Month	Total ZipCash Revenue In Process (Invoiced)	Total ZipCash Unrecovered Revenue	Total ZipCash Revenue Recovered
January	\$22,006,900	\$9,944,200	\$12,062,700
February	\$21,603,900	\$10,865,100	\$10,738,800
March	\$23,783,900	\$11,297,100	\$12,486,800
April	\$23,311,000	\$11,006,400	\$12,304,600
May	\$24,003,300	\$11,707,100	\$12,296,200
June	\$24,205,000	\$10,977,700	\$13,227,300
July	\$24,130,300	\$10,695,000	\$13,435,300
August	\$24,550,700	\$10,996,100	\$13,554,600
September	\$23,623,500	\$10,087,400	\$13,536,100
October	\$24,534,300	\$10,965,800	\$13,568,500
November	\$22,822,000	\$9,465,800	\$13,356,200
December	\$22,341,100	\$9,343,000	\$12,998,100
Total	\$280,915,900	\$127,350,700	\$153,565,200

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

Sincerely,



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

DISCLAIMER

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

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

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

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

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

Appendix E: Operation and Maintenance Fund FY2021 Estimated Costs

Account	Accounting	Administration	Board	Treasury Management	Human Resources	Internal Audit
Salaries and Wages-Direct - (511101)	\$1,475,391	\$443,393	\$86,737	\$887,214	\$995,892	\$613,143
Salaries and Wages-Internship - (511202)	0	0	0	0	0	0
Salaries and Wage-Overtime - (511301)	824	0	0	0	0	0
Group Insurance - (512101)	0	0	0	0	0	0
360 Tollway	0	0	0	0	0	0
Retirement Contributions - (512401)	188,363	56,571	11,141	118,239	127,612	78,441
Retirement Contr.-Internship - (512402)	0	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	15,324	0
Unemployment Insurance - (512601)	0	0	0	0	0	0
OPEB Annual Req'd Contribution - (512602)	0	0	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0	0	0
Meeting Expense - (521101)	2,308	1,921	62,981	0	3,366	197
Consulting/Professional - (521201)	710	0	0	304,483	107,972	50,000
Legal Fees - (521202)	0	0	0	0	0	0
Auditing Fees - (521203)	0	0	0	0	0	100,000
Trustee Fees - (521204)	0	0	0	280,140	0	0
Rating Agency Fees - (521205)	0	0	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	450,000	0	0
Police Services (DPS) - (521208)	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	0	0	0	0
Outside Maintenance Services - (521212)	0	0	0	0	0	0
Landscaping - (522202)	0	0	0	0	0	0
Rentals - Land - (522301)	0	0	0	0	0	0
Rentals - Equipment - (522302)	0	0	0	0	0	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0
Postage - (523201)	0	0	0	0	0	0
Telecommunications - (523202)	0	0	0	0	0	0
Public Information Fees - (523203)	0	0	0	0	0	0
Recruitment - (523301)	0	0	0	0	55,157	0
Magazine and Newspaper - (523302)	0	0	0	0	0	0
Television & Radio - (523303)	0	0	0	0	0	0
Promotional Expenses - (523304)	164	0	0	0	39,996	0
Employee Appreciation - (523305)	0	0	0	0	0	0
Printing and Photographic - (523401)	2,900	0	0	0	0	0
Maps & Pamphlets - (523402)	0	0	0	0	0	0
Travel - (523501)	494	2,451	1,664	1,633	0	154
Dues & Subscriptions - (523601)	4,191	60,000	10,165	475	4,968	3,571
Education and Training - (523701)	3,823	1,314	0	1,821	13,300	4,150
Licenses - (523801)	644	0	0	0	0	890
Temporary Contract Labor - (523851)	0	0	0	0	6,366	0
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	3,644	2,175	1,347	883	4,963	770
Other Materials and Supplies - (531102)	0	0	0	0	0	0
Mobile Equipment Expense - (531103)	0	0	0	0	0	0
Freight and Express - (531105)	1,308	0	838	233	86	0
Motor Fuel Expense - (531107)	0	0	0	0	0	0
Water - (531211)	0	0	0	0	0	0
Gas - (531221)	0	0	0	0	0	0
Electricity - (531231)	0	0	0	0	0	0
Books & Periodicals - (531401)	0	0	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0
Software (Under \$5,000) - (531651)	0	0	0	0	0	0
Uniforms - (531701)	0	0	0	0	0	0
Bank Charges - (573001)	0	0	0	100,000	0	0
Credit Card Fees - (573002)	0	0	0	0	0	0
Enterprise Fund (Regional Tolling Services)	0	0	0	0	0	0
Totals	\$1,684,763	\$567,824	\$174,872	\$2,145,122	\$1,375,002	\$851,316

Appendix E: Operation and Maintenance Fund FY2021 Estimated Costs (continued)

Account	Legal Services	Procurement and Business Diversity	Public Affairs	Shared Services	Contact Center and Collections	Information Technology
Salaries and Wages-Direct - (511101)	\$788,184	\$1,329,650	\$1,240,557	\$0	\$9,360,179	\$7,780,177
Salaries and Wages-Internship - (511202)	0	0	0	0	0	0
Salaries and Wage-Overtime - (511301)	0	0	0	0	246,233	45,677
Group Insurance - (512101)	0	0	0	9,442,325	0	0
360 Tollway	0	0	0	0	0	0
Retirement Contributions - (512401)	100,933	166,115	159,195	0	1,391,383	977,221
Retirement Contr.-Internship - (512402)	0	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	0	0
Unemployment Insurance - (512601)	0	0	0	123,661	0	0
OPEB Annual Req'd Contribution - (512602)	0	0	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	252,322	0	0
Meeting Expense - (521101)	2,300	865	8,902	0	256	1,957
Consulting/Professional - (521201)	0	0	1,371,339	21,450	11,843,365	0
Legal Fees - (521202)	1,688,181	0	0	0	0	0
Auditing Fees - (521203)	0	0	0	0	0	0
Trustee Fees - (521204)	0	0	0	0	0	0
Rating Agency Fees - (521205)	0	0	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0	0	0
Police Services (DPS) - (521208)	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	0	0	82,259	0
Outside Maintenance Services - (521212)	0	0	0	0	0	6,710,898
Landscaping - (522202)	0	0	0	0	0	0
Rentals - Land - (522301)	0	0	0	0	21,205	0
Rentals - Equipment - (522302)	0	0	0	0	27,686	1,206
Insurance Expense - Other - (523101)	0	0	0	0	0	0
Postage - (523201)	0	0	0	0	8,705,000	0
Telecommunications - (523202)	0	0	0	0	0	1,235,899
Public Information Fees - (523203)	0	19,429	0	0	0	0
Recruitment - (523301)	0	0	0	0	0	0
Magazine and Newspaper - (523302)	0	0	1,513,158	0	0	0
Television & Radio - (523303)	0	0	950,499	0	0	0
Promotional Expenses - (523304)	0	29,326	870,750	0	194,218	0
Employee Appreciation - (523305)	0	0	331	0	0	0
Printing and Photographic - (523401)	0	0	5,931	0	129,273	0
Maps & Pamphlets - (523402)	0	0	16,130	0	0	0
Travel - (523501)	2,804	4,002	33,224	0	3,935	4,900
Dues & Subscriptions - (523601)	77,111	62,898	100,854	1,562	2,284	6,000
Education and Training - (523701)	3,423	7,121	1,454	0	24,538	41,500
Licenses - (523801)	0	0	0	0	0	0
Temporary Contract Labor - (523851)	0	0	0	0	13,240,277	85,546
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	43,144	4,920	1,209	262,217	40,005	37,400
Other Materials and Supplies - (531102)	0	0	948	0	0	33,576
Mobile Equipment Expense - (531103)	0	0	0	0	0	0
Freight and Express - (531105)	100	90	332	0	338	2,837
Motor Fuel Expense - (531107)	0	0	0	0	0	0
Water - (531211)	0	0	0	0	0	0
Gas - (531221)	0	0	0	0	0	0
Electricity - (531231)	0	0	0	0	0	0
Books & Periodicals - (531401)	0	0	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0	4,283,739	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0
Software (Under \$5,000) - (531651)	0	0	0	0	0	11,616,557
Uniforms - (531701)	0	0	1,685	0	17,762	0
Bank Charges - (573001)	0	0	0	0	288,803	0
Credit Card Fees - (573002)	0	0	0	0	23,486,626	0
Enterprise Fund (Regional Tolling Services)	0	0	0	(20,198,548)	0	0
Totals	\$2,706,180	\$1,624,416	\$6,276,498	(\$10,095,011)	\$73,389,362	\$28,581,351

Appendix E: Operation and Maintenance Fund FY2021 Estimated Costs (continued)

Account	Maintenance	Operations	Project Delivery	Traffic & Incident Mgmt.
Salaries and Wages-Direct - (511101)	\$8,063,864	\$1,024,397	\$2,005,162	\$5,780,416
Salaries and Wages-Internship - (511202)	0	0	0	0
Salaries and Wage-Overtime - (511301)	468,526	0	0	148,552
Group Insurance - (512101)	0	0	0	0
360 Tollway	0	0	0	0
Retirement Contributions - (512401)	1,090,423	131,327	256,536	738,153
Retirement Contr.-Internship - (512402)	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0
Unemployment Insurance - (512601)	0	0	0	0
OPEB Annual Req'd Contribution - (512602)	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0
Meeting Expense - (521101)	3,836	44	92	1,000
Consulting/Professional - (521201)	337,000	50,382	11,500	12,124
Legal Fees - (521202)	0	0	0	0
Auditing Fees - (521203)	0	0	0	0
Trustee Fees - (521204)	0	0	0	0
Rating Agency Fees - (521205)	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0
Police Services (DPS) - (521208)	0	0	0	9,290,279
Armored Car Services - (521209)	0	0	0	0
Outside Maintenance Services - (521212)	26,944,538	0	0	55,543
Landscaping - (522202)	41,500	0	0	0
Rentals - Land - (522301)	342,555	0	0	0
Rentals - Equipment - (522302)	36,414	0	0	0
Insurance Expense - Other - (523101)	0	0	0	3,551,139
Postage - (523201)	0	0	0	0
Telecommunications - (523202)	133,960	0	0	0
Public Information Fees - (523203)	0	0	0	0
Recruitment - (523301)	0	0	0	0
Magazine and Newspaper - (523302)	0	0	0	0
Television & Radio - (523303)	0	0	0	0
Promotional Expenses - (523304)	0	0	0	5,239
Employee Appreciation - (523305)	0	0	0	0
Printing and Photographic - (523401)	0	0	0	0
Maps & Pamphlets - (523402)	0	0	0	0
Travel - (523501)	2,200	1,984	2,285	3,182
Dues & Subscriptions - (523601)	25,214	9,000	630	3,736
Education and Training - (523701)	9,845	709	5,486	18,830
Licenses - (523801)	3,789	300	667	0
Temporary Contract Labor - (523851)	77,056	0	0	0
Liability Claims - (523902)	0	0	0	6,182
Office Supplies - (531101)	5,540	30,952	2,041	9,563
Other Materials and Supplies - (531102)	4,341,712	0	0	46,816
Mobile Equipment Expense - (531103)	812,200	0	0	0
Freight and Express - (531105)	167	0	407	28
Motor Fuel Expense - (531107)	1,811,678	0	0	0
Water - (531211)	883,696	0	0	0
Gas - (531221)	48,652	0	0	0
Electricity - (531231)	1,735,581	0	0	0
Books & Periodicals - (531401)	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0
Small Tools and Shop Supplies - (531601)	170,911	0	0	0
Software (Under \$5,000) - (531651)	0	0	0	0
Uniforms - (531701)	146,471	0	0	59,238
Bank Charges - (573001)	0	0	0	0
Credit Card Fees - (573002)	0	0	0	0
Enterprise Fund (Regional Tolling Services)	0	0	0	0
Totals	\$47,537,332	\$1,249,096	\$2,284,806	\$19,730,022

Appendix E: Operation and Maintenance Fund FY2021 Estimated Costs (continued)

Account	FY2021 Estimated Costs	FY2021 Budget	Increase (Decrease) to FY2021 Budget	
			Amount	Percent
Salaries and Wages-Direct - (511101)	\$41,874,358	\$46,618,115	(\$4,743,757)	(11.3%)
Salaries and Wages-Internship - (511202)	0	0	0	0.0%
Salaries and Wage-Overtime - (511301)	909,812	811,849	97,963	10.8%
Group Insurance - (512101)	9,442,325	9,494,855	(52,530)	(0.6%)
360 Tollway	0	0	0	0.0%
Retirement Contributions - (512401)	5,591,654	6,020,586	(428,932)	(7.7%)
Retirement Contr.-Internship - (512402)	0	0	0	0.0%
Tuition Reimbursement - (512501)	15,324	11,770	3,554	23.2%
Unemployment Insurance - (512601)	123,661	123,661	0	0.0%
OPEB Annual Req'd Contribution - (512602)	0	0	0	0.0%
Worker's Comp Ins - (512701)	252,322	237,285	15,037	6.0%
Meeting Expense - (521101)	90,025	91,272	(1,247)	(1.4%)
Consulting/Professional - (521201)	14,110,325	12,621,373	1,488,952	10.6%
Legal Fees - (521202)	1,688,181	1,738,181	(50,000)	(3.0%)
Auditing Fees - (521203)	100,000	185,083	(85,083)	(85.1%)
Trustee Fees - (521204)	280,140	280,031	109	0.0%
Rating Agency Fees - (521205)	0	0	0	0.0%
Traffic Engineering Fees - (521207)	450,000	450,000	0	0.0%
Police Services (DPS) - (521208)	9,290,279	11,257,880	(1,967,600)	(21.2%)
Armored Car Services - (521209)	82,259	50,142	32,117	39.0%
Outside Maintenance Services - (521212)	33,710,979	33,382,536	328,443	1.0%
Landscaping - (522202)	41,500	41,500	0	0.0%
Rentals - Land - (522301)	363,759	423,151	(59,392)	(16.3%)
Rentals - Equipment - (522302)	65,307	81,622	(16,316)	(25.0%)
Insurance Expense - Other - (523101)	3,551,139	2,896,957	654,182	18.4%
Postage - (523201)	8,705,000	9,843,950	(1,138,950)	(13.1%)
Telecommunications - (523202)	1,369,859	1,468,670	(98,811)	(7.2%)
Public Information Fees - (523203)	19,429	13,369	6,060	31.2%
Recruitment - (523301)	55,157	75,626	(20,469)	(37.1%)
Magazine and Newspaper - (523302)	1,513,158	1,368,782	144,376	9.5%
Television & Radio - (523303)	950,499	950,499	0	0.0%
Promotional Expenses - (523304)	1,139,693	1,384,928	(245,235)	(21.5%)
Employee Appreciation - (523305)	331	331	0	0.0%
Printing and Photographic - (523401)	138,104	93,480	44,624	32.3%
Maps & Pamphlets - (523402)	16,130	16,155	(25)	(0.2%)
Travel - (523501)	64,911	68,554	(3,643)	(5.6%)
Dues & Subscriptions - (523601)	372,659	282,134	90,525	24.3%
Education and Training - (523701)	137,314	161,813	(24,499)	(17.8%)
Licenses - (523801)	6,290	8,545	(2,255)	(35.9%)
Temporary Contract Labor - (523851)	13,409,245	10,512,047	2,897,198	21.6%
Liability Claims - (523902)	6,182	6,182	0	0.0%
Office Supplies - (531101)	450,772	525,001	(74,229)	(16.5%)
Other Materials and Supplies - (531102)	4,423,053	4,678,468	(255,415)	(5.8%)
Mobile Equipment Expense - (531103)	812,200	812,200	0	0.0%
Freight and Express - (531105)	6,765	5,454	1,311	19.4%
Motor Fuel Expense - (531107)	1,811,678	1,811,678	0	0.0%
Water - (531211)	883,696	883,696	0	0.0%
Gas - (531221)	48,652	29,108	19,544	40.2%
Electricity - (531231)	1,735,581	1,763,029	(27,448)	(1.6%)
Books & Periodicals - (531401)	0	0	0	0.0%
Inven for resale(toll tags) - (531501)	4,283,739	5,711,652	(1,427,913)	(33.3%)
Small Tools and Shop Supplies - (531601)	170,911	177,968	(7,057)	(4.1%)
Software (Under \$5,000) - (531651)	11,616,557	11,616,557	0	0.0%
Uniforms - (531701)	225,156	291,061	(65,905)	(29.3%)
Bank Charges - (573001)	388,803	513,269	(124,466)	(32.0%)
Credit Card Fees - (573002)	23,486,626	23,372,922	113,704	0.5%
Enterprise Fund (Regional Tolling Services)	(20,198,548)	(21,608,319)	1,409,771	(7.0%)
Totals	\$180,082,951	\$183,656,659	(\$3,573,709)	(2.0%)

Appendix F: Glossary of Terms and Acronyms

A

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

Accrual – The adding together of interest or different investments over a period of time.

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

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

Amortization – An accounting technique used to periodically lower the book value of a loan or an intangible asset over a set period of time.

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

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

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

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

B

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

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

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

C

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

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

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

CDM – Acronym for CDM Smith, the firm the Authority currently uses for traffic and revenue estimations.

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

Core Competency – The essential duties and responsibilities of a position or department.

Covenants – To promise by covenant or pledge.

COVID-19 – Is an infectious disease caused by the SARS-CoV-2 virus.

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

D

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

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

Depreciation – The reduction of the recorded cost of a fixed asset in a systematic manner until the value of the asset becomes zero or negligible.

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

DMV – the Texas Department of Motor Vehicles.

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

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

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

E

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

F

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

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

Fiduciary Funds – Funds used to report assets held in a trustee or agency capacity for others

and which therefore cannot be used to support the government's own programs.

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

Fiscal Year – A 12-month period used for the annual operating budget and the reporting of financial position and results of operations of the Authority. The Authority's fiscal year begins January 1 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 – Fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

G

GAAP – generally accepted accounting principles, the conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

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

GFOA - The Government Finance Officers Association (GFOA), represents public finance officials throughout the United States and Canada. The association's more than 20,000 members are federal, state/provincial, and local finance officials deeply involved in planning, financing, and implementing thousands of governmental operations in each of their jurisdictions.

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

I

IBTTA – International Bridge, Tunnel and Turnpike Association

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

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

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

L

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

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

M

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

N

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

O

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

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

P

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

PGBT – the President George Bush Turnpike, an approximately 52-mile long portion of the System.

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

PGBT-WE – the President George Bush Turnpike Western Extension, an approximately 11.5-mile portion of PGBT that is a portion of the Special Projects System.

R

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

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

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

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

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

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

RTC – the Regional Transportation Council.

S

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

Service Roads – Non-tolled roads running parallel to the tolled lanes.

SPS – the Special Projects System created by NTTA to account for the Chisholm Trail Parkway and President George Bush Turnpike Western Extension projects.

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

T

360T – the 360 Tollway, an approximately 9.7-mile tollway owned and operated by NTTA.

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

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

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

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

Toll Road – Road on which tolls are charged.

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

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

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

Turnpike – Expressway on which tolls are charged.

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

U

USDOT - United States Department of Transportation

V

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

Z

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

