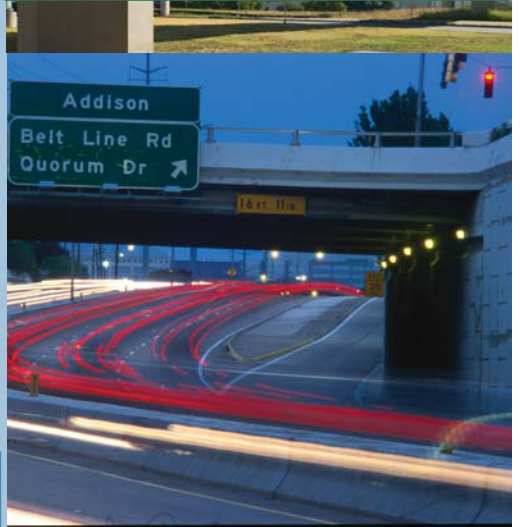




2010

FINAL BUDGET

NORTH TEXAS TOLLWAY AUTHORITY



December 2009



NTTA

NORTH TEXAS TOLLWAY AUTHORITY



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READERS ROADMAP TO THIS DOCUMENT

This Readers Roadmap is a guide to help the reader navigate through the North Texas Tollway Authority's Fiscal Year 2010 Final Budget. This document is prepared in compliance with the Trust Agreement ⁽¹⁾ and is designed to give the board, bond holders, elected officials, the public, and staff a detailed understanding of the Authority's approach to its operations for FY2010. The Authority's fiscal year begins on January 1, 2010 and ends December 31, 2010.

BUDGET DESIGN

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

Introductory – This section contains the transmittal letter addressed to the Board of Directors with an overview chart comparing the 2010 Final Budget compared to 2009. The section also contains a map of the System; the assumptions, goals, and accomplishments of the budget; an Executive Summary which verbally and graphically conveys the major initiatives and issues impacting the 2010 Final Budget; a document showing the history of the Authority; and a Five-Year Strategic Plan showing the goals and objectives for 2009 through 2013. (See pages 5-20)

Budget Overview – This section contains a description of the funds addressed in the budget document. The Authority uses fund accounting to track its various activities. The funds and their corresponding activities are outlined by the Trust Agreement. Most of the reports in this section are presented by department and then fund; with the Authority grouping the departments into Administrative Services and Operational Services. The reports show comparisons to prior year or years, actual, budget, or estimate amounts. The reports included in this section are: the Revenue Detail showing toll revenues by project and detailed other revenue; the Revenue and Coverage Calculation showing the distribution of revenue to the various funds and the debt service coverage amounts; Summary of Funds for 2010 and 2009 showing all the departments estimated expenditures for all the funds; Operation and Maintenance Fund showing actual to budget expenditure by department; an Organizational Chart; a 2010 Staffing Summary showing the changes between the 2010 and 2009 budgeted position; a Staffing Summary History showing full time employee budgeted positions over a number of years; and informational graphs. (See pages 21-31)

(1) See Appendices Section, page 164-166

Departmental Budget – This section starts with the Operation and Maintenance Fund Budget showing comparisons of 2010 and 2009 budgets by departments. It also contains an Executive Summary, a detailed account Operation and Maintenance Fund (OMF), and a detailed account Summary of All Funds; for each individual department. The Executive Summary has the department description, the departments 2010 initiatives and a position summary. The OMF Budget Summary shows the account variance from 2010 to 2009 budgets. The Summary of All Funds shows a comparison of 2010 to 2009 budgets. (See pages 33-121)

Other Funds – This section contains reports for the Reserve Maintenance Fund, the Capital Improvement Fund, Construction Fund, and the CIF/Revolving Account-Feasibility Study Fund. Each fund will have the following reports: an Estimated Comparison report showing the 2010 estimated expenditures compared to 2009, summarized by department; a Fund Project report listing the major projects or purchases; an Estimated Fund Requirements report showing the estimated beginning balance, funding sources, estimated expenditures, and estimated ending balance or requirement; and a Fund Estimate report showing detailed account expenditures by department. (See pages 123-151)

Appendices – The last section contains the 2010 Operation and Maintenance Budget by Account and the All Funds Budget/Estimate by Account reports, that show detail account information for all the departments combined with comparison to 2009 budget; documents showing the complete budget policies and process; the Authority's financial and debt policies; and documents describing the major revenue source and the distribution of revenue. Also included, is a document discussing the long term financial plans; a schedule showing long term financial projections; a glossary of terms and acronyms; and departmental organizational charts. (See pages 153-218)

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FY 2010 Final Budget
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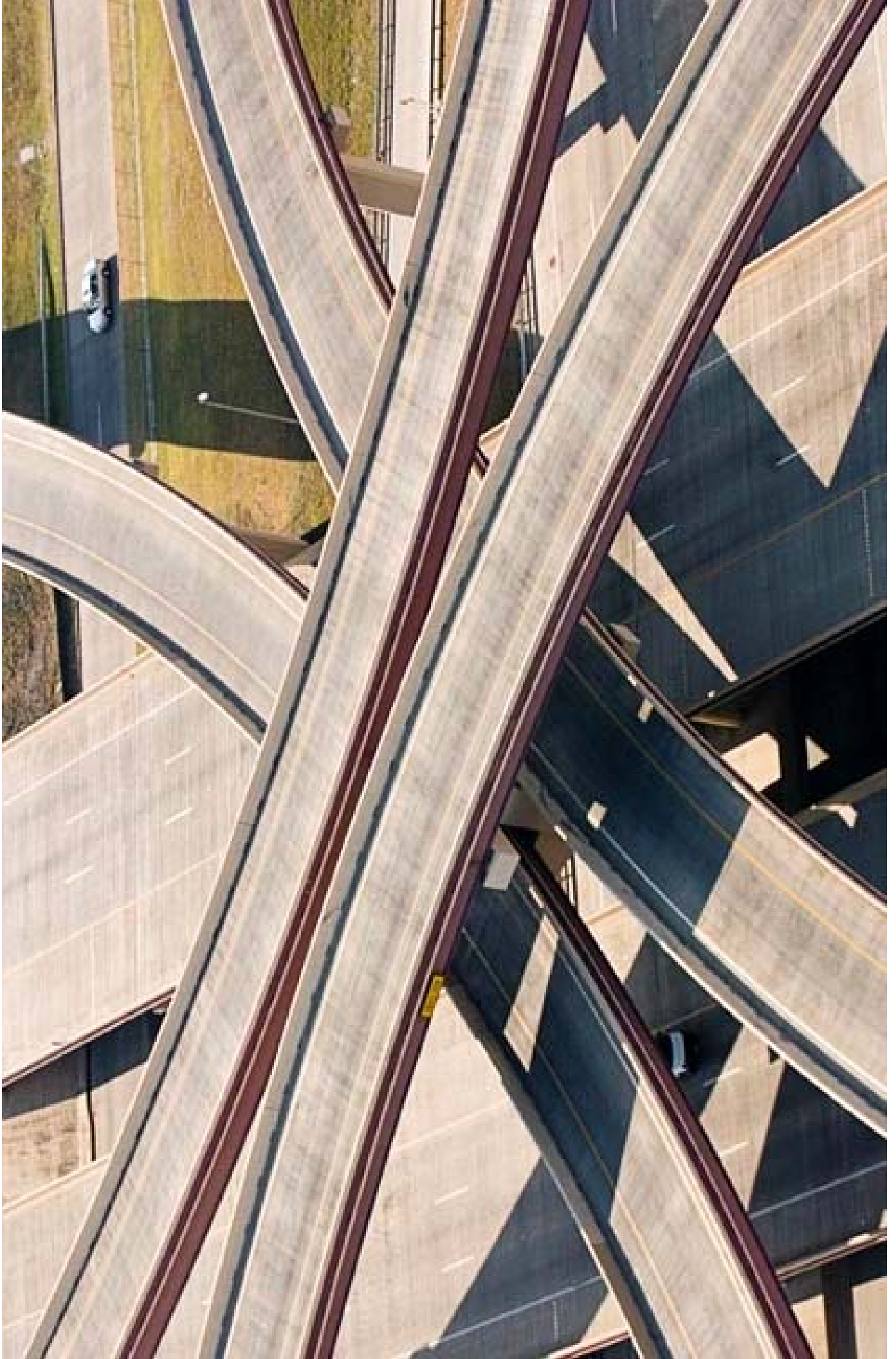
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INTRODUCTORY SECTION



December 16th, 2009

NORTH TEXAS TOLLWAY AUTHORITY
Board of Directors

We are pleased to submit for your review the 2010 Final Budget of the North Texas Tollway Authority (the "Authority").

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

This chart provides an overview of the 2010 Final Budget with a comparison to the 2009 Amended Budget.

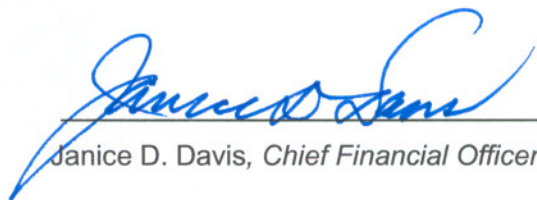
	North Texas Tollway Authority	
	2010 Final Budget	2009 Amended Budget
Estimated Revenues	\$410,021,416	\$298,651,071
Operating Budget	\$102,220,204	\$ 93,091,654
Total Net Debt Service	\$167,174,172	\$121,574,748
Estimated Coverage First Tier	2.00	1.79
Estimated Coverage All Debt	1.58	1.59
Reserve Maintenance Deposit	\$0	\$ 19,943,150
Estimated Capital Improvement Fund Deposit	\$140,627,040	\$ 64,041,519

If you have any questions, or need additional information, please let us know. We look forward to meeting you on December 16th, 2009.

Very truly yours,



Allen Clemson, Executive Director



Janice D. Davis, Chief Financial Officer

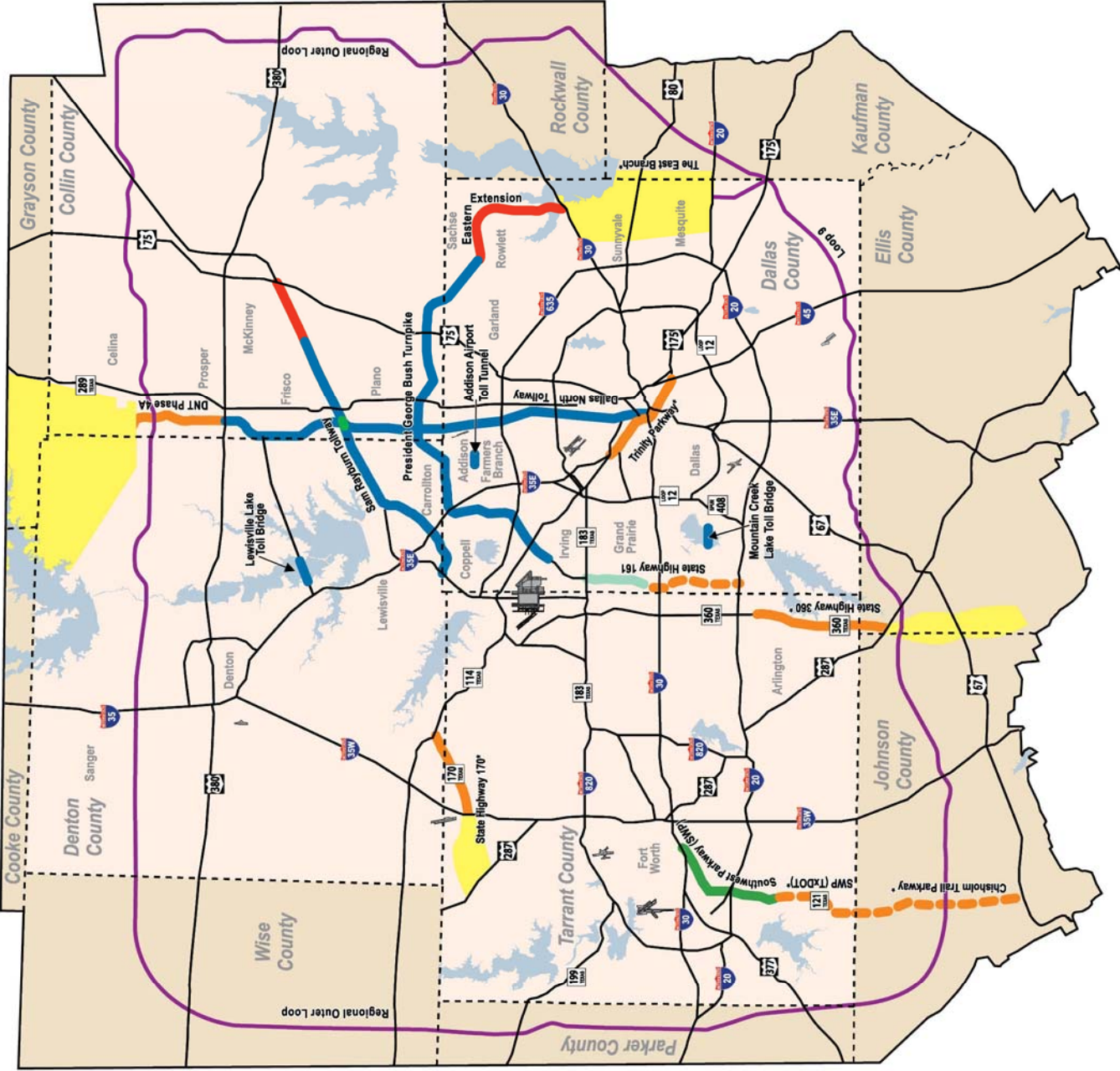
LEGEND

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

TOLL FACILITIES

- President George Bush Turnpike
- Dallas North Tollway
- Sam Rayburn Tollway
- Addison Airport Toll Tunnel
- Lewisville Lake Toll Bridge
- Mountain Creek Lake Toll Bridge

* Project subject to market valuation



2010 FINAL BUDGET ASSUMPTIONS, GOALS AND ACCOMPLISHMENTS

Assumptions

Revenue Assumptions:

- Toll transactions are assumed to increase by 45,284,000, from 443,284,600 to 488,568,600, or 10.2% over FY2009 estimate.
- Toll revenue is assumed to increase by \$93,575,200, from \$283,557,600 to \$377,132,800, or 33.0% over FY2009 estimate.
- TollTag accounts are expected to increase by 175,000 from approximately 970,000 to 1,145,000, an increase of 18%.
- Active TollTags are expected to increase by 322,000 from approximately 1,791,000 to 2,113,000 an increase of 18%.
- 2010 traffic and revenue (T&R) estimation assumptions are based on the toll rates adopted by the Board of Directors on July 16, 2009 and take into consideration the current economic downturn.(1)

Expense Assumptions:

- Increased maintenance cost for additional 166 lane miles with 106.9 lane miles scheduled to open late FY2009 and 59.1 lane miles for SH 161 Phase 2 scheduled to open January 1, 2010. (SH 161 expenses will be budgeted in the Capital Improvement Fund.)
- New TollTag accounts will add an estimated 122,100 contacts annually to the 2009 estimated total of 678,400, for a total FY2010 of 800,400; requiring an additional 6 full time employees (FTE) for the Customer Service Center.
- Conversion to All-ETC and the additional transactions will increase invoice processing by an estimated 690,809 invoices to 2,388,153 or 40.7%, requiring an additional 20 FTE's in the Customer Service Center.
- Assumptions as to what insurance health plan employees will elect for FY2010. (2)

(1)For complete T&R estimation assumptions see WSA report in the Appendices Section pages 186-188

(2)See Executive Summary-Staffing and Personnel Issues page 12.

Other Fund Assumptions

- The Capital Improvement Fund-Revolving Account (Feasibility Study) contains \$35,000,000 for Trinity Parkway that is contingent on a reimbursement agreement with Texas Department of Transportation or Regional Transportation Commission. (See pages 129-139)
- The Construction Fund contains \$169,629,744 for SH 161 construction that, if the project is accepted by the Authority, will require Off System financing. (See page 147 and 191)
- The Construction Fund contains \$320,114,907 for Southwest Parkway/Chisholm Trail construction that, if the project is accepted by the Authority, will require additional financing sources. (See page 147 and 191)

Goals

- Create a budget that efficiently handles a 10.2% increase in toll transactions, a 40.7% increase in invoice processing volume, and an overall increase of 166 lane miles or 27.3% from FY2009.
- Maintain a 1.50 times debt coverage ratio.
- Create a budget that contributes to the replenishment of reserve balances.
 - (1) The Reserve Maintenance Fund is required to maintain a \$5,000,000 reserve by the Trust Agreement.
 - (2) For FY2010 Senior Management will request that the Board of Directors approve a \$5,500,000 reserve in the Capital Improvement Fund, with the ultimate goal of maintaining a reserve equal to three months of operations. Use of the reserve will require specific action by the Board of Directors.
- Bring core competency duties in-house.
- Address 2008 Management Letter comments requiring capital outlay.
 - (1) Enhance the financial system for better internal controls, and better reporting of information.
 - (2) Implement capital asset management system.

Accomplishments

- The 2010 Final Operation and Maintenance Budget handles the increase in toll transaction, invoice volume, and lane miles with an overall increase of \$9.1 million or 9.81%; (See page 24 and 26)
- The debt coverage ratio is estimated at 1.86 times on first and second tier debt and an estimated 1.58 times an all debt including the Intermodal Surface Transportation Efficiency Act of 1991 (“ISTEA”) loan. (See page 23)
- The FY2010 estimated beginning balance of \$35,249,618 in the Reserve Maintenance Fund will maintain the \$5 million required reserve and will accomplish all the maintenance projects identified to maintain the System at the adopted condition level of six or greater. No transfer is required for FY2010. (See page 125)
- The estimated \$140.6 million revenue distribution to the Capital Improvement Fund increased by an estimated \$79.8 million or 131% over FY2009, based on the flow of funds. The contribution will allow for funding of a \$5.5 million reserve in FY2010. (See page 134)
- The Maintenance Department has identified and budgeted salaries and benefits of \$583,634 for 6 core competency position to replace consultant fees of \$1,148,153 for approximately \$564,519 total savings in FY2010.
- The Information Technology Department has identified and budgeted salaries and benefits of \$659,056 for 10 core competency positions to replace consultant fees of \$2,386,950 for approximately \$1,727,894 total savings in FY2010.
- Project Delivery Department has identified and budgeted salaries and benefits of \$807,822 for 5 core competency positions to replace consultant fees of \$1,851,000 for approximately \$1,043,178 total savings for FY2010.
- The Capital Improvement Fund project list contains \$2,600,000 in projects for enhancement and reimplementation of PeopleSoft Financials. This will improve the internal controls and reporting of financial information; addressing concerns outlined in the 2008 Management Letter. (See page 130)



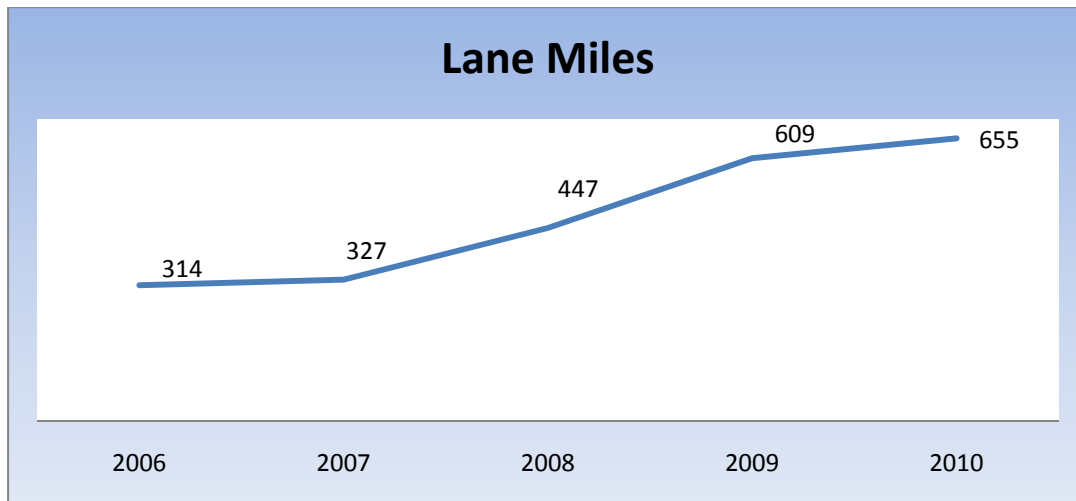
Executive Summary

2010 Final Operating Budget Overview

December 16, 2009

Introduction

Budget year 2010 continues an era of expansion for the Authority and a continued move away from traditional toll collection with tollbooths to all electronic toll collection (“All-ETC”). The facilities that make up what has historically been called the “System” consist of the Dallas North Tollway (DNT); President George Bush Turnpike (PGBT); the Sam Rayburn Tollway (SRT), the Addison Airport Toll Tunnel (AATT); the Mountain Creek Lake Bridge (MCLB) and the Lewisville Lake Toll Bridge (LLTB). The System consists of revenue producing lanes (Revenue Lane Miles) and the service roads on the SRT, which the Authority must maintain, but are not tolled (Lane Miles). Total Lane Miles have more than doubled since 2006, from 314 miles in 2006 to 655 miles in 2010.



The 2010 final budget covers one full year of operations and maintenance for the Lewisville Lake Toll Bridge (LLTB). LLTB added an additional 8 Lane Miles to the Authority and will increase All-ETC activity by 3.9 million transactions. The opening of Sam Rayburn Tollway (SRT) Segment 3 will add 41 Lane Miles to the System.

	FY 2010 Lane Miles		
	Revenue Lane Miles	Service Roads	Lane Miles
DNT	180.5	-	180.5
PGBT	180.5	-	180.5
SRT	137.9	143.1	281.0
MCLB	3.9	-	3.9
AATT	1.4	-	1.4
LLTB	8.0	-	8.0
Total	512.2	143.1	655.3

In 2010, SRT will increase All-ETC activity by 18.1 million transactions. The conversion of PGBT to All-ETC will add another estimated 98.8 million transactions. Overall, toll revenue transactions for the System are expected to increase by 45.3 million, from 443.3 million in 2009 to 488.6 million in 2010, a 10.2 % increase.

The increase in transactions and lane miles accounts for the majority of the increase in the 2010 budget from the 2009 Budget. The Customer Service Center budget increases \$1.7 million for additional personnel and related expenses and another \$1.7 million for additional postage, all related to the increase in transactions. The System and Incident Management System budget increases by \$654k for additional Roadway Customer Service employees and another \$1.2 million for additional police services.

The change in accounting for the purchase of TollTags from a capital cost to an operational expense increased the budget by \$3.5 million. Additional computer software and license renewals add \$1.0 million. Legal fees are expected to increase by \$1.2 million. The 2010 Final Operating Budget is currently at \$102.2 million.

Personnel comparison 2010 to 2009 budget:

The departments most impacted by the increase in transactions and the conversion to All-ETC are Customer Service Center (CSC), Information Technology(IT), and System and Incident Management(SIM). The 2010 budget includes a net increase of 48 new FTEs. The most significant changes are described below.

The CSC is requesting an additional 27 FTEs to process the additional transactions. Most of these positions will be open to current Toll Collection (TC) employees to facilitate the transition to All-ETC. IT is requesting 16 additional FTEs to bring some core competency positions in-house and to better support the increased demands on the systems and increased roadway equipment. SIM is increasing by 15 FTEs, 11 to supply roadway assistance and 4 for incident detection. The Toll Collection Department will reduce its staffing by 11 positions. Restructuring has allowed the Maintenance Department to eliminate 15 Maintenance Technician positions to create an 8-member full time night crew. Maintenance is also bringing six core competency positions in-house.

Staffing and Personnel Issues

The proposed 2010 Final Operating Budget includes \$980,330 for compensation adjustments or increases. This is a decrease of \$703,985 or 41.8% from the FY2009 Budget amount of \$1,684,315.

Health care expenses continue to be a significant factor in personnel costs. The Public Employees Benefit Cooperative (PEBC) manages the Authority's health plan; in FY2010, the plan will have two options, an EPO and a PPO. The Authority currently has an overall 80% employer and 20% employee cost share of premiums. This will change in FY2010 depending on the chosen plan and insurance coverage option. EPO will be 88% employer and 12% employee for the employee only coverage, employee and spouse, child, or family coverage's will be 75% employer and 25% employee. PPO will be 88% employer and 12% employee for the employee only coverage, employee and spouse, child, or family coverage's will be 77% employer and 23% employee. Two dental plans are also offered with a 30% employer and 70% employee cost share of premiums. The 2010 budget for all funds includes \$8,359,561 for health care premiums and \$1,200,000 for other post employment benefits (OPEB) for a total of \$9,559,561. This is an increase of \$1,339,561 or 16.3 over the FY2009 Budget.

The budget provides for retiree benefits at the employer/employee ratio of 8.99%/6.00%, respectfully. An increase in the 2010 Texas County & District Retirement System (TCDRS) employer contribution rate from 8.51% to 8.99% is reflected in the budget.

Compensation, benefits costs, and expenses are allocated to the various funds based on the level of estimated activity for related projects and account for 47% of operating costs.

2010 Revenues

Total 2010 estimated revenues for the NTTA System are \$410,021,416. These revenues are comprised primarily of \$377,132,800 of toll revenues, or 92% of total revenues. Wilbur Smith Associates estimates a 33.0% increase in 2010 toll revenues when compared to 2009-estimated toll revenues due mainly to the toll rate increase (See Wilbur Smith projection on pages 181 and 186-188). This estimate includes one full year of LLTB operations totaling \$5,169,300. Other income consists of administrative and miscellaneous fees, estimated to be \$23,588,616. Interest earned on investments is projected to be \$9,300,000, or approximately 2% of total revenue.

2010 Debt Service and Loan Repayment

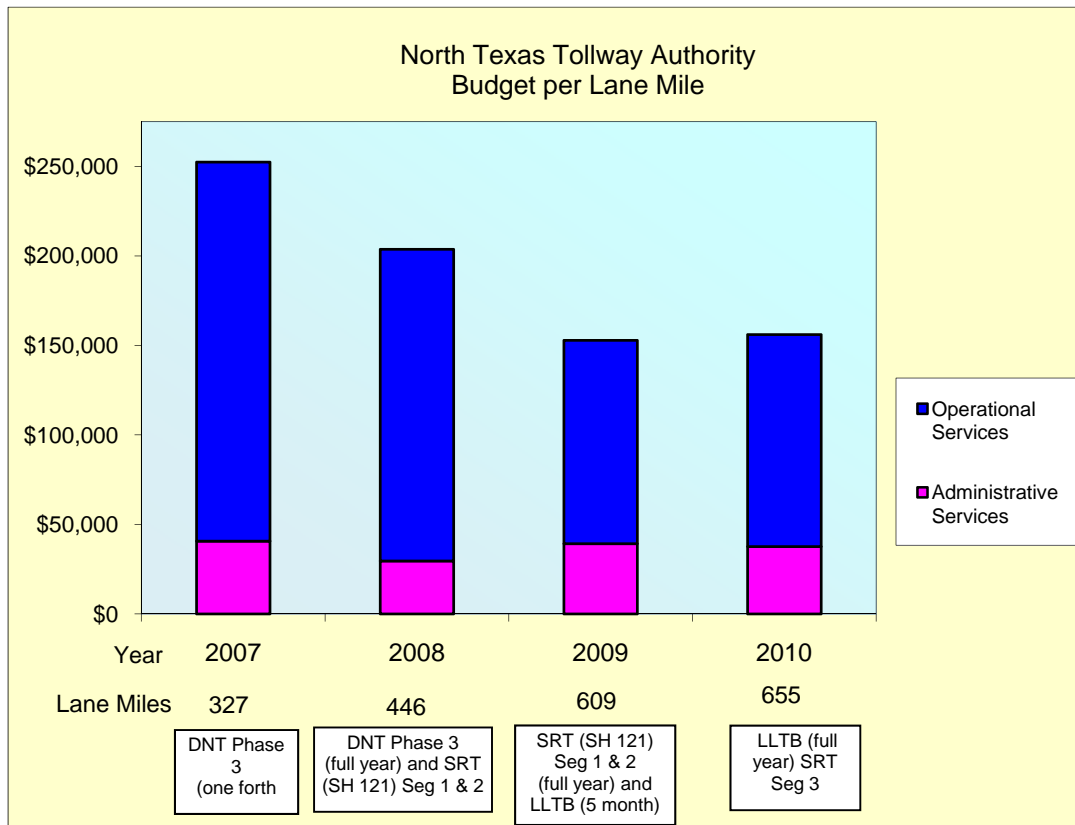
Total Net Debt Service will increase to \$167,174,172 in 2010 or 37.5% from \$121,574,748 in 2009. Estimated 2010 total bond debt service coverage is 1.86 times first and second tier debt service. The \$8,250,000 ISTEAs payment is due January 1, 2011. Coverage for all debt including ISTEAs is 1.58 times.

2010 Expenditures

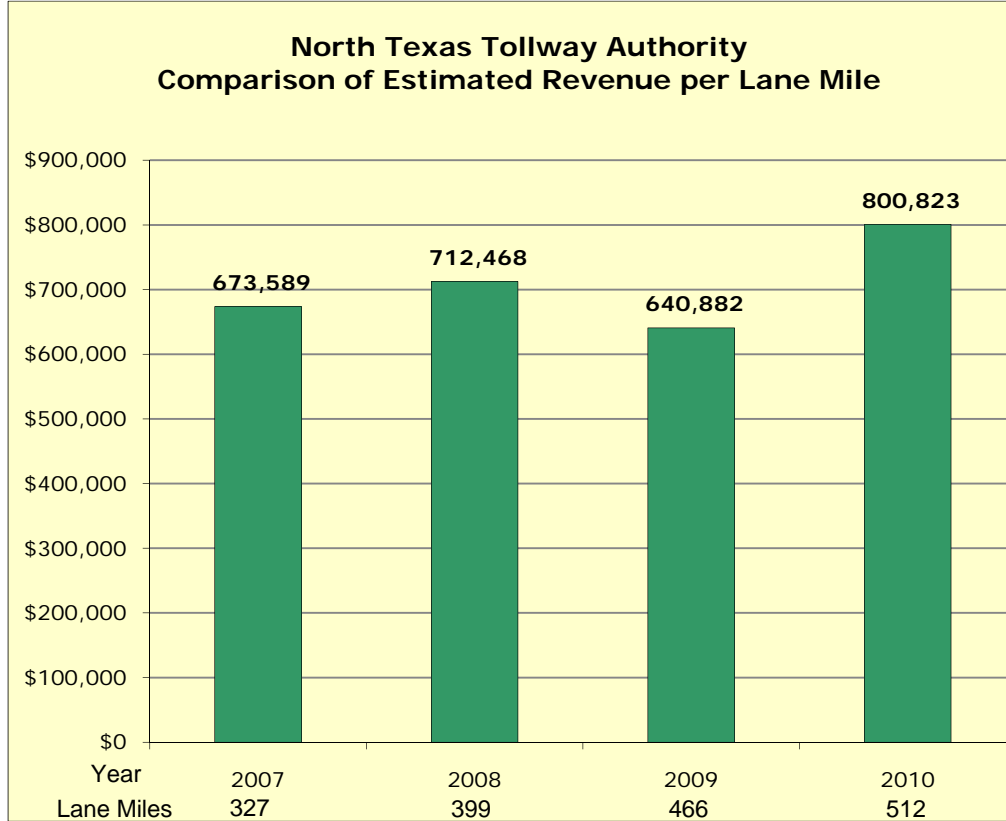
The 2010 budget for operating expenses is presently \$102,220,204. This represents an increase of \$9,128,550, or 9.81% over the 2009-operating budget of \$93,091,654. The primary factors driving the 2010 increase are expenses related to one full year of operating LLTB; the opening of SRT Segment 3; and the change in accounting for the purchase and issuance of sticker tags.

Costs directly associated with operational services of the NTTA System (Customer Service Center, Information Technology, Maintenance, Operations, System & Incident Management, Toll Collection, Vault, and Project Delivery, departments) are proposed at \$77,551,266 or 76% of the total budget.

Costs directly associated with the administrative services of the NTTA System (Administration, Business Diversity, Communications/Marketing, Finance, Government Affairs, Human Resources, Internal Audit, and Legal departments), are proposed at \$24,668,938 or 24% of the total budget.



The budget per lane mile in 2010 increased 1.6 percent from 2009, due in part to the increase in lane miles and transactions, partially offset by the departments' efforts to achieve greater efficiency. The 2010 lane miles of 655 include 143 miles of service roads for SRT.



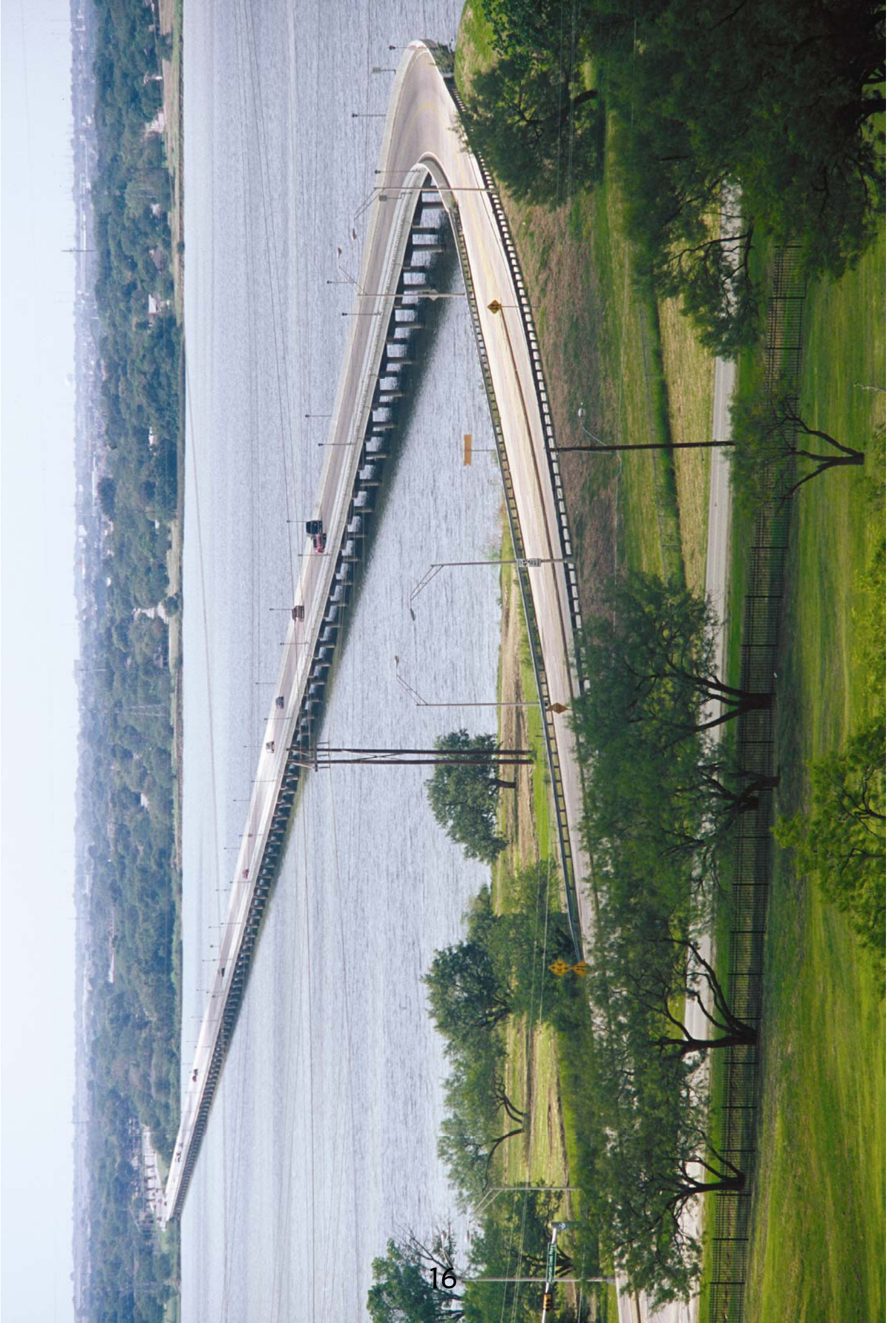
Revenues per lane mile increased in 2010, to \$800,823 from \$640,882 in 2009, as shown in the chart above. The estimated increase in revenues per lane mile is approximately \$159,941 or 25.0 percent. The increase is due to a 10.2 percent increase in toll transactions with one full year of operations of LLTB, the opening of SRT Segment 3, and the toll rate increase in September 1, 2009. The lane miles for revenue are calculated on revenue producing lanes only. The revenue lane miles for 2010 are 512.

Reserve Maintenance Fund

Ongoing maintenance of the existing infrastructure is essential. Estimated expenditures in FY 2010 of \$28,764,214 will not require a deposit to the Reserve Maintenance Fund (RMF) for FY2010 (see calculation on page 125). This includes Maintenance expenditures of \$25,227,413 due to continued GASB 34, infrastructure maintenance requirements, and wall repairs. IT expenditures of \$2,327,202 mostly to support the All-ETC requirements, replace outdated servers, and computer and equipment.

Other Funds

Details of estimated expenditures of the Capital Improvement Fund (CIF) and its Revolving Account-Feasibility Study Fund (See pages 130-132) of \$167,889,379, and Construction Fund (See Pages 143) of \$829,329,346, are included for your review and approval. The deposit to the CIF is expected to be \$ 140,627,040, which would allow a \$5.5 million reserve to be established in FY 2010. The intent of the reserve is to eventually have a three-month operating reserve of \$ 25 million.



HISTORY OF THE NORTH TEXAS TOLLWAY AUTHORITY

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

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

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

The North Texas Tollway Authority System (the System) is the enterprise fund of the Authority. The System is a turnpike project of the Authority and consists of the Dallas North Tollway (DNT), the Addison Airport Toll Tunnel (AATT), the President George Bush Turnpike (PGBT), the Mountain Creek Lake Bridge (MCLB), Sam Rayburn Tollway (SRT), and the Lewisville Lake Toll Bridge (LLTB). Currently, the System is approximately 66 miles long and has a total of 655 lane miles.

In addition, Chapter 366 authorized the Feasibility Study Fund to be used only to pay the expenses of studying the cost and feasibility and any other expenses relating to:

- 1) The preparation and issuance of bonds for the acquisition and construction of a proposed turnpike project for the Authority;
- 2) The financing of the improvement, extension or expansion of an existing turnpike or Authority;
- 3) Private participation, as authorized by law, in the financing of a proposed turnpike project or Authority, the refinancing of an existing turnpike project or Authority or the improvement, extension or expansion of a turnpike project or Authority.

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

FIVE-YEAR STRATEGIC PLAN GOALS AND OBJECTIVES

2009 – 2013

North Texas Tollway Authority Mission

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

North Texas Tollway Authority Values

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

The five-year strategic plan with its goals and objectives was developed in 2009 in a collaborative effort of NTTA's Executive Management and Board of Directors. These goals and objectives drove the development of the fiscal year 2010 budget. They are the roadmap of the organization, with individual employee's goals being linked to the departmental goals and objectives, which are completely aligned with the following NTTA goals and objectives.

Goals and Objectives for the North Texas Tollway Authority

Goal 1: Financially sound and vibrant financial system

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

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

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

Goal 3: Customer-driven organization

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

Goal 4: Innovative tolling and toll road solutions

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

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

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

Goal 6: Open, honest communication

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

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

BUDGET OVERVIEW SECTION



North Texas Tollway Authority

Fund Descriptions

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

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

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

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

CIF-Revolving Account/Feasibility Study Fund (FSF) – 1300 - The Feasibility Study Fund was created to account for the initial cost of determining if a project is appropriate. While the Feasibility Study Fund is being separately identified, it is defined as a revolving fund in Section 366 of the Texas transportation Code and is funded from surplus of the Capital Improvement Fund. The estimates for this fund vary from year-to-year based on the number of projects that are under consideration.

Construction Funds (CF) – 2100 thru 2190 - The Construction Fund was created to account for that portion of the proceeds from the sale of Revenue Bonds or other financing sources and funds received from other entities to pay all costs of construction of new projects of the System. The estimates for this fund vary from year-to-year based on the amount of construction estimated for that year.

Debt Service Funds (DSF) – 2610 & 2630 - The First, Second, and Third Tier Bond Interest and Redemption Accounts were created to account for the payment of the principal and interest requirements of the revenue bonds.

**North Texas Tollway Authority
FY 2010 Revenue Detail**

	2007		2008		2009		2010	
	Actual	Budget	Actual	Budget	Estimated Actual (1)	Amended Budget	Estimated Budget (1)	% Change
Toll Revenue								
Dallas North Tollway (DNT)	\$ 97,524,800	\$ 103,202,100	\$ 115,367,018	\$ 129,725,600	\$ 129,377,300	\$ 120,880,802	\$ 168,535,000	39.42%
President George Bush Turnpike (PGBT)	102,582,688	98,755,100	112,914,339	120,614,700	105,992,500	101,013,311	135,324,000	33.97%
Sam Rayburn Tollway (SRT)	-	-	10,014,168	14,186,900	44,252,900	38,888,244	65,352,100	68.05%
Mountain Creek Lake Bridge (MCLB)	1,551,703	1,506,800	1,488,844	1,550,300	1,537,500	1,419,917	1,876,400	32.15%
Addison Airport Tunnel Tollway (AATT)	1,016,372	1,027,800	992,422	1,037,300	886,400	868,055	876,000	0.92%
Lewisville Lake Toll Bridge (LLTB)	-	-	-	-	1,511,000	1,981,400	5,169,300	160.89%
Total Toll Revenues	202,675,563	204,491,800	240,776,791	267,114,800	283,557,600	265,051,729	377,132,800	42.29%
Investment Income	12,961,888	9,500,000	11,685,372	9,000,000	10,275,000	9,000,000	9,300,000	3.33%
Other Income (2)		6,271,800		8,159,800		-		
Interoperability Fees	2,595,227		2,822,334		2,149,640	2,425,000	2,120,000	(12.58%)
Statement Fees	985,389		1,161,035		1,236,960	1,140,000	1,200,000	5.26%
Administrative Fees	3,959,651		5,150,541		15,221,661	20,664,342	19,898,616	(3.71%)
Rents & Miscellaneous Revenues	448,358		139,214		348,040	370,000	370,000	0.00%
Total Revenues	7,988,625	6,271,800	9,273,124	8,159,800	18,956,301	24,599,342	23,588,616	(4.11%)
	\$ 223,626,076	\$ 220,263,600	\$ 261,735,287	\$ 284,274,600	\$ 312,788,901	\$ 298,651,071	\$ 410,021,416	37.29%

(1) Estimated FY 2009 and FY 2010 toll revenue per Wilbur Smith & Associates July 2009 Investment Grade Traffic and Toll Revenue Study.

(2) Other Income not previously budgeted at the detail level

**North Texas Tollway Authority
Revenue and Coverage Calculation
FY 2010 to 2009**

	(A)	(B)	(C)	2010 Budget to 2009 Budget	
	2008 Actual	2009 Amended Budget	2010 Budget	Amount	Percent Increase
Toll Revenue (1)	\$ 240,776,791	\$ 265,051,729	\$ 377,132,800	\$ 112,081,071	42.29%
Investment Income	11,685,372	9,000,000	9,300,000	300,000	3.33%
Other Income (2)	9,273,124	24,599,342	23,588,616	(1,010,726)	(4.11%)
Total Revenues	261,735,287	298,651,071	410,021,416	111,370,345	37.29%
Operating Expenses	80,668,732	93,091,654	102,220,204	9,128,550	9.81%
Net Revenues for Debt Service	181,066,555	205,559,417	307,801,212	102,241,795	49.74%
Debt Service (3)					
First Tier Debt Service	239,943,278	270,459,915	320,200,371	49,740,456	18.39%
First Tier Capitalized Interest	(126,987,770)	(155,671,110)	(166,633,854)	(10,962,744)	7.04%
Second Tier Debt Service	24,343,893	58,038,275	58,038,275	-	0.00%
Second Tier Capitalized Interest	(24,343,893)	(52,234,447)	(46,430,620)	5,803,827	(11.11%)
Third Tier Debt Service	-	982,115	2,000,000	1,017,885	103.64%
Third Tier Capitalized Interest	-	-	-	-	0.00%
Total Net Debt Service	112,955,508	121,574,748	167,174,172	45,599,424	37.51%
Revenues Available after Debt Service	68,111,047	83,984,669	140,627,040	56,642,371	67.44%
Reserve Maintenance Fund Required Deposit	42,468,500	19,943,150	-	(19,943,150)	(100.00%)
Revenues Available for Capital Improvement Fund	25,642,547	64,041,519	140,627,040	76,585,521	119.59%
CIF Subordinated Debt	-	-	18,894,409	18,894,409	100.00%
ISTEA Payment	7,500,000	7,750,000	8,250,000	500,000	6.45%
Revenues Available for Capital Projects	18,142,547	56,291,519	113,482,631	57,191,112	101.60%

Debt Service Coverage

First Tier Coverage	1.60	1.79	2.00
First & Second Tier Coverage	1.60	1.70	1.86
All Debt Coverage	1.50	1.59	1.58

Trust Agreement All Debt Coverage

First Tier	1.35
First & Second Tier	1.20
All Debt	1.00

(A) 2008 Actual from 2008 Financial Statements.

(B) 2009 Budget as amended in June 2009.

(C) 2010 Budget as proposed.

(1) 2010 Toll Revenue Estimates are based on WSA letter dated July 2009.

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

(3) Debt Service Coverage for FY 2009 and FY2010 from Aggregate Debt Service Schedule dated 11/19/09.

Third Tier assuming CP \$200,000,000 at 1.00%.

North Texas Tollway Authority
Summary of Funds
FY 2010

Departments	Operation and Reserve		Capital Improvement		Total
	Maintenance Fund	Maintenance Fund	Fund/Revolving Account	Construction Fund	
Administrative Services:					
Administration	\$ 1,269,571	\$ 45,519	\$228,522	\$ 116,102	\$ 1,659,714
Board	303,460	-	-	-	303,460
Business Diversity	207,277	109,706	87,764	109,706	514,453
Communications/Marketing	2,556,369	85,553	595,541	125,543	3,363,006
Finance	3,841,677	352,698	6,475,961	1,565,871	12,236,207
Government Affairs	555,229	-	17,113	17,113	589,455
Human Resources	11,576,399	465,142	736,033	490,906	13,268,480
Internal Audit	983,831	11,250	14,250	4,500	1,013,831
Legal Services	3,375,125	106,507	2,425,696	1,943,160	7,850,488
Total Administrative Services	24,668,938	1,176,375	10,580,880	4,372,901	40,799,094
Operational Services:					
Customer Service Center	27,246,233	-	-	-	27,246,233
Information Technology	11,540,166	2,327,202	20,757,539	566,850	35,191,757
Maintenance	21,668,988	25,227,413	12,711,280	-	59,607,681
Operations	1,076,517	33,224	9,488,963	13,193	10,611,897
Project Delivery	135,863	-	113,921,440	824,376,402	938,433,705
System & Incident Management	8,285,623	-	429,277	-	8,714,900
Toll Collection	6,684,162	-	-	-	6,684,162
Vault	913,714	-	-	-	913,714
Total Operational Services	77,551,266	27,587,839	157,308,499	824,956,445	1,087,404,049
Grand Totals	102,220,204	28,764,214	167,889,379	829,329,346	1,128,203,143

FY 2010 compared to FY 2009

FY 2009 Grand Totals	93,091,654	28,505,673	44,731,211	630,028,369	877,096,368
Increase/(Decrease)	9,128,550	258,541	123,158,168	199,300,977	251,106,775

**North Texas Tollway Authority
Summary of Funds
FY 2009 Amended**

<u>Departments</u>	Operation and Maintenance Fund	Reserve Maintenance Fund	Capital Improvement Fund/Revolving Account	Construction Fund	Total
Administrative Services:					
Administration	\$ 2,085,587	\$ 94,571	\$ 119,790	\$ 37,829	\$ 2,337,777
Board	222,990	-	-	-	222,990
Business Diversity	136,495	67,390	101,085	67,390	372,360
Communications/Marketing	3,589,653	-	157,673	87,810	3,835,136
Finance	3,122,582	355,964	7,170,229	1,140,468	11,789,243
Government Affairs	583,837	-	17,148	17,148	618,133
Human Resources	10,837,270	329,373	859,506	402,951	12,429,100
Internal Audit	1,293,349	11,250	14,250	4,500	1,323,349
Legal Services	2,042,495	150,000	2,548,020	298,020	5,038,535
Total Administrative Services	23,914,258	1,008,548	10,987,701	2,056,116	37,966,623
Operational Services:					
Customer Service Center	20,442,174	25,210	2,030,400	-	22,497,784
Information Technology	10,021,724	2,296,097	9,587,748	119,253	22,024,822
Maintenance	22,138,967	25,146,768	5,224,823	-	52,510,558
Operations	811,055	-	-	-	811,055
Project Delivery	60,990	-	96,941,000	627,853,000	724,854,990
System & Incident Management	6,658,926	-	-	-	6,658,926
Toll Collection	8,192,712	29,050	699,000	-	8,920,762
Vault	850,848	-	-	-	850,848
Total Operational Services	69,177,396	27,497,125	114,482,971	627,972,253	839,129,745
Grand Totals	93,091,654	28,505,673	125,470,672	630,028,369	877,096,368

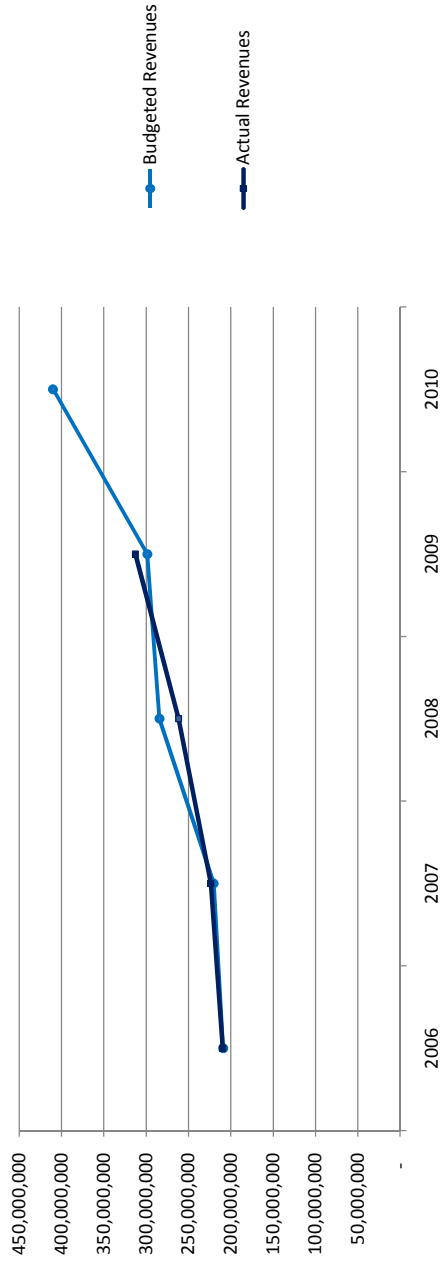
**NORTH TEXAS TOLLWAY AUTHORITY
OPERATIONS AND MAINTENANCE FUND
ACTUAL VS BUDGET LISTED BY DEPARTMENTS
FY 2008 TO 2010**

	2008	2009	2010
	BUDGET	AMENDED BUDGET	BUDGET
Toll Revenue	\$ 267,114,800	\$ 265,051,729	\$ 283,557,600
Investment Income	9,000,000	9,000,000	10,275,000
Other Income	8,159,800	24,599,342	23,588,616
Total Revenues	284,274,600	298,651,071	410,021,416
Increase from Previous Year	29.06%	5.06%	37.29%
Percent of Actual to Budget	92.07%	49.60%	104.73%
ADMINISTRATIVE SERVICES			
Administration	2,905,200	2,085,587	1,937,510
Board	-	222,990	207,158
Business Diversity	81,600	136,495	126,804
Communications/Marketing	3,777,925	3,589,653	2,308,147
Finance	2,241,900	3,122,582	2,900,879
Government Affairs	719,975	583,837	185,695
Human Resources	1,688,900	10,837,270	542,385
Internal Audit	250,900	1,293,349	10,067,824
Legal Services	1,862,700	2,042,495	1,201,521
Sub-total	13,529,100	23,914,258	22,587,792
OPERATIONAL SERVICES			
Customer Service Center	15,262,500	20,442,174	18,990,780
Information Technology	9,345,500	10,021,724	9,310,182
Maintenance	23,034,500	22,138,967	20,567,100
Operations	-	811,055	753,470
Planning	45,300	-	-
Project Delivery	59,300	60,990	56,660
System & Incident Management	14,646,400	6,658,926	6,586,142
Toll Collection	13,710,400	8,192,712	7,611,029
Vault	1,244,700	850,848	949,024
Sub-total	77,348,600	69,177,396	64,824,387
TOTAL	90,877,700	93,091,654	102,220,204
Increase from Previous Year	10.07%	2.44%	9.81%
Percent of Actual to Budget	88.77%	41.86%	93.90%

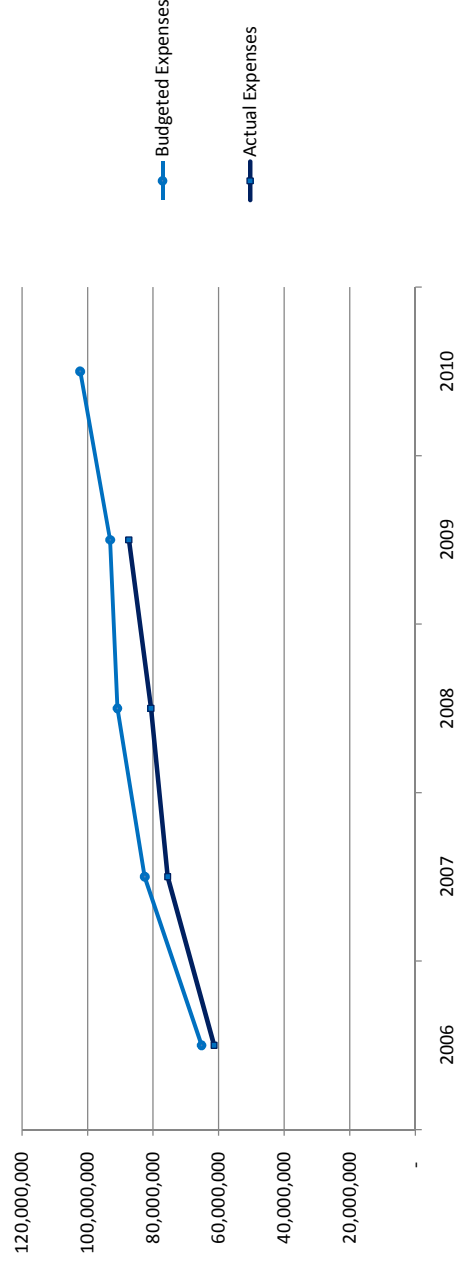
(1) Actual through June 2009
(2) Estimated FY 2009 and FY 2010 toll revenue per Wilbur Smith & Associates July 2009 Investment Grade Traffic and Toll Revenue Study.

Budget vs. Actual
Revenues and Expenses

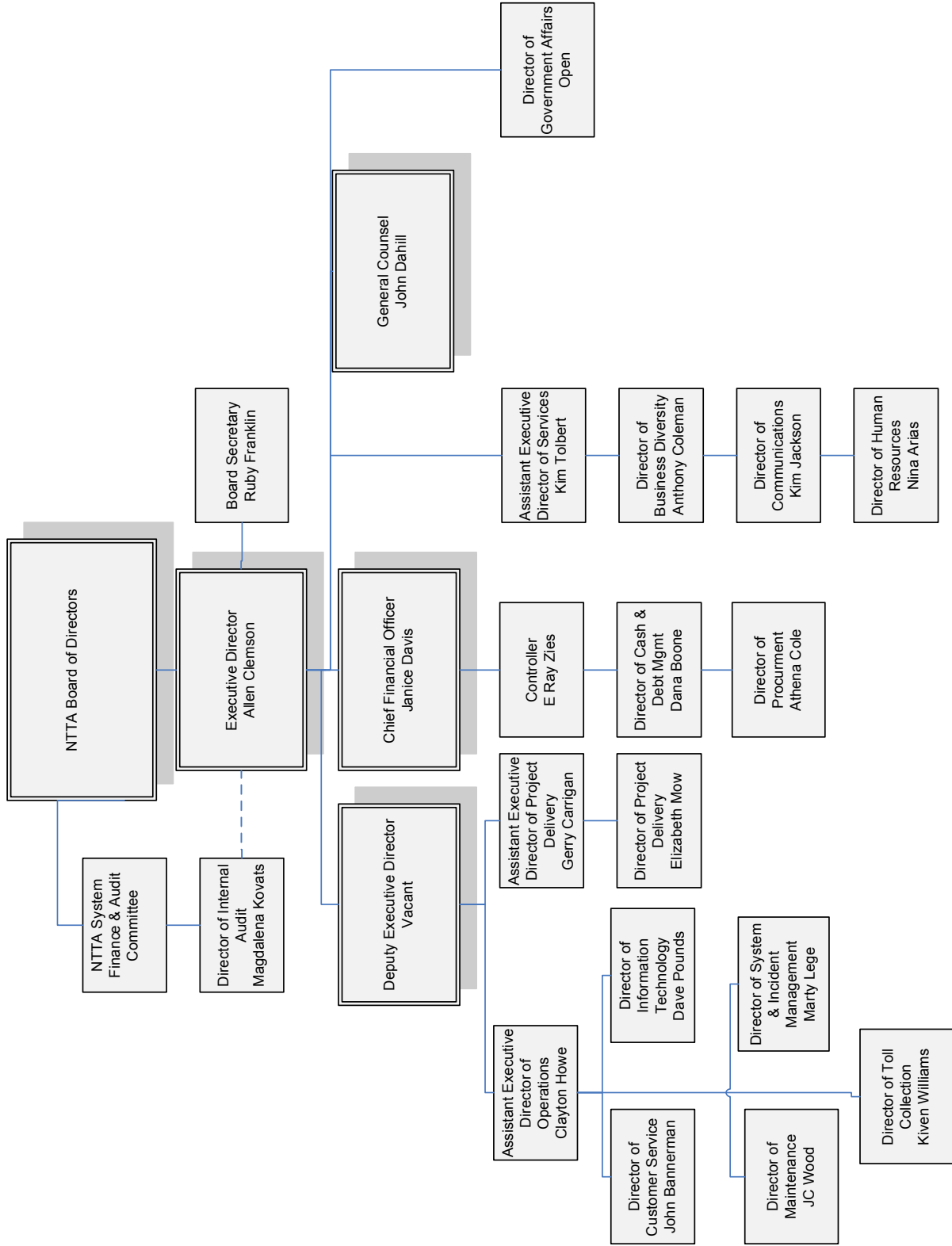
Budgeted vs. Actual Revenues



Budgeted vs. Actual Expenses



Authority Organizational Chart



North Texas Tollway Authority
FY 2006 - 2010 FTE Staffing Summary History

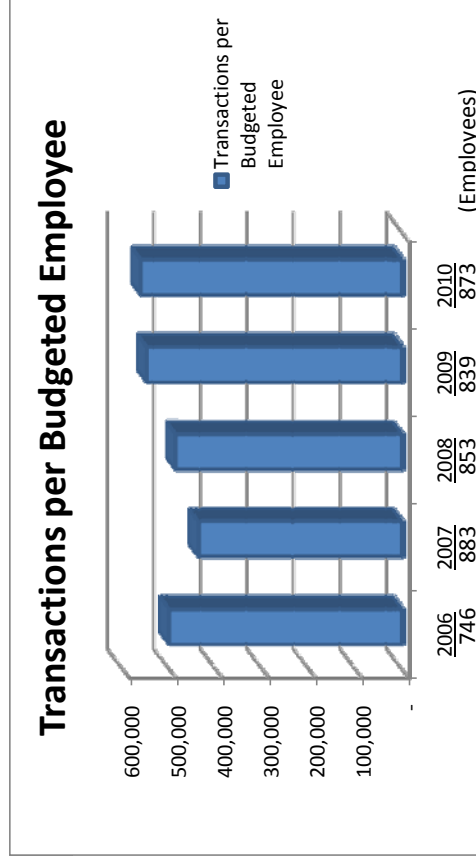
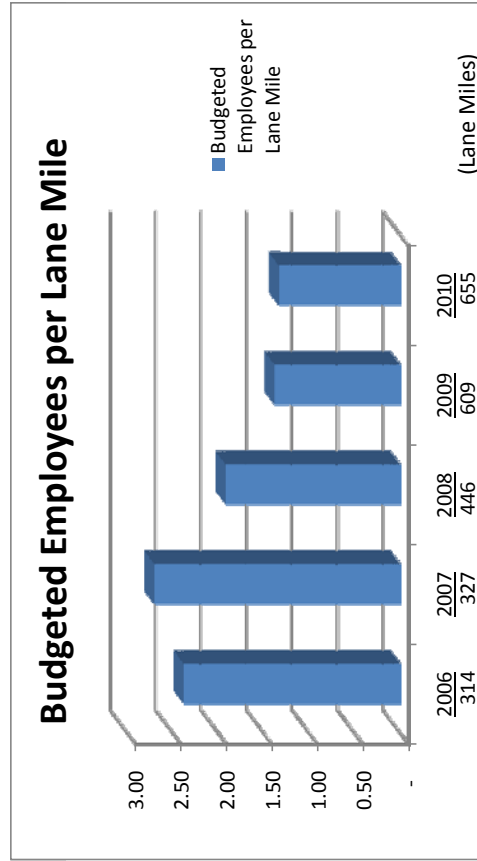
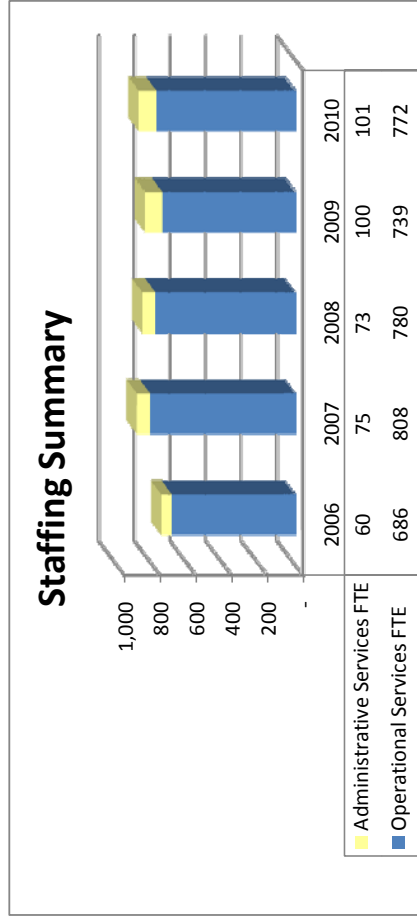
	Approved				Change in Budgeted FTEs 2009 to 2010	
	2006 Budget	2007 Budget	2008 Budget	2009 Budget		Final 2010 Budget
Administrative Services						
Administration	12	7	9	8	7	(1)
Board	-	-	-	1	2	1
Business Diversity	1	1	2	5	6	1
Business Solutions	-	4	-	-	-	-
Communications/Marketing	7	12	12	15	14	(1)
Finance	23	28	29	38	43	5
Government Affairs	1	2	3	3	3	-
Human Resources	11	14	13	15	13	(2)
Internal Audit	-	-	2	12	8	(4)
Legal Services	5	7	3	3	5	2
Total Administrative Services	60	75	73	100	101	1
Operational Services						
Customer Service Center	100	119	144	224	251	27
Engineering	16	17	-	-	-	-
Information Technology	25	24	32	51	67	16
Maintenance	80	101	197	193	187	(6)
Operations	-	-	-	3	3	-
Planning	-	-	2	-	-	-
Project Delivery	-	4	6	13	15	2
Project Evaluation	-	-	4	6	-	(6)
System & Incident Management	20	30	51	63	73	10
Toll Collection	414	480	321	173	156	(17)
Vault	31	33	23	13	20	7
Total Operational Services	686	808	780	739	772	33
Grand Total	746	883	853	839	873	34

FTEs - Full Time Employees

**North Texas Tollway Authority
FY 2010 Staffing Summary**

	Approved in 2009 Budget	Moved to/from		Change in 2009	Ending 2009	Requested For 2010	Move to/from		Final 2010 Budget			
		Department	Other				Department	Other	Full Time	Part Time	On Call	
Administrative Services												
Administration	8		(2)	-	6	1	-	-	7	1	-	-
Board	1	1		-	2	-	-	-	2	-	-	-
Business Diversity	5	-	-	-	5	1	-	-	6	-	-	-
Communications/Marketing	15	-	-	(1)	14	-	-	-	14	1	2	-
Finance	38	5	5	(2)	41	-	2	2	43	-	-	-
Government Affairs	3	-	-	-	3	-	-	-	3	1	-	-
Human Resources	15	-	-	-	15	-	(2)	(2)	13	-	-	-
Internal Audit	12	-	-	(4)	8	-	-	-	8	-	-	-
Legal Services	3	1	1	-	4	1	-	-	5	-	-	-
Total Administrative Services	100	5	(7)	(7)	98	3	-	-	101	3	2	2
Operational Services												
Customer Service Center	224	-	-	-	224	27	-	-	251	4	14	-
Information Technology	51	-	-	-	51	16	-	-	67	-	-	-
Maintenance	193	-	-	1	194	(7)	-	-	187	-	-	-
Operations	3	-	-	-	3	-	-	-	3	-	-	-
Project Delivery	13	-	-	-	13	2	-	-	15	-	-	-
Project Evaluation	6	(5)	(5)	(1)	-	-	-	-	-	-	-	-
System & Incident Management	63	-	-	(4)	59	3	11	11	73	1	-	-
Toll Collection	173	1	1	(7)	167	-	(11)	(11)	156	1	-	-
Vault	13	(1)	(1)	5	17	3	-	-	20	-	-	-
Total Operational Services	739	(5)	(6)	(6)	728	44	-	-	772	6	14	14
Total	839	0	(13)	(13)	826	47	0	0	873	9	16	16

North Texas Tollway Authority
FY 2010 Informational Graphs





DEPARTMENTAL BUDGETS
SECTION



**North Texas Tollway Authority
Operating & Maintenance Fund Budget Comparisons
FY 2010 to 2009**

Departments	2009		2010		2010 Final Budget to 2009 Budget	
	Amended Budget		Final Budget		Amount	Percent
Administrative Services:						
Administration	\$ 2,085,587	\$	1,269,571	\$	(816,016)	(39.13%)
Board	222,990		303,460		80,470	36.09%
Business Diversity	136,495		207,277		70,782	51.86%
Communications/Marketing	3,589,653		2,556,369		(1,033,284)	(28.79%)
Finance	3,122,582		3,841,677		719,095	23.03%
Government Affairs	583,837		555,229		(28,608)	(4.90%)
Human Resources	10,837,270		11,576,399		739,129	6.82%
Internal Audit	1,293,349		983,831		(309,518)	(23.93%)
Legal Services	2,042,495		3,375,125		1,332,630	65.25%
Total Administrative Services	23,914,258		24,668,938		754,680	3.16%
Operational Services:						
Customer Service Center	20,442,174		27,246,233		6,804,059	33.28%
Information Technology	10,021,724		11,540,166		1,518,442	15.15%
Maintenance	22,138,967		21,668,988		(469,979)	(2.12%)
Operations	811,055		1,076,517		265,462	32.73%
Project Delivery	60,990		135,863		74,873	122.76%
System & Incident Management	6,658,926		8,285,623		1,626,697	24.43%
Toll Collection	8,192,712		6,684,162		(1,508,550)	(18.41%)
Vault	850,848		913,714		62,866	7.39%
Total Operational Services	69,177,396		77,551,266		8,373,870	12.10%
Grand Totals	93,091,654		102,220,204		9,128,550	9.81%



EXECUTIVE SUMMARY

Administration Department

2010 Final Budget

Executive Staff:

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

Department Description:

- The Administration department oversees communication and implementation of directions and policies of the Board of Directors; oversees all aspects of NTTA's operations; sets the tone, values and culture of the organization; and manages communications with local, regional, state and national transportation partners.

2010 Initiatives:

- The proposed Administration FY2010 OMF budget is \$1,269,571. This represents a 39.13% reduction from the previous year's FY2009 budget. The reduction is due to the following business needs and staffing changes:
 - The centralized records retention management program was initiated in FY2009 to allow efficient retrieval, storage and handling of records within the organization. To more appropriately align this function within the organization, the Records Retention Coordinator position and related expenses budgeted to oversee this process were transferred to the Legal Department budget for FY2010.
 - The Administration department has transferred the Agenda Coordinator position to the Board Department budget for FY2010. The position supports the coordination, collection, and distribution of materials for Board and Committee meetings and reports directly to the Board Secretary.
 - The Administration department is spearheading the organizational development study to look at various department function areas including staffing and work force management. An external consultant will be engaged during FY2009 for this process and the study is expected to be implemented in FY2010.
 - Budget Impact: Amount not to exceed \$50,000
 - The Administration department is leading the strategic planning cultural change and balance score card initiative to be implemented agency wide in FY2010. These efforts support the Board's strategic plan and are tied to overall performance goals for the executive and senior leadership team.

- The Administration department continues to lead the implementation of the new NTTA Policy Manual and Administrative Guide. The policy review process is ongoing and the development of new key operational, financial and administrative policies is underway. The target completion date is February 2010.
- The Administration department will spearhead the implementation of an annual Fraud Risk Assessment process to strengthen internal controls and address identified weaknesses at all departmental levels.
- The Administration department will lead the implementation of a monthly performance reporting process to track progress of key initiatives across the different NTTA departments. The development of the monthly performance reporting implementation project plan is underway and target completion is the 2nd quarter in FY2010.

Position Summary:

Position	
Executive Director	1
Deputy Executive Director	1
AED Admin. Services	1
Senior Project Manager	1
Executive Assistant	1
Executive Assistant	1
Administrative Specialist	1
Total Full-time Positions	7
Admin Support Part Time	1

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

Department:	Administration (0100)	OMF Budget Summary Fund 2300
Budget Year:	2010	

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$1,135,251	\$1,263,074	\$580,543	(\$682,531)	(54.04%)
5011	Overtime	\$0	\$0	\$0	\$0	0%
5030	Retirement Contributions	\$153,730	\$170,010	\$80,928	(\$89,082)	(52.40%)
5050	Travel Expenses	\$51,882	\$50,000	\$20,550	(\$29,450)	(58.90%)
5051	Meeting Expenses	\$1,344	\$0	\$5,000	\$5,000	100%
5060	Employees' Training	\$8,886	\$3,500	\$3,500	\$0	0%
5110	General Consultant Fees	\$36,492	\$275,000	\$275,000	\$0	0%
5190	Professional Fees	\$1,058,025	\$260,500	\$260,500	\$0	0%
5420	Printing/Office Supplies	\$9,333	\$30,000	\$6,000	(\$24,000)	(80.00%)
5430	Dues & Subscriptions	\$52,739	\$30,303	\$34,350	\$4,047	13.36%
5470	Freight and Express	\$2,600	\$3,200	\$3,200	\$0	0%
5990	Inflation Adjustment	\$636	\$0	\$0	\$0	0%
	Total Expenses	\$2,510,918	\$2,085,587	\$1,269,571	(\$816,016)	(39.13%)

Department:	Administration (0100)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	CF 2150	OMF 2300	RMF 2400	CIF 2500	Total Budget
2910	Cap. Exp. transf. to/fr Const.	\$0	\$0	\$0	\$0	\$0	\$0
5010	Salaries and Wages-Direct	\$108,615	\$97,948	\$580,543	\$39,950	\$91,948	\$919,004
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Retirement Contributions	\$15,141	\$13,654	\$80,928	\$5,569	\$12,818	\$128,110
5050	Travel Expenses	\$0	\$4,500	\$20,550	\$0	\$0	\$25,050
5051	Meeting Expenses	\$0	\$0	\$5,000	\$0	\$0	\$5,000
5060	Employees' Training	\$0	\$0	\$3,500	\$0	\$0	\$3,500
5110	General Consultant Fees	\$0	\$0	\$275,000	\$0	\$0	\$275,000
5190	Professional Fees	\$0	\$0	\$260,500	\$0	\$0	\$260,500
5420	Printing/Office Supplies	\$0	\$0	\$6,000	\$0	\$0	\$6,000
5430	Dues & Subscriptions	\$0	\$0	\$34,350	\$0	\$0	\$34,350
5470	Freight and Express	\$0	\$0	\$3,200	\$0	\$0	\$3,200
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	FY 2010 Total	\$123,756	\$116,102	\$1,269,571	\$45,519	\$104,766	\$1,659,714
	FY 2009 Total	\$25,219	\$37,829	\$2,085,587	\$94,571	\$94,571	\$2,337,777

EXECUTIVE SUMMARY

Board Department

2010 Final Budget

Department Director

- Board of Directors

Executive Assistant

- Ruby Franklin

Department Description

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

2010 Initiatives

- The total OMF FY2010 budget for Board Department is \$303,460, which is an increase of \$80,470 or 36.09% over the FY2009 budget. The increase is due to transferring one position, Agenda Coordinator, from Administration to the Board Department budget.
- Continue to support and guide the NTTA's policy development and review process.
- Participate in initiatives to NTTA's stakeholders.
- Attend approximately 50 Board/Special Called Board/Committee meetings and 8 Board workshops/retreats in 2010
- Participate in Legislative Session
- Participate in IBTTA meetings
- Participate in political outreach

Summary Positions

Position	
Executive Asst. to the Board	1
Agenda Coordinator	1
Total Full-time Positions	2

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

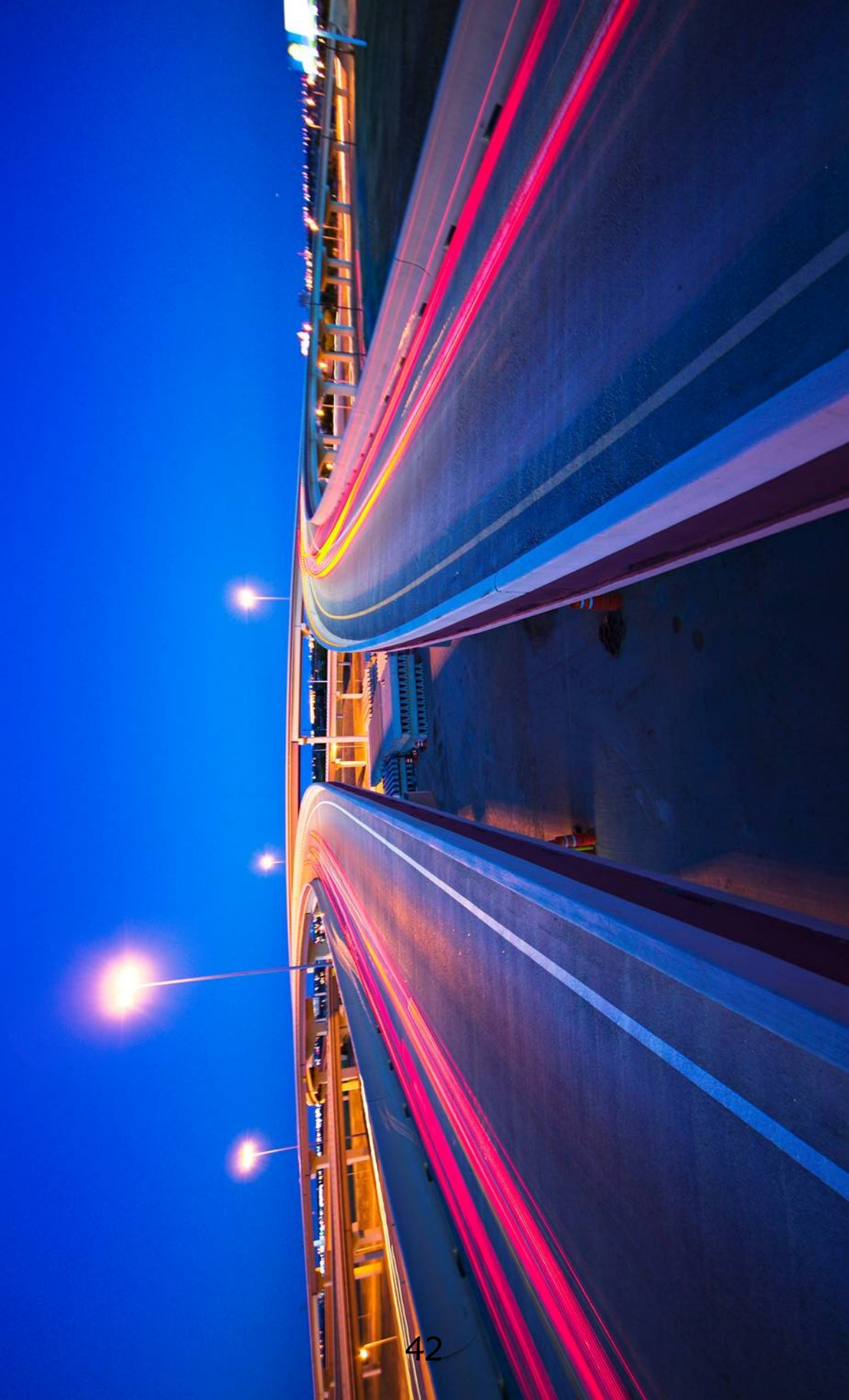
Department:	Board (0110)	OMF Budget Summary Fund 2300
Budget Year:	2010	

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$0	\$66,072	\$115,061	\$48,989	74.14%
5011	Overtime	\$0	\$0	\$0	\$0	0%
5030	Retirement Contributions	\$0	\$8,893	\$16,039	\$7,146	80.36%
5050	Travel Expenses	\$0	\$32,425	\$41,900	\$9,475	29.22%
5051	Meeting Expenses	\$0	\$89,800	\$99,800	\$10,000	11.14%
5400	Postage	\$0	\$19,350	\$0	(\$19,350)	(100.00%)
5420	Printing/Office Supplies	\$0	\$6,450	\$20,160	\$13,710	212.56%
5470	Freight and Express	\$32	\$0	\$10,500	\$10,500	100%
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0%
Total Expenses		\$32	\$222,990	\$303,460	\$80,470	36.09%

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

Department:	Board (0110)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	Const Fund	OMF 2300	RMF 2400	CIF 2500	Total Budget
5010	Direct	\$0	\$0	\$115,061	\$0	\$0	\$115,061
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Contributions	\$0	\$0	\$16,039	\$0	\$0	\$16,039
5050	Travel Expenses	\$0	\$0	\$41,900	\$0	\$0	\$41,900
5051	Meeting Expenses	\$0	\$0	\$99,800	\$0	\$0	\$99,800
5400	Postage	\$0	\$0	\$0	\$0	\$0	\$0
5420	Supplies	\$0	\$0	\$20,160	\$0	\$0	\$20,160
5470	Freight and Express	\$0	\$0	\$10,500	\$0	\$0	\$10,500
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	FY 2010 Total	\$0	\$0	\$303,460	\$0	\$0	\$303,460
	FY 2009 Total	\$0	\$0	\$222,990	\$0	\$0	\$222,990



EXECUTIVE SUMMARY
Business Diversity Department
FY2010 Final Budget

Department Director

- Anthony L. Coleman

Department Description:

- The mission of the Business Diversity Department (BDD) is to encourage and foster the growth and inclusion of Minority/Women/Small & Disadvantaged business enterprises (M/W/S&DBEs) in the contracting and procurement of all NTTA goods and services. BDD was created as a separate department in 2008 to work with internal staff, vendors and the local business community to increase opportunities for M/W/S&DBEs on NTTA projects.

2010 Department Critical Focus Areas and Initiatives:

- The final Operation & Maintenance Fund (OMF) total for FY2010 Business Diversity Department budget is \$207,277 with an increase of \$70,782 or 51.86% over the FY2009 budget which is anticipated to sufficiently address the following department critical focus areas and initiatives listed below. The critical focus areas are centered around acknowledged existing gaps within the department and concerns identified by the 2008 Availability and Disparity (A&D) study.
- The Business Diversity Department will focus on building a more vendor focused, efficient and results driven department to work with internal departments and the local business community to increase M/W/S&DBE participation in all contract areas.
- The Business Diversity Department will commit to improving contract compliance and better internal reporting processes for all NTTA contracts and procurements. This will include:
 - I. Replacing the current paper based reporting process with a comprehensive automated tracking system to ensure prime contractors have a user friendly monthly reporting mechanism.
 - II. Providing monthly business diversity activity reports to the Board to report on key progress made with diversity goals.
 - III. Ensuring transparency in the inclusion of M/W/S&DBEs on contracting opportunities by training BDD staff as designated contract area specialists to ensure that external vendors have access to a first point of contact for procurement and contract related questions.

- The Business Diversity Department will actively work to facilitate and support the growth of M/W/S&DBEs to be able to compete for prime-contracting opportunities in the future. This will include:
 - I. Expanding the Vendor Outreach Symposiums (VOS) to all counties to better share potential procurement opportunities and increase vendor responses to procurement opportunities.
 - II. Establishing partnerships with other governmental agencies to share the cost of outreach events and facilities.
 - III. Explore creative ways to encourage prime-contractors to participate in the proposed Capacity Building Program with different M/W/S&DBEs.
- The Business Diversity Department will develop an M/W/S&DBE Policy and Procedures Manual and will coordinate with all internal departments to effectively implement the revised policy slated for Board adoption in FY2009.
- The Business Diversity Department will put into action a structured process for knowledge sharing of industry best practices with other M/W/S&DBE programs in the area.
- As a result of the increased efforts and demands needed to address these critical focus areas, an Assistant Director position has been added for the FY2010 budget. The position will support the department director and aid staff in the management of all key projects including the implementation of the A&D study recommendations and automated compliance reporting process.

Position Summary

Position	
Bus. Diversity Liaison	2
Business Diversity Manager	1
Admin. Asst. Bus. Diversity	1
Director of Business Diversity	1
Assistant Director	1
Total Full-time Positions	6

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

Department:	Business Diversity (3400)	OMF Budget Summary Fund 2300
Budget Year:	2010	

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$60,991	\$88,306	\$115,541	\$27,235	30.84%
5011	Overtime	\$511	\$893	\$0	(\$893)	(100.00%)
5030	Retirement Contributions	\$8,149	\$11,886	\$16,106	\$4,220	35.50%
5050	Travel Expenses	\$3,343	\$1,170	\$2,500	\$1,330	113.68%
5051	Meeting Expenses	\$0	\$0	\$1,500	\$1,500	100%
5060	Employees' Training	\$1,216	\$4,450	\$2,000	(\$2,450)	(55.06%)
5420	Printing/Office Supplies	\$1,483	\$800	\$3,500	\$2,700	337.50%
5430	Dues & Subscriptions	\$7,690	\$8,740	\$44,180	\$35,440	405.49%
5470	Freight and Express	\$84	\$250	\$250	\$0	0%
5680	Promotional Expenses	\$6,333	\$20,000	\$21,700	\$1,700	8.50%
5990	Inflation Adjustment	\$111	\$0	\$0	\$0	0%
	Total Expenses	\$89,911	\$136,495	\$207,277	\$70,782	51.86%

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

Department:	Business Diversity (3400)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	Const Fund	OMF 2300	RMF 2400	CIF 2500	Total Budget
5010	Salaries and Wages-Direct	\$19,257	\$96,284	\$115,541	\$96,284	\$57,770	\$385,136
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Retirement Contributions	\$2,684	\$13,422	\$16,106	\$13,422	\$8,053	\$53,687
5050	Travel Expenses	\$0	\$0	\$2,500	\$0	\$0	\$2,500
5051	Meeting Expenses	\$0	\$0	\$1,500	\$0	\$0	\$1,500
5060	Employees' Training	\$0	\$0	\$2,000	\$0	\$0	\$2,000
5420	Printing/Office Supplies	\$0	\$0	\$3,500	\$0	\$0	\$3,500
5430	Dues & Subscriptions	\$0	\$0	\$44,180	\$0	\$0	\$44,180
5470	Freight and Express	\$0	\$0	\$250	\$0	\$0	\$250
5680	Promotional Expenses	\$0	\$0	\$21,700	\$0	\$0	\$21,700
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	FY 2010 Total	\$21,941	\$109,706	\$207,277	\$109,706	\$65,823	\$514,453
	FY 2009 Total	\$33,695	\$67,390	\$136,495	\$67,390	\$67,390	\$372,360

EXECUTIVE SUMMARY
Communications/Marketing Department
2010 Final Budget

Department Director
Kimberly Jackson

Department Assistant Director
Christine Connelly

Department Description

- The NTTA Communications & Marketing Department supports the Authority's strategic goals and objectives through quantifiable communications with internal and external audiences.
- The departmental mission is to communicate effectively and influence others to do the same.
- The department includes five areas of focus to reach key external audiences. Each area also acts as liaison/counsel to NTTA's internal departments to provide communication support.
 - Strategy and planning: Communications plans, messaging, strategic plan, research and surveys, environmental initiatives, annual report, customer feedback and response.
 - Internal Communications: Employee communications plan and outreach, intranet, eNewsletter, internal events.
 - Marketing and Advertising: Grassroots customer outreach, broad-based and targeted advertising, third party vendors, chamber and stakeholder initiatives
 - Project Communications: Construction and maintenance communication, public involvement and communication and events as they relate to projects.
 - Public Information: Media relations, speaker's bureau, Web site, eNewsletters.
- Initiatives in 2010 center on conveying five key messages: mobility, customer, safety, stewardship and partnership and meeting the strategic goal of open, honest communication.
- The 2010 communications and marketing budget has been streamlined and realigned to focus on initiatives that deliver quantitative results and provide current and future customers and stakeholders with information about the NTTA's network of toll roads.

2010 Initiatives

- The department's overall budget was reduced by 12.31% to \$3,363,006. The department's O&M budget was reduced by 28.79% to \$2,556,369. A large portion of the reductions in the O&M budget were achieved by reallocating salaries to other funds to better reflect the department's support of NTTA strategic goals. (Details outlined in the next section.)
- The department's budget refocuses on initiatives that drive TollTag distribution, maximize ZipCash/Cash payments, reduce violations, educate customers, create efficiencies, boost return on investment, and garner stakeholder support for NTTA projects and initiatives.
- Budgeted communications objectives will center the following objectives:
 - Increase the TollTag penetration rate to 81% for the current NTTA System and maintain a 70% TollTag penetration rate on new projects such as SH 161, the Lewisville Lake Toll Bridge, Sam Rayburn Tollway (new segments) and Southwest Parkway after the first year.
 - Increase TollTag distribution by 18% throughout the region with emphasis on new segments/areas of the NTTA System and areas surrounding existing toll roads.
 - Convert 3% of existing cash/ZipCash customers to TollTag customers and provide additional avenues to obtain TollTags.

- Solicit \$100,000 in sponsorships (cash and in-kind). Sponsorship income is recorded as other revenue and is not tied to the Communications and Marketing budget.
- Reduce toll revenue leakage through multiple education-focused communications initiatives including rental car and out-of-state driver marketing.
- Redesign the NTTA Web site to improve functionality and improve channel migration.
- Reinforce the benefits of NTTA toll projects and inform customers and stakeholders of project progress.
- Expand the third party and retail vendor program by 10% to increase TollTag penetration.

Budget Variances

- The 2009 budget numbers do not reflect cuts submitted (but assumed) in June 2009, which yielded large variances in some accounts. Other variances resulted from condensing and reallocating expenses among accounts. (Details listed below.)

- **Salaries and Wages-Direct (5010) – reduced 53.6%**
 Variance was created by adjusting the funding of all positions to better reflect the department's work to support other departments and NTTA initiatives. The Project Communications Manager is funded entirely through the General Construction Fund (2150) because the position solely supports activities related to construction of NTTA facilities and projects. All other positions are funded based on a formula provided by Finance which mirrors the percentages of NTTA's overall budget
 - Feasibility Fund (1300) -- 20%
 - Operations & Maintenance Fund (2300) -- 35%
 - Reserve Maintenance Fund (2400) -- 10%
 - Capital Improvement Fund (2500) -- 35%

- **Retirement Contributions (5030) – reduced 51.95%**
 Variance was created by adjusting the funding of all positions as described above.

- **Travel Expenses (5050) – reduced 29.52%.**
 - Reduced IBTTA travel expenses (from \$2,550 to \$1,500), but increased anticipated costs for TeamTX (from \$400/meeting to \$500/meeting). Figures based on approximate air, hotel and per diem rates.
 - Added a line item to cover unanticipated travel expenses.

- **Meeting Expenses (5051) – increased 47.33%**
 - Added registration fees for IBTTA, which previously were absorbed under Travel Expenses (5050).
 - Reallocated registration fees for professional association meetings (\$30/month). Covers meeting activities with professional or trade associations related to Communications, Marketing, transportation, or municipal service.

- **Employee Training (5060) – reduced 52.49%**
 - Eliminated media training for board members and executive staff. Such preparation will be conducted using in-house resources on an as needed basis.
 - Streamlined professional development training throughout the department and focused specific training on graphic design and web design to increase in-house capabilities
 - Executive Presentation Training covers presentation and public speaking training for executive staff and key staff as needed.

- **Public Information Fees (5170) – increased 38.89%**
 - Grassroots & Community outreach (i.e., TagWagon events) costs were reduced from \$198,000 to \$175,000. The program will be streamlined and continue to grow with a new emphasis on public venues and grassroots.
 - Added and increased Third Party Vendor marketing allowances, which previously were absorbed under Professional Fees (5190). Third Party Vendor outlets provide motorists and potential customers with more convenient locations for obtaining TollTag applications. The program has consistently grown throughout 2009, and NTTA expects this trend to continue as more roads are added to the System.

- **Professional Fees (5190) – reduced 24.81%**
 - Public Meeting expenses were moved to Promotional Expenses (5680).
 - Moved Customer Focus Groups from Promotional Expenses (5680) to Professional Fees.
 - Condensed all items related to Creative Design (except Annual Report) into one line for \$300,000. NTTA currently works with two creative firms to generate collateral material, from maps and invoices to brochures and advertising. Covers the costs for graphic design and copywriting of internal and external collateral and promotional materials.
 - Added Crisis Communications Management (\$15,000). This expense would cover consultant services needed to assist NTTA in responding to a crisis situation that involves intense media exposure and customer outreach.
 - Added Video Production Services (\$15,000) to produce videos, public service announcements or internal promotions for posting on NTTA's Web sites or on social media Web sites (e.g., YouTube) to reach multiple, broad audiences.
 - Implementing Web site redesign at \$140,000 to cover consultation, design and functionality improvements. Implementation will be handled by IT Department. Includes cost to translate some pages to Spanish. Costs based on RFP conducted in 2008, but the item cut from 2009 budget.

- **Printing/Office Supplies (5420) – reduced 24.4%**
 - Reduced general office supplies from \$12,500 to \$7,500.
 - Moved printing expenses such as press kits or meeting flyers from this account to either Maps & Pamphlets (5450) or Promotional Expenses (5680).
 - Added Speaker's Bureau Supplies, Emergency Communications Supplies and Inventory Supplies, which previously were budgeted in Materials and Supplies (5450). Includes flip charts, easels, pointers, CDs, etc.

- **Dues & Subscriptions (5430) – reduced 1.41%**

Restructured professional memberships and publications to focus on Communications and Marketing groups.

- **Materials & Supplies (5450) – reduced 57.14%**

Moved Speaker's Bureau Supplies, Emergency Communications Supplies and Inventory Supplies to Printing & Office Supplies.

- **Freight & Express (5470) – reduced 50%**

Cut expenses in half from \$1,000 down to \$500

- **Maps & Pamphlets (5620) – reduced 5.04%**
 - Delineated printing for department's major functions and initiatives.
 - Annual Summary Report and CAFR printing reduced to \$10,000 (from \$40,000 in 2009).
 - Cut printing of CPRs and project pamphlets (\$25,000), which are available only online.

- **Magazine & Newspaper Ad (5650) – reduced 38.96%**
Reduced print advertising from \$350,000 to \$200,000 to shift dollars to electronic and broadcast campaigns.
- **Television & Radio (5660) – reduced 13.6%**
Reduced Media Campaigns from \$625,000 to \$540,000. Includes online media as well as radio.
- **Prints & Photographic Supplies (5670) – increased 3.33%**
 - Reduced stock photo costs by \$2,000. Photos will be used in various collateral materials, both internal and external.
 - Board and staff photo expenses remained the same, but structured to cover one full-day photo shoot on-site, and multiple in-studio sittings for new executive staff.
 - Added costs for Photo Retouching, which was previously absorbed in Professional Fees (5190)
- **Promotional Expenses (5680) – reduced 40.8%**
 - Eliminated Customer and Stakeholder Assessments (\$65,000) since these are conducted on bi-annual basis in odd years.
 - Combined Press Conference Costs with Quarterly Media Events into one line item at \$4,000.
 - Project Tour expenses cut from \$12,000 down to \$4,000.
 - Increased Internal Communications Outreach to \$5,000.
 - Delineated expenses for Annual Employee Awards Banquet at \$12,000. Cost based on actual 2008 expenses, which were significantly reduced from previous years' costs.
 - Added line for Wall of Fame and Friends of the NTTA programs.
 - Public Involvement-Public Outreach expenses cover venue and equipment rental fees.

Position Summary

Toll Tag Marketing Specialist	1
B to B Marketing Specialist	1
Marketing Coordinator	1
Adm. Asst./Communications	1
Marketing Manager	1
Graphic Comm. Specialist	1
Director of Communications	1
Project Communications Manager	1
Public Information Officer	1
Asst. PIO	1
Asst. Director Communications	1
Sr. Communications Specialist	1
Internal Communication Manager	1
Webmaster	1
Full Time Positions	14
Marketing Assistant P/T	1
Marketing Asst. O/C	2

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

Department:	Communications (1300)	OMF Budget Summary Fund 2300
Budget Year:	2010	

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$825,193	\$931,093	\$431,990	(\$499,103)	(53.60%)
5011	Overtime	\$533	\$0	\$0	\$0	0%
5030	Retirement Contributions	\$109,184	\$125,325	\$60,219	(\$65,106)	(51.95%)
5060	Travel Expenses	\$5,343	\$5,250	\$3,700	(\$1,550)	(29.52%)
5051	Meeting Expenses	\$409	\$1,500	\$2,210	\$710	47.33%
5060	Employee Training	\$918	\$49,250	\$23,400	(\$25,850)	(53.49%)
5110	General Consultant Fees	\$0	\$0	\$0	\$0	0.00%
5170	Public Informaiton Fees	\$176,381	\$198,000	\$275,000	\$77,000	38.89%
5190	Professional Fees	\$310,561	\$778,000	\$585,000	(\$193,000)	(24.81%)
5200	Mobile Equipment Expnses	\$0	\$0	\$0	\$0	0%
5420	Printing / Office Supplies	\$10,082	\$12,500	\$9,450	(\$3,050)	(24.40%)
5430	Dues & Subscription	\$20,213	\$23,735	\$23,400	(\$335)	(1.41%)
5450	Materials and Supplies	\$7,108	\$7,000	\$3,000	(\$4,000)	(57.14%)
5470	Freight and Express	\$491	\$1,000	\$500	(\$500)	(50.00%)
5620	Maps & Pamphlets	\$58,972	\$258,000	\$245,000	(\$13,000)	(5.04%)
5650	Magazine & Newspaper	\$282,232	\$385,000	\$235,000	(\$150,000)	(38.96%)
5660	Television & Radio	\$502,215	\$625,000	\$540,000	(\$85,000)	(13.60%)
5670	Prints & Photgraphic Supplies	\$7,112	\$15,000	\$15,500	\$500	3.33%
5680	Promotional Expenses	\$466,764	\$174,000	\$103,000	(\$71,000)	(40.80%)
5990	Inflation Adjustment	\$130	\$0	\$0	\$0	0%
	Total Expenses	\$2,783,841	\$3,589,653	\$2,556,369	(\$1,033,284)	(28.79%)

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

Department:	Communications (1300)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	Const Fund	OMF 2300	RMF 2400	CIF 2500	Total Budget
2910	Cap. Exp. transf. to/fr Const.	\$0	\$0	\$0	\$0	\$0	\$0
5010	Salaries and Wages-Direct	\$150,172	\$97,019	\$431,990	\$75,086	\$262,801	\$1,017,068
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Retirement Contributions	\$20,934	\$13,524	\$60,219	\$10,467	\$36,634	\$141,778
5050	Travel Expenses	\$0	\$0	\$3,700	\$0	\$0	\$3,700
5051	Meeting Expenses	\$0	\$0	\$2,210	\$0	\$0	\$2,210
5060	Employees' Training	\$0	\$0	\$23,400	\$0	\$0	\$23,400
5110	General Consultant Fees	\$0	\$0	\$0	\$0	\$125,000	\$125,000
5170	Public Information Fees	\$0	\$0	\$275,000	\$0	\$0	\$275,000
5190	Professional Fees	\$0	\$0	\$585,000	\$0	\$0	\$585,000
5200	Mobile Equipment Expense	\$0	\$0	\$0	\$0	\$0	\$0
5420	Printing/Office Supplies	\$0	\$0	\$9,450	\$0	\$0	\$9,450
5430	Dues & Subscriptions	\$0	\$0	\$23,400	\$0	\$0	\$23,400
5450	Materials and Supplies	\$0	\$0	\$3,000	\$0	\$0	\$3,000
5470	Freight and Express	\$0	\$0	\$500	\$0	\$0	\$500
5620	Maps & Pamphlets	\$0	\$0	\$245,000	\$0	\$0	\$245,000
5650	Magazine & Newspaper Ad.	\$0	\$0	\$235,000	\$0	\$0	\$235,000
5660	Television & Radio	\$0	\$0	\$540,000	\$0	\$0	\$540,000
5670	Prints & Photographic Supplies	\$0	\$0	\$15,500	\$0	\$0	\$15,500
5680	Promotional Expenses	\$0	\$7,500	\$103,000	\$0	\$0	\$118,000
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	FY 2010 Total	\$171,106	\$125,543	\$2,556,369	\$85,553	\$424,435	\$3,363,006
	FY 2009 Total	\$32,673	\$87,810	\$3,589,653	\$0	\$125,000	\$3,835,136

EXECUTIVE SUMMARY

Finance Department

2010 Final Budget

Chief Financial Officer

- Janice D. Davis

Controller

- E. Ray Zies

Department Description

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

2010 Initiatives

- The department's overall 2010 budget has increased 23% from \$3.1 million in FY 2009 to \$3.8 million in FY 2010 due to an increase in Traffic Engineering Fees and the inclusion of Trustee Fees. In addition, the Payroll Department will move from the Human Resources Department to the Finance Department in 2010.
- The Finance Department completed its reorganization in July 2009 and will focus on developing, documenting and implementing sound financial practices and procedures in 2010.
- The Finance Department will continue design and implementation of the PeopleSoft financial system including the implementation of encumbrance accounting and a new Uniform Chart of Accounts, which is fully compliant with generally accepted accounting principles. The intent of the new chart is to provide a uniform format for enhanced financial reporting and accounting, allowing the Authority to collect and report more reliable and meaningful financial data and information.
- The Finance Department will continue design and implementation of new budget software as a reporting tool, while we completely revamp the current budget process and procedures. As part of the Finance Department reorganization in 2009, the Finance Department staff dedicated to the budget process was increased from one to three. One of the Finance Department's goals is to have the Budget staff work closely with their assigned departments throughout the year and monitor the department's progress in the management of its budget during the year and not just during the budget process.
- The Finance Department will continue developing new financial/accounting policies as needed and begin preparing a comprehensive accounting procedures and guidelines manual used to identify and clarify roles, procedures, and policies of the accounting/finance function within the Authority.
- The Finance Department will continue to explore financing alternatives to allow the Authority to maintain its role as a regional partner in the development and implementation of the region's mobility needs.
- The Finance Department will continue developing and training Finance Department personnel to achieve and maintain a high level of professionalism within the Department to allow us to better serve our internal and external customers.

Position Summary

Finance	
Chief Financial Officer	1
Executive Administrative Assistant	1
Financial Technician	1
Financial Services Analyst	1
Controller	1
Financial Systems Analyst	1
Accounting Manager	1
Accountant	4
Budget & Compliance Manager	1
Budget Coordinator	2
Financial Analyst	1
Accounts Payable Manager	1
AP Specialist	2
Revenue Audit Manager	1
Revenue Reconciliation Analyst	2
Revenue Reconciliation Specialist	3
Senior Payroll Coordinator	1
Payroll Specialist	1
Procurement Services	
Director	1
Contract Manager	1
Contract Specialist	3
Document Specialist	1
Bid Specification Supervisor	1
Buyer Bid Specialist	2
Purchasing Supervisor	1
Purchasing Specialist	2
Cash and Debt Management	
Director	1
Administrative Assistant	1
Financial Planning Manager	1
Treasury Investment Manager	1
Project Evaluation Manager	1
Total Full-time Positions	43

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

Department:	Finance (0200)	OMF Budget Summary Fund 2300
Budget Year:	2010	

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$1,311,828	\$1,652,116	\$1,675,167	\$23,051	1.40%
5011	Overtime	\$1,964	\$34	\$1,912	\$1,878	5523.53%
5030	Retirement Contributions	\$172,469	\$222,374	\$233,518	\$11,144	5.01%
5050	Travel Expenses	\$29,011	\$30,699	\$13,425	(\$17,274)	(56.27%)
5051	Meeting Expenses	\$0	\$800	\$0	(\$800)	(100.00%)
5060	Employees' Training	\$8,920	\$21,225	\$17,825	(\$3,400)	(16.02%)
5120	Traffic Engineering Fees	\$596,111	\$505,000	\$960,000	\$455,000	90.10%
5150	Trustee Fees	\$0	\$0	\$151,525	\$151,525	0%
5190	Professional Fees	\$440,327	\$367,000	\$472,280	\$105,280	28.69%
5380	Rental of Equipment	\$87,445	\$144,000	\$144,000	\$0	0%
5400	Postage	\$17,424	\$60,000	\$30,000	(\$30,000)	(50.00%)
5420	Printing/Office Supplies	\$118,738	\$103,525	\$105,700	\$2,175	2.10%
5430	Dues & Subscriptions	\$7,839	\$7,334	\$9,110	\$1,776	24.22%
5470	Freight and Express	\$904	\$1,475	\$3,215	\$1,740	117.97%
5550	Newspaper Notices	\$0	\$6,000	\$24,000	\$18,000	300%
5840	Temporary Contract Labor	\$0	\$1,000	\$0	(\$1,000)	(100.00%)
5990	Inflation Adjustment	\$745	\$0	\$0	\$0	0%
	Total Expenses	\$2,763,216	\$3,122,582	\$3,841,677	\$719,095	23.03%

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

Department:	Finance (0200)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	Const Fund	OMF 2300	RMF 2400	CIF 2500	Total Budget
5010	Salaries and Wages-Direct	\$343,100	\$307,505	\$1,675,167	\$221,782	\$225,850	\$2,773,404
5011	Overtime	\$0	\$0	\$1,912	\$0	\$0	\$1,912
5030	Retirement Contributions	\$47,828	\$42,866	\$233,518	\$30,916	\$31,483	\$386,611
5050	Travel Expenses	\$0	\$6,000	\$13,425	\$0	\$0	\$19,425
5051	Meeting Expenses	\$0	\$0	\$0	\$0	\$0	\$0
5060	Employees' Training	\$0	\$0	\$17,825	\$0	\$0	\$17,825
5120	Traffic Engineering Fees	\$1,330,000	\$0	\$960,000	\$0	\$300,000	\$2,590,000
5150	Trustee Fees	\$0	\$0	\$151,525	\$0	\$0	\$151,525
5190	Professional Fees	\$3,900,000	\$1,209,500	\$472,280	\$100,000	\$297,700	\$5,979,480
5380	Rental of Equipment	\$0	\$0	\$144,000	\$0	\$0	\$144,000
5400	Postage	\$0	\$0	\$30,000	\$0	\$0	\$30,000
5420	Printing/Office Supplies	\$0	\$0	\$105,700	\$0	\$0	\$105,700
5430	Dues & Subscriptions	\$0	\$0	\$9,110	\$0	\$0	\$9,110
5470	Freight and Express	\$0	\$0	\$3,215	\$0	\$0	\$3,215
5550	Newspaper Notices	\$0	\$0	\$24,000	\$0	\$0	\$24,000
5840	Temporary Contract Labor	\$0	\$0	\$0	\$0	\$0	\$0
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	FY 2010 Total	\$5,620,928	\$1,565,871	\$3,841,677	\$352,698	\$855,033	\$12,236,207
	FY 2009 Total	\$6,620,035	\$1,140,468	\$3,122,582	\$355,964	\$550,194	\$11,789,243

EXECUTIVE SUMMARY

Government Affairs Department

2010 Final Budget

Executive Staff

- Vacant, Director
- Carrie Rogers, Assistant Director

Department Description

The purpose of the Government Affairs Department is to oversee governmental relations activities, assist in managing the image of the agency, monitor public policy, and maintain positive relationships with elected and community officials. This is accomplished by developing the NTTA's legislative program and managing the legislative process; analyzing legislation; reviewing government notices and communications; providing related executive summaries and reports to the Board of Directors; drafting appropriate communications for legislative Board leadership and staff; proactive and reactive outreach with elected officials; attending meetings, and updating Board members and staff on government affairs-related issues. The Government Affairs Department is also responsible for working with Executive leadership and appropriate departments to implement the legislative platform where applicable and at the direction of the Board legislative leadership; and working with other departments and representing the agency to officials and outside organizations.

2010 Initiatives

- The 2010 Government Affairs final budget is \$555,229 a decrease of \$28,608 or 4.9% under the 2009 budget of \$583,837.
- The decrease is the result of reduced travel, meeting and office supplies/printing expenses.
- Travel and meeting reductions take into consideration reduced travel in the interim prior to 82nd Texas Legislature.
- The proposed 2010 Government Affairs budget supports the Department's strategic planning goals of:
 - Preparation for the 82nd Texas Legislature
 - Enhanced ongoing outreach to local, state and federal officials, including a focus in the western counties

Other Funds Projected Expenses

- Construction Fund - \$17,113
- Feasibility Study Fund - \$17,113

Position Summary

Position	
Asst. Director Gov Affairs	1
Government Affairs Admin. Asst.	1
Director of Government Affairs	1
Total Full-time Positions	3
P/T Gov. Affairs Specialist	1

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

Department:	Government Affairs (3000)	OMF Budget Summary Fund 2300
Budget Year:	2010	

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$154,275	\$272,045	\$270,347	(\$1,698)	(0.62%)
5011	Overtime	\$183	\$0	\$0	\$0	0%
5030	Retirement Contributions	\$20,460	\$36,617	\$37,686	\$1,069	2.92%
5050	Travel Expenses	\$14,703	\$35,650	\$24,500	(\$11,150)	(31.28%)
5051	Meeting Expenses	\$542	\$4,000	\$3,000	(\$1,000)	(25.00%)
5190	Professional Fees	\$225,041	\$220,000	\$210,000	(\$10,000)	(4.55%)
5420	Printing/Office Supplies	\$2,541	\$5,000	\$2,000	(\$3,000)	(60.00%)
5430	Dues & Subscriptions	\$4,404	\$2,525	\$4,696	\$2,171	85.98%
5470	Freight and Express	\$8	\$0	\$500	\$500	100%
5620	Maps & Pamphlets	\$100	\$8,000	\$1,500	(\$6,500)	(81.25%)
5680	Promotional Expenses	\$285	\$0	\$1,000	\$1,000	100%
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0%
Total Expenses		\$422,542	\$583,837	\$555,229	(\$28,608)	(4.90%)

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

Department:	Government Affairs (3000)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	Constr Fund	OMF 2300	RMF 2400	CIF 2500	Total Budget
5010	Salaries and Wages-Direct	\$15,019	\$15,019	\$270,347	\$0	\$0	\$300,385
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Retirement Contributions	\$2,094	\$2,094	\$37,686	\$0	\$0	\$41,874
5050	Travel Expenses	\$0	\$0	\$24,500	\$0	\$0	\$24,500
5051	Meeting Expenses	\$0	\$0	\$3,000	\$0	\$0	\$3,000
5190	Professional Fees	\$0	\$0	\$210,000	\$0	\$0	\$210,000
5420	Printing/Office Supplies	\$0	\$0	\$2,000	\$0	\$0	\$2,000
5430	Dues & Subscriptions	\$0	\$0	\$4,696	\$0	\$0	\$4,696
5470	Freight and Express	\$0	\$0	\$500	\$0	\$0	\$500
5620	Maps & Pamphlets	\$0	\$0	\$1,500	\$0	\$0	\$1,500
5680	Promotional Expenses	\$0	\$0	\$1,000	\$0	\$0	\$1,000
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	FY 2010 Total	\$17,113	\$17,113	\$555,229	\$0	\$0	\$589,455
	FY 2009 Total	\$17,148	\$17,148	\$583,837	\$0	\$0	\$618,133



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EXECUTIVE SUMMARY

Human Resources Department

2010 Final Budget

Department Director

- Nina Arias

Department Assistant Director

- Joni Lee

Department Description

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

2010 Goals

- Support the development of a high performance, values-centered NTTA workforce
- Uphold a positive work environment
- Streamline departmental processes and reduce the use of paper forms by 50%
- Institute a relevant and effective Employee Rewards Program
- Implement revised Organizational Development strategy as directed by the Executive Director
- Provide NTTA supervisors and HR staff with training needed to support organizational goals
- Implement a total compensation strategy in line with NTTA business objectives

2010 Initiatives

The FY 2010 OMF budget is \$11,576,399 which is an increase of \$739,129 or 6.82% from the adopted 2009 budget.

- Fully utilize PeopleSoft to include the review and implementation of E-Review, E-Performance and E-Recruit
- Develop an Employee Relations Program to include an Employee Wellness Program and a Rewards and Recognition Program

- Partner with all departments to develop, create and implement consistent orientation, on-boarding and training program
- Partner with the Communication’s Internal Communication Unit to inform internal customers of HR project initiatives and progress
- Develop and implement the NTTA University
- Consolidate, improve and deploy HR Policies and Procedures for the Authority
- Enhance and expand Toll Collections training to include on the job training in various departments
- Fully integrate Goal Setting program with existing Performance Evaluations to move towards a pay-for-performance work environment
- Partner with all departments to deliver a timely, transparent and successful recruitment program
- Implement 360-degree performance assessment and feedback instrument and process
- Implement strategies adopted as a result of the 2009 Total Compensation Study

2010 Organizational Structure

- Payroll function will be moved back to the Finance Department. Two staff and related costs will be allocated in the Finance Department budget.

Position Summary

Position	
Comp/Benefits Manager	1
Sr. Benefits Coordinator	1
Administrative Assistant/HR	1
Asst Director of HR	1
Benefits Coordinator	1
Training Manager	1
Sr. HR Coordinator	1
Lead Recruiter	1
Recruiter	1
Receptionist	1
Director of Human Resources	1
HRIS Systems Analyst	1
HR Generalist	1
Total Full-time Positions	13

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

Department:	Human Resources (0300)	OMF Budget Summary Fund 2300
Budget Year:	2010	

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$1,004,908	\$2,626,521	\$908,819	(\$1,717,702)	(65.40%)
5011	Overtime	\$5,325	\$2,850	\$1,131	(\$1,719)	(60.32%)
5013	Salaries and Wages-Bonus	\$0	\$0	\$0	\$0	0%
5014	Salaries and Wages-Comp Adj.	\$0	\$0	\$980,330	\$980,330	0%
5020	Salaries and Wages-Internship	\$28,305	\$35,040	\$35,040	\$0	0%
5030	Retirement Contributions	\$134,076	\$353,530	\$126,689	(\$226,841)	(64.16%)
5031	Retirement Contr.-Internship	\$0	\$1,402	\$1,402	\$0	0%
5033	Retirement Contr.-Bonus	\$0	\$0	\$0	\$0	0%
5034	Retirement Contr.-Comp. Adj.	\$0	\$0	\$136,658	\$136,658	0%
5050	Travel Expenses	\$2,562	\$8,274	\$5,235	(\$3,039)	(36.73%)
5051	Meeting Expenses	\$244	\$1,500	\$4,500	\$3,000	200%
5060	Employees' Training	\$68,644	\$130,000	\$150,040	\$20,040	15.42%
5070	Relocation of Personnel	\$19,992	\$40,000	\$10,000	(\$30,000)	(75.00%)
5090	TX Unemploy. Comp. Payments	\$63,310	\$329,000	\$450,000	\$121,000	36.78%
5160	Tuition Reimbursement	\$40,374	\$40,000	\$33,750	(\$6,250)	(15.63%)
5190	Professional Fees	\$190,652	\$156,000	\$81,100	(\$74,900)	(48.01%)
5370	Outside Maintenance Services	\$0	\$400	\$400	\$0	0%
5420	Printing/Office Supplies	\$7,894	\$4,424	\$10,834	\$6,410	144.89%
5430	Dues & Subscriptions	\$4,649	\$5,259	\$26,669	\$21,410	407.11%
5440	Recruitment	\$171,028	\$90,000	\$36,615	(\$53,385)	(59.32%)
5470	Freight and Express	\$284	\$700	\$700	\$0	0%
5650	Magazine & Newspaper Ad.	\$0	\$0	\$8,000	\$8,000	0%
5680	Promotional Expenses	\$0	\$0	\$4,000	\$4,000	0%
5840	Temporary Contract Labor	\$0	\$25,000	\$25,000	\$0	0%
5940	Group Hospitalization	\$0	\$6,987,000	\$8,116,320	\$1,129,320	16.16%
5950	Workers' Comp. & Empls. Liab.	\$7,199	\$0	\$422,797	\$422,797	100%
5981	Employee Benefits Liability	\$0	\$370	\$370	\$0	0%
5990	Inflation Adjustment	\$2,849	\$0	\$0	\$0	0%
	Total Expenses	\$1,752,295	\$10,837,270	\$11,576,399	\$739,129	6.82%

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

Department:	Human Resources (0300)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	Const Fund	RMF 2400	OMF 2300	CIF 2500	Total Budget
2910	Cap. Exp. transf. to/fr Const.	\$0	\$0		\$0	\$0	\$650
5010	Salaries and Wages-Direct	\$0	\$0	\$0	\$908,819	\$0	\$908,819
5011	Overtime	\$0	\$0	\$0	\$1,131	\$0	\$1,131
5013	Salaries and Wages-Bonus	\$0	\$0	\$0	\$0	\$0	\$0
5014	Salaries and Wages-Comp Adj.	\$31,991	\$61,106	\$57,871	\$980,330	\$66,857	\$1,198,155
5020	Salaries and Wages-Internship	\$0	\$0	\$0	\$35,040	\$0	\$35,040
5030	Retirement Contributions	\$0	\$0	\$0	\$126,689	\$0	\$126,689
5031	Retirement Contr.-Internship	\$0	\$0	\$0	\$1,402	\$0	\$1,402
5033	Retirement Contr.-Bonus	\$0	\$0	\$0	\$0	\$0	\$0
5034	Retirement Contr.-Comp. Adj.	\$4,460	\$8,518	\$8,067	\$136,658	\$9,320	\$167,023
5050	Travel Expenses	\$0	\$0	\$0	\$5,235	\$0	\$5,235
5051	Meeting Expenses	\$0	\$0	\$0	\$4,500	\$0	\$4,500
5060	Employees' Training	\$0	\$0	\$0	\$150,040	\$0	\$150,040
5070	Relocation of Personnel	\$0	\$0	\$0	\$10,000	\$0	\$10,000
5090	TX Unemploy. Comp. Payments	\$0	\$0	\$0	\$450,000	\$0	\$450,000
5160	Tuition Reimbursement	\$0	\$0	\$0	\$33,750	\$0	\$33,750
5190	Professional Fees	\$0	\$0	\$0	\$81,100	\$0	\$81,100
5370	Outside Maintenance Services	\$0	\$0	\$0	\$400	\$0	\$400
5420	Printing/Office Supplies	\$0	\$0	\$0	\$10,834	\$0	\$10,834
5430	Dues & Subscriptions	\$0	\$0	\$0	\$26,669	\$0	\$26,669
5440	Recruitment	\$0	\$0	\$0	\$36,615	\$0	\$36,615
5470	Freight and Express	\$0	\$0	\$0	\$700	\$0	\$700
5650	Magazine & Newspaper Ad.	\$0	\$0	\$0	\$8,000	\$0	\$8,000
5680	Promotional Expenses	\$0	\$0	\$0	\$4,000	\$0	\$4,000
5840	Temporary Contract Labor	\$0	\$0	\$0	\$25,000	\$0	\$25,000
5940	Group Hospitalization	\$220,788	\$421,282	\$398,554	\$8,116,320	\$402,617	\$9,559,561
5950	Workers' Comp. & Emplrs. Liab.	\$0	\$0	\$0	\$422,797	\$0	\$422,797
5981	Employee Benefits Liability	\$0	\$0	\$0	\$370	\$0	\$370
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	FY 2010 Total	\$257,239	\$490,906	\$465,142	\$11,576,399	\$478,794	\$13,268,480
	FY 2009 Total	\$418,929	\$402,951	\$329,373	\$10,837,270	\$440,577	\$12,429,100

EXECUTIVE SUMMARY

Internal Audit Department

2010 Final Budget

Executive Staff

- Magdalena Kovats, Director

Department Description

The mission of the Internal Audit Department (Internal Audit) is to provide independent, objective assurance and consulting services designed to add value and improve the Authority's operations. It helps the Authority accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes related to all areas of the Authority, including but not necessarily limited to operational, financial, compliance and information systems/technology.

2010 Initiatives

- The FY 10 OMF adopted budget is \$983,831 which is a decrease of \$309,518 or (23.93%) from the amended 2009 budget.
- The decrease of \$345,000 in professional fees is related to excluding this item from the Internal Audit budget in 2010 since it was directly related to requests from Administration. Additionally, a decrease of \$80,000 in auditing fees was due to the additional work requested during the completion of the 2008 audit (expenses incurred in 2009) which is not anticipated during the completion of the 2009 audit.
- Expenses to support the staff including certification renewals, new certifications, continuing professional education, etc. are also included.

Other Funds Projected Expenses ~

- Reserve Maintenance Fund - \$11,250
- Capital Improvement Fund - \$11,250
- Construction Fund - \$4,500
- Feasibility Study Fund - \$3,000

~ **Auditing fees are included in all the funds since the annual audit includes a review of all the funds**

Position Summary

Position	
Director	1
Internal Audit Manager	1
Senior Internal Auditor	1
Information Technology Auditor (*)	2
Internal Auditor	2
Administrative Assistant	1
Total Full-time Positions	8

* One IT Internal Auditor to be hired for 2010

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

Department:	Internal Audit (3100)	OMF Budget Summary Fund 2300
Budget Year:	2010	

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$193,034	\$542,240	\$647,452	\$105,212	19.40%
5011	Overtime	\$0	\$1,000	\$0	(\$1,000)	(100.00%)
5030	Retirement Contributions	\$25,610	\$72,986	\$90,255	\$17,269	23.66%
5050	Travel Expenses	\$16	\$14,858	\$14,114	(\$744)	(5.01%)
5060	Employees' Training	\$1,341	\$26,285	\$19,930	(\$6,355)	(24.18%)
5140	Auditing Fees	\$180	\$280,000	\$200,000	(\$80,000)	(28.57%)
5190	Professional Fees	\$28,135	\$345,000	\$0	(\$345,000)	(100.00%)
5420	Printing/Office Supplies	\$915	\$5,750	\$5,750	\$0	0%
5430	Dues & Subscriptions	\$1,360	\$4,730	\$5,830	\$1,100	23.26%
5470	Freight and Express	\$0	\$500	\$500	\$0	0%
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0%
Total Expenses		\$250,591	\$1,293,349	\$983,831	(\$309,518)	(23.93%)

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

Department:	Internal Audit (3100)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	Const Fund	OMF 2300	RMF 2400	CIF 2500	Total Budget
5010	Salaries and Wages-Direct	\$0	\$0	\$647,452	\$0	\$0	\$647,452
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Contributions	\$0	\$0	\$90,255	\$0	\$0	\$90,255
5050	Travel Expenses	\$0	\$0	\$14,114	\$0	\$0	\$14,114
5060	Employees' Training	\$0	\$0	\$19,930	\$0	\$0	\$19,930
5140	Auditing Fees	\$3,000	\$4,500	\$200,000	\$11,250	\$11,250	\$230,000
5190	Professional Fees	\$0	\$0	\$0	\$0	\$0	\$0
5420	Printing/Office Supplies	\$0	\$0	\$5,750	\$0	\$0	\$5,750
5430	Dues & Subscriptions	\$0	\$0	\$5,830	\$0	\$0	\$5,830
5470	Freight and Express	\$0	\$0	\$500	\$0	\$0	\$500
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	FY 2010 Total	\$3,000	\$4,500	\$983,831	\$11,250	\$11,250	\$1,013,831
	FY 2009 Total	\$3,000	\$4,500	\$1,293,349	\$11,250	\$11,250	\$1,323,349

EXECUTIVE SUMMARY
Legal Services Department
FY 2010 Final Budget

General Counsel

- John Dahill

Assistant General Counsel

- TBD

Department Description:

- The mission of the Legal Services Department is to:
 - Optimize communications with and provide legal support to and among the NTTA departments;
 - Foster and engage in continued respected leadership and partnership in the regions' transportation network;
 - Initiate proactive legal strategies to avoid unnecessary or extensive litigation;
 - Ensure compliance with applicable laws;
 - Engage in innovative legal problem solving consistent with the Authority's overall organizational goals and objectives' purpose;
 - Engage in cooperative review, drafting and discussion of legal matters with outside counsel as tasks and functions may require;
 - Address legal concerns of the Authority under the direction of the Executive Director and Board of Directors as necessitated by NTTA mission, directives, and business needs.

2010 Department Critical Focus Areas and Initiatives:

The final FY 2010 budget includes the following account variances:

Operation & Maintenance Fund

- The 2010 Legal Services final budget of \$3,375,125 is an increase of \$1,332,630 or 65 percent from the FY 2009 budget.
- The increase to the Legal Services Department staff is due to the anticipated hiring of a General Counsel, an attorney and Executive Assistant to support the General Counsel in FY 2010 as well as transferring the Records Retention Manager position from Administration to the Legal Services Department.
- There is an increase in dues and subscriptions from FY 2009 to FY 2010 due to professional dues and memberships of the General Counsel, Assistant General Counsel and Records Retention Manager as well as the

natural inflationary increase in some legal reference subscriptions. The variance between the FY 2009 and FY 2010 budgets is \$7,106 (161.32%).

- There is a decrease in travel expenses due to the elimination of some expenses for the IBTTA conference. The variance between the FY 2009 and FY 2010 budgets is \$5,050 (-50%).
- There is an increase in employee training based on professional development training for the General Counsel, Assistant General Counsel, Paralegal and Records Retention Manager. The variance between the FY 2009 and FY 2010 budgets is \$7,000 (700%).
- There is an increase in legal consulting work by outside law firms on various NTTA projects based on current spending rates, which was over budget in 2009. It is expected that the legal consulting work by outside law firms will be reduced if General Counsel is hired. The variance between the FY 2009 and FY 2010 budgets is \$1,200,000 (66.67%).
- There is an increase in printing and office supplies based on the transfer of the Records Retention Manager to the Legal Services Department. The variance between the FY 2009 and FY 2010 budgets is \$22,299.96 (929.17%).

Other Funds

- There is an increase in legal fees for the construction fund based on the current year to date spending rate. The fees will exceed the budget for FY 2009. The variance between the FY 2009 and FY 2010 budgets is \$1,550,000 (620%).
- There is a decrease in legal fees for the feasibility study fund due to the hiring of an in house counsel to assist with legal services. The variance between the FY 2009 and FY 2010 budgets is \$250,000 (11.11%).
- There is a decrease in legal fees for the reserve maintenance fund based on the current year to date spending rate. The variance between the FY 2009 and FY 2010 budgets is \$50,000 (33.33%).

FY 2010 Positions

Position	
Paralegal	1
General Counsel	1
Executive Assistant, Legal	1
Assistant General Counsel	1
Records Retention Manager	1
Total Full-time Positions	5

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

Department:	Legal (0400)	OMF Budget Summary Fund 2300
Budget Year:	2010	

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$173,505	\$197,506	\$285,557	\$88,051	44.58%
5011	Overtime	\$1,772	\$0	\$0	\$0	0%
5030	Retirement Contributions	\$23,183	\$26,584	\$39,807	\$13,223	49.74%
5050	Travel Expenses	\$82	\$10,100	\$5,050	(\$5,050)	(50.00%)
5060	Employees' Training	\$1,414	\$1,000	\$8,000	\$7,000	700.00%
5130	Legal Fees	\$2,817,592	\$1,800,000	\$3,000,000	\$1,200,000	66.67%
5420	Printing/Office Supplies	\$498	\$2,400	\$24,700	\$22,300	929.17%
5430	Dues & Subscriptions	\$9,582	\$4,405	\$11,511	\$7,106	161.32%
5470	Freight and Express	\$324	\$500	\$500	\$0	0%
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0%
	Total Expenses	\$3,027,952	\$2,042,495	\$3,375,125	\$1,332,630	65.25%

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

Department:	Legal (0400)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	Const Fund	OMF 2300	RMF 2400	CIF 2500	Total Budget
5010	Salaries and Wages-Direct	\$137,068	\$125,645	\$285,557	\$5,711	\$17,133	\$571,114
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Retirement Contributions	\$19,107	\$17,515	\$39,807	\$796	\$2,388	\$79,613
5050	Travel Expenses	\$0	\$0	\$5,050	\$0	\$0	\$5,050
5060	Employees' Training	\$0	\$0	\$8,000	\$0	\$0	\$8,000
5130	Legal Fees	\$2,000,000	\$1,800,000	\$3,000,000	\$100,000	\$250,000	\$7,150,000
5420	Printing/Office Supplies	\$0	\$0	\$24,700	\$0	\$0	\$24,700
5430	Dues & Subscriptions	\$0	\$0	\$11,511	\$0	\$0	\$11,511
5470	Freight and Express	\$0	\$0	\$500	\$0	\$0	\$500
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
FY 2010 Total		\$2,156,175	\$1,943,160	\$3,375,125	\$106,507	\$269,521	\$7,850,488
FY 2009 Total		\$2,250,000	\$298,020	\$2,042,495	\$150,000	\$298,020	\$5,038,535

EXECUTIVE SUMMARY

Customer Service Center Department

2010 Final Budget

Executive Staff

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

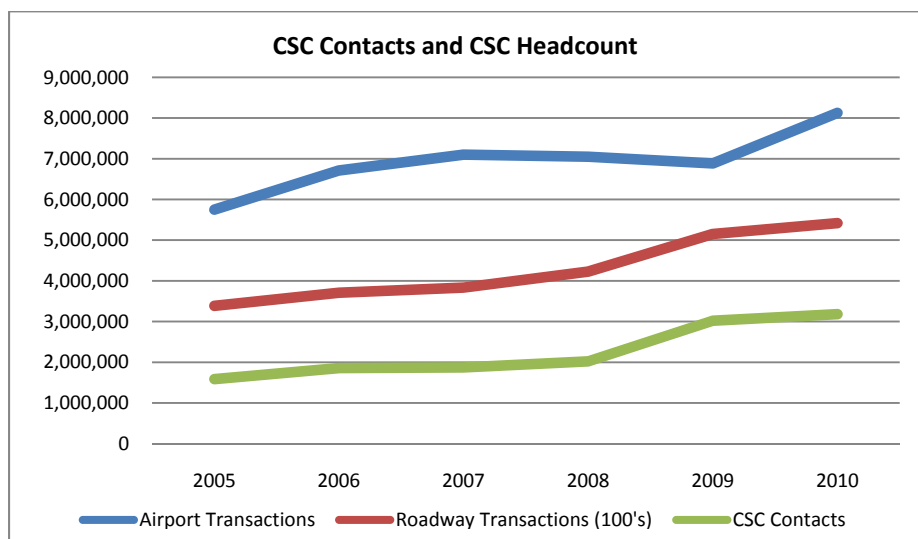
Department Description:

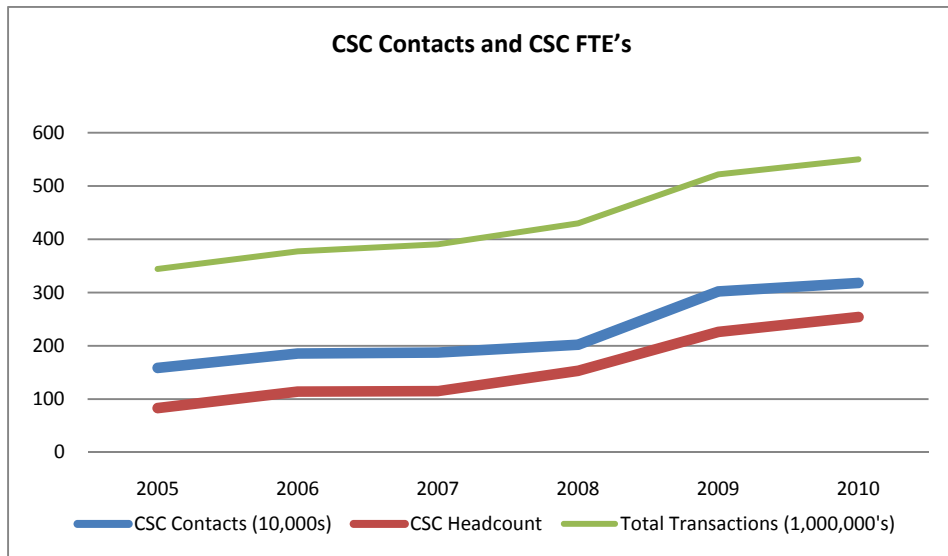
- Mission: The mission of the NTTA Customer Service Center is to deliver effective and friendly world class customer and toll collection services in an exceptionally fun environment.
- The CSC accomplishes this goal as it manages customer contacts and provides account administration for the Tag Store, ZipCash and Violation Enforcement processes. The CSC also supports DFW/HCTRA and 3rd Party Parking interoperability as well as manages and maintains the TollTag Inventory Management System (TIMS).
- The CSC department's vision is to support the NTTA in its mission as it continues to provide fiscally sound mobility solutions for the North Texas region. The current communications plan focuses on five key messages: Customer, Mobility, Economy, Safety and Partnerships. All NTTA initiatives fall within these categories.
 - To transform the CSC into a more collection-focused organization while still maintaining the level of excellent Customer Experience through employee education and established collection model.
 - To keep and maintain our customers well informed of our transition to an all Electronic Toll Collection (ETC) system without diminishing their quality of service.
 - Collections strategy as it relates to customer escalations and employee challenges as they adapt to the new process. To develop on-going strategies to address customer escalations/challenges.
 - Maintain the Workforce Management as a critical department as the CSC continues to grow and as staffing models become more complex. The CSC allocates resources in real-time based on customer contact. This will continue to become more complex as contact volumes grow and service/billing questions become more complex.
 - Maintain effective and efficient training for all the CSC staff. As we grow in volume and size training will become even more challenging and mission critical. Dissemination of information to CSC staff in a timely and cost effective manner is our goal.

2010 Initiatives:

- The final FY 2010 OMF budget is \$27,246,233.00 which reflects an increase of \$6,804,059.00 or 33.3% from the final FY 2009 budget.

- Continue development of the all Electronic Tolling Collection (ETC) initiative and increased customer contacts.
- Enhance the collection process by identifying the key performance indicators, reporting the process and identify mechanisms that ensure success when adjustments or strategies need to be changed.
- TSA Performance Requirements-Adhere to Business Rules and Service Levels to 'exceed' established levels of service
- Channel Migration - Shift 5% of customer contacts from highest cost channel to lower cost channel.
- Hiring Process - maintain a culture that attracts and retains talented people.
- Continue to be the TollTag Customer Service provider for transportation needs. Increase TollTag conversion rate. Increase Sticker Tag penetration and support new Interoperability projects to increase the value added services of the TollTag.
- Develop and implement effective training. Utilize on-line training tools such as Total Training Network (TTN) to train and develop staff both during and after hours at their own pace. Develop and revise operating procedures and guidelines.
- Attain and maintain all service levels daily.
- Re-examine self-help systems.
- Develop Career Path initiatives for continued development of skills for long term career success. Emphasize leadership and management training as well as the benefits of higher education and utilizing tuition reimbursement.
- Decrease employee turnover by 3%. This represents a decrease of 14% from FY 2009.
- Continue to be a model and leading Call Center operations in the tolling industry.
- Continue to utilize the CDM Employee Satisfaction Survey tool to gauge employee and customer feedback of the customer services provided by the CSC.





Budget Impacts

	2009	2010	Difference	% Change
Salaries and Wages - Direct	\$7,548,012.00	\$8,974,964.00	\$1,426,952.00	18.91%
Employee's Training	\$27,420.00	\$28,320.00	\$900.00	3.28%
Professional Fees	\$2,706,092.00	\$3,264,665.00	\$558,573.00	20.64%
TollTags and Supplies	\$0	\$3,986,143.00	\$3,986,143.00	100%
Postage	\$1,343,682.00	\$3,005,978.00	\$1,662,296.00	123.71%
Materials and Supplies	\$21,247.00	\$72,830.00	\$51,583.00	242.78%

Notes:

1. Increase of 27 FTE's due to increase in transactions.
2. Increase due to Collections Training
3. Increase in collection agency fees, printing outsource expenses, lockbox expenses due to anticipated 102 million ZipCash transactions in 2010
4. Increase due to volume increase resulting from 102 million ZipCash transactions. (per unit decrease to .36 cents)
5. Receipt paper, TollTag applications and other supplies moved from printing and office supplies account.
6. 2010 TollTags carried in O&M budget, account 5310.

Other Funds Projected expenses

- Reserve Maintenance Fund - \$0.00
- Capital Improvement Fund - \$0.00

Summary Positions

Position	
Director of Customer Service	1
Asst. Director of CSC	1
Admin. Asst. CSC	1
WorkForce Manager	1
Support Services Manager	1
Sr. Customer Service Specialist	15
Receptionist	1
Mail Specialist	2
CSC QA/QC Manager	1
Court Coordinator	2
Call Center Manager	1
Admin. Tech.	1
Customer Service Specialist I	68
Customer Service Specialist II	137
CSC Team Leaders	16
CSC Training Coordinator	1
Customer Center Manager	1
Customer Service Spec O/C P/T	18
Total Full-time Positions	251
Part-time O/C Position	18

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

Department:	Customer Service (2900)	OMF Budget Summary
Budget Year:	2010	Fund 2300

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$4,801,942	\$7,548,012	\$8,974,964	\$1,426,952	18.91%
5011	Overtime	\$361,937	\$126,000	\$200,000	\$74,000	58.73%
5030	Retirement Contributions	\$678,456	\$1,015,962	\$1,251,110	\$235,148	23.15%
5050	Travel Expenses	\$645	\$3,850	\$500	(\$3,350)	(87.01%)
5051	Meeting Expenses	\$2,680	\$18,116	\$14,000	(\$4,116)	(22.72%)
5060	Employees' Training	\$3,294	\$27,420	\$28,320	\$900	3.28%
5080	Uniforms	\$9,727	\$12,150	\$13,288	\$1,138	9.37%
5190	Professional Fees	\$822,966	\$2,706,092	\$3,264,665	\$558,573	20.64%
5200	Mobile Equipment Expense	\$0	\$0	\$0	\$0	0%
5310	TollTags and Supplies	\$0	\$0	\$3,986,143	\$3,986,143	100%
5370	Outside Maintenance Services	\$435	\$35,573	\$13,061	(\$22,512)	(63.28%)
5380	Rental of Equipment	\$90,203	\$98,042	\$92,668	(\$5,374)	(5.48%)
5390	Rent	\$110,489	\$95,800	\$95,800	\$0	0%
5400	Postage	\$1,419,726	\$1,343,682	\$3,005,978	\$1,662,296	123.71%
5420	Printing/Office Supplies	\$362,284	\$799,843	\$102,883	(\$696,960)	(87.14%)
5430	Dues & Subscriptions	\$1,295	\$2,180	\$1,670	(\$510)	(23.39%)
5450	Materials and Supplies	\$29,984	\$21,247	\$72,830	\$51,583	242.78%
5470	Freight and Express	\$640	\$1,050	\$860	(\$190)	(18.10%)
5550	Newspaper Notices	\$0	\$12,800	\$0	(\$12,800)	(100.00%)
5560	Credit Card Fees	\$5,558,760	\$6,574,355	\$6,127,493	(\$446,862)	(6.80%)
5650	Magazine & Newspaper Ad.	\$2,555	\$0	\$0	\$0	0%
5840	Temporary Contract Labor	\$286,763	\$0	\$0	\$0	0%
5990	Inflation Adjustment	(\$61)	\$0	\$0	\$0	0%
	Total Expenses	\$14,544,720	\$20,442,174	\$27,246,233	\$6,804,059	33.28%

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

Department:	Customer Service (2900)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	Const Fund	OMF 2300	RMF 2400	CIF 2500	Total Budget
2910	Cap. Exp. transf. to/fr Const.	\$0	\$0	\$0	\$0	\$0	\$0
5010	Salaries and Wages-Direct	\$0	\$0	\$8,974,964	\$0	\$0	\$8,974,964
5011	Overtime	\$0	\$0	\$200,000	\$0	\$0	\$200,000
5030	Retirement Contributions	\$0	\$0	\$1,251,110	\$0	\$0	\$1,251,110
5050	Travel Expenses	\$0	\$0	\$500	\$0	\$0	\$500
5051	Meeting Expenses	\$0	\$0	\$14,000	\$0	\$0	\$14,000
5060	Employees' Training	\$0	\$0	\$28,320	\$0	\$0	\$28,320
5080	Uniforms	\$0	\$0	\$13,288	\$0	\$0	\$13,288
5190	Professional Fees	\$0	\$0	\$3,264,665	\$0	\$0	\$3,264,665
5200	Mobile Equipment Expense	\$0	\$0	\$0	\$0	\$0	\$0
5310	TollTags and Supplies	\$0	\$0	\$3,986,143	\$0	\$0	\$3,986,143
5370	Outside Maintenance Services	\$0	\$0	\$13,061	\$0	\$0	\$13,061
5380	Rental of Equipment	\$0	\$0	\$92,668	\$0	\$0	\$92,668
5390	Rent	\$0	\$0	\$95,800	\$0	\$0	\$95,800
5400	Postage	\$0	\$0	\$3,005,978	\$0	\$0	\$3,005,978
5420	Printing/Office Supplies	\$0	\$0	\$102,883	\$0	\$0	\$102,883
5430	Dues & Subscriptions	\$0	\$0	\$1,670	\$0	\$0	\$1,670
5450	Materials and Supplies	\$0	\$0	\$72,830	\$0	\$0	\$72,830
5470	Freight and Express	\$0	\$0	\$860	\$0	\$0	\$860
5550	Newspaper Notices	\$0	\$0	\$0	\$0	\$0	\$0
5560	Credit Card Fees	\$0	\$0	\$6,127,493	\$0	\$0	\$6,127,493
5650	Magazine & Newspaper Ad.	\$0	\$0	\$0	\$0	\$0	\$0
5840	Temporary Contract Labor	\$0	\$0	\$0	\$0	\$0	\$0
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	FY 2010 Total	\$0	\$0	\$27,246,233	\$0	\$0	\$27,246,233
	FY 2009 Total	\$0	\$0	\$20,442,174	\$25,210	\$2,030,400	\$22,497,784

EXECUTIVE SUMMARY

Information Technology Department

2010 Final Budget

Department Director

- Dave Pounds

Department Assistant Directors

- Paul Hejl
- Barry Weems

Department Description

- As defined during our departmental strategic planning sessions, the mission statement of the Information Technology (IT) Department is to “advance innovative reliable solutions.” Operationally, to support that mission statement, the IT Department installs, integrates, manages, maintains and supports hardware, software, telecommunications, and network functions for the NTTA.
- Beginning in 2009, the IT Department organization was modified around three major areas of operations:
 - **Business Applications.** The Business Applications area is divided into three groups: *RITE Applications* is focused on all tolling backoffice systems; *Enterprise Applications* is focused on all other applications, with primary attention to PeopleSoft HR and Financials, Hansen Asset Management, Enterprise Project Delivery System (EPDS); and the *Geographic Information Systems (GIS)* group maintains the GIS information vital to Project Delivery and the Maintenance Department.
 - **Roadway Systems Operations and Support.** Currently, the Roadway Systems group is divided into two groups. First, *Roadway Systems* is focused on the installation and support of the tolling system at the lane level. Currently, with the assistance of consulting teams, they maintain all installed equipment on President George Bush Turnpike (PGBT), Dallas North Tollway (DNT), Sam Rayburn Tollway (SRT), Mountain Creek Lake Bridge (MCLB), Addison Airport Toll Tunnel (AATT), Lewisville Lake Toll Bridge (LLTB), and Phase 2 of 161 Tollway. They are currently installing and testing equipment on Segment 3 of SRT and will soon begin work on Phase 3 of 161 Tollway. In addition, this group has played a major role in the All Electronic Toll Collection (All-ETC) conversion of PGBT. In 2010, they will perform the same tasks on DNT, MCLB and AATT. Second, the *Parking Projects* group was established in the 2009 budget to support Dallas/Fort Worth International Airport and Dallas Love Field parking operations where NTTA TollTags are interoperable with the airport parking systems.
 - **Enterprise Communications and Systems Operation and Support.** This area includes three groups: the *Help Desk* is primarily focused on the deployment and support of user workstations and the associated desktop applications; *Enterprise Communications* is focused on all aspects of the network to include routers, switches, cabling, telephones and telephone service; and, *Enterprise Systems* which is responsible for all servers, software systems, and storage devices that provide enterprise

services such as email, printing, individual and group network file storage. The Enterprise Systems group is also responsible for all backups and patching.

- Underpinning and over-watching all of these groups is the Information Security Manager who assists by conducting vulnerability assessments, PCI compliance reviews, and network monitoring.
- In 2007 and 2008, core competencies were identified that represented vulnerabilities for the IT Department because those areas were being performed in part or solely by consultants.
 - In the 2009 Budget, we identified four specific areas – server and data management, GIS management, network administration, and web development – and converted those to NTTA staff positions. In three of the four positions, we were able to convert the incumbent consultant to an NTTA employee.
 - Also, in the 2009 budget, we added more staff in the areas of RITE and enterprise application support, roadway support, and Help Desk to meet the demands created by the NTTA reorganization driven by All Electronic Toll Collection (All-ETC) – conversion of the tolling ramps on PGBT, growth of the Customer Support Center, continued emphasis on lane performance and revenue leakage associated with All-ETC – and the number of lane miles and tolling locations being added by projects on SRT, LLTB, 161T in 2009.
 - In total, the 2009 budget added 19 positions to the IT Department, which enabled us to convert four consulting positions and eliminate ten other consulting positions, with a net annualized savings of almost \$3m. Nine of the new positions have been delayed in hiring due to budget reductions. The additional personnel are enabling us to develop internal core competencies in application and system support that traditionally have been provided by consultants.

2010 Budget Initiatives

- The final FY 2010 OMF budget is \$11,540,166, which reflects an increase of \$1,518,442 or 15.15 percent from the final FY 2009 budget. This increase is due in large part to the addition of ten core competency positions and six new positions. However, this increase in staff will yield a reduction of 16.5 consultant positions and associated professional services fees of over \$2,000,000. The other area that accounts for a large portion of the increase is Computer Software, where we have added new costs for Microsoft and Oracle software support, and approximately 5 percent average growth of support costs for existing software items.
- Assumptions for 2010. The following assumptions provided the framework for preparation of this budget:
 - All-ETC will continue on PGBT.
 - Conversion of DNT to All-ETC will occur during 2010 for completion in early 2011.
 - The current contract with TransCore for lane maintenance ends 12/31/2009. Associated with the conversion to All-ETC, the maintenance of automatic coin machines (ACM) has now been reduced to about one-third of the population of coin machines we had at the beginning of 2009. We will procure services for ACM maintenance only for 2010, with an option to go month to month in 2011, or terminate with a 30-day notice.

- Performance of tolling equipment on PGBT, DNT, SRT, MCLB, AATT, and LLTB will continue to receive intense scrutiny because of All-ETC and the potential leakage at the lane.
- CSC Upgrade will occur in 2010.
- VES system will be evaluated for replacement in 2009, with possible action in 2010.
- Unlimited Licensing Agreement with Oracle will be approved by the Board in 2010.
- **Organizational Changes.** Continue the implementation of the IT Department organizational concept described above to further strengthen the three areas of operation and continue the conversion of core competency positions from consultants to NTTA employees. In order to do this, the following personnel actions are included in the 2010 Budget:
 - **Core competency conversions:** We have identified ten (10) positions currently held by consultants that perform functions that are part of our core day-to-day operations. We feel these positions are necessary for the foreseeable future and should be added to the NTTA IT Department. These positions include:
 - **Senior Microsoft SQL Server Database Administrator. (1)** Position is currently in the HNTB GEC IT Team. Other than the RITE Solution which runs on Oracle databases, all of our enterprise applications now run on Microsoft's SQL Server database. Historically, we have relied solely on consultants from Electronic Transaction Consultants (ETC) corporation for database administrator (DBA) services. We believe 2010 is the appropriate time to convert this position to an NTTA employee at an annual savings of approximately \$120,000.
 - **Reports Writer. (1)** Our current program for enterprise reporting is Crystal Reports and our single reports writer is a member of the HNTB GEC IT Team. Crystal Reports will remain a primary reporting platform for the next three to five years. We believe 2010 is the appropriate time to convert this position to an NTTA employee at an annual savings of approximately \$80,000.
 - **GIS Analyst. (1)** Before 2009, consultants made up the entire GIS team. In 2009, we began the conversion of the GIS team by making the GIS manager position an NTTA employee. In 2010, we propose to convert one of the three GIS analyst positions to an NTTA employee. We believe 2010 is the appropriate time to convert this position to an NTTA employee at an annual savings of approximately \$50,000. We will continue to evaluate the GIS group and determine whether further conversions or reductions can occur in 2011 and 2012.
 - **Roadway Systems Lead (1), Roadway Systems Support Technician (3), and Parking System Support Technician (3).**
 - As we move into 2010, we will be responsible for maintaining a much larger tolling operation than ever before. Since the beginning of 2007 and by the end of 2009, we will have installed an additional 106 lanes of Violation Enforcement System (VES) cameras and required control equipment, giving us almost 2.5 times as many VES systems to maintain, with the total going from 71 to 177.

- With the opening of LLTB, Segment 3 of SRT, and Phase 2 of 161T in 2009, these higher numbers of tolling locations to maintain and are geographically spread more than before.
- Assuming the construction schedules are met as predicted, Phase 3 of 161T and Segment 4 of SRT will both open as early as January 2010. All of these roadways are opening as All-ETC; there will be added emphasis on the tolling systems operation and maintenance.
- The conversion of PGBT to All-ETC in 2009 has put a Violation Enforcement System (VES) in every lane. With the conversion of DNT to All-ETC scheduled for late 2010 or early 2011, we will be adding VES to lanes where it has not existed before.
- We were recently informed by DFW Airport staff that the expansion of TollTag technology into more lanes would commence again in 2010. We currently have 60 active lanes at DFW Airport and 24 lanes at Love Field. The expansion at DFW Airport will increase the number of lanes to 108. Also, DFW Airport is scheduled to select a new parking system for implementation, which will also affect our operations at the Airport and undoubtedly require more technical support as we work through integration issues with the new parking system vendor. We will be hiring a Parking Projects Manager and three Parking System Support Technicians this year, per our 2009 Budget, but, based on current levels of maintenance calls, we believe more personnel will be required to support the 24 by 7 by 365 operations at DFW Airport and Dallas Love Field.
- Over the last five years we have had a contract with TransCore for lane maintenance, including the TransCore automatic vehicle identification (AVI) systems, the VES and the automatic coin machines (ACM) maintenance and repair. The team of 12, with 10 technicians and 2 management personnel, has cost the NTTA \$1,800,000 per year. That contract will expire at the end of December 2009, with all option years exercised. That is a net loss of technicians of 10, or half of our current roadway maintenance work force. We will need to maintain coin machines for all of 2010, although the number of ACM's has been reduced by approximately 60%, according to the current All-ETC schedule.
- We believe that now is the appropriate time to convert the positions currently held by TransCore employees as part of the lane maintenance contract and move seven positions into the NTTA as employees. We are proposing to add 3 Roadway system support technicians and 3 Parking system support technicians, but the skill sets would be identical. We would have the opportunity to hire some of the existing TransCore employees if they meet NTTA standards and potentially eliminate the need to out-source ACM maintenance.

- One of the seven positions is a Lead Technician, giving the Roadway Group three Leads. This will give the Roadway Group some additional flexibility in the deployment of the teams and provide another opportunity for job advancement.
- The addition of these seven positions represents a net savings of approximately \$1,200,000 in annual OMF costs when compared to the cost of the TransCore maintenance contract. If these additional personnel are not approved, we will have to solicit maintenance services for the remaining ACMs at a cost of around \$600,000 for 2010.

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

Core Competency Position	Quantity	Current Cost		NTTA Employee Cost per Position	Extended Cost
Senior MS SQL Server DBA	1	\$ 273,000.00		\$ 128,011.00	\$ 128,011.00
Reports Writer	1	\$ 177,450.00		\$ 90,212.00	\$ 90,212.00
GIS Analyst	1	\$ 136,500.00		\$ 72,499.00	\$ 72,499.00
Roadway Lead Technician	1			\$ 69,363.00	\$ 69,363.00
Roadway System Support Technician	3			\$ 49,948.00	\$ 149,844.00
Parking System Support Technician	3	\$ 1,800,000.00	NOTE 1	\$ 49,709.00	\$ 149,127.00
		\$ 2,386,950.00			\$ 659,056.00
				Approximate Savings	\$ 1,727,894.00

NOTE 1: Annual contract cost for TransCore team of 12

- **Strengthen other core areas with the addition of new positions.** We have identified areas of functionality and responsibility where we do not have enough resources to accomplish all of the required tasks or that the span of control is extended and management assistance is needed. We are proposing the following new positions:
 - **RITE System Support Analyst (2).** These two positions will be added to the RITE Applications Group. The RITE Solution is the core of our tolling operations. As we transition our support model to one with fewer consultants on site, we must expand the number of NTTA employees with the appropriate skills and knowledge to support the system and its growing user population. Also, the extended hours of operation for the Customer Service Center and the significant increase in requests for information from executive staff, Finance, Internal Audit, and Customer Server are difficult to support at current levels of staffing in the RITE Applications group.
 - **Intelligent Transportation System (ITS) Manager (1).** Currently, the Assistant Director of Roadway Systems is responsible for the NTTA's ITS program. He has a team of three consultants who report to him who are responsible primarily for the development of design plans and implementation plans of the ITS along the NTTA

roadways in place or being built in the future. At this time, we do not have an NTTA manager responsible for the ITS program. This proposed ITS Manager position will give the IT Department a person responsible for everything associated with ITS, from design through implementation and into user support. The existing team of consultants will initially make up the staff supporting the ITS Manager. The cost of this position will be offset by a reduction in consulting hours as we transfer ITS Program Management responsibilities to the new ITS Manager. This new position will also allow for the establishment of core competency in the ITS area, with the intention to convert one or more of the consultant positions to NTTA employees in the future.

- **Information Security Engineer (1).** In 2008, the NTTA added an Information Security Manager position. The position was filled in late 2008. It has become clear that one person cannot accomplish all that is required in this very important area of responsibility. One critical part of managing information security risk is to have adequate security monitoring and administration of security infrastructure with dedicated skilled staff to protect the NTTA's information assets. The section lacks staff with essential skills to monitor and investigate security alerts and to perform daily security monitoring and related activities to mitigate risks. Security events from Cisco MARS, intrusion prevention system (IPS), web application firewall (WAF), Network Access Control (NAC), and McAfee EPO need to be monitored and these systems need to be administered to be effective. Alerts must be reviewed and investigated based on severity and risk. Currently the Information Security Manager is performing this monitoring of alerts as time permits. The ongoing maintenance of these systems requires a full time skilled staff. Also, having a security staff to work with enterprise systems, network and application group evaluate security practices and to monitor remediation activities will reduce risk. In addition, it is important to have dedicated and knowledgeable staff to coordinate and monitor the implementation of internal controls to remain in compliance. This additional person will have the skills and experience necessary to monitor security systems for signs of attempted network intrusion, identify application security weaknesses, conduct vulnerability assessments and penetration tests, and help write policies and procedures for privacy, information security, internal IT controls, PCI compliance, etc.
- **System Administrator (1).** When we formed the Enterprise Systems group as part of the reorganization of the IT Department, we did not add any new positions other than the converted consultant position. Based on current and projected workloads and the increasing need to be operational 24 hours a day, seven days a week, we are proposing to add a new System Administrator position in 2010. Most information technology organizations maintain a server to administrator ratio from 30:1 to 50:1. Storage area networking and heterogeneous platform support (Windows and Linux) require staff with specialized skill sets and specific experience to support their business critical nature. The Enterprise Systems team currently exceeds an 80:1

ration with current staffing levels of 4 team members and one manager. Industry standards recommend an additional 4 server administrator positions to bring the average to 60:1. However, operational efficiencies achieved through the adoption of standardized server platforms, virtualization technology, and the implementation of management and monitoring tools allow the Enterprise Systems team to support more servers per administrator. The NTTA currently has over 400 servers deployed to support RITE, ITS, and other corporate applications. The Enterprise Systems group is also responsible for administration and maintenance of the NTTA's storage and backup/recovery systems, which include over 700 terabytes of storage area network (SAN)-attached disk spread across four SAN arrays, with over 100 SAN-attached servers. In 2009, two consultant positions were eliminated when the Enterprise Systems team reclaimed support of all RITE servers, for an estimated annual cost savings of \$400,000. The addition of one Server Administrator position will allow the NTTA to maintain annual cost savings of at least \$300,000.

- **Network Technician (1).** As stated above with the system administrator position, when we formed the Enterprise Communications group, we did not add any new positions other than the converted consultant position. Our network node switches that include routers and fiber support have grown to 600 this year from 500 a year ago. It is anticipated that this growth will reach 650 switches in another year. We have one NTTA Network Administrator and two consultants. This new position is needed to keep up with the growth that the NTTA is experiencing with new tolling points, ITS locations and surveillance locations. Based on current and projected workloads and the increasing need to be operational 24 hours a day, seven days a week, we are proposing to add a new Network Technician position in 2010.
- **Key Projects for 2010:**
 - **PeopleSoft Enhancements** – The number one priority of the Executive Director is financial accounting, reporting and forecasting. A review of financial processes is being conducting at this time by the Chief Financial Officer (CFO) and Controller. The CFO has indicated the need to make significant changes to the current implementation of PeopleSoft Financials. Scope and plans are being developed at this time.
 - **All ETC Conversion** – The conversion of PGBT to All-ETC has taken place in 2009. The conversion of DNT will take place in late 2010 with completion of the conversion in early 2011. Obviously, with the elimination of cash collection, the maintenance of electronic toll collecting systems will be critical to the success of the NTTA.
 - **Customer Service Center software upgrade** – Two of the primary components of the RITE system, TagStore and Violation Processing System (VPS), and associated components such as SCIP and ICRS, will be upgraded with a target date for completion of second quarter 2010.
 - **Information Security** – To maintain our PCI compliance, we must continue to conduct assessments both internally and with outside experts to identify any areas of weakness in our network and applications infrastructure where we can improve our use of existing tools and

- technology, apply additional technology, or dedicate resources to ensure our networks, applications and databases remain secure.
- **Intelligent Transportation Systems** – With the completion of Segment 3 of SRT and the opening of LLTB, active ITS implementations will be completed. That will give us an opportunity to get Set C started, for which preliminary designs were done two years ago. Set C is designed to close the video coverage gaps on DNT and PGBT; get dynamic message signs installed where necessary; add supplemental travel time sensors; and, deal with some fiber infrastructure issues. \$2.5m has been included in CIF for 2010. Additionally, the ITS team will continue the planning and coordination process for PGBT Eastern Extension, Southwest Parkway, Chisholm Trail, and 161T. This work is funded by Project Delivery from the Construction Fund.
 - **Data Warehouse** – The increasing demand for business intelligence indicates that we need to build a data warehouse from which we can do most of our routine reporting and relieve the pressure from the production systems. Currently, data requests must be run during off-peak times to ensure production system availability and performance are not impacted. This creates delays in the delivery of the requested data, which affects the requestor ability to respond to open records requests, traffic analysis, financial analysis and reconciliation, lane equipment performance, etc. A data warehouse would allow all of those data requests to be filled at any time without impacting system availability or performance. This would also allow us to more easily do historical reporting to compare year over year results.
 - **Disaster Recovery (DR)** – Disaster recovery remains high on the priority list, but funding has limited our ability to establish a true disaster recover site. We have redundancy established for email and Call Center phone service, and we continue our backup strategy with tapes rotating off site to two separate locations. However, it is essential to protect our operations with a disaster recovery site.

Position Summary

Position	
Enterprise Comm Manager	1
Enterprise Application Manager	1
Systems Lead	1
Asst.Dir. IT Roadway Systems	1
Sr. Server Administrator	1
RITE Systems Business Analyst	1
RITE Applications Manager	1
Systems Support Tech. III	1
Roadway Systems Lead	1
Roadway Systems Manager	1
Systems Support Tech II	1
Admin. Asst./IT	1
Information Security Admin.	1
Systems Lead	1
Systems Support Tech II RW	1

Roadway Systems Lead	1
Assistant Director/IT	1
Rite Systems Support Analyst	1
Help Desk Manager	1
RITE System Support Analyst II	1
Ent App Lead Support Analyst	1
Director of IT	1
Systems Support Tech. III	1
Sys. Support Tech III RW	1
Server Administrator	1
Systems Support Tech II	1
Information Security Manager	1
Sys. Support Tech III RW	1
Systems Support Tech II RW	1
Communications Administrator	1
Server Administrator	1
RITE Systems Business Analyst	1
Sys. Support Tech III RW	1
Enterprise Systems Manager	1
Sr. Network Administrator	2
Sr. Web Applications Developer	1
Sr. Ent. App. Business Analyst	1
Ent. App. Support Analyst II	1
Systems Support Tech II - HD	4
Systems Support Tech II - RW	2
Enterprise Apps Web Specialist	1
GIS Manager	1
Parking Systems Manager	1
Parking System Support Tech	3
Report Writer	1
Network Technician	1
Server Administrator	1
Sr. SQL Server DBA	1
GIS Analyst	1
Information Sec Engineer	1
ITS Manager	1
Parking System Sup Tech	3
RITE System Sup Analyst	2
Roadway Systems Lead	1
Sys Sup Tech II RW	3
Total Full-time Positions	67

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

Department:	Information Technology (0700)	OMF Budget Summary Fund 2300
Budget Year:	2010	

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$1,213,952	\$1,659,479	\$2,436,305	\$776,826	46.81%
5011	Overtime	\$19,510	\$26,240	\$27,200	\$960	3.66%
5030	Retirement Contributions	\$161,834	\$223,366	\$339,621	\$116,255	52.05%
5050	Travel Expenses	\$3,676	\$20,965	\$11,000	(\$9,965)	(47.53%)
5051	Meeting Expenses	\$804	\$1,200	\$0	(\$1,200)	(100.00%)
5060	Employees' Training	\$8,578	\$38,500	\$38,975	\$475	1.23%
5190	Professional Fees	\$53,677	\$100,000	\$100,000	\$0	0%
5370	Outside Maintenance Services	\$4,859,765	\$5,474,904	\$4,904,625	(\$570,279)	(10.42%)
5410	Telecommunications	\$604,693	\$477,817	\$715,044	\$237,227	49.65%
5420	Printing/Office Supplies	\$156,452	\$149,500	\$150,070	\$570	0.38%
5430	Dues & Subscriptions	\$3,325	\$8,855	\$6,510	(\$2,345)	(26.48%)
5450	Materials and Supplies	\$92,457	\$50,765	\$51,800	\$1,035	2.04%
5600	Computer Software	\$799,780	\$1,790,133	\$2,759,016	\$968,883	54.12%
5990	Inflation Adjustment	(\$1,894)	\$0	\$0	\$0	0%
	Total Expenses	\$7,976,609	\$10,021,724	\$11,540,166	\$1,518,442	15.15%

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

Department:	Information Technology (0700)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	Const Fund	OMF 2300	RMF 2400	CIF 2500	Total Budget
2910	Cap. Exp. transf. to/fr Const.	\$0	\$353,500	\$0	\$1,923,549	\$19,704,000	\$21,981,049
5010	Salaries and Wages-Direct	\$8,019	\$185,589	\$2,436,305	\$350,915	\$906,716	\$3,887,544
5011	Overtime	\$0	\$1,890	\$27,200	\$3,820	\$11,290	\$44,200
5030	Retirement Contributions	\$1,118	\$25,871	\$339,621	\$48,918	\$126,396	\$541,924
5050	Travel Expenses	\$0	\$0	\$11,000	\$0	\$0	\$11,000
5051	Meeting Expenses	\$0	\$0	\$0	\$0	\$0	\$0
5060	Employees' Training	\$0	\$0	\$38,975	\$0	\$0	\$38,975
5190	Professional Fees	\$0	\$0	\$100,000	\$0	\$0	\$100,000
5370	Outside Maintenance Services	\$0	\$0	\$4,904,625	\$0	\$0	\$4,904,625
5410	Telecommunications	\$0	\$0	\$715,044	\$0	\$0	\$715,044
5420	Printing/Office Supplies	\$0	\$0	\$150,070	\$0	\$0	\$150,070
5430	Dues & Subscriptions	\$0	\$0	\$6,510	\$0	\$0	\$6,510
5450	Materials and Supplies	\$0	\$0	\$51,800	\$0	\$0	\$51,800
5600	Computer Software	\$0	\$0	\$2,759,016	\$0	\$0	\$2,759,016
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	FY 2010 Total	\$9,137	\$566,850	\$11,540,166	\$2,327,202	\$20,748,402	\$35,191,757
	FY 2009 Total	\$53,762	\$119,253	\$10,021,724	\$2,296,097	\$9,533,986	\$22,024,822



EXECUTIVE SUMMARY

Maintenance Department

2010 Final Budget

Executive Staff

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

Department Description:

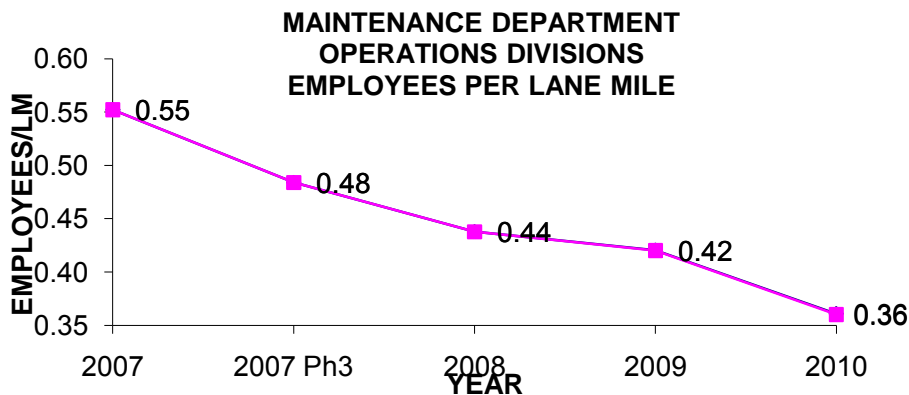
- Mission: The Maintenance Organization will manage the resources and create the business processes to continuously develop and implement asset management practices that will enhance mobility through responsible and innovative tolling solutions.
- The Department is responsible for asset management of the Dallas North Tollway, Mountain Creek Lake Toll Bridge, Addison Airport Toll Tunnel, President George Bush Turnpike, Sam Rayburn Tollway, SH 161, and Lake Lewisville Toll Bridge including roadways, structures, buildings, roadway illumination, signing, fencing, traffic signals, safety devices, right-of-way and authority wide responsibility for Fleet and warehousing.
- In order to accomplish the mission, the Department is divided into five areas:
 - Infrastructure Engineering
 - Roadway (SRT, DNT)
 - Facilities (Mechanical Systems, Electrical Systems, Janitorial)
 - Support Services (Fleet, Warehouse, Purchasing)
 - Landscape

2010 Initiatives:

- Includes full year maintenance of LLTB, 3N & 3S SRT, 161 Tollway Phase 1 and Phase 2 for a total of 161 additional lane miles (26% Increase).
- Continue to drive down the cost per lane by increasing efficiency;
 - 2009 - \$30,755 \$/LM vs. 2010 \$29,139 \$/LM for a 5% reduction
- The final FY 2010 OMF budget is \$21,668,988, which represents a decrease from the FY 09 budget of \$22,138,967 or 2%
- Reduction of staff from 193 to 187. This continues the reduction of the FTE per Lane Mile from 0.42 in 2009 to 0.36 in 2010. If the 2009 ratio was to remain, the increase in lane miles in 2010 would have required the addition of 17 operations employees. (See Chart Below)
- Increasing core competency and reducing cost by replacing five onsite full time consulting staff with five full time NTTA employees and one full time NTTA employee will be hired to reduce the dependence on the offsite consultant currently used. The estimate annual savings for all six positions is approximately \$564,519
- Improving internal support, reducing overtime, and minimizing traffic impacts to our customers by adding a full time night crew

- Collaborating with the Texas Transportation Institute and other industry leaders to continue to improve the safety of our employees, contractors, and traveling public
- Continue to lead efforts to integrate a “total cost” (life-cycle) approach to the development of new projects as well as the implementation of rehabilitation or modification projects
- Continue to use the Governmental Accounting Standards Board Statement 34 Modified Approach to assess the condition and budget for maintenance of the Authority’s assets by conducting annual and special inspections, reporting on results and budgeting for deficiencies
- Continue to utilize the Maintenance Rating and Supporting Success Programs to measure and encourage quality in the operations of the Maintenance Department
- Manage RMF and CIF programs on time and under budget
- Provide roadway maintenance for the SH 161 Expansion
- Provide additional utility services to SH 161 and SRT Segments 3S and 3N
- Continue leadership in peer industry organizations
- Implement the maintenance performance metrics (quality and cost) resulting from the Department Strategic Plan
- Continue implementation of the results of Concrete Finishes Initiative in Maintenance Department projects and through coordination with the Project Delivery Department for new projects
- Continue development of a “travel index” that will allow the Authority to compare the actual service received by customers to a “desired” level
- Continue to use and train our staff on our computer maintenance management work order system to validate and improve the department’s continuous improvement processes and recognition programs (MRP, Supporting Success and Crew of the Quarter) that result in lower maintenance costs
- Continue providing appropriate training (CMMS for CSR’s and others who perform daily, routine data entry.) Technical and professional certifications, continuing education and training for crews and managers

FTEs/LM Graph



Budget Impacts

Maintenance Department Projected Lane Mile Costs¹

	2008	2009 OMF	2010 OMF	Difference		% Dif
Roadway	\$6,648,291.96	\$6,709,924.00	\$6,660,392.00	-\$49,532.00		-1%
Facilities	\$2,083,006.36	\$1,652,931.00	\$1,777,968.00	\$125,037.00		8%
Support Services	\$1,919,818.77	\$2,249,940.00	\$2,532,784.00	\$282,844.00		13%
Landscape	\$233,418.11	\$114,915.00	\$106,436.00	-\$8,479.00		-7%
In House Operations Subtotal⁵	\$10,884,535.20	\$10,727,710.00	\$11,077,580.00	\$349,870.00	(5)	3%
Admin/Infrastructure ⁶	\$8,638,220.82	\$8,155,932.00	\$8,008,508.00	\$147,424.00	(6)	-2%
Sub Total w/o Utilities	\$19,522,756.02	\$18,883,642.00	\$19,086,088.00	\$202,446.00		1%
Utilities	\$3,502,500.00	\$3,255,325.00	\$2,582,900.00	\$672,425.00		21%
Total OMF Budget	\$23,025,256.02	\$22,138,967.00	\$21,668,988.00	\$469,979.00		-2%
SRT Full Year Adjustment ⁴	\$1,652,205.44					
Total OMF Projected Full Year	\$24,677,461.46	\$22,138,967.00	\$21,668,988.00	\$469,979.00		-2%
In House Operations Lane-Miles (DNT, AATT, MCLB, SRT, LLTB)	425	433	474	41		9%
In House Operations \$/LM²	\$29,498	\$24,775	\$23,370	-\$1,405		-6%
System Lane-miles (DNT, AATT, MCLB, SRT, PGBT, LLTB)	606	614	655	41 (3)		7%
Maint Dept Total \$/LM without Utilities	\$34,942	\$30,755	\$29,139	-\$1,616		-5%
Maint Dept Total \$/LM with Utilities	\$40,722	\$36,057	\$33,082	-\$2,975		-8%

Notes:

1. 2009 Budget from approved 12-17-09 budget - 2010 Budget Submittal 9-25-09
2. In House Operations include DNT AATT MCLB Lane Miles - 185.76, SRT Lane Miles 281.8; LLTB - 8
3. Total Lane Miles shown does not include 161 Maint. It is funded from CIF and is not included in OMF or OMF \$/LM Calcs (119 LM).
4. SRT Full Year Adjustment modified the 2008 Budget to reflect a full year of SRT maintenance (only 9 months of maintenance were in 2008 Budget)
5. The 20 Maintenance Techs funded for a quarter of a year are now showing as the 8 full time night crew
6. The Total Routine Maintenance Contract for the PGBT is included in the Admin/Infrastructure Division.

Other Funds Projected expenses

- Reserve Maintenance Fund - \$25,227,413
- Capital Improvement Fund - \$12,711,280

Position Summary

Position	
Roadway Maintenance Supervisor	7
Lead Roadway Maint Tec	7
Roadway Manager	2
Senior Maintenance Tech	15
Maintenance Tech	88
CSR/Maintenance	2
Roadway	121
Lead Bldg Tec	1
Maintenance Tech	8
GE Bldg Maint Specialist	1
Bldg Maintenance Supervisor	1
Facilities Manager	1
Lead Electrician	2
Electrician	5
Electrician Maint Tech	5
Electrician Supervisor	2
CSR Maint	1
Facilities	27
Asst Landscape Mgr	1
Landscape Coordinator	1
Landscape Mgr / Architect	1
Landscape	3
Lead Mechanic	2
Warehouse Tech	5
Mechanic	5
Physical Assets Supervisor	1
Maintenance Support Mgr	1
Fleet Supervisor	1
Fleet Maint Tech	1
Sr Sign Specialist	1
Signing Coordinator	1
Sign Specialist	1
Sign & Fabrication Supervisor	1
Support Services	20
Roadway Special Proj Mgr	1
Engineering Tech	1
Director of Maintenance	1
Admin Asst Maintenance	1

Design Project Manager	1
Asst Director / Maint Ops	1
Traffic Operations Engineer	1
Asst Director Infrastructure Eng	1
Right of Way Mgr	1
Bldg Special Proj Mgr	1
Bldg Project Mgr	1
Operations Engineer	1
CMMS Support	1
Traffic Engineering EIT	1
Project Engineer	1
Project Mgr	1
Administration / Infrastructure	16
Total Full-time Positions	187

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

Department:	Maintenance (1600)	OMF Budget Summary Fund 2300
Budget Year:	2010	

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$4,890,033	\$6,308,475	\$6,574,863	\$266,388	4.22%
5011	Overtime	\$179,521	\$209,456	\$225,142	\$15,686	7.49%
5030	Retirement Contributions	\$664,427	\$849,120	\$916,536	\$67,416	7.94%
5050	Travel Expenses	\$9,152	\$21,800	\$13,400	(\$8,400)	(38.53%)
5051	Meeting Expenses	\$875	\$5,684	\$5,684	\$0	0%
5060	Employees' Training	\$74,154	\$111,415	\$95,265	(\$16,150)	(14.50%)
5080	Uniforms	\$104,176	\$173,319	\$143,161	(\$30,158)	(17.40%)
5190	Professional Fees	\$1,225,587	\$1,141,500	\$995,110	(\$146,390)	(12.82%)
5200	Mobile Equipment Expense	\$1,033,179	\$1,464,427	\$1,353,100	(\$111,327)	(7.60%)
5300	Repair/Maint. Off.Furn&Equip.	\$1,196	\$15,000	\$15,000	\$0	0%
5360	Small Tools and Shop Supplies	\$48,455	\$51,850	\$85,592	\$33,742	65.08%
5370	Outside Maintenance Services	\$6,046,671	\$5,843,094	\$5,965,708	\$122,614	2.10%
5380	Rental of Equipment	\$151,083	\$41,175	\$143,722	\$102,547	249.05%
5390	Rent	\$80,951	\$357,000	\$372,000	\$15,000	4.20%
5420	Printing/Office Supplies	\$13,179	\$17,060	\$17,060	\$0	0%
5430	Dues & Subscriptions	\$4,936	\$13,067	\$19,445	\$6,378	48.81%
5450	Materials and Supplies	\$617,372	\$2,166,300	\$2,057,400	(\$108,900)	(5.03%)
5470	Freight and Express	\$449	\$2,400	\$2,400	\$0	0%
5490	Uncollectible Damage Claims	\$169,983	\$67,500	\$67,500	\$0	0%
5550	Newspaper Notices	\$16,375	\$24,000	\$18,000	(\$6,000)	(25.00%)
5800	Electric Service	\$2,232,828	\$2,650,150	\$2,016,000	(\$634,150)	(23.93%)
5820	Gas	\$103,256	\$124,175	\$103,900	(\$20,275)	(16.33%)
5830	Water	\$373,625	\$481,000	\$463,000	(\$18,000)	(3.74%)
5990	Inflation Adjustment	(\$516)	\$0	\$0	\$0	0%
	Total Expenses	\$18,040,947	\$22,138,967	\$21,668,988	(\$469,979)	(2.12%)

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

Department:	Maintenance (1600)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	Const Fund	OMF 2300	RMF 2400	CIF 2500	Total Budget
2910	Cap. Exp. transf. to/fr Const.	\$0	\$0	\$0	\$23,863,850	\$12,199,992	\$36,063,842
5010	Salaries and Wages-Direct	\$0	\$0	\$6,574,863	\$1,170,435	\$440,738	\$8,186,036
5011	Overtime	\$0	\$0	\$225,142	\$29,970	\$9,111	\$264,223
5030	Retirement Contributions	\$0	\$0	\$916,536	\$163,158	\$61,439	\$1,141,133
5050	Travel Expenses	\$0	\$0	\$13,400	\$0	\$0	\$13,400
5051	Meeting Expenses	\$0	\$0	\$5,684	\$0	\$0	\$5,684
5060	Employees' Training	\$0	\$0	\$95,265	\$0	\$0	\$95,265
5080	Uniforms	\$0	\$0	\$143,161	\$0	\$0	\$143,161
5190	Professional Fees	\$0	\$0	\$995,110	\$0	\$0	\$995,110
5200	Mobile Equipment Expense	\$0	\$0	\$1,353,100	\$0	\$0	\$1,353,100
5300	Repair/Maint. Off.Furn&Equip.	\$0	\$0	\$15,000	\$0	\$0	\$15,000
5360	Small Tools and Shop Supplies	\$0	\$0	\$85,592	\$0	\$0	\$85,592
5370	Outside Maintenance Services	\$0	\$0	\$5,965,708	\$0	\$0	\$5,965,708
5380	Rental of Equipment	\$0	\$0	\$143,722	\$0	\$0	\$143,722
5390	Rent	\$0	\$0	\$372,000	\$0	\$0	\$372,000
5420	Printing/Office Supplies	\$0	\$0	\$17,060	\$0	\$0	\$17,060
5430	Dues & Subscriptions	\$0	\$0	\$19,445	\$0	\$0	\$19,445
5450	Materials and Supplies	\$0	\$0	\$2,057,400	\$0	\$0	\$2,057,400
5470	Freight and Express	\$0	\$0	\$2,400	\$0	\$0	\$2,400
5490	Uncollectible Damage Claims	\$0	\$0	\$67,500	\$0	\$0	\$67,500
5550	Newspaper Notices	\$0	\$0	\$18,000	\$0	\$0	\$18,000
5800	Electric Service	\$0	\$0	\$2,016,000	\$0	\$0	\$2,016,000
5820	Gas	\$0	\$0	\$103,900	\$0	\$0	\$103,900
5830	Water	\$0	\$0	\$463,000	\$0	\$0	\$463,000
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	FY 2010 Total	\$0	\$0	\$21,668,988	\$25,227,413	\$12,711,280	\$59,607,681
	FY 2009 Total	\$0	\$0	\$22,138,967	\$25,146,768	\$5,224,823	\$52,510,558



EXECUTIVE SUMMARY

Operations Department

2010 Final Budget

Department Staff

- Assistant Executive Director, Operations
- Executive Assistant, Operations
- Senior Business Analyst

Department Description

- The purpose of the Operations Administration group is to implement directives and policies of the Board of Directors and the Executive Management Team in the operational service areas; set the tone, values and culture; oversee all aspects of the operations departments; and create an environment of trust and integrity.

2010 Final Budget

- All Operation Admin budget items were included in the Administrative budget, and were moved to a stand alone group allowing inclusion in the cost per activity in the service areas and subsequent service provider agreements.
- The final FY 2010 OMF Operations budget is \$1,076,517 which reflects an increase of \$265,462 or 32.73% from the final FY 2009 budget. A new position of Senior Business Analyst approved in 2009 budget process but delayed during organizational changes. This position represents a conversion of consultant resources paid in the finance and project evaluation budget in the 2009 budget to a staff position.
- Consultant and professional fees were increased to include the operational cost modeling to support the project valuation and to prepare for the tolling services agreement implementation. These resources will provide the data and analysis support as well as participate in the negotiations as needed on project valuations and will support transition to the staff position. These expenses were paid from the finance and project evaluation budgets in 2009. The surveying process that includes engaging our staff and customers to identify intentional activities to provide cost efficiency and effectiveness while meeting the customer needs and expectations will continue in the form of Customer Driven Management and Mystery Driver.
- Dues and subscription increased as the annual membership dues for Alliance for Toll Interoperability and Omni Air were moved to this department from Administration and Project Delivery respectively.
- Travel and other expenses are estimated, to allow for the AED position to participate in interoperability projects within the state through Team Texas and nationally (focused on bordering states) through Alliance for Toll Interoperability. As our agency continues to work with TxDOT to further define Tolling Services Agreements to support the completed Comprehensive Development Agreements and Project valuation in our service area, In addition to an IBTTA event, participation at local and TxDOT-sponsored transportation meetings is anticipated.

Other Funds Projected expenses include (CSC Back Office Upgrade)

- Capital Improvement Fund - \$9,376,100.00

Position	
Assistant Executive Director Operation	1
Executive Assistant to AED Ops	1
Sr Business Analyst	1
Total Full-time Positions	3

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

Department:	Operations (3600)	OMF Budget Summary Fund 2300
Budget Year:	2010	

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$0	\$288,785	\$211,793	(\$76,992)	(26.66%)
5011	Overtime	\$0	\$0	\$0	\$0	0%
5030	Retirement Contributions	\$0	\$38,870	\$29,524	(\$9,346)	(24.04%)
5050	Travel Expenses	\$0	\$18,000	\$10,800	(\$7,200)	(40.00%)
5051	Meeting Expenses	\$0	\$600	\$600	\$0	0%
5190	Professional Fees	\$0	\$460,000	\$810,000	\$350,000	76.09%
5420	Printing/Office Supplies	\$0	\$600	\$600	\$0	0%
5430	Dues & Subscriptions	\$0	\$3,000	\$12,000	\$9,000	300%
5470	Freight and Express	\$0	\$1,200	\$1,200	\$0	0%
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0%
Total Expenses		\$0	\$811,055	\$1,076,517	\$265,462	32.73%

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

Department:	Operations (3600)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	Const Fund	OMF 2300	RMF 2400	CIF 2500	Total Budget
2910	Cap. Exp. transf. to/fr Const.	\$0	\$0	\$0	\$0	\$9,376,100	\$9,376,100
5010	Salaries and Wages-Direct	\$46,738	\$11,579	\$211,793	\$29,159	\$52,317	\$351,586
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Retirement Contributions	\$6,515	\$1,614	\$29,524	\$4,065	\$7,293	\$49,011
5050	Travel Expenses	\$0	\$0	\$10,800	\$0	\$0	\$10,800
5051	Meeting Expenses	\$0	\$0	\$600	\$0	\$0	\$600
5190	Professional Fees	\$0	\$0	\$810,000	\$0	\$0	\$810,000
5420	Printing/Office Supplies	\$0	\$0	\$600	\$0	\$0	\$600
5430	Dues & Subscriptions	\$0	\$0	\$12,000	\$0	\$0	\$12,000
5470	Freight and Express	\$0	\$0	\$1,200	\$0	\$0	\$1,200
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	FY 2010 Total	\$53,253	\$13,193	\$1,076,517	\$33,224	\$9,435,710	\$10,611,897
	FY 2009 Total	\$0	\$0	\$811,055	\$0	\$0	\$811,055

EXECUTIVE SUMMARY

Project Delivery Department

2010 Final Budget

Executive Staff

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

Department Description

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

2010 Initiatives

- The final FY 2010 OMF budget is \$135,863 which reflects an increase of \$74,873 or 122% from the final FY 2009 budget. This increase is due to the reduction of three administrative staff positions approved, but not filled in 2009 and the addition of five core competency positions currently held by consultants that perform functions that are part of our core day-to-day operations; for a net addition of 2 positions in 2010. This increase in Staff will yield a reduction in consultant positions and associated consultant and professional services fees of nearly \$1,200,000. Also the allocation of salaries for each employee was more accurately presented.

Major initiatives for the year include:

- Continued construction of Sam Rayburn Tollway
- Continued construction of President George Bush Turnpike Eastern Extension (PGBT EE)
- Continued construction of SH 161
- Project close-out on Lewisville Lake Toll Bridge and landscape on DNT Phase 3
- Possible construction of Southwest Parkway/Chisholm Trail Parkway
- Project development of: SH 360, SH 170, DNT Phase 4/5, Trinity Parkway and possibly SH 190 East Branch
- Begin construction on the All- Electronic Toll Collection (ALL-ETC) conversion of the Dallas North Tollway, Addison Airport Toll Tunnel and Mountain Creek Lake Bridge and structural conversion of the PGBT
- Continued operation of the Program Management Office; initiatives include Quality Systems, a web-based program management system, program controls, and centralized document control

Other Funds Projected expenses (including construction-related costs, consultant and professional fees and staff salaries)

- Capital Improvement Fund - \$69,140,851
 - Construction Fund - \$824,376,402
 - Feasibility Study Fund - \$44,780,589
- TOTAL: \$938,297,842

Position Summary

Position	
Assistant Executive Director	1
Executive Assistant to AED	1
Director	1
Administrative Assistant/ Tech. Specialist	1
Corridor Manager	1
Roadway Project Manager	1
Chief Engineer Construction	1
Senior Project Manager	1
Project Manager	1
Planning Manager	1
Senior Project Manager Design Guidelines (New position)	1
Contracts Manager (New Position)	1
Program Controls Manager (New Position)	1
Design Manager (New Position)	1
Construction Manager (New Position)	1
Total Full-time Positions	15

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

Department:	Project Delivery (3200)	OMF Budget Summary Fund 2300
Budget Year:	2010	

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$7,268	\$24,097	\$92,516	\$68,419	283.93%
5011	Overtime	\$0	\$0	\$0	\$0	0%
5030	Retirement Contributions	(\$1,173)	\$3,243	\$12,897	\$9,654	297.69%
5050	Travel Expenses	\$13,623	\$12,350	\$11,150	(\$1,200)	(9.72%)
5060	Employees' Training	\$1,681	\$7,500	\$7,500	\$0	0%
5110	General Consultant Fees	\$38,538	\$0	\$0	\$0	0%
5420	Printing/Office Supplies	\$11,742	\$5,000	\$5,000	\$0	0%
5430	Dues & Subscriptions	\$2,490	\$6,800	\$4,800	(\$2,000)	(29.41%)
5470	Freight and Express	\$821	\$2,000	\$2,000	\$0	0%
5840	Temporary Contract Labor	\$0	\$0	\$0	\$0	0%
5990	Inflation Adjustment	\$472	\$0	\$0	\$0	0%
	Total Expenses	\$75,462	\$60,990	\$135,863	\$74,873	122.76%

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

Department:	Project Delivery (3200)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	Const Fund	OMF 2300	RMF 2400	CIF 2500	Total Budget
1610	Construction	\$0	\$780,800,000	\$0	\$0	\$0	\$780,800,000
1630	Engineering & Maintenance	\$0	\$42,150,000	\$0	\$0	\$0	\$42,150,000
2910	Cap. Exp. transf. to/fr Const.	\$0	\$0	\$0	\$0	\$60,550,000	\$60,550,000
5010	Salaries and Wages-Direct	\$246,260	\$1,251,889	\$92,516	\$0	\$259,655	\$1,850,320
5011	Overtime	\$0	\$0	\$0	\$0	\$0	\$0
5030	Retirement Contributions	\$34,329	\$174,513	\$12,897	\$0	\$36,196	\$257,935
5050	Travel Expenses	\$0	\$0	\$11,150	\$0	\$0	\$11,150
5060	Employees' Training	\$0	\$0	\$7,500	\$0	\$0	\$7,500
5110	General Consultant Fees	\$44,500,000	\$0	\$0	\$0	\$8,295,000	\$52,795,000
5420	Printing/Office Supplies	\$0	\$0	\$5,000	\$0	\$0	\$5,000
5430	Dues & Subscriptions	\$0	\$0	\$4,800	\$0	\$0	\$4,800
5470	Freight and Express	\$0	\$0	\$2,000	\$0	\$0	\$2,000
5840	Temporary Contract Labor	\$0	\$0	\$0	\$0	\$0	\$0
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
FY 2010 Total		\$44,780,589	\$824,376,402	\$135,863	\$0	\$69,140,851	\$938,433,705
FY 2009 Total		\$71,285,000	\$627,853,000	\$60,990	\$0	\$25,656,000	\$724,854,990

EXECUTIVE SUMMARY

System & Incident Management Department

2010 Final Budget

Executive Staff

- Marty Legé, Director
- David Bryson, Assistant Director

Department Description:

The SIM Department supports the mission of the North Texas Tollway Authority by providing an expedient travel and work environment free from harm and hazard. The Department provides customers with “on the road” solutions to incidents and hazards using advanced technology and a highly skilled work force focused on improving mobility. The Department takes real-time 24-hour system knowledge of current conditions that impact customers and relays it to them in dynamic means to improve their way of life and satisfaction with the NTTA travel experience. The Department focuses on NTTA fiscal soundness through effective Risk and Safety Management Programs which strive to provide accountability and safety for everyone traveling and working on the system.

2010 Budget Initiatives & Support Data:

- **2010 System & Incident Management Total OMF Budget - \$8,285,623**
 - 2010 increase over amended 2009 OMF (\$6,258,591) is \$2,027,032 or 32.39%
 - 49.51% of the 32.39% budget increase is attributed to an estimated 7% increase in the cost of police services provided by the Texas Department of Public Safety (DPS) due primarily to increases in the State pay scale.
 - The SIM Department is comprised of four NTTA Budgets; SIM Administration, NTTA Insurance, Roadway Customer Service (RCS), and Command Center (CC).
 - Total budgeted position increases across all SIM Divisions are 10.
 - It is anticipated that all new RCS positions will be internal transfers from the Toll Collection Department and not new external hires, unless there are not enough suitable candidates.
 - The staffing level assumptions for these positions are explained below in each breakout.
 - Staff estimates a 10% increase in system incidents in 2010 over 2009 levels.

Incident Type	2008	2009	2010
Accidents	1717	1836	2020
Motorist Assists	8680	13131	14444
Road Hazards/Debris	2211	5585	6144
Abandoned Vehicles	439	1259	1385
Safety/Security Alarms	35455	34206	37627
Criminal Offenses	8	14	17
Total	48510	5603	61637

- **Roadway Customer Service Budget #0501 - \$1,926,691**

- 2010 increase over 2009 is \$666,711 or 52.9%
- RCS manages 85% of all NTTA system incidents; that's more than 366 calls per week to eliminate hazards and help customers and emergency workers.
- Utilization of RCS as First Responders on calls which don't require police increased Trooper lane miles by 38% from 18 lane miles per Trooper to 25 lane miles per Trooper. This allowed DPS to assume patrol coverage of the SRT with no increase in staffing. Approximate value of this efficiency in police costs:
 - * 2009 Budget = \$734,930
 - * 2010 Budget = \$1,030,335
- RCS Response Time Average = 11 minutes
- The Authority currently outsources a portion of our system incidents to the Dallas County Sheriff's Office Courtesy Patrol (DCSO CP). This contract expires August 31, 2010. Staff recommends we replace the DCSO CP units with NTTA RCS units.
 - NTTA can outfit an RCS Unit for \$1459.29, 2.5% less per year than our cost for a DCSO CP Unit.
 - NTTA RCS Units handle 34.6% more incidents per mile than DCSO CP Units.
 - NTTA can better manage quality control, patrol route coverages, service levels, safety, training issues, and customer needs if these are NTTA employees.
 - Customer feedback to the NTTA RCS Program has been astounding; we've received over 1000 hand-written, mailed-in Customer Commendations since inception in September 2008.
 - In its first year of operation, RCS handled over 13,000 calls for service with limited staffing and only partial system coverage.
- RCS 2010 STAFFING PROJECTIONS – 32% increase in 2010 activity levels over 2009

PROJECT	MILEAGE	# NEW FTE'S	EFFECTIVE HIRE DATE
Seg 3 SRT & LLTB	10.5	3.27	3 in January 2010
161	5.2	1.73	2 in January 2010
DCSO Replacement (Contract Exp 08-31-10)	Remainder of System	6	6 in June 2010
TOTAL	ALL NTTA SYSTEM	11	11 Hired by June 2010

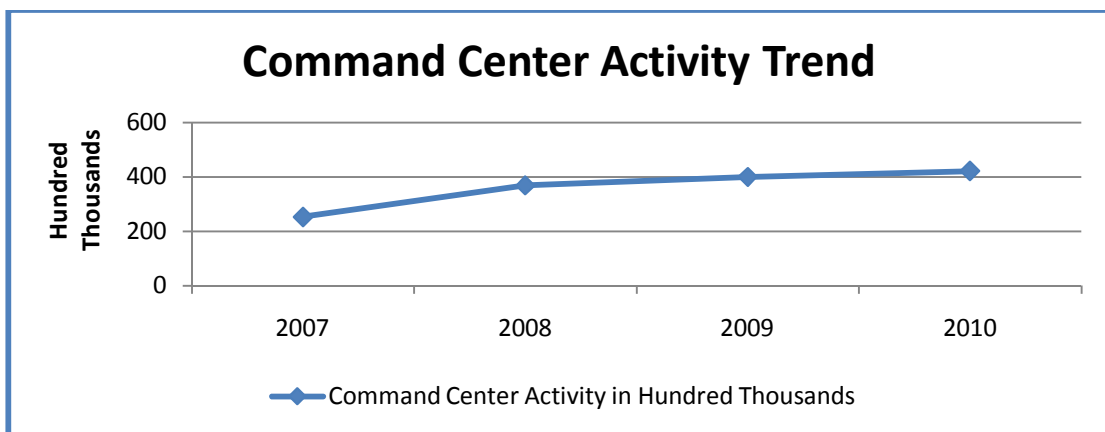
- RCS Activity Level and Staffing Assumptions –
 - We estimate a 32% increase in 2010 activity levels over 2009. Activity levels were established by assessing historical actuals, transactions, and system miles to make incident projections.
 - This staffing is based on updated lowered transaction volumes.
 - Service Area average is 15 miles per truck, 24/7
 - These are 1-Man Units except on the south end of the DNT; that route requires a 2-Man Unit because there are no shoulders and each assist requires a lane closure.
 - Positions will be posted internally first to give every opportunity to Toll Collection FTE's. To date, ALL Roadway Customer Service Specialists came from TC/Vault.
 - 3 new trucks to support 2010 expansion and service level needs.

- **Command Center Budget #2800 - \$4,533,180**

- 2010 increase over 2009 is \$1,269,498 or 38.90%
 - The DPS Contract is assigned to the Command Center (CC) Budget. The DPS budget increase is attributed to an estimated 7% increase in the cost of police services provided by the Texas Department of Public Safety (DPS) due primarily to increases in the State pay scale.
 - Staff has also recently negotiated an 8 FTE increase in the authorized strength of the DPS Detachment as authorized by the 81st Legislative Session. This will provide for sufficient police services in the coming years to support the continued expansion of the NTTA System. Costs include \$400,000 to police SH161, and \$456,961 additional DPS deployment.

COMMAND CENTER/DPS COSTS	2009	2010	% OF CHANGE
Command Center OMF Budget	\$3,263,682	\$4,533,180	38.90% Increase
<i>Command Center Budget w/o DPS</i>	<i>\$1,329,655</i>	<i>\$1,369,151</i>	<i>2.64% Increase</i>

- CC Activity - In 2009, CC Staff will handle approximately 173,138 calls for service/incidents and will complete another 174,106 incident management/support tasks. They'll conduct approximately 39,704 proactive tasks including safety, security, and traffic monitoring sessions.



- CC 2010 STAFFING PROJECTIONS – 10.0% increase in 2010 activity levels over 2009

PROJECT	MILEAGE	# NEW FTE'S	EFFECTIVE HIRE DATE
161	5.2	.4	1 in January 2010
NTTA System (projected 177,855 incidents)	Remainder of System	3.2	1 in January, 1 in May 2010
TOTAL	ALL NTTA SYSTEM	3	3 by May 2010

- Activity Level and Staffing Assumptions –
 - By 2010, the center will experience almost a 60% increase in all activity since 2006.
 - Staff estimates a 10.1% increase in 2010 CC activity levels over 2009.
 - We will have improved performance of the ITS Incident Detection System (IDS) resulting in decreased alarm rates
 - More ITS locations will be brought online creating more IDS alarms
 - We will gain efficiency though implementation of the new automated Station Activity Log currently being developed with the NTTA IT Department

- **SIM Administration Budget #0500 - \$923,324**
 - SIM Administration – 2010 decrease over 2009 is \$62,956 -6.38%
 - Business Assessments – Funding for consultants has been requested for the following assessments:
 - Risk Assessment of the Finance Department - \$50k
 - Long Range Police Service Model Development - \$50k
 - NTTA Business Impact Analysis (Emergency Management/Business Continuity) - \$50k

- **NTTA Insurance Program Budget #0800 - \$902,428**
 - 2010 increase over 2009 is \$153,951 20.57%
 - The Worker’s Compensation premium was moved in 2009 from the SIM Department budget to the Human Resources Department budget because they manage the program. That premium estimate for 2010 is \$320,574.
 - The Insurance Program budget increased because of an increase in the Authority’s Property Coverage when we took acceptance of the Lewisville Lake Toll Bridge on which we paid only a partial premium in 2009.
 - Increased Directors & Officers Liability (D&O) coverage from \$15MM to \$20MM.
 - Automobile Liability and Mobile Equipment coverage increased due to adding 34 vehicles to our fleet.

- **Other Funds Projected expenses**
 - 2010 Feasibility Fund - \$29,277
 - 2010 CIF Fund – added \$400,000 for policing on SH161.

Position Summary

Director	1
Assistant Director	1
Facility Security Coordinator	1
Workforce Safety Manager	1
Risk Manager	1
Traffic & Emergency Management Coordinator	1
Safety Coordinator	1
Administrative Assistant	1
Administration	8
Command Center Manager	1
Command Center Supervisor	5
Command Center Service Specialist	14
Command Center Service Specialist (New Positions)	3
Command Center Technician	4
Command Center	27
Insurance Coordinator	1
Insurance	1
Roadway Customer Service Manager	1
Roadway Customer Service Supervisor	3
Roadway Customer Service Specialist <i>(11 from TC for 2010)</i>	33
Roadway Customer Service	37
Total Full-time Positions	73
Part Time Position	1

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

Department:	SIM (0500)	OMF Budget Summary Fund 2300
Budget Year:	2010	

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$2,051,562	\$2,675,228	\$3,236,952	\$561,724	21%
5011	Overtime	\$3,873	\$10,000	\$11,828	\$1,828	18.28%
5030	Retirement Contributions	\$268,855	\$360,086	\$451,231	\$91,145	25.31%
5050	Travel Expenses	\$2,251	\$5,000	\$0	(\$5,000)	(100.00%)
5051	Meeting Expenses	\$1,039	\$100	\$0	(\$100)	(100.00%)
5060	Employees' Training	\$12,931	\$21,358	\$11,355	(\$10,003)	(46.83%)
5080	Uniforms	\$22,196	\$25,140	\$49,232	\$24,092	95.83%
5100	Police Services	\$1,836,470	\$1,934,027	\$3,168,370	\$1,234,343	63.82%
5101	Police services, direct purcha	\$4,981	\$13,420	\$6,000	(\$7,420)	(55.29%)
5190	Professional Fees	\$296,069	\$333,435	\$408,068	\$74,633	22.38%
5420	Printing/Office Supplies	\$11,980	\$16,828	\$12,394	(\$4,434)	(26.35%)
5430	Dues & Subscriptions	\$1,268	\$3,077	\$986	(\$2,091)	(67.96%)
5450	Materials and Supplies	\$40,211	\$61,846	\$82,015	\$20,169	32.61%
5470	Freight and Express	\$1,189	\$8,675	\$2,110	(\$6,565)	(75.68%)
5780	Security Services	\$0	\$118,250	\$65,541	(\$52,709)	(44.57%)
5860	Safety Program	\$21,823	\$28,597	\$23,498	(\$5,099)	(17.83%)
5900	Insurance, terrorism	\$391,410	\$0	\$0	\$0	0.00%
5901	Insurance Premiums	\$0	\$620,037	\$720,923	\$100,886	16.27%
5950	Workers' Comp. & Emplrs. Liab.	\$881,715	\$0	\$0	\$0	0%
5960	Insurance, public officials	\$1,488	\$0	\$0	\$0	0%
5983	Insurance, pollution	\$837	\$0	\$0	\$0	0%
5986	Liability Claims	\$12,668	\$23,415	\$35,120	\$11,705	49.99%
5990	Inflation Adjustment	\$258	\$0	\$0	\$0	0%
	Total Expenses	\$5,865,074	\$6,258,519	\$8,285,623	\$2,027,104	32.39%

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

Department:	SIM (0500)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	Const Fund	OMF 2300	RMF 2400	CIF 2500	Total Budget
5010	Salaries and Wages-Direct	\$25,695	\$0	\$3,236,952	\$0	\$0	\$3,262,647
5011	Overtime	\$0	\$0	\$11,828	\$0	\$0	\$11,828
5030	Retirement Contributions	\$3,582	\$0	\$451,231	\$0	\$0	\$454,813
5050	Travel Expenses	\$0	\$0	\$0	\$0	\$0	\$0
5051	Meeting Expenses	\$0	\$0	\$0	\$0	\$0	\$0
5060	Employees' Training	\$0	\$0	\$11,355	\$0	\$0	\$11,355
5080	Uniforms	\$0	\$0	\$49,232	\$0	\$0	\$49,232
5100	Police Services	\$0	\$0	\$3,168,370	\$0	\$400,000	\$3,568,370
5101	Police services, direct purcha	\$0	\$0	\$6,000	\$0	\$0	\$6,000
5190	Professional Fees	\$0	\$0	\$408,068	\$0	\$0	\$408,068
5420	Printing/Office Supplies	\$0	\$0	\$12,394	\$0	\$0	\$12,394
5430	Dues & Subscriptions	\$0	\$0	\$986	\$0	\$0	\$986
5450	Materials and Supplies	\$0	\$0	\$82,015	\$0	\$0	\$82,015
5470	Freight and Express	\$0	\$0	\$2,110	\$0	\$0	\$2,110
5780	Security Services	\$0	\$0	\$65,541	\$0	\$0	\$65,541
5860	Safety Program	\$0	\$0	\$23,498	\$0	\$0	\$23,498
5900	Insurance, terrorism	\$0	\$0	\$0	\$0	\$0	\$0
5901	Insurance Premiums	\$0	\$0	\$720,923	\$0	\$0	\$720,923
5950	Workers' Comp. & Emplr. Liab.	\$0	\$0	\$0	\$0	\$0	\$0
5960	Insurance, public officials	\$0	\$0	\$0	\$0	\$0	\$0
5983	Insurance, pollution	\$0	\$0	\$0	\$0	\$0	\$0
5986	Liability Claims	\$0	\$0	\$35,120	\$0	\$0	\$35,120
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
FY 2010 Total		\$29,277	\$0	\$8,285,623	\$0	\$400,000	\$8,714,900
FY 2009 Total		\$0	\$0	\$6,258,519	\$0	\$0	\$6,258,519



PAY TOLL
AHEAD

CARS	\$1.72
3 AXLES	\$3.42
4 AXLES	\$5.13
5 AXLES	\$6.84

Wedge Rd - Blaino Pkwy 1/2
Spring Creek Pkwy 2
Legacy Dr 3

EXECUTIVE SUMMARY

Toll Collection Department

2010 Final Budget

Executive Staff

- Kiven Williams, Director

Department Description:

To collect cash tolls on the Dallas North Tollway, Addison Airport Toll Tunnel, and Mountain Creek Lake Bridge, safely and efficiently, while meeting or exceeding customer expectations. The delivery of good enough customer service experiences begins with the department's internal customers, which transitions into exceptional customer service to the department's external customers, even during periods of organizational change.

2010 Initiatives:

- The final FY2010 OMF budget is \$6,684,162. This represents a \$1,508,550 or 18.41% reduction from the FY09 budget due to the conversion of the PGBT to All-ETC and the reallocation of resources from Toll Collection to other areas within the organization.
- Develop and implement a customer service recognition program.
- Revamp the department training program to include providing additional on the job training (OJT) opportunities for toll collection employees within other NTTA departments.
- Revise cash handling policies and procedures as needed.
- Reduce department's master change fund proportionally with the increase of toll tag penetration on the DNT.
- Revamp the Toll Collection Department lane runner program.

Other Funds Projected expenses

- Reserve Maintenance Fund - None

Position Summary

Position	
Director	1
Workforce Manager	1
Senior Training Coordinator	1
Team Manager	3
Service Manager	1
Team Leader	14
Support Specialist	7
Booth Operator Service Specialist	128
Total Full-time Positions	156
Administrative Assistant / PT	1

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

Department:	Toll Collection (1400)	OMF Budget Summary Fund 2300
Budget Year:	2010	

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$10,120,431	\$7,040,012	\$5,767,927	(\$1,272,085)	(18.07%)
5011	Overtime	\$80,138	\$0	\$5,000	\$5,000	100%
5030	Retirement Contributions	\$1,334,010	\$947,586	\$804,049	(\$143,537)	(15.15%)
5050	Travel Expenses	\$1,382	\$9,812	\$2,600	(\$7,212)	(73.50%)
5051	Meeting Expenses	\$766	\$300	\$300	\$0	0%
5060	Employees' Training	\$5,996	\$58,700	\$27,200	(\$31,500)	(53.66%)
5080	Uniforms	\$32,324	\$45,510	\$24,764	(\$20,746)	(45.59%)
5370	Outside Maintenance Services	\$18,278	\$7,442	\$7,322	(\$120)	(1.61%)
5420	Printing/Office Supplies	\$19,675	\$40,000	\$20,000	(\$20,000)	(50.00%)
5450	Materials and Supplies	\$28,996	\$40,000	\$25,000	(\$15,000)	(37.50%)
5840	Temporary Contract Labor	\$0	\$0	\$0	\$0	0%
5860	Safety Program	\$455	\$3,350	\$0	(\$3,350)	(100.00%)
5990	Inflation Adjustment	\$409	\$0	\$0	\$0	0%
Total Expenses		\$11,642,860	\$8,192,712	\$6,684,162	(\$1,508,550)	(18.41%)

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

Department:	Toll Collection (1400)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	Const Fund	OMF 2300	RMF 2400	CIF 2500	Total Budget
2910	Cap. Exp. transf. to/fr Const.	\$0	\$0	\$0	\$0	\$0	\$0
5010	Salaries and Wages-Direct	\$0	\$0	\$5,767,927	\$0	\$0	\$5,767,927
5011	Overtime	\$0	\$0	\$5,000	\$0	\$0	\$5,000
5030	Retirement Contributions	\$0	\$0	\$804,049	\$0	\$0	\$804,049
5050	Travel Expenses	\$0	\$0	\$2,600	\$0	\$0	\$2,600
5051	Meeting Expenses	\$0	\$0	\$300	\$0	\$0	\$300
5060	Employees' Training	\$0	\$0	\$27,200	\$0	\$0	\$27,200
5080	Uniforms	\$0	\$0	\$24,764	\$0	\$0	\$24,764
5370	Outside Maintenance Services	\$0	\$0	\$7,322	\$0	\$0	\$7,322
5420	Printing/Office Supplies	\$0	\$0	\$20,000	\$0	\$0	\$20,000
5450	Materials and Supplies	\$0	\$0	\$25,000	\$0	\$0	\$25,000
5840	Temporary Contract Labor	\$0	\$0	\$0	\$0	\$0	\$0
5860	Safety Program	\$0	\$0	\$0	\$0	\$0	\$0
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	FY 2010 Total	\$0	\$0	\$6,684,162	\$0	\$0	\$6,684,162
	FY 2009 Total	\$0	\$0	\$8,192,712	\$29,050	\$699,000	\$8,920,762



EXECUTIVE SUMMARY

Vault Department

2010 Final Budget

Department Director

- Kiven Williams

Department Team Managers

- Linda Zemek
- Oliver Johnson

Department Description

- The purpose of Vault Department is to contribute to the overall mission of the North Texas Tollway Authority by providing exceptional service for transporting and tabulating cash and coins with honesty and a spirited respect for our customers and each other. Vault Operations will achieve maximum productivity with its use of all resources both physically, monetarily, and humanely, and will only use capital assets when necessary and only in ways that will enhance its ability to serve the NTTA to be the best provider of toll roads in the industry.

2010 Final Budget

- The 2010 Vault Department's final budget of \$913,714 is a \$62,866 increase or 7.39% percent over the 2009 budget of \$850,848.
- The 2010 Budget for Vault Department paralleled the 2009 Budget and the costs are all associated with cost that is needed to maintain the service level needed to perform daily operations to service its customer. This will continue as long as Vault Department services are needed and until ETC transition is completed.

Position Summary

Position	
Vault Handler Team Manager	1
Vault Teller Team Manager	1
Lead Vault Handler	2
Lead Vault Teller	1
Vault Handler	9
Vault Teller	6
Total Positions	20

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

Department:	Vault (0900)	OMF Budget Summary Fund 2300
Budget Year:	2010	

Acct	Name	2008 Actuals	2009 Budget	2010 Budget	Variance	Variance %
5010	Salaries and Wages-Direct	\$808,486	\$584,434	\$692,882	\$108,448	18.56%
5011	Overtime	\$23,505	\$30,000	\$15,000	(\$15,000)	(50.00%)
5030	Retirement Contributions	\$108,860	\$78,665	\$96,588	\$17,923	22.78%
5060	Employees' Training	\$329	\$1,810	\$0	(\$1,810)	(100.00%)
5080	Uniforms	\$10,613	\$11,338	\$8,490	(\$2,848)	(25.12%)
5180	Armored Car Services	\$68,921	\$66,504	\$66,504	\$0	0%
5370	Outside Maintenance Services	\$43,352	\$43,793	\$15,300	(\$28,493)	(65.06%)
5420	Printing/Office Supplies	\$290	\$1,340	\$1,500	\$160	11.94%
5450	Materials and Supplies	\$27,271	\$31,014	\$15,500	(\$15,514)	(50.02%)
5470	Freight and Express	\$18	\$1,950	\$1,950	\$0	0%
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	0%
Total Expenses		\$1,091,645	\$850,848	\$913,714	\$62,866	7.39%

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

Department:	Vault (0900)	Summary of Funds
Budget Year:	2010	

Acct	Name	FSF 1300	Const Fund	OMF 2300	RMF 2400	CIF 2500	Total Budget
5010	Salaries and Wages-Direct	\$0	\$0	\$692,882	\$0	\$0	\$692,882
5011	Overtime	\$0	\$0	\$15,000	\$0	\$0	\$15,000
5030	Retirement Contributions	\$0	\$0	\$96,588	\$0	\$0	\$96,588
5060	Employees' Training	\$0	\$0	\$0	\$0	\$0	\$0
5080	Uniforms	\$0	\$0	\$8,490	\$0	\$0	\$8,490
5180	Armored Car Services	\$0	\$0	\$66,504	\$0	\$0	\$66,504
5370	Outside Maintenance Services	\$0	\$0	\$15,300	\$0	\$0	\$15,300
5420	Printing/Office Supplies	\$0	\$0	\$1,500	\$0	\$0	\$1,500
5450	Materials and Supplies	\$0	\$0	\$15,500	\$0	\$0	\$15,500
5470	Freight and Express	\$0	\$0	\$1,950	\$0	\$0	\$1,950
5990	Inflation Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
	FY 2010 Total	\$0	\$0	\$913,714	\$0	\$0	\$913,714
	FY 2009 Total	\$0	\$0	\$850,848	\$0	\$0	\$850,848



OTHER FUNDS
SECTION



North Texas Tollway Authority
Reserve Maintenance Fund Estimate Comparisons
FY 2010 to 2009

Departments	2009	2010	2010 Estimate to 2009 Estimate	
	Amended Estimate	Estimate	Amount	Percent
Administrative Services:				
Administration	\$ 94,571	\$45,519	(\$49,052)	(51.87%)
Board	-	-	-	0.00%
Business Diversity	67,390	109,706	42,316	62.79%
Communications/Marketing	-	85,553	85,553	100.00%
Finance	355,964	352,698	(3,266)	(0.92%)
Government Affairs	-	-	-	0.00%
Human Resources	329,373	465,142	135,769	41.22%
Internal Audit	11,250	11,250	-	0.00%
Legal Services	150,000	106,507	(43,493)	(29.00%)
Total Administrative Services	1,008,548	1,176,375	167,827	16.64%
Operational Services:				
Customer Service Center	25,210	-	(25,210)	(100.00%)
Information Technology	2,296,097	2,327,202	31,105	1.35%
Maintenance	25,146,768	25,227,413	80,645	0.32%
Operations	-	33,224	33,224	100.00%
Project Delivery	-	-	-	0.00%
System & Incident Management	-	-	-	0.00%
Toll Collection	29,050	-	(29,050)	(100.00%)
Vault	-	-	-	0.00%
Total Operational Services	27,497,125	27,587,839	90,714	0.33%
Grand Totals	\$28,505,673	\$28,764,214	\$258,541	0.91%

NTTA 2010 Reserve Maintenance Fund Major Projects or Purchases

The Reserve Maintenance Fund was created to account for maintenance expenditures that do not occur on an annual or more frequent basis. In other words, it is for the renewal and replacement of capital assets. The following are some of the major projects and purchase for FY2010. (1)

Pavement Re-Striping – Lane markers for various segments of the System	\$3,623,000
Asset Condition Inspection Program – Required for the GASB 34 modified Approach of infrastructure reporting	\$1,000,000
Fleet Equipment – Purchase of new and replacement vehicles and equipment	\$1,368,000
Wall Repairs and Monitoring	\$4,100,000
Roadway and Shoulder Repairs	\$4,000,000
Engineering services related to the various projects	\$2,350,000
Erosion repairs and mitigation	\$2,250,000
System wide Bridge Repairs	\$1,500,000
Computer and Equipment – Purchase of new and replacement computer and equipment, including software	\$1,924,199
Allocated Cost – Salaries, Professional, Audit and Legal Fees	\$3,036,165
Other various projects and purchases	<u>\$3,612,850</u>
Total	\$28,764,214

(1) For a detailed list of expenditures see pages 127-128

**North Texas Tollway Authority
Calculation of Deposit to Reserve Maintenance Fund
FY 2010**

Reserve Maintenance Fund Balance as of 06/30/2009	\$	56,207,569
Outstanding Reserve Maintenance Fund Deposit for FY 2009		0
Estimated Expenditures (July through December 2009)	(1)	<u>(20,957,951)</u>
Estimated Balance as of 12/31/09		35,249,618
Estimated Expenditures for 2010		
Software / Licensing		(494,134)
Computer / Equipment		(1,430,065)
Roadway Maintenance		(21,453,850)
Allocated Cost: Salaries, Professional Fees, Audit Fees, Legal Fees		<u>(5,386,165)</u>
Total Estimated 2010 RMF Cost		(28,764,214)
Estimated Balance Without Deposit		6,485,404
Required Balance		<u>5,000,000</u>
Estimated Balance as of 12/31/10 after required balance	\$	<u><u>1,485,404</u></u>

(1) 2009 Projects fully funded in 2009. Assumes all projects are completed and paid by December 31, 2009; however, some projects will carry over to 2010.



North Texas Tollway Authority
Fund 2400 - RESERVE MAINTENANCE FUND Estimate
Fiscal Year 2010

Deptid	Account	Description	Qty	Unit Costs	Total
Administration					
	100	5010 Salaries and Wages-Direct	1	39,950.00	39,950.00
	100	5030 Retirement Contributions	1	5,569.00	5,569.00
Administration Total					45,519.00
Business Diversity					
	3400	5010 Salaries and Wages-Direct	1	96,284.00	96,284.00
	3400	5030 Retirement Contributions	1	13,422.00	13,422.00
Business Diversity Total					109,706.00
Communications/Marketing					
	1300	5010 Salaries and Wages-Direct	1	75,086.00	75,086.00
	1300	5030 Retirement Contributions	1	10,467.00	10,467.00
Communications/Marketing Total					85,553.00
Finance					
	200	5010 Salaries and Wages-Direct	1	122,046.00	122,046.00
	200	5030 Retirement Contributions	1	17,013.00	17,013.00
	200	5190 Professional Fees	1	100,000.00	100,000.00
Finance					239,059.00
	1200	5010 Salaries and Wages-Direct	1	87,612.00	87,612.00
	1200	5030 Retirement Contributions	1	12,213.00	12,213.00
Procurement Services					99,825.00
	3300	5010 Salaries and Wages-Direct	1	12,124.00	12,124.00
	3300	5030 Retirement Contributions	1	1,690.00	1,690.00
Cash and Debt Management					13,814.00
Finance Total					352,698.00
Human Resources					
	300	2910 DIGITAL CAMERA	1	350	350
	300	2910 FAX MACHINE	1	300	300
	300	5014 Salaries and Wages-Comp Adj.	1	57,870.85	57,871.00
	300	5034 Retirement Contr.-Comp. Adj.	1	8,067.20	8,067.00
	300	5940 Group Hospitalization	1	398,554.00	398,554.00
Human Resources Total					465,142.00
Information Technologies					
	700	2910 CISCO CORE SWITCH 10G ETHERNET	3	14,000.00	42,000.00
	700	2910 CISCO CORE SWITCH 10G ETHERNET	6	7,000.00	42,000.00
	700	2910 COMMAND CENTER CCTV MONITORS	7	2,100.00	14,700.00
	700	2910 COMMAND CENTER CONSOLE	1	10,000.00	10,000.00
	700	2910 DACOLIAN OCR SOFTWARE LICENSING	64	2,956.00	189,184.00
	700	2910 HANSEN ROADWAY LICENSES	5	5,050.00	25,250.00
	700	2910 HEAT (HELPDESK) USER LICENSES	10	1,600.00	16,000.00
	700	2910 IP CAMERA REPAIR PARTS	1	6,000.00	6,000.00
	700	2910 ITS WIRELESS ON DNT UPGRADE	1	55,000.00	55,000.00
	700	2910 LAPTOP (W BROADBAND SVC) FOR	1	3,500.00	3,500.00
	700	2910 MAVIS BEACON LICENSE	1	700	700
	700	2910 NEW HIRES - CISCO AGENT	28	1,000.00	28,000.00
	700	2910 NEW HIRES - LAPTOP	9	3,500.00	31,500.00
	700	2910 NEW HIRES - LAPTOP, ROADWAY	7	4,000.00	28,000.00
	700	2910 NEW HIRES - NEXTEL PHONES RCS 6	7	80	560
	700	2910 NEW HIRES - TOAD SOFTWARE	3	500	1,500.00
	700	2910 NEW HIRES - WORKSTATION & PHONE	56	3,500.00	196,000.00
	700	2910 NEXTEL PHONE REPLACEMENTS	40	80	3,200.00
	700	2910 POINT OF SALE MACHINE-CARD	17	1,000.00	17,000.00
	700	2910 PORTABLE PA SYSTEM FOR BUSINESS	1	1,500.00	1,500.00
	700	2910 PROJECTOR WITH REMOTE	1	1,500.00	1,500.00
	700	2910 REPLACEMENT DATA STORAGE	1	200,000.00	200,000.00
	700	2910 REPLACEMENT LAPTOPS	10	3,000.00	30,000.00
	700	2910 REPLACEMENT PRINTERS	15	3,500.00	52,500.00
	700	2910 REPLACEMENT SERVERS	30	10,000.00	300,000.00
	700	2910 REPLACEMENT WORKSTATIONS	75	1,500.00	112,500.00
	700	2910 ROADWAY SPARE PARTS, TOOLS,	1	150,000.00	150,000.00
	700	2910 SIGN SOFTWARE OMEGA V2.510.488,	1	3,500.00	3,500.00
	700	2910 SPLITTER	18	60	1,080.00
	700	2910 TELEPHONE HEADSETS	7	125	875
	700	2910 UPS REPLACEMENTS	10	3,000.00	30,000.00
	700	2910 VERINT CALL RECORDING	1	100,000.00	100,000.00
	700	2910 WEB PAGE VULNERABILITY	6	30,000.00	180,000.00
	700	2910 WEBTRENDS	1	50,000.00	50,000.00

700	5010 Salaries and Wages-Direct	1	350,915.00	350,915.00
700	5011 Overtime	1	3,820.00	3,820.00
700	5030 Retirement Contributions	1	48,918.00	48,918.00
Information Technologies Total				2,327,202.00
Internal Audit				
3100	5140 Auditing Fees	1	11,250.00	11,250.00
Internal Audit Total				11,250.00
Legal Services				
400	5010 Salaries and Wages-Direct	1	5,711.00	5,711.00
400	5030 Retirement Contributions	1	796	796
400	5130 Legal Fees	1	100,000.00	100,000.00
Legal Services Total				106,507.00
Maintenance				
1601	5010 Salaries and Wages-Direct	1	497,549.00	497,549.00
1601	5011 Overtime	1	20,735.00	20,735.00
1601	5030 Retirement Contributions	1	69,358.00	69,358.00
Roadway				587,642.00
1602	5010 Salaries and Wages-Direct	1	132,608.00	132,608.00
1602	5011 Overtime	1	4,382.00	4,382.00
1602	5030 Retirement Contributions	1	18,486.00	18,486.00
Facilities				155,476.00
1603	5010 Salaries and Wages-Direct	1	95,553.00	95,553.00
1603	5011 Overtime	1	3,237.00	3,237.00
1603	5030 Retirement Contributions	1	13,320.00	13,320.00
Support Services				112,110.00
1604	5010 Salaries and Wages-Direct	1	36,624.00	36,624.00
1604	5011 Overtime	1	405	405
1604	5030 Retirement Contributions	1	5,105.00	5,105.00
Landscape				42,134.00
1605	2910 AATT DRAINAGE REPAIRS	1	100,000.00	100,000.00
1605	2910 ASSET CONDITION INSPECTION	1	1,000,000.00	1,000,000.00
1605	2910 BENT CAP CRACKING REPAIRS	1	500,000.00	500,000.00
1605	2910 DNT EROSION MITIGATION	1	250,000.00	250,000.00
1605	2910 DNT PAVEMENT TEXTURING	1	500,000.00	500,000.00
1605	2910 DNT RE-STRIPING	1	600,000.00	600,000.00
1605	2910 FLEET EQUIPMENT	1	1,368,000.00	1,368,000.00
1605	2910 GLENEAGLES WATERPROOFING	1	120,000.00	120,000.00
1605	2910 HIGH MAST LIGHT POLE INSPECTIONS	1	421,600.00	421,600.00
1605	2910 LANE CLOSURE MANAGEMENT SYSTEM	1	180,000.00	180,000.00
1605	2910 LAS COLINAS WALL MONITORING	1	100,000.00	100,000.00
1605	2910 MCLB COLUMN REPAIR	1	75,000.00	75,000.00
1605	2910 MCLB RE-STRIPING	1	523,000.00	523,000.00
1605	2910 MEADORS SECURITY FENCE	1	110,000.00	110,000.00
1605	2910 MSE WALL BACKFILL MIGRATION	1	500,000.00	500,000.00
1605	2910 OVERHEAD SIGN STRUCTURE REPAIR	1	446,250.00	446,250.00
1605	2910 PGBT RE-STRIPING	1	2,500,000.00	2,500,000.00
1605	2910 PGBT SHOULDER REPLACEMENT	1	1,500,000.00	1,500,000.00
1605	2910 PGBT/35 JOINT SEPARATION	1	1,000,000.00	1,000,000.00
1605	2910 PGBT/SH114 EMBANKMENT REPAIR	1	1,000,000.00	1,000,000.00
1605	2910 PROFESSIONAL SERVICES	1	2,350,000.00	2,350,000.00
1605	2910 STORMWATER RUNOFF EROSION	1	2,000,000.00	2,000,000.00
1605	2910 SYSTEMWIDE BRIDGE REPAIRS	1	1,500,000.00	1,500,000.00
1605	2910 SYSTEMWIDE FACILITIES	1	300,000.00	300,000.00
1605	2910 SYSTEMWIDE TRAILBLAZER	1	960,000.00	960,000.00
1605	2910 TRAFFIC ENGINEERING STUDIES	1	60,000.00	60,000.00
1605	2910 WALL "B" REPAIRS	1	3,500,000.00	3,500,000.00
1605	2910 WORKZONE SAFETY UPGRADES AND	1	400,000.00	400,000.00
1605	5010 Salaries and Wages-Direct	1	408,101.00	408,101.00
1605	5011 Overtime	1	1,211.00	1,211.00
1605	5030 Retirement Contributions	1	56,889.00	56,889.00
Maintenance Total				24,330,051.00
Maintenance Total				25,227,413.00
Operations				
3600	5010 Salaries and Wages-Direct	1	29,159.00	29,159.00
3600	5030 Retirement Contributions	1	4,065.00	4,065.00
Operations Total				33,224.00
Total RMF Estimate				28,764,214.00

North Texas Tollway Authority
Capital Improvement Fund Estimate Comparisons
FY 2010 to 2009

Departments	2009	2010	2010 Estimate to 2009 Estimate	
	Amended Estimate	Estimate	Amount	Percent
Administrative Services:				
Administration	\$ 94,571	\$104,766	\$10,195	10.78%
Board	-	-	-	100.00%
Business Diversity	67,390	65,823	(1,567)	100.00%
Communications/Marketing	125,000	424,435	299,435	239.55%
Finance	550,194	855,033	304,839	55.41%
Government Affairs	-	-	-	0.00%
Human Resources	440,577	478,794	38,217	0.00%
Internal Audit	11,250	11,250	-	0.00%
Legal Services	298,020	269,521	(28,499)	(9.56%)
Total Administrative Services	1,587,002	2,209,622	622,620	39.23%
Operational Services:				
Customer Service Center	2,030,400	-	(2,030,400)	0.00%
Information Technology	9,533,986	20,748,402	11,214,416	117.63%
Maintenance	5,224,823	12,711,280	7,486,457	143.29%
Operations	-	9,435,710	9,435,710	100.00%
Project Delivery	25,656,000	69,140,851	43,484,851	169.49%
System & Incident Management	-	400,000	400,000	100.00%
Toll Collection	699,000	-	(699,000)	(100.00%)
Vault	-	-	-	0.00%
Total Operational Services	43,144,209	112,436,243	69,292,034	160.61%
Grand Totals	\$44,731,211	\$114,645,865	\$69,914,654	156.30%

NTTA 2010 Capital Improvement Fund Major Projects and Purchases

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

Estimated all ETC expenditures for FY2010	\$67,245,000
System Enhancements and Implementation – PeopleSoft financials, HR and rpts.	\$2,600,000
System Enhancements and Implementation – All-ETC systems and software	\$16,151,100
System Enhancements and Implementation – Disaster recovery system	\$1,350,000
System Enhancements and Implementation – Maintenance Management system	\$750,000
System Enhancements and Implementation – Data Warehouse	\$500,000
Intelligent Transportation System- Digital message signs for DNT	\$2,500,000
Oracle Agreement – Purchase of unlimited licenses	\$1,900,000
Various other Information Technology projects	\$3,329,000
SH 161 Total Routine Maintenance	\$2,749,992
Sam Rayburn Tollway – Maintenance facility	\$7,000,000
Sam Rayburn Tollway – Sand Stockpile project	\$875,000
Addison Airport Toll Tunnel – Intersection improvements	\$1,600,000
Professional fees associated with various Maintenance projects	\$1,100,000
Various other Maintenance projects	\$475,000
Allocated Cost – Salaries, Engineering, Professional, Audit and Legal Fees	<u>\$4,520,773</u>
Total (1)	\$114,645,865

(1) For detail list of expenditures see pages 135-137.

NTTA 2010 CIF/Revolving Account-Feasibility Study Fund Projects

Trinity Parkway

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

State Highway 161

The State Highway (SH) 161 corridor project was initiated by the Texas Department of Transportation (TxDOT) in May 1969. TxDOT conducted the initial studies, processed environmental reviews, obtained environmental clearance and right of way for the project. The corridor project will result in a new, approximately 11.5 mile link in the growing loop around Dallas. As outlined in Senate Bill 792, passed by the 80th Texas Legislature, the project underwent a market valuation process, a joint effort of TxDOT and the NTTA.

State Highway 170

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

State Highway 360

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

State Highway 190 East Branch

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

Dallas North Tollway Phases 4A & B and 5A

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

- Project limits:

- Phase 4A (approximately 6 miles) – U.S. 380 to FM 428
- Phase 4B – FM 428 extending north to the county line (actual length and terminus to be determined upon route selection)
- Phase 5A – extension north of the county line (actual length and terminus to be determined upon route selection)

- Project length: To be determined

Project Cost

DNT Phase 4A, 4B/5A	\$3,400,000
PGBT EE - East Branch	\$300,000
SH 161	\$1,265,000
SH 170	\$3,250,000
SH 360	\$3,250,000
Southwest Parkway/Chisholm Trail	\$1,620,000
Trinity Parkway (1)	\$35,410,000
Allocated cost: Salaries, Professional Fees, Legal Fees	<u>\$4,748,514</u>
Total Estimated 2010 Feasibility Cost(2)	\$53,243,514

(1) Cost contingent on reimbursement agreement with TxDOT or Regional Transportation Commission (RTC).

(2) For detail list of expenditures see pages 138-139.

North Texas Tollway Authority
CIF/Revolving Fund - Feasibility Account Estimate Comparisons
FY 2010 to 2009

Departments	2009	2010	2010 Estimate to 2009 Estimate	
	Amended Estimate	Estimate	Amount	Percent
Administrative Services:				
Administration	\$ 25,219	\$123,756	\$98,537	390.73%
Board	-	-	-	0.00%
Business Diversity	33,695	21,941	(11,754)	(34.88%)
Communications/Marketing	32,673	171,106	138,433	423.69%
Finance	6,620,035	5,620,928	(999,107)	(15.09%)
Government Affairs	17,148	17,113	(35)	(0.20%)
Human Resources	418,929	257,239	(161,690)	(38.60%)
Internal Audit	3,000	3,000	-	0.00%
Legal Services	2,250,000	2,156,175	(93,825)	(4.17%)
Total Administrative Services	9,400,699	8,371,258	(1,029,441)	(10.95%)
Operational Services:				
Customer Service Center	-	-	-	0.00%
Information Technology	53,762	9,137	(44,625)	(83.00%)
Maintenance	-	-	-	0.00%
Operations	-	53,253	53,253	100.00%
Project Delivery	71,285,000	44,780,589	(26,504,411)	(37.18%)
System & Incident Management	-	29,277	29,277	100.00%
Toll Collection	-	-	-	0.00%
Vault	-	-	-	0.00%
Total Operational Services	71,338,762	44,872,256	(26,466,506)	(37.10%)
Grand Totals	\$80,739,461	\$53,243,514	(\$27,495,947)	(34.06%)

North Texas Tollway Authority
Estimated Capital Improvement Fund Requirements
FY 2010

Capital Improvement Fund Available Balance as of 06/30/2009		\$ 8,596,398
2009 Cash Inflows (July-Dec. 2009)		
Estimated Deposit from Revenue Fund	64,041,519	
Reimbursement Agreement	14,182,232 *	
Proceeds from Bond Issue	18,500,000	
Commercial Paper issued	<u>15,000,000</u>	
		111,723,751
2009 Cash Outflows (July-Dec. 2009)		
ISTEA Payment	(7,750,000)	
Estimated Expenditures CIF Projects	(17,124,556)	
Estimated Expenditures Revolving Account FSF Projects	<u>(89,388,334)</u>	
		<u>(114,262,890)</u>
Estimated Available Balance as of 12/31/09		6,057,259
2010 Estimated Cash Inflows		
Estimated Deposit from Revenue Fund	140,627,040	
Reimbursement Agreement	35,000,000 **	
Proceeds from Bond Issue	0	
Commercial Paper issued	<u>0</u>	
		175,627,040
2010 Estimated Cash Outflows		
ISTEA Payment	(8,250,000)	
Estimated Expenditures CIF Projects	(114,645,865)	
Estimated Reimbursable Expenditures FSF Projects	(35,000,000) **	
Estimated Expenditures Revolving Account FSF Projects	<u>(18,243,514)</u>	
Total Estimated Expenditures for 2010		<u>(176,139,379)</u>
2010 CIF reserve balance		(5,544,920)
Estimated CIF Available Balance at 12/31/2010		<u><u>\$ -</u></u>

* Reimbursement agreement currently in place with Texas Department of Transportation

**Expenditures made only if reimbursement agreement in place with Texas Department of Transportation

North Texas Tollway Authority
Fund 2500 - CAPITAL IMPROVEMENT FUND Estimate
Fiscal Year 2010

Deptid	Account	Description	Qty	Unit Costs	Total
Administration					
100	5010	Salaries and Wages-Direct	1	91,948.00	91,948.00
100	5030	Retirement Contributions	1	12,818.00	12,818.00
Administration Total					104,766.00
Business Diversity					
3400	5010	Salaries and Wages-Direct	1	57,770.00	57,770.00
3400	5030	Retirement Contributions	1	8,053.00	8,053.00
Business Diversity Total					65,823.00
Communications/Marketing					
1300	5010	Salaries and Wages-Direct	1	262,801.00	262,801.00
1300	5030	Retirement Contributions	1	36,634.00	36,634.00
1300	5110	General Consultant Fees	1	125,000.00	125,000.00
Communications/Marketing Total					424,435.00
Finance					
200	5010	Salaries and Wages-Direct	1	122,046.00	122,046.00
200	5030	Retirement Contributions	1	17,013.00	17,013.00
Finance					139,059.00
1200	5010	Salaries and Wages-Direct	1	87,612.00	87,612.00
1200	5030	Retirement Contributions	1	12,213.00	12,213.00
Procurement Services					99,825.00
3300	5010	Salaries and Wages-Direct	1	16,192.00	16,192.00
3300	5030	Retirement Contributions	1	2,257.00	2,257.00
3300	5120	Traffic Engineering Fees	1	300,000.00	300,000.00
3300	5190	Professional Fees	1	297,700.00	297,700.00
Cash and Debt					616,149.00
Finance Total					855,033.00
Human Resources					
300	5014	Salaries and Wages-Comp Adj.	1	66,857.01	66,857.00
300	5034	Retirement Contr.-Comp. Adj.	1	9,319.87	9,320.00
300	5940	Group Hospitalization	1	402,617.00	402,617.00
Human Resources Total					478,794.00
Information Technologies					
700	2910	ABRS ENHANCEMENTS	1	100,000.00	100,000.00
700	2910	ARM ENHANCEMENTS	1	435,000.00	435,000.00
700	2910	AUDIT/PCI COMPLIANCE	1	187,000.00	187,000.00
700	2910	BUSINESS DIVERSITY TRACKING	1	50,000.00	50,000.00
700	2910	CALL CENTER VERINT	1	400,000.00	400,000.00
700	2910	COMMAND CENTER CISCO	1	150,000.00	150,000.00
700	2910	CRYSTAL REPORTS UPGRADE	1	80,000.00	80,000.00
700	2910	DATA WAREHOUSE/BUSINESS	1	500,000.00	500,000.00
700	2910	DIGITAL IMAGING (DOCUMENT	1	252,000.00	252,000.00
700	2910	DISASTER RECOVERY	1	1,350,000.00	1,350,000.00
700	2910	DOCUMENT MGMT FOR	1	300,000.00	300,000.00
700	2910	ENCRYPTION KEY MANAGEMENT	1	125,000.00	125,000.00
700	2910	ENTERPRISE SYSTEM	1	150,000.00	150,000.00
700	2910	EPDS (PROLIANCE) SOFTWARE	1	350,000.00	350,000.00
700	2910	EXECUTIVE	1	250,000.00	250,000.00
700	2910	FACILITY ACCESS (CCURE)	1	80,000.00	80,000.00
700	2910	FIBRE CHANNEL PROBES	1	60,000.00	60,000.00
700	2910	GUARDIUM DATABASE SECURITY	1	200,000.00	200,000.00

700	2910 INTELLIGENT TRANS SYSTEM	1	2,500,000.00	2,500,000.00
700	2910 INTERNAL NETWORK INTRUSION	1	290,000.00	290,000.00
700	2910 INTERNET PROXY	1	30,000.00	30,000.00
700	2910 INTERNET/INTRANET REDESIGN	1	150,000.00	150,000.00
700	2910 MAINTENANCE MANAGEMENT	1	750,000.00	750,000.00
700	2910 ORACLE UNLIMITED LICENSE	1	1,900,000.00	1,900,000.00
700	2910 PASSWORD SELF-SERVICE	1	25,000.00	25,000.00
700	2910 PEOPLESOFT FINANCE	1	2,000,000.00	2,000,000.00
700	2910 PEOPLESOFT HUMAN RESOURCES	1	600,000.00	600,000.00
700	2910 RITE HOST/BACK OFFICE	1	2,000,000.00	2,000,000.00
700	2910 RITE SYSTEM SOFTWARE	1	3,740,000.00	3,740,000.00
700	2910 SERVICE DESK/CHANGE	1	50,000.00	50,000.00
700	2910 SYMPRO FIXED INCOME	1	150,000.00	150,000.00
700	2910 VES EQUIPMENT PURCHASE	1	500,000.00	500,000.00
700	5010 Salaries and Wages-Direct	1	906,716.00	906,716.00
700	5011 Overtime	1	11,290.00	11,290.00
700	5030 Retirement Contributions	1	126,396.00	126,396.00
Information Technologies Total				20,748,402.00
Internal Audit				
3100	5140 Auditing Fees	1	11,250.00	11,250.00
Internal Audit Total				11,250.00
Legal Services				
400	5010 Salaries and Wages-Direct	1	17,133.00	17,133.00
400	5030 Retirement Contributions	1	2,388.00	2,388.00
400	5130 Legal Fees	1	250,000.00	250,000.00
Legal Services Total				269,521.00
Maintenance				
1601	5010 Salaries and Wages-Direct	1	135,695.00	135,695.00
1601	5011 Overtime	1	5,655.00	5,655.00
1601	5030 Retirement Contributions	1	18,916.00	18,916.00
Roadway				160,266.00
1602	5010 Salaries and Wages-Direct	1	36,166.00	36,166.00
1602	5011 Overtime	1	1,195.00	1,195.00
1602	5030 Retirement Contributions	1	5,042.00	5,042.00
Facilities				42,403.00
1603	5010 Salaries and Wages-Direct	1	26,060.00	26,060.00
1603	5011 Overtime	1	883	883
1603	5030 Retirement Contributions	1	3,633.00	3,633.00
Support Services				30,576.00
1604	5010 Salaries and Wages-Direct	1	81,388.00	81,388.00
1604	5011 Overtime	1	901	901
1604	5030 Retirement Contributions	1	11,345.00	11,345.00
Landscape				93,634.00
1605	2910 MSC FUEL TANK MODIFICATIONS	1	216,000.00	216,000.00
1605	2910 PROFESSIONAL SERVICES	1	1,100,000.00	1,100,000.00
1605	2910 SH 161 TOTAL ROUTINE	12	229,166.00	2,749,992.00
1605	2910 SRT MAINTENANCE CENTER	1	7,000,000.00	7,000,000.00
1605	2910 SRT SEGMENT 4 LANDSCAPE	1	148,000.00	148,000.00
1605	2910 SRT SEGMENT 5 LANDSCAPE	1	111,000.00	111,000.00
1605	2910 SRT/35E SITE	1	875,000.00	875,000.00
1605	5010 Salaries and Wages-Direct	1	161,429.00	161,429.00
1605	5011 Overtime	1	477	477
1605	5030 Retirement Contributions	1	22,503.00	22,503.00
Maintenance Total				12,384,401.00
Operations				
3600	2910 CSC UPGRADE CONSULTING	1	376,100.00	376,100.00
3600	2910 CUSTOMER SERVICE CENTER	1	9,000,000.00	9,000,000.00
3600	5010 Salaries and Wages-Direct	1	52,317.00	52,317.00

3600	5030 Retirement Contributions	1	7,293.00	7,293.00
Operations Total				9,435,710.00
Project Delivery				
3200	2910 AATT ETC CONVERSION	1	350,000.00	350,000.00
3200	2910 ATT AT ADDISON RD	1	1,600,000.00	1,600,000.00
3200	2910 DNT SEG.1 RAMP PLAZA ETC	1	10,000,000.00	10,000,000.00
3200	2910 DNT SEG.2 MLP2 ETC	1	4,650,000.00	4,650,000.00
3200	2910 DNT SEG.2 RAMP PLAZA ETC	1	8,600,000.00	8,600,000.00
3200	2910 DNT SEG.3 MLP3 ETC	1	5,250,000.00	5,250,000.00
3200	2910 DNT SEG.3 RAMP PLAZA ETC	1	2,250,000.00	2,250,000.00
3200	2910 DNT SEG.4 RAMP AND MLP4 ETC	1	14,800,000.00	14,800,000.00
3200	2910 MCLB ETC CONVERSION/	1	3,800,000.00	3,800,000.00
3200	2910 PGBT MLP 6 TO 10 AND RAMP	1	9,250,000.00	9,250,000.00
3200	5010 Salaries and Wages-Direct	1	259,655.00	259,655.00
3200	5030 Retirement Contributions	1	36,196.00	36,196.00
3200	5110 General Consultant Fees	1	8,295,000.00	8,295,000.00
Project Delivery Total				69,140,851.00
System & Incident Management				
2800	5100 Police Services	1	400,000.00	400,000.00
System & Incident Management Total				400,000.00
Total CAPITAL				114,645,865.00

North Texas Tollway Authority
Fund 1300 - FEASIBILITY STUDY FUND Estimate
Fiscal Year 2010

Deptid	Account	Description	Qty	Unit Costs	Total
Administration					
	100	5010 Salaries and Wages-Direct	1	108,615.00	108,615.00
	100	5030 Retirement Contributions	1	15,141.00	15,141.00
Administration Total					123.756.00
Business Diversity					
	3400	5010 Salaries and Wages-Direct	1	19,257.00	19,257.00
	3400	5030 Retirement Contributions	1	2,684.00	2,684.00
Business Diversity Total					21.941.00
Communications/Marketing					
	1300	5010 Salaries and Wages-Direct	1	150,172.00	150,172.00
	1300	5030 Retirement Contributions	1	20,934.00	20,934.00
Communications/Marketing Total					171.106.00
Finance					
	200	5010 Salaries and Wages-Direct	1	71,300.00	71,300.00
	200	5030 Retirement Contributions	1	9,939.00	9,939.00
Finance					81,239.00
	1200	5010 Salaries and Wages-Direct	1	87,612.00	87,612.00
	1200	5030 Retirement Contributions	1	12,213.00	12,213.00
Procurement Services					99,825.00
	3300	5010 Salaries and Wages-Direct	1	184,188.00	184,188.00
	3300	5030 Retirement Contributions	1	25,676.00	25,676.00
	3300	5120 Traffic Engineering Fees	1	1,330,000.00	1,330,000.00
	3300	5190 Professional Fees	1	3,900,000.00	3,900,000.00
Cash and Debt					5,439,864.00
Finance Total					5.620.928.00
Government Affairs					
	3000	5010 Salaries and Wages-Direct	1	15,019.00	15,019.00
	3000	5030 Retirement Contributions	1	2,094.00	2,094.00
Government Affairs Total					17.113.00
Human Resources					
	300	5014 Salaries and Wages-Comp Adj.	1	31,990.72	31,991.00
	300	5034 Retirement Contr. -Comp. Adj.	1	4,459.51	4,460.00
	300	5940 Group Hospitalization	1	220,788.00	220,788.00
Human Resources Total					257.239.00
Information Technologies					
	700	5010 Salaries and Wages-Direct	1	8,019.00	8,019.00
	700	5030 Retirement Contributions	1	1,118.00	1,118.00
Information Technologies Total					9.137.00
Internal Audit					
	3100	5140 Auditing Fees	1	3,000.00	3,000.00
Internal Audit Total					3.000.00
Legal Services					
	400	5010 Salaries and Wages-Direct	1	137,068.00	137,068.00
	400	5030 Retirement Contributions	1	19,107.00	19,107.00
	400	5130 Legal Fees	1	2,000,000.00	2,000,000.00
Legal Services Total					2.156.175.00
Operations					
	3600	5010 Salaries and Wages-Direct	1	46,738.00	46,738.00

3600	5030 Retirement Contributions	1	6,515.00	6,515.00
Operations Total				53,253.00
Project Delivery				
3200	5010 Salaries and Wages-Direct	1	246,260.00	246,260.00
3200	5030 Retirement Contributions	1	34,329.00	34,329.00
3200	5110 General Consultant Fees	1	44,500,000.00	44,500,000.00
Project Delivery Total				44,780,589.00
System & Incident Management				
500	5010 Salaries and Wages-Direct	1	17,332.00	17,332.00
500	5030 Retirement Contributions	1	2,416.00	2,416.00
Systems & Incident				19,748.00
501	5010 Salaries and Wages-Direct	1	4,553.00	4,553.00
501	5030 Retirement Contributions	1	635	635
Roadway Customer				5,188.00
2800	5010 Salaries and Wages-Direct	1	3,810.00	3,810.00
2800	5030 Retirement Contributions	1	531	531
Command Center				4,341.00
System & Incident Management Total				29,277.00
Total FEASIBILITY				53,243,514.00



Luna Rd
Belt Line Rd
EXIT 3/4 MILE

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**North Texas Tollway Authority
Construction Fund Estimate Comparisons
FY 2010 to 2009**

Departments	2009	2010	2010 Estimate to 2009 Estimate	
	Amended Estimate	Estimate	Amount	Percent
Administrative Services:				
Administration	\$ 37,829	\$116,102	\$78,273	206.91%
Board	-	-	-	0.00%
Business Diversity	67,390	109,706	42,316	62.79%
Communications/Marketing	87,810	125,543	37,733	42.97%
Finance	1,140,468	1,565,871	425,403	37.30%
Government Affairs	17,148	17,113	(35)	(0.20%)
Human Resources	402,951	490,906	87,955	21.83%
Internal Audit	4,500	4,500	-	0.00%
Legal Services	298,020	1,943,160	1,645,140	552.02%
Total Administrative Services	2,056,116	4,372,901	2,316,785	112.68%
Operational Services:				
Customer Service Center	-	-	-	0.00%
Information Technology	119,253	566,850	447,597	375.33%
Maintenance	-	-	-	0.00%
Operations	-	13,193	13,193	0.00%
Project Delivery	627,853,000	824,376,402	196,523,402	31.30%
System & Incident Management	-	-	-	0.00%
Toll Collection	-	-	-	0.00%
Vault	-	-	-	0.00%
Total Operational Services	627,972,253	824,956,445	196,984,192	31.37%
Grand Totals	\$630,028,369	\$829,329,346	\$199,300,977	31.63%

NTTA 2010 Construction Fund Projects

Lake Lewisville Toll Bridge

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

President George Bush Turnpike Eastern Extension

The Eastern Extension is a portion of the outer loop around Dallas and its suburbs that connects interstate Highway (IH) 30 to the existing President George Bush Turnpike (PGBT). It is part of the Loop 9/State Highway 190 corridor first envisioned in the 1960s. Construction on the approximately 9.9-mile corridor began in October 2008. The project is expected to open to traffic in fourth quarter 2011.

Southwest Parkway

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

Chisholm Trail Parkway

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

Sam Rayburn Tollway

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

State Highway 161

The State Highway (SH) 161 corridor project was initiated by the Texas Department of Transportation (TxDOT) in May 1969. TxDOT conducted the initial corridor studies, processed the Environmental Impact Statement and obtained the right of way for the project. The corridor project will result in a new, approximately 11.5-mile link in the growing loop around Dallas. As outlined in Senate Bill 792, passed by the 80th Texas Legislature, SH 161 underwent a market valuation process, which was a joint effort of the North Texas Tollway Authority (NTTA) and TxDOT.

Estimated Expenditures for 2010

DNT Phase 3 Construction	\$300,000
LLTB Construction	\$3,150,000
PGBT Eastern Extension Construction	\$156,425,949
Sam Rayburn Tollway Construction	\$175,350,845
SH 161 Construction (1)	\$169,629,744
Southwest Parkway Construction (2)	\$320,114,907
Allocated cost: Salaries, Professional Fees, Legal Fees	<u>\$4,357,901</u>
Total Estimated 2010 Construction Cost (3)	\$829,329,346

- (1) Requires off system financing if project is accepted by the Authority.
- (2) Requires additional sources of funding if project is accepted by the Authority.
- (3) For detail expenditures see page 145-151

**North Texas Tollway Authority
Estimated Construction Fund Requirements
FY 2010**

NTTA System Construction Fund Available Balance as of 06/30/2009	\$	129,377,327
Estimated Construction Cost (July through December 2009)		
DNT Phase 3 Construction		(14,605,721)
LLTB Construction		(12,238,811)
PGBT Eastern Extension Construction		(111,369,578)
Sam Rayburn Tollway Construction		(121,872,790)
Total Estimated 2009 Construction Cost		(260,086,900)
Proceeds from August 2009 Bond Issuance		693,820,623
Estimated NTTA System Available Balance as of 12/31/09		563,111,050
Estimated Expenditures for 2010		
DNT Phase 3 Construction		(300,000)
LLTB Construction		(3,150,000)
PGBT Eastern Extension Construction		(156,425,949)
Sam Rayburn Tollway Construction		(175,350,845)
Allocated cost: Salaries, Professional Fees, Legal Fees		(4,357,901)
Total Estimated 2010 Construction Cost		(339,584,695)
Estimated NTTA System Available Balance as of 12/31/10	\$	223,526,355
Estimated Non-System Expenditures for 2010		
SH 161 Construction	*	(169,629,744)
Southwest Parkway Construction	*	(320,114,907)
Estimated Non-System Funding Required for FY 2010		(489,744,651)
Estimated Construction Cost FY 2010	\$	(829,329,346.00)

*Not supported by NTTA System debt

North Texas Tollway Authority
Fund 2150 - General CONSTRUCTION FUND Estimate
Fiscal Year 2010

Deptid	Account	Description	Qty	Unit Costs	Total
Administration					
	100	5010 Salaries and Wages-Direct	1	97,948.00	97,948.00
	100	5030 Retirement Contributions	1	13,654.00	13,654.00
	100	5050 Travel Expenses	1	4,500.00	4,500.00
Administration Total					116,102.00
Business Diversity					
	3400	5010 Salaries and Wages-Direct	1	96,284.00	96,284.00
	3400	5030 Retirement Contributions	1	13,422.00	13,422.00
Business Diversity Total					109,706.00
Communications/Marketing					
	1300	5010 Salaries and Wages-Direct	1	97,019.00	97,019.00
	1300	5030 Retirement Contributions	1	13,524.00	13,524.00
Communications/Marketing Total					110,543.00
Finance					
	200	5010 Salaries and Wages-Direct	1	66,268.00	66,268.00
	200	5030 Retirement Contributions	1	9,238.00	9,238.00
Finance					75,506.00
	1200	5010 Salaries and Wages-Direct	1	87,612.00	87,612.00
	1200	5030 Retirement Contributions	1	12,213.00	12,213.00
Procurement Services					99,825.00
	3300	5010 Salaries and Wages-Direct	1	153,625.00	153,625.00
	3300	5030 Retirement Contributions	1	21,415.00	21,415.00
	3300	5050 Travel Expenses	1	1,500.00	6,000.00
	3300	5190 Professional Fees	1	796,000.00	1,209,500.00
Cash and Debt					1,390,540.00
Finance Total					1,565,871.00
Government Affairs					
	3000	5010 Salaries and Wages-Direct	1	15,019.00	15,019.00
	3000	5030 Retirement Contributions	1	2,094.00	2,094.00
Government Affairs Total					17,113.00
Human Resources					
	300	5014 Salaries and Wages-Comp Adj.	1	61,105.87	61,106.00
	300	5034 Retirement Contr.-Comp. Adj.	1	8,518.16	8,518.00
	300	5940 Group Hospitalization	1	421,282.00	421,282.00
Human Resources Total					490,906.00
Internal Audit					
	3100	5140 Auditing Fees	1	4,500.00	4,500.00
Internal Audit Total					4,500.00
Legal Services					
	400	5010 Salaries and Wages-Direct	1	125,645.00	125,645.00
	400	5030 Retirement Contributions	1	17,515.00	17,515.00
	400	5130 Legal Fees	1	1,800,000.00	1,800,000.00
Legal Services Total					1,943,160.00
Total General					4,357,901.00

North Texas Tollway Authority
Fund 2151 - PGBT EASTERN EXTENSION CONST. Estim
Fiscal Year 2010

Deptid	Account	Description	Qty	Unit Costs	Total
Information Technologies					
700	2910	ATT T1 LINE - PGBT EE CONSTRUCTION TRAILER		1,500.00	18,000.00
700	2910	ATT T1 LINE - PGBT EE BUNKER HILL CONSTRUCTION		750	9,000.00
700	5010	Salaries and Wages-Direct		42,021.00	42,021.00
700	5011	Overtime		225	225
700	5030	Retirement Contributions		5,858.00	5,858.00
Information Technologies Total					75,104.00
Project Delivery					
3200	1610	Construction		146,000,000.00	146,000,000.00
3200	1630	Engineering & Maintenance		10,000,000.00	10,000,000.00
3200	5010	Salaries and Wages-Direct		307,921.00	307,921.00
3200	5030	Retirement Contributions		42,924.00	42,924.00
Project Delivery Total					156,350,845.00
Total PGBT EE					156,425,949.00

**North Texas Tollway Authority
Fund 2161 - 161 CONSTRUCTION FUND Estimate
Fiscal Year 2010**

	Deptid Account	Description	Qty	Unit Costs	Total
Communications/Marketing					
	1300	5680 Promotional Expenses	1	7,500.00	7,500.00
		Communications/Marketing Total			7,500.00
Information Technologies					
	700	2910 161 WORKSTATIONS	25	3,500.00	87,500.00
	700	2910 T1 LINE	3	9,000.00	27,000.00
	700	5010 Salaries and Wages-Direct	1	111,193.00	111,193.00
	700	5011 Overtime	1	1,665.00	1,665.00
	700	5030 Retirement Contributions	1	15,500.00	15,500.00
		Information Technologies Total			242,858.00
Operations					
	3600	5010 Salaries and Wages-Direct	1	11,579.00	11,579.00
	3600	5030 Retirement Contributions	1	1,614.00	1,614.00
		Operations Total			13,193.00
Project Delivery					
	3200	1610 Construction	1	166,500,000.00	166,500,000.00
	3200	1630 Engineering & Maintenance	1	2,500,000.00	2,500,000.00
	3200	5010 Salaries and Wages-Direct	1	321,391.00	321,391.00
	3200	5030 Retirement Contributions	1	44,802.00	44,802.00
		Project Delivery Total			169,366,193.00
Total 161 CONSTRUCTION					169,629,744.00

North Texas Tollway Authority
Fund 2170 - DNT PHASE 3 CONST. Estimate
Fiscal Year 2010

	Deptid	Account	Description	Qty	Unit Costs	Total
Project Delivery						
	3200		1610 Construction	1	300,000.00	300,000.00
			Project Delivery Total			300,000.00
Total DNT PHASE 3 CONST.						300,000.00

**North Texas Tollway Authority
Fund 2180 - LEWISVILLE LAKE TOLL BRIDGE CONST.
Fiscal Year 2010**

Deptid	Account	Description	Qty	Unit Costs	Total
Project Delivery					
	3200	1610 Construction	1	3,000,000.00	3,000,000.00
	3200	1630 Engineering & Maintenance	1	150,000.00	150,000.00
Project Delivery Total					3,150,000.00
Total LEWISVILLE					3,150,000.00

North Texas Tollway Authority
Fund 2190 - SAM RAYBURN TOLLWAY CONST. Estimate
Fiscal Year 2010

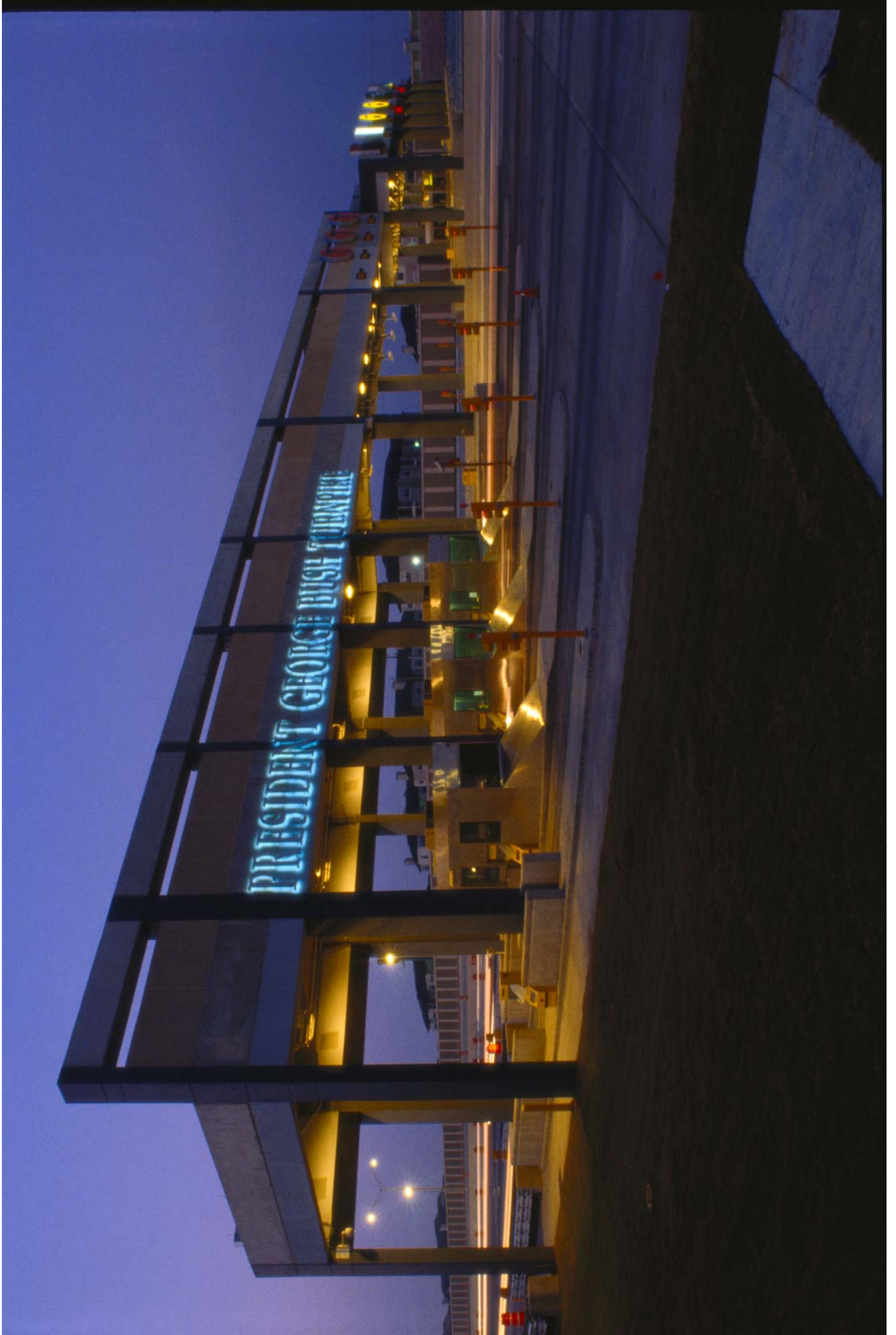
Deptid	Account	Description	Qty	Unit Costs	Total
Project Delivery					
	3200	1610 Construction	1	171,000,000.00	171,000,000.00
	3200	1630 Engineering & Maintenance	1	4,000,000.00	4,000,000.00
	3200	5010 Salaries and Wages-Direct	1	307,921.00	307,921.00
	3200	5030 Retirement Contributions	1	42,924.00	42,924.00
Project Delivery Total					175,350,845.00
Total SAM RAYBURN TOLLWAY					175,350,845.00

**North Texas Tollway Authority
Fund 2191 - SOUTHWEST PARKWAY Estimate
Fiscal Year 2010**

Deptid	Account	Description	Qty	Unit Costs	Total
Communications/Marketing					
	1300	5680 Promotional Expenses	1	7,500.00	7,500.00
Communications/Marketing Total					7,500.00
Information Technologies					
	700	2910 SWP/CT WORKSTATIONS	40	3,500.00	140,000.00
	700	2910 T1 LINES	8	9,000.00	72,000.00
	700	5010 Salaries and Wages-Direct	1	32,375.00	32,375.00
	700	5030 Retirement Contributions	1	4,513.00	4,513.00
Information Technologies Total					248,888.00
Project Delivery					
	3200	1610 Construction	1	294,000,000.00	294,000,000.00
	3200	1630 Engineering & Maintenance	1	25,500,000.00	25,500,000.00
	3200	5010 Salaries and Wages-Direct	1	314,656.00	314,656.00
	3200	5030 Retirement Contributions	1	43,863.00	43,863.00
Project Delivery Total					319,858,519.00
Total SOUTHWEST PARKWAY					320,114,907.00



APPENDICES
SECTION



Appendix - A North Texas Tollway Authority
Proposed Operation and Maintenance Fund Budget by Account
FY 2010

Acct Description	Administration	Board	Business Diversity	Communications/ Marketing	Customer Service Center	Finance
5010 Salaries and Wages-Direct	580,543	115,061	115,541	431,990	8,974,964	1,675,167
5011 Overtime					200,000	1,912
5013 Salaries and Wages-Bonus						
5014 Salaries and Wages-Comp Adj.						
5020 Salaries and Wages-Internship						
5030 Retirement Contributions	80,928	16,039	16,106	60,219	1,251,110	233,518
5031 Retirement Contr.-Internship						
5033 Retirement Contr.-Bonus						
5034 Retirement Contr.-Comp. Adj.						
5050 Travel Expenses	20,550	41,900	2,500	3,700	500	13,425
5051 Meeting Expenses	5,000	99,800	1,500	2,210	14,000	
5060 Employees' Training	3,500		2000	23,400	28,320	17,825
5070 Relocation of Personnel						
5080 Uniforms					13,288	
5090 TX Unemploy. Comp.Payments						
5100 Police Services						
5101 Police services, direct purchases						
5110 General Consultant Fees	275,000					
5120 Traffic Engineering Fees						960,000
5130 Legal Fees						
5140 Auditing Fees						
5150 Trustee Fees						151,525
5160 Tuition Reimbursement						
5170 Public Information Fees				275,000		
5180 Armored Car Services						
5190 Professional Fees	260,500			585,000	3,264,665	472,280
5200 Mobile Equipment Expense						
5300 Repair/Maint. Off.Furn&Equip.						
5310 TollTags and Supplies					3,986,143	
5360 Small Tools and Shop Supplies						
5370 Outside Maintenance Services					13,061	
5380 Rental of Equipment					92,668	144,000
5390 Rent					95,800	
5400 Postage					3,005,978	30,000
5410 Telecommunications						
5420 Printing/Office Supplies	6,000	20,160	3,500	9,450	102,883	105,700
5430 Dues & Subscriptions	34,350		44180	23,400	1,670	9,110
5440 Recruitment						
5450 Materials and Supplies				3,000	72,830	
5470 Freight and Express	3,200	10,500	250	500	860	3,215
5490 Uncollectible Damage Claims						
5550 Newspaper Notices						24,000
5560 Credit Card Fees					6,127,493	
5600 Computer Software						
5620 Maps & Pamphlets				245,000		
5650 Magazine & Newspaper Ad.				235,000		
5660 Television & Radio				540,000		
5670 Prints & Photographic Supplies				15,500		
5680 Promotional Expenses			21700	103,000		
5780 Security Services						
5800 Electric Service						
5820 Gas						
5830 Water						
5840 Temporary Contract Labor						
5860 Safety Program						
5901 Insurance Premiums						
5940 Group Hospitalization						
5950 Workers' Comp. & Emplrs. Liab.						
5981 Employee Benefits Liability						
5986 Liability Claims						
Total	1,269,571	303,460	207,277	2,556,369	27,246,233	3,841,677

Appendix - A North Texas Tollway Authority
Proposed Operation and Maintenance Fund Budget by Account
FY 2010

Acct Description	Government Affairs	Human Resources	Information Technologies	Internal Audit	Legal Services	Maintenance
5010 Salaries and Wages-Direct	270,347	908,819	2,436,305	647,452	285,557	6,574,863
5011 Overtime		1,131	27,200			225,142
5013 Salaries and Wages-Bonus						
5014 Salaries and Wages-Comp Adj.		980,330				
5020 Salaries and Wages-Internship		35,040				
5030 Retirement Contributions	37,686	126,689	339,621	90,255	39,807	916,536
5031 Retirement Contr.-Internship		1,402				
5033 Retirement Contr.-Bonus						
5034 Retirement Contr.-Comp. Adj.		136,658				
5050 Travel Expenses	24,500	5,235	11,000	14,114	5,050	13,400
5051 Meeting Expenses	3,000	4,500				5,684
5060 Employees' Training		150,040	38,975	19,930	8,000	95,265
5070 Relocation of Personnel		10,000				
5080 Uniforms						143,161
5090 TX Unemploy. Comp.Payments		450,000				
5100 Police Services						
5101 Police services, direct purchases						
5110 General Consultant Fees						
5120 Traffic Engineering Fees						
5130 Legal Fees					3,000,000	
5140 Auditing Fees				200,000		
5150 Trustee Fees						
5160 Tuition Reimbursement		33,750				
5170 Public Information Fees						
5180 Armored Car Services						
5190 Professional Fees	210,000	81,100	100,000			995,110
5200 Mobile Equipment Expense						1,353,100
5300 Repair/Maint. Off.Furn&Equip.						15,000
5310 TollTags and Supplies						
5360 Small Tools and Shop Supplies						85,592
5370 Outside Maintenance Services		400	4,904,625			5,965,708
5380 Rental of Equipment						143,722
5390 Rent						372,000
5400 Postage						
5410 Telecommunications			715,044			
5420 Printing/Office Supplies	2,000	10,834	150,070	5,750	24,700	17,060
5430 Dues & Subscriptions	4,696	26,669	6,510	5,830	11,511	19,445
5440 Recruitment		36,615				
5450 Materials and Supplies			51,800			2,057,400
5470 Freight and Express	500	700		500	500	2,400
5490 Uncollectible Damage Claims						67,500
5550 Newspaper Notices						18,000
5560 Credit Card Fees						
5600 Computer Software			2,759,016			
5620 Maps & Pamphlets	1,500					
5650 Magazine & Newspaper Ad.		8,000				
5660 Television & Radio						
5670 Prints & Photographic Supplies						
5680 Promotional Expenses	1,000	4,000				
5780 Security Services						
5800 Electric Service						2,016,000
5820 Gas						103,900
5830 Water						463,000
5840 Temporary Contract Labor		25,000				
5860 Safety Program						
5901 Insurance Premiums						
5940 Group Hospitalization		8,116,320				
5950 Workers' Comp. & Emplrs. Liab.		422,797				
5981 Employee Benefits Liability		370				
5986 Liability Claims						
Total	555,229	11,576,399	11,540,166	983,831	3,375,125	21,668,988

Appendix - A North Texas Tollway Authority
Proposed Operation and Maintenance Fund Budget by Account
FY 2010

Acct Description	Operations	Project Delivery	System & Incident Management	Toll Collection	Vault
5010 Salaries and Wages-Direct	211,793	92,516	3,236,952	5,767,927	692,882
5011 Overtime			11,828	5,000	15,000
5013 Salaries and Wages-Bonus					
5014 Salaries and Wages-Comp Adj.					
5020 Salaries and Wages-Internship					
5030 Retirement Contributions	29,524	12,897	451,231	804,049	96,588
5031 Retirement Contr.-Internship					
5033 Retirement Contr.-Bonus					
5034 Retirement Contr.-Comp. Adj.					
5050 Travel Expenses	10,800	11,150		2,600	
5051 Meeting Expenses	600			300	
5060 Employees' Training		7,500	11,355	27,200	
5070 Relocation of Personnel					
5080 Uniforms			49,232	24,764	8,490
5090 TX Unemploy. Comp.Payments					
5100 Police Services			3,168,370		
5101 Police services, direct purchases			6,000		
5110 General Consultant Fees					
5120 Traffic Engineering Fees					
5130 Legal Fees					
5140 Auditing Fees					
5150 Trustee Fees					
5160 Tuition Reimbursement					
5170 Public Information Fees					
5180 Armored Car Services					66,504
5190 Professional Fees	810,000		408,068		
5200 Mobile Equipment Expense					
5300 Repair/Maint. Off.Furn&Equip.					
5310 TollTags and Supplies					
5360 Small Tools and Shop Supplies					
5370 Outside Maintenance Services				7,322	15,300
5380 Rental of Equipment					
5390 Rent					
5400 Postage					
5410 Telecommunications					
5420 Printing/Office Supplies	600	5,000	12,394	20,000	1,500
5430 Dues & Subscriptions	12,000	4,800	986		
5440 Recruitment					
5450 Materials and Supplies			82,015	25,000	15,500
5470 Freight and Express	1,200	2,000	2,110		1,950
5490 Uncollectible Damage Claims					
5550 Newspaper Notices					
5560 Credit Card Fees					
5600 Computer Software					
5620 Maps & Pamphlets					
5650 Magazine & Newspaper Ad.					
5660 Television & Radio					
5670 Prints & Photographic Supplies					
5680 Promotional Expenses					
5780 Security Services			65,541		
5800 Electric Service					
5820 Gas					
5830 Water					
5840 Temporary Contract Labor					
5860 Safety Program			23,498		
5901 Insurance Premiums			720,923		
5940 Group Hospitalization					
5950 Workers' Comp. & Emplrs. Liab.					
5981 Employee Benefits Liability					
5986 Liability Claims			35,120		
Total	1,076,517	135,863	8,285,623	6,684,162	913,714

Appendix - A North Texas Tollway Authority
Proposed Operation and Maintenance Fund Budget by Account
FY 2010

Acct Description	2010 Budget	2009 Budget	Increase or (Decrease)	
			Amount	Percent
5010 Salaries and Wages-Direct	33,018,679	32,083,180	935,499	2.92%
5011 Overtime	487,213	406,473	80,740	19.86%
5013 Salaries and Wages-Bonus	0	0	0	0.00%
5014 Salaries and Wages-Comp Adj.	980,330	1,684,315	(703,985)	(41.80%)
5020 Salaries and Wages-Internship	35,040	35,040	0	0.00%
5030 Retirement Contributions	4,602,803	4,318,394	284,409	6.59%
5031 Retirement Contr.-Internship	1,402	1,402	0	0.00%
5033 Retirement Contr.-Bonus	0	0	0	0.00%
5034 Retirement Contr.-Comp. Adj.	136,658	226,709	(90,051)	(39.72%)
5050 Travel Expenses	180,424	280,203	(99,779)	(35.61%)
5051 Meeting Expenses	136,594	123,600	12,994	10.51%
5060 Employees' Training	433,310	502,413	(69,103)	(13.75%)
5070 Relocation of Personnel	10,000	40,000	(30,000)	(75.00%)
5080 Uniforms	238,935	267,457	(28,522)	(10.66%)
5090 TX Unemploy. Comp.Payments	450,000	329,000	121,000	36.78%
5100 Police Services	3,168,370	1,934,027	1,234,343	63.82%
5101 Police services, direct purchases	6,000	13,420	(7,420)	(55.29%)
5110 General Consultant Fees	275,000	275,000	0	0.00%
5120 Traffic Engineering Fees	960,000	505,000	455,000	90.10%
5130 Legal Fees	3,000,000	1,800,000	1,200,000	66.67%
5140 Auditing Fees	200,000	280,000	(80,000)	(28.57%)
5150 Trustee Fees	151,525	0	151,525	100.00%
5160 Tuition Reimbursement	33,750	40,000	(6,250)	(15.63%)
5170 Public Information Fees	275,000	198,000	77,000	38.89%
5180 Armored Car Services	66,504	66,504	0	0.00%
5190 Professional Fees	7,186,723	6,867,527	319,196	4.65%
5200 Mobile Equipment Expense	1,353,100	1,464,427	(111,327)	(7.60%)
5300 Repair/Maint. Off.Furn&Equip.	15,000	15,000	0	0.00%
5310 TollTags and Supplies	3,986,143	0	3,986,143	100.00%
5360 Small Tools and Shop Supplies	85,592	51,850	33,742	65.08%
5370 Outside Maintenance Services	10,906,416	11,405,206	(498,790)	(4.37%)
5380 Rental of Equipment	380,390	283,217	97,173	34.31%
5390 Rent	467,800	452,800	15,000	3.31%
5400 Postage	3,035,978	1,423,032	1,612,946	113.35%
5410 Telecommunications	715,044	477,817	237,227	49.65%
5420 Printing/Office Supplies	497,601	1,201,020	(703,419)	(58.57%)
5430 Dues & Subscriptions	205,157	124,010	81,147	65.44%
5440 Recruitment	36,615	90,000	(53,385)	(59.32%)
5450 Materials and Supplies	2,307,545	2,378,172	(70,627)	(2.97%)
5470 Freight and Express	30,385	24,900	5,485	22.03%
5490 Uncollectible Damage Claims	67,500	67,500	0	0.00%
5550 Newspaper Notices	42,000	42,800	(800)	(1.87%)
5560 Credit Card Fees	6,127,493	6,574,355	(446,862)	(6.80%)
5600 Computer Software	2,759,016	1,790,133	968,883	54.12%
5620 Maps & Pamphlets	246,500	266,000	(19,500)	(7.33%)
5650 Magazine & Newspaper Ad.	243,000	385,000	(142,000)	(36.88%)
5660 Television & Radio	540,000	625,000	(85,000)	(13.60%)
5670 Prints & Photographic Supplies	15,500	15,000	500	3.33%
5680 Promotional Expenses	129,700	194,000	(64,300)	(33.14%)
5780 Security Services	65,541	118,250	(52,709)	(44.57%)
5800 Electric Service	2,016,000	2,650,150	(634,150)	(23.93%)
5820 Gas	103,900	124,175	(20,275)	(16.33%)
5830 Water	463,000	481,000	(18,000)	(3.74%)
5840 Temporary Contract Labor	25,000	26,000	(1,000)	(3.85%)
5860 Safety Program	23,498	31,947	(8,449)	(26.45%)
5901 Insurance Premiums	720,923	620,037	100,886	16.27%
5940 Group Hospitalization	8,116,320	6,987,000	1,129,320	16.16%
5950 Workers' Comp. & Emprls. Liab.	422,797	400,407	22,390	5.59%
5981 Employee Benefits Liability	370	370	0	0.00%
5986 Liability Claims	35,120	23,415	11,705	49.99%
Total	102,220,204	93,091,654	9,128,550	9.81%

ADDISON AIRPORT TUNNEL





Appendix - B North Texas Tollway Authority
Proposed All Funds Budget / Estimate by Account
FY 2010

Acct	Description	Administration	Board	Business Diversity	Communications/ Marketing	Customer Center	Finance
1610-1630 & 2910	Construction & Engineering Cost (1) 2910						
	2910 CIF Projects (2)						
	2910 RMF Projects (3)						
	5010 Salaries and Wages-Direct	919,004	115,061	385,136	1,017,068	8,974,964	2,773,404
	5011 Overtime					200,000	1,912
	5013 Salaries and Wages-Bonus						
	5014 Salaries and Wages-Comp Adj.						
	5020 Salaries and Wages-Internship						
	5030 Retirement Contributions	128,110	16,039	53,687	141,778	1,251,110	386,611
	5031 Retirement Contr.-Internship						
	5033 Retirement Contr.-Bonus						
	5034 Retirement Contr.-Comp. Adj.						
	5050 Travel Expenses	25,050	41,900	2,500	3,700	500	19,425
	5051 Meeting Expenses	5,000	99,800	1,500	2,210	14,000	
	5060 Employees' Training	3,500		2,000	23,400	28,320	17,825
	5070 Relocation of Personnel						
	5080 Uniforms					13,288	
	5090 TX Unemploy. Comp.Payments						
	5100 Police Services						
	5101 Police services, direct purchase						
	5110 General Consultant Fees	275,000			125,000		
	5120 Traffic Engineering Fees						2,590,000
	5130 Legal Fees						
	5140 Auditing Fees						
	5150 Trustee Fees						151,525
	5160 Tuition Reimbursement						
	5170 Public Information Fees				275,000		
	5180 Armored Car Services						
	5190 Professional Fees	260,500			585,000	3,264,665	5,979,480
	5200 Mobile Equipment Expense						
	5300 Repair/Maint. Off.Furn&Equip.						
	5310 TollTags and Supplies					3,986,143	
	5360 Small Tools and Shop Supplies						
	5370 Outside Maintenance Services					13,061	
	5380 Rental of Equipment					92,668	144,000
	5390 Rent					95,800	
	5400 Postage					3,005,978	30,000
	5410 Telecommunications						
	5420 Printing/Office Supplies	6,000	20,160	3,500	9,450	102,883	105,700
	5430 Dues & Subscriptions	34,350		44,180	23,400	1,670	9,110
	5440 Recruitment						
	5450 Materials and Supplies				3,000	72,830	
	5470 Freight and Express	3,200	10,500	250	500	860	3,215
	5490 Uncollectible Damage Claims						
	5550 Newspaper Notices						24,000
	5560 Credit Card Fees					6,127,493	
	5600 Computer Software						
	5620 Maps & Pamphlets				245,000		
	5650 Magazine & Newspaper Ad.				235,000		
	5660 Television & Radio				540,000		
	5670 Prints & Photographic Supplies				15,500		
	5680 Promotional Expenses			21,700	118,000		
	5780 Security Services						
	5800 Electric Service						
	5820 Gas						
	5830 Water						
	5840 Temporary Contract Labor						
	5860 Safety Program						
	5901 Insurance Premiums						
	5940 Group Hospitalization						
	5950 Workers' Comp. & Emprls. Liab.						
	5981 Employee Benefits Liability						
	5986 Liability Claims						
Total		1,659,714	303,460	514,453	3,363,006	27,246,233	12,236,207

(1) for details see 145-151
(2) for details see 135-137

(3) for details see 127-128

Appendix - B North Texas Tollway Authority
Proposed All Funds Budget / Estimate by Account
FY 2010

Acct	Description	Government Affairs	Human Resources	Information Technologies	Internal Audit	Legal Services	Maintenance
1610-1630 & 2910	Construction & Engineering Cost (1)			353,500			
	2910 CIF Projects (2)			19,704,000			12,199,992
	2910 RMF Projects (3)		650	1,923,549			23,863,850
	5010 Salaries and Wages-Direct	300,385	908,819	3,887,544	647,452	571,114	8,186,036
	5011 Overtime		1,131	44,200			264,223
	5013 Salaries and Wages-Bonus						
	5014 Salaries and Wages-Comp Adj.		1,198,155				
	5020 Salaries and Wages-Internship		35,040				
	5030 Retirement Contributions	41,874	126,689	541,924	90,255	79,613	1,141,133
	5031 Retirement Contr.-Internship		1,402				
	5033 Retirement Contr.-Bonus						
	5034 Retirement Contr.-Comp. Adj.		167,023				
	5050 Travel Expenses	24,500	5,235	11,000	14,114	5,050	13,400
	5051 Meeting Expenses	3,000	4,500				5,684
	5060 Employees' Training		150,040	38,975	19,930	8,000	95,265
	5070 Relocation of Personnel		10,000				
	5080 Uniforms						143,161
	5090 TX Unemploy. Comp.Payments		450,000				
	5100 Police Services						
	5101 Police services, direct purchase						
	5110 General Consultant Fees						
	5120 Traffic Engineering Fees						
	5130 Legal Fees					7,150,000	
	5140 Auditing Fees				230,000		
	5150 Trustee Fees						
	5160 Tuition Reimbursement		33,750				
	5170 Public Information Fees						
	5180 Armored Car Services						
	5190 Professional Fees	210,000	81,100	100,000			995,110
	5200 Mobile Equipment Expense						1,353,100
	5300 Repair/Maint. Off.Furn&Equip.						15,000
	5310 TollTags and Supplies						
	5360 Small Tools and Shop Supplies						85,592
	5370 Outside Maintenance Services		400	4,904,625			5,965,708
	5380 Rental of Equipment						143,722
	5390 Rent						372,000
	5400 Postage						
	5410 Telecommunications			715,044			
	5420 Printing/Office Supplies	2,000	10,834	150,070	5,750	24,700	17,060
	5430 Dues & Subscriptions	4,696	26,669	6,510	5,830	11,511	19,445
	5440 Recruitment		36,615				
	5450 Materials and Supplies			51,800			2,057,400
	5470 Freight and Express	500	700		500	500	2,400
	5490 Uncollectible Damage Claims						67,500
	5550 Newspaper Notices						18,000
	5560 Credit Card Fees						
	5600 Computer Software			2,759,016			
	5620 Maps & Pamphlets	1,500					
	5650 Magazine & Newspaper Ad.		8,000				
	5660 Television & Radio						
	5670 Prints & Photographic Supplies						
	5680 Promotional Expenses	1,000	4,000				
	5780 Security Services						
	5800 Electric Service						2,016,000
	5820 Gas						103,900
	5830 Water						463,000
	5840 Temporary Contract Labor		25,000				
	5860 Safety Program						
	5901 Insurance Premiums						
	5940 Group Hospitalization		9,559,561				
	5950 Workers' Comp. & Emprls. Liab.		422,797				
	5981 Employee Benefits Liability		370				
	5986 Liability Claims						
Total		589,455	13,268,480	35,191,757	1,013,831	7,850,488	59,607,681

(1) for details see 145-151
(2) for details see 135-137

(3) for details see 127-128

Appendix - B North Texas Tollway Authority
Proposed All Funds Budget / Estimate by Account
FY 2010

Acct	Description					
		Operations	Project Delivery	System & Incident Management	Toll Collection	Vault
1610-1630 & 2910	Construction & Engineering Cost (1)		822,950,000			
	2910 CIF Projects (2)	9,376,100	60,550,000			
	2910 RMF Projects (3)					
	5010 Salaries and Wages-Direct	351,586	1,850,320	3,262,647	5,767,927	692,882
	5011 Overtime			11,828	5,000	15,000
	5013 Salaries and Wages-Bonus					
	5014 Salaries and Wages-Comp Adj.					
	5020 Salaries and Wages-Internship					
	5030 Retirement Contributions	49,011	257,935	454,813	804,049	96,588
	5031 Retirement Contr.-Internship					
	5033 Retirement Contr.-Bonus					
	5034 Retirement Contr.-Comp. Adj.					
	5050 Travel Expenses	10,800	11,150		2,600	
	5051 Meeting Expenses	600			300	
	5060 Employees' Training		7,500	11,355	27,200	
	5070 Relocation of Personnel					
	5080 Uniforms			49,232	24,764	8,490
	5090 TX Unemploy. Comp.Payments					
	5100 Police Services			3,568,370		
	5101 Police services, direct purchase			6,000		
	5110 General Consultant Fees		52,795,000			
	5120 Traffic Engineering Fees					
	5130 Legal Fees					
	5140 Auditing Fees					
	5150 Trustee Fees					
	5160 Tuition Reimbursement					
	5170 Public Information Fees					
	5180 Armored Car Services					66,504
	5190 Professional Fees	810,000		408,068		
	5200 Mobile Equipment Expense					
	5300 Repair/Maint. Off.Furn&Equip.					
	5310 TollTags and Supplies					
	5360 Small Tools and Shop Supplies					
	5370 Outside Maintenance Services				7,322	15,300
	5380 Rental of Equipment					
	5390 Rent					
	5400 Postage					
	5410 Telecommunications					
	5420 Printing/Office Supplies	600	5,000	12,394	20,000	1,500
	5430 Dues & Subscriptions	12,000	4,800	986		
	5440 Recruitment					
	5450 Materials and Supplies			82,015	25,000	15,500
	5470 Freight and Express	1,200	2,000	2,110		1,950
	5490 Uncollectible Damage Claims					
	5550 Newspaper Notices					
	5560 Credit Card Fees					
	5600 Computer Software					
	5620 Maps & Pamphlets					
	5650 Magazine & Newspaper Ad.					
	5660 Television & Radio					
	5670 Prints & Photographic Supplies					
	5680 Promotional Expenses					
	5780 Security Services			65,541		
	5800 Electric Service					
	5820 Gas					
	5830 Water					
	5840 Temporary Contract Labor					
	5860 Safety Program			23,498		
	5901 Insurance Premiums			720,923		
	5940 Group Hospitalization					
	5950 Workers' Comp. & Emplrs. Liab.					
	5981 Employee Benefits Liability					
	5986 Liability Claims			35,120		
	Total	10,611,897	938,433,705	8,714,900	6,684,162	913,714

(1) for details see 145-151

(3) for details see 127-128

(2) for details see 135-137

Appendix - B North Texas Tollway Authority
Proposed All Funds Budget / Estimate by Account
FY 2010

Acct	Description	2010 Budget/ Estimate Total	2009 Amended Budget/Estimate Total	Increase or (Decrease)	
				Amount	Percent
1610-1630 & 2910	Construction & Engineering Cost (1)	823,303,500	627,001,313	196,302,187	31.31%
	2910 CIF Projects (2)	101,830,092	30,031,786	71,798,306	239.07%
	2910 RMF Projects (3)	25,788,049	26,286,116	(498,067)	(1.89%)
	5010 Salaries and Wages-Direct	40,611,349	37,508,321	3,103,028	8.27%
	5011 Overtime	543,294	456,885	86,409	18.91%
	5013 Salaries and Wages-Bonus	-	-	-	0.00%
	5014 Salaries and Wages-Comp Adj.	1,198,155	1,999,517	(801,362)	(40.08%)
	5020 Salaries and Wages-Internship	35,040	35,040	-	0.00%
	5030 Retirement Contributions	5,661,219	5,048,614	612,605	12.13%
	5031 Retirement Contr.-Internship	1,402	1,402	-	0.00%
	5033 Retirement Contr.-Bonus	-	-	-	0.00%
	5034 Retirement Contr.-Comp. Adj.	167,023	269,137	(102,114)	(37.94%)
	5050 Travel Expenses	190,924	280,203	(89,279)	(31.86%)
	5051 Meeting Expenses	136,594	123,600	12,994	10.51%
	5060 Employees' Training	433,310	502,413	(69,103)	(13.75%)
	5070 Relocation of Personnel	10,000	40,000	(30,000)	(75.00%)
	5080 Uniforms	238,935	267,457	(28,522)	(10.66%)
	5090 TX Unemploy. Comp.Payments	450,000	329,000	121,000	36.78%
	5100 Police Services	3,568,370	1,934,027	1,634,343	84.50%
	5101 Police services, direct purchase	6,000	13,420	(7,420)	(55.29%)
	5110 General Consultant Fees	53,195,000	80,162,016	(26,967,016)	(33.64%)
	5120 Traffic Engineering Fees	2,590,000	3,295,000	(705,000)	(21.40%)
	5130 Legal Fees	7,150,000	4,700,000	2,450,000	52.13%
	5140 Auditing Fees	230,000	310,000	(80,000)	(25.81%)
	5150 Trustee Fees	151,525	41,600	109,925	264.24%
	5160 Tuition Reimbursement	33,750	40,000	(6,250)	(15.63%)
	5170 Public Information Fees	275,000	198,000	77,000	38.89%
	5180 Armored Car Services	66,504	66,504	-	0.00%
	5190 Professional Fees	12,693,923	11,347,527	1,346,396	11.87%
	5200 Mobile Equipment Expense	1,353,100	1,464,427	(111,327)	(7.60%)
	5300 Repair/Maint. Off.Furn&Equip.	15,000	15,000	-	0.00%
	5310 TollTags and Supplies	3,986,143	2,030,400	1,955,743	96.32%
	5360 Small Tools and Shop Supplies	85,592	51,850	33,742	65.08%
	5370 Outside Maintenance Services	10,906,416	11,405,206	(498,790)	(4.37%)
	5380 Rental of Equipment	380,390	283,217	97,173	34.31%
	5390 Rent	467,800	452,800	15,000	3.31%
	5400 Postage	3,035,978	1,423,032	1,612,946	113.35%
	5410 Telecommunications	715,044	477,817	237,227	49.65%
	5420 Printing/Office Supplies	497,601	1,201,020	(703,419)	(58.57%)
	5430 Dues & Subscriptions	205,157	124,010	81,147	65.44%
	5440 Recruitment	36,615	90,000	(53,385)	(59.32%)
	5450 Materials and Supplies	2,307,545	2,378,172	(70,627)	(2.97%)
	5470 Freight and Express	30,385	24,900	5,485	22.03%
	5490 Uncollectible Damage Claims	67,500	67,500	-	0.00%
	5550 Newspaper Notices	42,000	42,800	(800)	(1.87%)
	5560 Credit Card Fees	6,127,493	6,574,355	(446,862)	(6.80%)
	5600 Computer Software	2,759,016	1,790,133	968,883	54.12%
	5620 Maps & Pamphlets	246,500	266,000	(19,500)	(7.33%)
	5650 Magazine & Newspaper Ad.	243,000	385,000	(142,000)	(36.88%)
	5660 Television & Radio	540,000	625,000	(85,000)	(13.60%)
	5670 Prints & Photographic Supplies	15,500	15,000	500	3.33%
	5680 Promotional Expenses	144,700	225,080	(80,380)	(35.71%)
	5780 Security Services	65,541	118,250	(52,709)	(44.57%)
	5800 Electric Service	2,016,000	2,650,150	(634,150)	(23.93%)
	5820 Gas	103,900	124,175	(20,275)	(16.33%)
	5830 Water	463,000	481,000	(18,000)	(3.74%)
	5840 Temporary Contract Labor	25,000	725,000	(700,000)	(96.55%)
	5860 Safety Program	23,498	31,947	(8,449)	(26.45%)
	5901 Insurance Premiums	720,923	620,037	100,886	16.27%
	5940 Group Hospitalization	9,559,561	8,220,000	1,339,561	16.30%
	5950 Workers' Comp. & Emprls. Liab.	422,797	400,407	22,390	5.59%
	5981 Employee Benefits Liability	370	370	-	0.00%
	5986 Liability Claims	35,120	23,415	11,705	49.99%
	Total	1,128,203,143	877,096,368	251,106,775	28.63%

(1) for details see 145-151
(2) for details see 135-137

(3) for details see 127-128

Appendix - C **BUDGET POLICY AND PROCESS**

Introduction

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

Budgets Overview

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

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

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

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

Cash Balances

The Trust agreement requires that some funds maintain a cash balance. These cash balances contain both cash on deposit and investments held in the fund. (See Financial Policy page 173) The Operations and Maintenance Fund is required to maintain a cash balance equal to one-sixth (1/6) of the total operating budget amount for the then current fiscal year, plus all prior accruals for insurance and other periodic or regularly recurring expenses. The Reserve Maintenance Fund is required to maintain a reserve balance of \$5,000,000.

Management has determined that it is prudent to retain funds within the Capital Improvement Fund as insurance against unanticipated needs. During 2010, the Authority's Executive Management will request that the Board of Directors approve a \$5,500,000 as the initial reserve in the CIF, with the goal of accumulating a reserve amount over the next five years as funds are available equal to three months of operations or \$25,000,000. With the issuance of subordinated CIF debt, a larger reserve may be considered. Use of this reserve will require specific action by the Board.

Budget Policy

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

Section 505. Preliminary Budget of Current Expenses, and Payments into Reserve Maintenance Fund; Hearing on Budget; Annual Budget; Failure to Adopt Annual Budget; Amended or Supplemental Annual Budget; Payments for Maintenance, Repair, and Operations. The Authority covenants that on or before the 60th day prior to the end of each Fiscal Year it will adopt a preliminary budget of Current Expenses and payments into the Reserve Maintenance Fund for the ensuing Fiscal Year. Copies of each such preliminary budget shall be filed with the Trustee and mailed to the Consulting Engineers and each bondholder who shall have filed his name and address with the Board Representative designated for such purpose, which shall initially be the Chief Financial Officer of the Authority.

If the holders of at least five percent (5%) in aggregate principal amount of the bonds then outstanding shall so request in writing on or before the 60th day prior to the end of any Fiscal Year, the Authority shall hold a public hearing on or before the 30th day prior to the end of such Fiscal Year at which any bondholder may appear in person or by agent or attorney and present any objections he may have to the final adoption of such budget. Notice of the time and place of such hearing shall be mailed,

at least ten (10) days before the date fixed by the Authority for the hearing, to the Trustee, the Consulting Engineers, and each bondholder who shall have filed his name and address with the Board Representative designated for such purpose, which shall initially be the Chief Financial Officer of the Authority. The Authority further covenants that on or before the first day of each Fiscal Year it will finally adopt the budget of Current Expenses and payments into the Reserve Maintenance Fund for such Fiscal Year (hereinafter sometimes called the "Annual Budget"). Copies of the Annual Budget shall be filed with the Trustee and mailed to the Consulting Engineers and each bondholder who shall have filed his name with the Board Representative designated for such purpose, which shall initially be the Chief Financial Officer of the Authority.

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

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

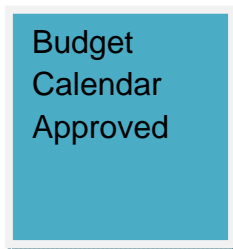
The Authority covenants that all payments for maintenance, repair and operation in any Fiscal Year will not exceed the reasonable and necessary amount required therefore, and that it will not expend any amount or incur any obligations for maintenance, repair, and operation in excess of the amounts provided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

Section 506. Payment of Current Expenses from Operation and Maintenance Fund. The special fund held by the Authority and created and designated "Tollway Operation and Maintenance Fund" (hereinafter sometimes called the "Operation and Maintenance Fund") under the Original Agreement is hereby reaffirmed. On or before the first day of each month the Trustee shall withdraw from the Revenue Fund and deposit to the credit of the Authority in the Operation and Maintenance Fund, on written request of the Authority, an amount which the Chairman or Vice Chairman and the Chief Financial Officer shall certify to be required to make the total amount in the Operations and Maintenance Fund equal to one-sixth (1/6) of the amount of the total Current Expenses scheduled for the then current Fiscal Year in the then current Annual Budget, plus all prior accruals for insurance and other periodic or regularly recurring expenses. All Current Expenses shall be paid directly by the Authority by drawing checks or drafts on the Operation and Maintenance Fund in such manner as may be determined by the Authority and such Fund shall be used for no other purpose.

The complete Amended and Restated Trust Agreement is available at www.ntta.org/AboutUs/News/

Budget Process

March



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



April



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



May - June

Individual
Departments
Prepare
Budgets

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



July

Department
Budgets
Submitted &
Reviewed

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



July - Aug

Preliminary
Budget
Submitted to
Executive
Management

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

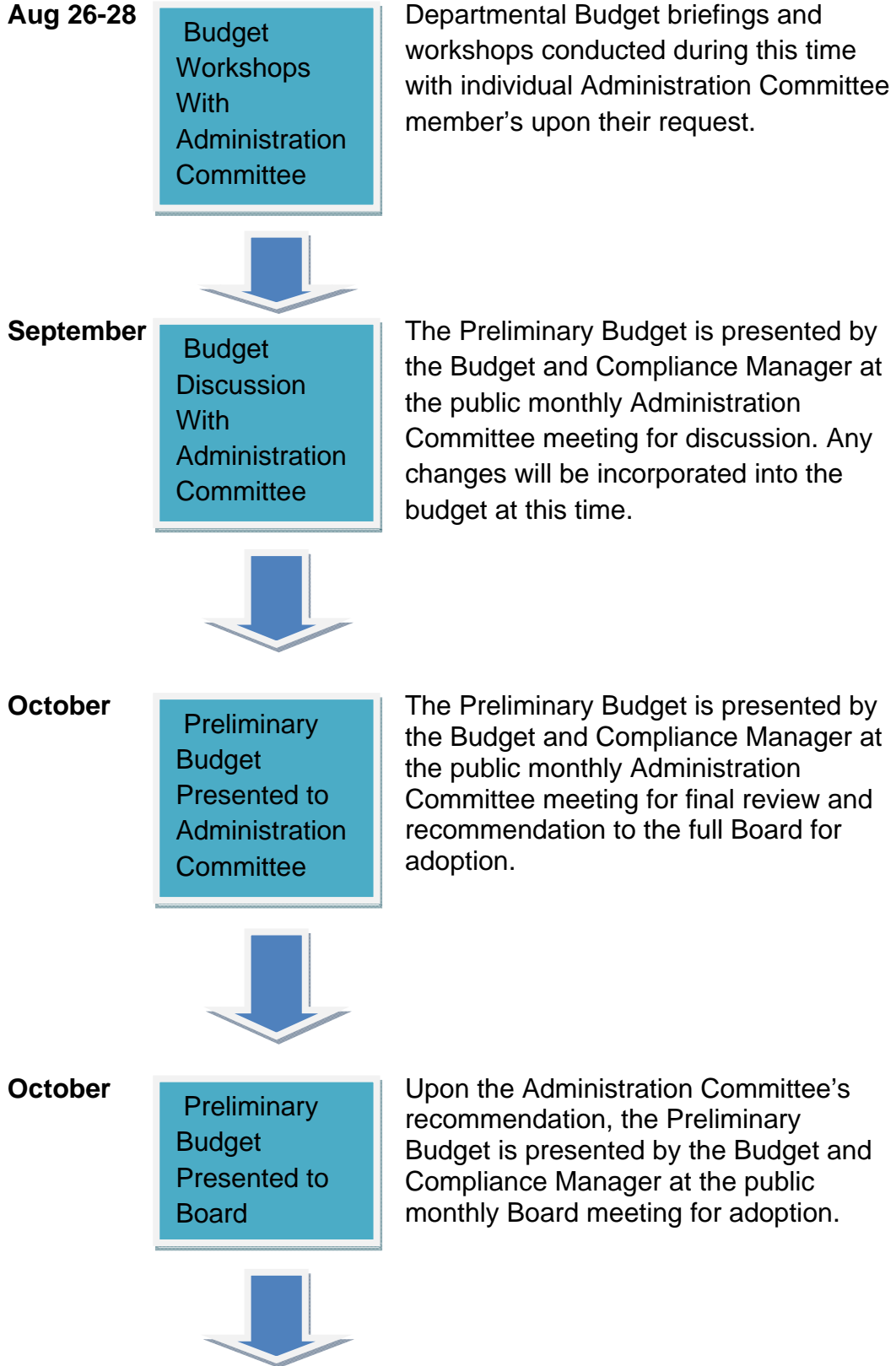


August

Preliminary
Budget Sent to
Administration
Committee &
Board

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





October

Adopted
Preliminary
Budget
Distributed

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



December

Final Budget
Presented to
Administration
Committee

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



December

Final Budget
Presented to
Board

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



December

Adopted Final
Budget
Distributed

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

Appendix - D **FY 2010 Budget Calendar**

Date	Event
Monday, April 27, 2009	Request updated fees and revenues from consultants
Tuesday, May 12, 2009	Executive Director's 2010 Budget Retreat to discuss Budget Priorities, including compensation and benefits
Monday, May 25, 2009	Responses from consultants due to Finance Department
May 25-29, 2009	Finance Department meetings with individual department heads
Friday, June 05, 2009	Administration Committee discussion of compensation and benefits
Tuesday, July 14, 2009	Departmental budgets due to Finance, including organizational charts, overviews, new initiatives, detailed listing of projects
Thursday, July 24, 2008	Preliminary budgets distributed to Senior Management
August 3-6, 2009	Departmental meetings with Senior Management, Finance
Friday, August 21, 2009	Preliminary Budget delivered to Administration Committee/Board Members
September 01-03, 2009	Administration Committee Budget Workshop (Departmental Presentations)
Friday, September 04, 2009	Administration Committee/Preliminary Budget Discussion
Friday, October 02, 2009	Administration Committee/Preliminary Budget Recommendation
Wednesday, October 21, 2009	Board Meeting/Preliminary Budget Approval
Wednesday, December 16, 2009	Board Meeting/Final Budget Approval
Assumes Friday Administration Committee meetings	

Appendix - E **FINANCIAL POLICIES**

Introduction

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

Basis of Accounting

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

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

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

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

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

The costs of studies funded by the Feasibility Study Fund are deferred until such time as the feasibility of the project is determined. If the project is pursued, the Feasibility Study Fund is reimbursed for related study costs from the proceeds of the project's bond issue. However, the study costs associated with projects determined to be

unfeasible are removed from the statement of assets and liabilities and written off to expense when approved by the Executive Director.

(a) Restricted Assets

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

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

- Construction and Property Fund** – The Construction and Property Fund was created to account for that portion of the proceeds from the sale of the Authority Revenue Bonds, which were required to be deposited with the trustee in order to pay all costs of construction. There also may be deposited in the Construction and Property Fund any monies received from any other source for paying the cost of the Authority.
- Revenue Fund** – The Revenue Fund was created to account for all revenues (all tolls, other revenues, and income) arising or derived by the Authority from the operation and ownership of the Authority. All revenues of this fund are distributed to other funds in accordance with the Trust Agreement.
- Operation and Maintenance Fund** – The Operation and Maintenance Fund (OMF) was created to account for and pay current operating expenses of the Authority.
- Reserve Maintenance Fund** – The Reserve Maintenance Fund was created to account for those expenses of maintaining the Authority that do not recur on an annual or shorter basis. As defined in the Trust Agreement, such items include repairs, painting, renewals, and replacements necessary for safe or efficient operation of the Authority or to prevent loss of revenues, engineering expenses relating to the functions of the Authority, equipment, maintenance expenses, and operating expenses not occurring at annual or shorter periods.
- Capital Improvement Fund** – The Capital Improvement Fund (CIF) was created to account for the cost of repairs, enlargements, extensions, resurfacing, additions, renewals, improvements, reconstruction and replacements, capital expenditures, engineering, and other expenses relating to the powers or

functions of the Authority in connection with the Authority, or for any other purpose now or hereafter authorized by law. This CIF fund will also be combined with a revolving fund, called the Feasibility Study Fund to use only to pay the expenses of studying the cost and feasibility and any other expenses relating to; (1) the preparation and issuance of bonds for the acquisition and construction of a proposed turnpike project for the Authority; (2) the financing of the improvement, extension or expansion of an existing turnpike or Authority; (3) private participation, as authorized by law, in the financing of a proposed turnpike project or Authority, the refinancing of an existing turnpike project or Authority or the improvement, extension or expansion of a turnpike project or Authority.

- First, Second and Third Tier; Bond Interest Accounts** – The Bond Interest Accounts were created to account for the payment of the interest requirements of the revenue bonds.
- First, Second and Third Tier; Reserve Accounts** – The Reserve Accounts were created for the purpose of paying interest and principal of the bonds whenever and to the extent that the monies held for the credit of the Bond Interest Accounts and the Redemption Accounts shall be insufficient for such purpose. The required reserve is an amount equal to the average annual debt service requirements of all bonds outstanding.
- First, Second and Third Tier; Redemption Accounts** – The Redemption Accounts were created to account for the payment of the annual principal requirements of the revenue bonds.
- DFW Turnpike Transition Trust Fund** – The Trust Fund is used to fund post-employment healthcare benefits for retire employees of the Dallas-Fort Worth Turnpike.

(b) Cash and Investments

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

(C) Capital Assets

All capital assets are stated at historical cost, except for donated assets, which are valued at the estimated fair value of the item at the date of its donation. This includes costs for infrastructure assets (right-of-way, highways, bridges, and highways and

bridges substructures), toll equipment, buildings, land, toll facilities; other related costs, including software and property and equipment with a value greater than \$5,000.

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

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

(d) Compensated Absences

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

(e) Deferred Amount on Refunding of Revenue Bonds

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

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

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

(g) Arbitrage Rebate Payable

The Tax Reform Act of 1986 imposed additional restrictive regulations, reporting requirements, and arbitrage rebate liability on issuers of tax-exempt debt. This represents interest earnings on bond proceeds in excess of amounts allowed under the

Act. This Act requires the remittance to the Internal Revenue Service (IRS) of 90% of the cumulative arbitrage rebate within 60 days of the end of each five-year reporting period following the issuance of governmental bonds.

(h) Estimates

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

(i) Debt Service Requirements

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

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

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

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

The Authority also covenants that, until the bonds and the interest thereon shall have been paid or provision for such payment shall have been made, none of the revenues of the Tollway will be used for any purpose other than as provided in the Trust Agreement

and no contract or contracts will be entered into or any action taken by which the rights of the Trustee or of the bondholders will be impaired or diminished, except as provided in the Trust Agreement.

(j) Financial Reporting Requirements

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

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

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

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

The Authority further covenants that during the month following the end of each Fiscal Year it will cause an audit to be made of its books and accounts relating to the Tollway for the previous Fiscal Year by an independent certified public accountant of recognized ability and standing. Promptly thereafter reports of each audit shall be filed with the Authority and the Trustee, and copies of such report shall be mailed by the Authority to the Consulting Engineers, the Traffic Engineers, and each bondholder who shall have filed his name with the Board Representative designated for such purpose, which shall initially be the Chief Financial Officer of the Authority. Each such audit shall set forth in respect to the preceding Fiscal Year the same matters as are hereinabove required for the monthly reports, and also the findings of such certified public accountants whether the moneys received by the Authority under the provisions of the Trust Agreement have been applied in accordance with the provisions of the Trust Agreement. Such monthly

reports and annual audit reports shall be open to the inspection of the bondholders and their agents and representatives.

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

Appendix - F **DEBT POLICY**

Philosophy

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

Purposes for which debt may be issued

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

Limitations on level of indebtedness

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

Credit objectives

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

Permissible types of debt

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

Allowable debt structures

- Term of debt may not exceed expected useful life of the project or equipment financed, and in no case may exceed 40 years
- Debt service structure shall correspond to estimated net revenue stream
- Use of specific structural elements (zero-coupon bonds, capital appreciation bonds, subordinate lien bonds, swaps, forward delivery, derivatives, etc) will be based on analysis and recommendation of staff, financial advisor, senior underwriter and bond counsel.

Appendix - G **MAJOR REVENUE SOURCE**

Toll revenue collected on the System is the Authority's major source of revenue. It accounted for \$377,132,800 of the 2010 Operating Budget's total estimated revenues, or 92.0%.

Toll Revenue

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

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

The toll rates on the System depend on the method of collection. TollTag rates are 14.5 cents per mile on the Dallas North Tollway, the President George Bush Turnpike and the Sam Rayburn Tollway. They are aligned with the regional toll rate adopted by the Regional Transportation Council in April 2006. TollTag rates are 50 cents per one way trip on both Mountain Creek Lake Bridge and Addison Airport Toll Tunnel, and \$1 on Lewisville Lake Toll Bridge. Cash and ZipCash rates on all facilities are 50% more than the TollTag rates with a minimum difference of 20 cents in 2009. The premium reflects the higher costs of collection for cash and ZipCash.

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

The schedule below shows WSA’s annual toll revenue estimates for the System, over the next five years. Annual toll revenue growth is expected to average 8.3% per year between 2010 and 2020.

Estimated NTTA System Annual Toll Revenue					
Roadway	2010	2011	2012	2013	2014
DNT	168,535,000	174,547,800	189,226,700	201,487,100	213,569,400
PGBT	135,324,000	147,638,100	160,023,000	170,413,600	179,893,800
AATT	876,000	860,800	914,700	950,800	991,400
MCLB	1,876,400	1,486,900	1,666,400	1,796,000	1,900,600
LLTB	5,169,300	7,191,600	9,046,000	10,905,000	11,793,100
PGBT EE	-	923,840	13,709,680	18,433,920	22,846,960
SRT	65,352,100	85,559,900	102,403,100	114,725,300	125,776,400
System Totals	377,132,800	418,208,940	476,989,580	518,711,720	556,771,660

The above estimated revenue numbers include the following assumptions.

NTTA System Tolling (Excluding SRT and PGBT EE)

- Toll rate for two-axle vehicles with TollTags is \$0.145 per mile for the DNT and PGBT (Segments I through V) starting September 1, 2009. Toll rate is increased 2.75% per year thereafter, with toll adjustments made every two years commencing July 1, 2011.
- Toll rate for two-axle vehicles with TollTags is \$0.50 for the MCLB and the AATT starting September 1, 2009 and \$1.00 for LLTB upon opening. Toll rate is increased 2.75% per year thereafter, with toll adjustments made every two years commencing July 1, 2011.
- The cash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greater of (a) 50% of the TollTag toll or (b) 20 cents per transaction on September 1, 2009, increased 2.75% per year on each July 1 thereafter. Cash tolls are rounded to the next highest nickel.
- Video toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greater of (a) 50% of the TollTag toll or (b) 20 cents per transaction on September 1, 2009, increased 2.75% per year on each July 1 thereafter, for DNT, PGBT, MCLB, AATT and LLTB when All-ETC starts on any portion of these facilities.
- Tolls charged to users at any tolling location are rounded to the next highest penny after the implementation of the All-ETC configuration at that location.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.

SRT Tolling

- Toll rate for two-axle vehicles with TollTags is \$0.145 per mile starting September 1, 2009, and thereafter toll rates shall be determined in accordance with the SRT Project Agreement, as amended, and shall be the maximum rates allowed under the SRT Project Agreement, as amended.
- Video toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greater of (a) 50% of TollTag toll or (b) 20 cents per transaction on September 1, 2009, increased 2.75% per year on each July 1 thereafter.
- Tolls charged to users at any tolling location are rounded to the next highest penny.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting on the SRT, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.

PGBT EE Tolling

- The Construction, Operation and Maintenance Agreement for the PGBT EE between the Authority and TxDOT dated December 5, 2007, (the "*EE Project Agreement*") provides for a supplemental toll on the PGBT EE (the "*Regional Toll*") to be collected by the Authority and held in trust for TxDOT for the benefit of the North Central Texas region. The Regional Toll and the toll charged by the NTTA (the "*NTTA Toll*") together constitute the publicly announced toll (the "*Unified Toll*"), but the Regional Toll will not constitute or be considered as the property or revenues of the Authority or the NTTA System.
- The Unified Toll rate for two-axle vehicles with TollTags is \$0.145 per mile as of September 1, 2009. The NTTA Toll rate for two-axle vehicles with TollTags is \$0.116 per mile for PGBT EE as of September 1, 2009. The Regional Toll rate for two-axle vehicles with TollTags is \$0.029 per mile for PGBT EE as of September 1, 2009. The Unified Toll rate for two-axle vehicles with TollTags is increased 3.0% per year thereafter, with toll adjustments made July 1, 2011 and every two years thereafter. Unified TollTag tolls for two-axle vehicles with TollTags at any tolling location are rounded to the next highest nickel. The ratio between the NTTA Toll and the Unified Toll remains constant at 80 percent.
- Toll rates shall be subject to the assumptions, qualifications and agreements set forth in Section 21 of the EE Project Agreement, as amended (as so amended, the "*Amended EE Project Agreement*").
- Video toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greater of (a) 50% of TollTag toll or (b) 20 cents per transaction on September 1, 2009, increased 3.0% per year on each July 1 thereafter. The video toll for two-axle vehicles with TollTags at any tolling location is rounded to the next highest nickel.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting on the PGBT EE, where “N” denotes the number of axles. For example, the

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

Revenue Distribution

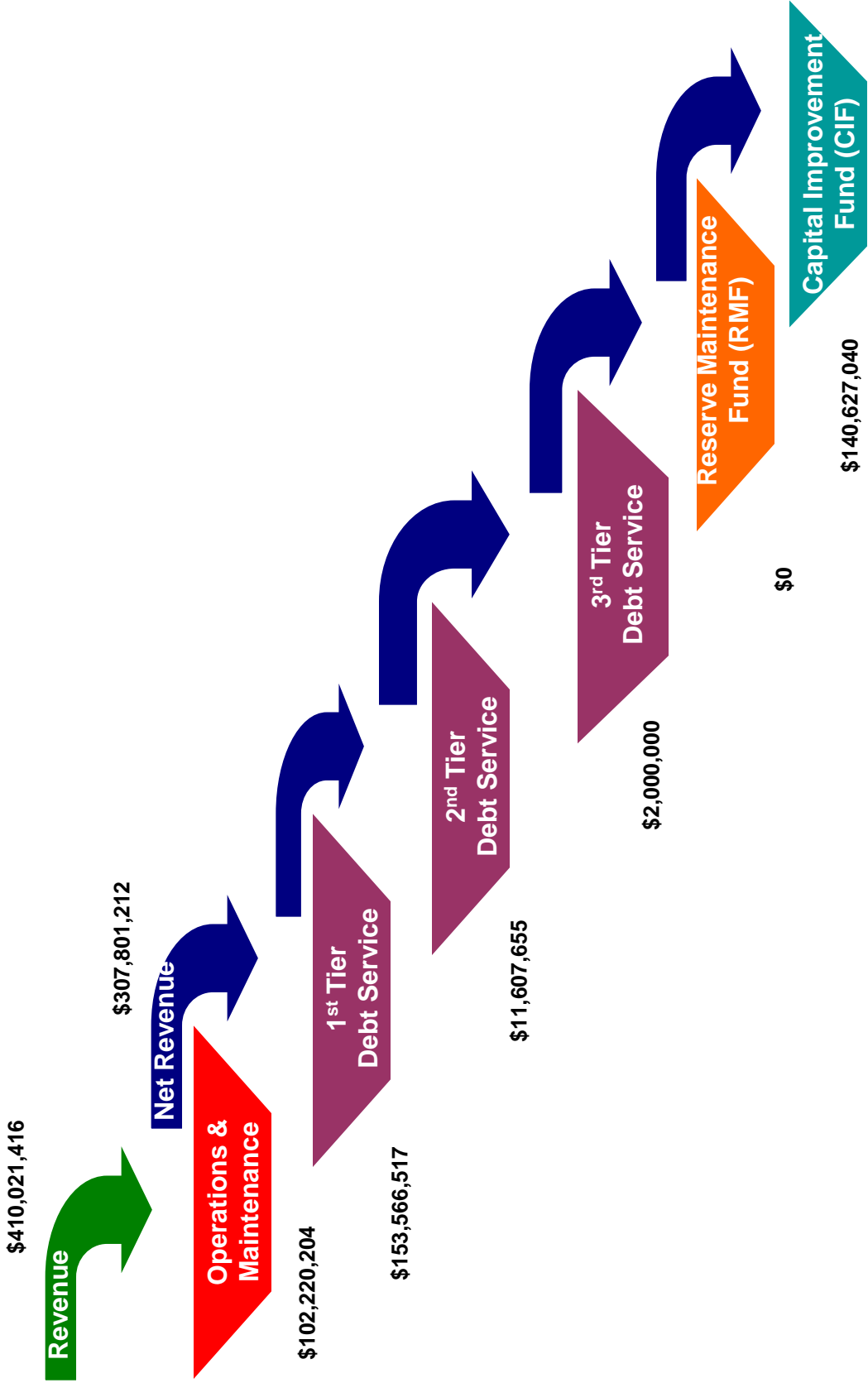
The Authority covenants that all gross revenues (all tolls, other revenue, and income) arising or derived by the Authority from the operation and ownership of the Tollway (excepting investment income from all Funds and Accounts other than the Revenue Fund) will be collected by the Authority and deposited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

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.

Appendix - H NTTA System Flow of Funds Cash Flow Waterfall - 2010



APPENDIX – I TRAFFIC AND TOLL REVENUE ESTIMATION ASSUMPTIONS

The traffic and revenue (T&R) estimates for the NTTAS facilities in 2010 are based on the following assumptions, which are the background assumptions in the “NTTA System Investment Grade Traffic and Toll Revenue Study” dated July 2009.

TOLL RATE ASSUMPTIONS:

- NTTA System toll rates that were approved by the NTTA Board on July 16, 2009 were assumed for calculating the 2010 T&R estimates.

DEMOGRAPHIC / TRIP TABLE ASSUMPTIONS:

- WSA hired independent economists to review the demographic forecasts that were developed along the various regional toll corridors to estimate the impacts the current economic downturn would have on the demographic growth in the region. Weinstein, Clower and Associates (WCA) are regionally recognized experts on economic trends, growth projections and lead/lag indicators. Based on the recommendations of WCA’s report, WSA applied a “lag” to the projected population and employment growth in the revised demographics along the Sam Rayburn Tollway (SRT), SH 161 and Trinity Parkway corridors. A two-year lag was applied to demographics along the SRT and SH 161 corridors, a one-year lag was applied along the Trinity Parkway corridor and no changes were applied along other NTTA System corridors. Using these “lagged” demographics as an input to the DFW Regional Travel Model (DFWRTM) an alternate set of trip tables was generated for the T&R estimation. In addition, WSA applied an additional two-year lag to the trip tables to obtain a better validation of the travel demand model.

TOLLTAG TRANSACTION SHARES:

- The TollTag transaction shares are applied on a plaza by plaza basis and averages assumed for year 2010 are shown below:

Facility	TollTag Transaction Share
DNT	85 %
PGBT	83 %
SRT	75 %
AATT	86 %
MCLB	23 %
LLTB	68 %

TRUCK TRAFFIC SHARES:

- Truck traffic (greater than two axles) shares are applied on a plaza by plaza basis, and the averages assumed for year 2010 are shown below:

Facility	Truck Traffic Share
DNT	0.9 %
PGBT	1.1 %
SRT	2.5 %
AATT	0.6 %
MCLB	0.1 %
LLTB	3.0 %

ANNUAL REVENUE DAYS:

- The travel demand model employed by WSA to forecast traffic is a daily model meaning that the resulting traffic represents an average weekday for the year. In order to produce annual revenue estimates, the daily traffic and resulting revenue projections must be converted using a factor. “Annual revenue days” is a factor applied to convert the daily revenue to annual revenue. The ratio of weekend to weekday traffic on any facility is used to estimate the annual revenue days taking into account holidays and other non-normal days. Annual revenue days are applied on a plaza-by-plaza basis and assumed averages for each facility for year 2010 are shown below:

Facility	Annual Revenue Days
DNT	329
PGBT	322
SRT	343
AATT	306
MCLB	357
LLTB	328

LEAKAGE ASSUMPTIONS:

- A “leakage” factor is applied to the potential revenue from the TollTag, ZipCash and cash transactions to obtain estimated actual annual revenue collected by the NTTA System. Some of the contributing factors to the leakage are TollTag read failure, inactive credit cards linked to TollTag accounts, failure to capture license plate information in case of ZipCash transactions, inability to match with the DMV records in case of ZipCash transactions, non-payment of ZipCash invoices and violation notices, etc.
- TollTag Revenue Leakage in 2010: one percent.
- ZipCash Revenue Leakage in 2010: 53.1 percent. ZipCash revenue collection lag of three months is assumed.
- Cash Revenue Leakage in 2010: 25 percent.

RAMP-UP ASSUMPTIONS:

- “Ramp-up” factors are applied to the potential traffic on new toll facilities to account for the time needed for travelers to become aware of the new toll roads and the associated time savings. Ramp-up factors in 2010 on LLTB and SRT Segment 3 were assumed to be 70 percent and 80 percent, respectively.

APPENDIX – J TOLL REVENUE SENSITIVITIES

The 2010 T&R estimates included in the “NTTA System Investment Grade Traffic and Toll Revenue Study” dated July 2009 took into account not only the effects of the current economic downturn and the recently adopted toll rate adjustments but also the effects of other changes such as the early opening of SRT Segment 3, the delay in All-ETC implementation on DNT from 2010 to 2011, updated ZipCash recovery assumptions, etc.

In the October 2008 Official Statement (2008 K/L), the NTTA System 2010 toll revenue was expected to be \$384.3M (based on T&R estimates dated July 2008). This revenue estimate did not include effects of the current economic recession and other assumption changes as noted above and assumed the previous toll rate structure (two axle TollTag tolls of 12 cents per mile in 2010).

In July 2009, WSA estimated that the 2010 annual revenue would be \$333.6M under the previous toll rate structure while taking into consideration the effects of the economic recession and other updated assumptions. WSA estimated the year 2010 revenue under the recently adopted toll rate structure (two axle TollTag tolls of 14.5 cents per mile in 2010) to be \$377.1M. Therefore, in 2010 the updated assumptions including the economic recession but excluding the toll rate increase would result in a revenue loss of about \$50.7M compared to the toll revenue projections made in July 2008, equivalent to a 13.2 percent decrease in revenue from the previous projection. A majority of that revenue decrease can be attributed to the current economic downturn. However, compared to the revenue estimate dated July 2008, there will be an increase in toll revenue in year 2010 by about \$43.5M, due to the recently adopted toll rate adjustments. If no drop in traffic due to the toll elasticity impacts was assumed then the increase in revenue would have been \$57.2M. The net drop in year 2010 toll revenue due to the effects of the current economic downturn, toll rate increases and other assumption changes is about \$7.2M or 1.9 percent compared to the revenue estimates made in July 2008. The following table has a summary of the above revenue sensitivities for year 2010:

Revenue projected with previously adopted toll increases (2008 investment grade T&R report)	\$384,334,000	
Revenue loss from economic downturn	(\$47,336,800)	-12.3%
Revenue loss from ZipCash recovery and other assumption changes (under the old toll structure)	(\$3,370,700)	-0.9%
Net loss	(\$50,707,500)	-13.2%
Subtotal: Revised 2010 toll revenue projection (without considering effects of recent toll increase)	\$333,626,500	
Revenue increase from proposed toll rate increase (no elasticity impacts)	\$57,190,400	14.9%
Revenue loss elasticity effect from proposed toll rate increase	(\$13,684,100)	-3.6%
Net increase	\$43,506,300	11.3%
Total: 2010 toll revenue with proposed toll rate increase and other updated assumptions (2009 investment grade T&R report)	\$377,132,800	

Table 1: Year 2010 Toll Revenue Sensitivities

Appendix - K **LONG TERM FINANCIAL PLAN**

Introduction

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

Historically, the Authority has mainly concentrated on preparing budgets for the ensuing fiscal year. The process of developing a formal five-year capital plan was initiated in late 2009 and will be finalized by the third quarter of 2010. The All Funds Long Term Financial Projections (See page 192) included in this section is the initial result of this effort. The five-year plan will be adopted by the Board and any changes to the plan will require Board approval.

Revenue Fund Long Term Plan

The majority, about 92%, of the long term revenue plan is the toll revenue estimates provided by the Traffic and Revenue Engineers (See Major Revenue Source page 180). The estimated other revenues, about 8%, are provided by the Authority and include video tolling fees and other charges and estimated projected interest earnings at 3.00% on the First and Second Tier Debt Service Funds and an estimated balance of \$20 million in the Capital Improvement Fund. Total revenue growth is expected to average 10% per year between 2010 and 2014. All NTTA revenues on deposit in the Revenue Fund must be distributed to the other funds in accordance to the Trust Agreement (See Revenue Distribution page 183).

Operations and Maintenance Fund Long Term Plan

The operations and maintenance fund long term plan encompasses all the day-to-day expenses of operating the Authority. The majority of these expenditures are related to employee compensation, retirement, and health and well-fare benefits; which account for about 47% of operating cost (See 2010 Final Operating Budget Overview: Introduction, Personnel comparison 2010 to 2009 Budget, Staffing and Personnel Issues, and 2010 Expenditures. Pages 11-13.)

The estimated operating expenses for the base year, or Budget 2010, are prepared by the individual departments and compared to the General Consultant Engineers (Currently HNTB Corporation) estimated amount. The 2011 to 2014 estimated operating expenses are provided by HNTB. The operating expenses are expected to increase an average of 5% per year between 2010 and 2014. The highest increase in 2012 corresponds to one full year of PGBT EE being open for operations.

The Operations and Maintenance Fund is funded from the Revenue Fund. This means that the required revenues to match expenditures and maintain the required balance will be transferred to the fund (See Revenue Distribution page 183 and Cash Balances page 164).

Debt Service Funds Long Term Plan

The 1st, 2nd, and 3rd Tier Bond Interest and Redemption Funds are utilized to accumulate the amounts necessary to pay the principal and interest on debt as they become due. The long term plan estimates are provided by the Financial Advisor. The funds are funded from the Revenue Fund; which means that the revenues are expected to match the required debt service and will be transferred from the Revenue Fund (See Revenue Distribution page 183 and Debt Service page 175).

Reserve Maintenance Fund Long Term Plan

This is the Authority's long term plan for the renewal and replacement of capital assets. The Authority elected to use the Modified Approach to account for maintenance of the Authority's infrastructure assets. As required by the Trust Agreement, an annual inspection of the Authority's roadways is conducted by the Authority's General Engineering Consultant. This inspection provides an overall rating, indicating the average condition of all of the Authority's infrastructure assets (roadways, bridges, and facilities). The assessment of conditions is made by visual and mechanical tests designed to reveal any condition that would reduce user benefits below the maximum level of service. The Authority's goal is to maintain the Authority's infrastructure assets at a rating of 8 or better (1 to 10 scale), and has established a minimum level for GASB No. 34 purposes of a condition level of 6 or greater. These condition levels were adopted by the Board of Directors by Resolution No. 02-31 on June 19, 2002 and further clarified by Resolution No. 07-169 on December 19, 2008.

This annual inspection of the systems assets accounts for about 85% of the 2010 Budget expenditures. The replacement of information technology hardware and software accounts for another 8% (See detail of expenditures page 127-128). The projected amount for 2011 is the Authority's estimation based on what is currently known as of March 2010. This amount is escalated at an average annual 3% for the years 2012 to 2014. The 2011 through 2014 projected amounts will be adjusted based on the previous year inspection report.

The Reserve Maintenance Fund is funded from the Revenue Fund. This means that the required revenues to match expenditures and maintain the required balance will be transferred to the fund (See Revenue Distribution page 183 and Cash Balances page 164).

Capital Improvement Fund and CIF - Revolving Account/FSF Long Term Plan

The Capital Improvement Fund accounts for the Authority's long term plan for the enlargements, extensions, additions, improvements, reconstruction and replacement, and certain cost of repairs to the System. This fund receives a transfer from the Revenue Fund to the extent of any available excess revenues (See Revenue Distribution page 183). In addition, the Authority may issue bonds to finance these costs of the Capital Improvement Fund.

In the next five years, the Authority expects to issue approximately \$400 million of bonds secured by revenues deposited into the Capital Improvement Fund. These bonds will be subordinate to the Authority's Third Tier Bonds. The proceeds of the bonds are expected to finance a portion of the cost of developing SH 161 and Southwest Parkway /Chisholm Trail

(SWP/CT) The funding sources will be determined at this time. (See Other Potential Construction Funds Projects page 194).

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

In accordance with House Bill 749, an act of the 72nd Legislature of Texas, the Authority may transfer an amount from a surplus fund (currently Capital Improvement Fund) established for a turnpike project to the Feasibility Study Fund. However, the Authority may not transfer an amount that results in a balance in the surplus fund that is less than the minimum balance required in the trust agreement for that project, if any. The current Trust Agreement does not have a required minimum balance for the Capital Improvement Fund (See Cash Balances page 164).

Construction Funds and Other Potential Construction Projects Long Term Plan

The long term plans for constructing or acquiring toll projects for the Authority are contained in the Construction Funds. These funds are funded with bond proceeds and amounts from other sources that are specific for the project.

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

In addition, the Authority may issue additional debt to finance an upfront payment to TxDOT for SH 161 and the development and construction of SH 161 and SWP/CT, which debt would not be issued under the Trust Agreement and would not be secured by the NTTA System revenues, but would instead be issued under separate trust agreements. Neither SH 161 nor SWP/CT is expected to be added to the NTTA System in the foreseeable future. As of March 2010, the Authority has only agreed to undertake SH 161. Any agreement or decision to undertake the SWP/CT or any of the other potential construction projects will be subject to establishing the financial feasibility of the project. (See Other Potential Construction Projects page 194)

Appendix - L ALL FUNDS LONG TERM FINANCIAL PROJECTIONS

	Base Year		Year 2		Year 3		Year 4	
	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	2010	2011	2012	2013	2013	2014	2014	2014
REVENUE FUND*								
Estimated Beginning Available Balance	-	-	-	-	-	-	-	-
REVENUES:								
Estimated Toll Revenues	377,132,800	418,208,940	476,989,580	518,711,720	518,711,720	556,771,660	556,771,660	
Estimated Other Revenues	32,888,616	33,517,536	39,152,299	46,007,359	46,007,359	45,507,820	45,507,820	
TOTAL REVENUES	410,021,416	451,726,476	516,141,879	564,719,079	564,719,079	602,279,480	602,279,480	
TRANSFERS:								
Transfer to Other Funds (in accordance to Trust Agreement) (1)	410,021,416	451,726,476	516,141,879	564,719,079	564,719,079	602,279,480	602,279,480	
Estimated Ending Available Balance	-	-	-	-	-	-	-	-
(1) See Revenue Distribution pages 183 - 184.								
OPERATIONS AND MAINTENANCE FUND*								
Estimated Beginning Available Balance	17,036,700	17,036,700	17,349,106	19,213,699	19,213,699	19,641,260	19,641,260	
SOURCES OF FUNDING:								
Transfer from Revenue Fund (1)	102,220,204	104,407,042	117,146,789	118,275,122	118,275,122	122,189,094	122,189,094	
EXPENDITURES:								
Estimated Operating Expenses (2)	102,220,204	104,094,636	115,282,196	117,847,561	117,847,561	121,568,875	121,568,875	
Estimated Ending Available Balance	17,036,700	17,349,106	19,213,699	19,641,260	19,641,260	20,261,479	20,261,479	
Ending balance greater (less) than 10% minimum (3)	-	-	129,682	-	-	-	-	
Net Revenues Available for Debt Service Funds	307,801,212	347,319,434	398,995,090	446,443,957	446,443,957	480,090,386	480,090,386	
(2) For detail of 2010 operating expenses see Operating and Maintenance Fund Budget by Account page 153 - 156.								
(3) The greater than 10% increase in 2012 is due to the one full year of operations of the new PGBT EE project.								
DEBT SERVICE FUNDS (1st, 2nd, & 3rd Tier Bond Interest and Principal Funds)*								
Estimated Beginning Available Balance	-	-	-	-	-	-	-	-
SOURCES OF FUNDING:								
Transfer from Revenue Fund (1)	167,174,172	204,218,518	293,797,111	354,135,331	354,135,331	366,226,131	366,226,131	
EXPENDITURES:								
Estimated Net Debt Service (4)	167,174,172	204,218,518	293,797,111	354,135,331	354,135,331	366,226,131	366,226,131	
Estimated Ending Available Balance	-	-	-	-	-	-	-	-
Net Revenues Available for Reserve Maintenance Fund	140,627,040	143,100,916	105,197,979	92,308,626	92,308,626	113,864,255	113,864,255	
(4) For detail of 2010 Debt Service see Revenue and Coverage Calculation page 23.								
RESERVE MAINTENANCE FUND*								
Estimated Beginning Available Balance	35,249,618	6,485,404	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	
SOURCES OF FUNDING:								
Transfer from Revenue Fund (1)	-	32,325,356	35,410,862	38,103,110	38,103,110	39,094,824	39,094,824	
EXPENDITURES:								
Information Tech. Equipment Incl. Software	-	1,981,255	2,040,693	2,101,914	2,101,914	2,164,971	2,164,971	
Fleet and Equipment	-	1,020,000	1,071,000	1,124,550	1,124,550	1,180,778	1,180,778	
Facilities Repairs - Bridges and Roadways	-	24,220,800	25,380,000	26,640,000	26,640,000	28,030,000	28,030,000	
Facilities Repairs - Buildings	-	500,000	525,000	550,000	550,000	575,000	575,000	
Systemwide Projects - Other	-	3,015,000	3,175,000	3,950,000	3,950,000	3,590,000	3,590,000	
Allocated Cost: Salaries, Professional Fees, Legal Fees	-	3,073,705	3,219,169	3,736,646	3,736,646	3,554,075	3,554,075	
RMF 2010 Expenses (5)	28,764,214	-	-	-	-	-	-	
Total RMF Expenditures	28,764,214	33,810,760	35,410,862	38,103,110	38,103,110	39,094,824	39,094,824	
Estimated Ending Available Balance/RMF Reserve	6,485,404	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	
Ending balance greater (less) than 10% minimum (6)	-	(836,863)	-	-	-	-	-	
Net Funds Available for Capital Improvement Fund Projects	140,627,040	110,775,560	69,787,117	54,205,516	54,205,516	74,769,431	74,769,431	
(5) For detail of 2010 expenses see FY 2010 RMF Departmental Estimates pages 127 - 128.								
(6) The greater than 10% decrease in 2011 is due to the Authority's desire and initial effort at maintaining only the Trust Agreement required balance in this fund. See Cash Balances page 164.								

Continued on next page.

Appendix - L ALL FUNDS LONG TERM FINANCIAL PROJECTIONS

	Base Year		Year 2		Year 3		Year 4	
	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	2010	2011	2012	2013	2013	2014	2014	2014
CAPITAL IMPROVEMENT FUND*								
Estimated Beginning Available Balance	6,057,259	5,544,920	31,130,098	36,233,710	36,233,710	25,000,000	25,000,000	25,000,000
SOURCES OF FUNDING:								
Transfer from Revenue Fund (1)	140,627,040	110,775,560	69,787,117	54,205,516	54,205,516	74,769,431	74,769,431	74,769,431
Reimbursable Agreements	35,000,000	-	-	-	-	-	-	-
Bond Issues	-	-	-	-	-	-	-	-
Total Sources of Funding	175,627,040	110,775,560	69,787,117	54,205,516	54,205,516	74,769,431	74,769,431	74,769,431
EXPENDITURES:								
CIF Subordinated Debt	18,894,409	32,000,000	32,000,000	32,000,000	32,000,000	32,000,000	32,000,000	32,000,000
ISTEA Payment	8,250,000	8,250,000	8,250,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
Information Tech. Projects - Safety and Security	-	6,435,000	3,335,000	2,533,330	2,533,330	880,800	880,800	880,800
Information Tech. Systems - Upgrades and Enhancements Incl. Software	-	14,370,618	6,944,818	5,848,679	5,848,679	1,751,269	1,751,269	1,751,269
Systemwide Video Tolling Camera Replacement	-	2,300,000	2,300,000	-	-	-	-	-
Systemwide Maintenance Projects - Facilities	-	5,000,000	1,500,000	672,525	672,525	277,830	277,830	277,830
Systemwide Maintenance Projects - Other	-	1,600,000	1,680,000	1,076,040	1,076,040	444,528	444,528	444,528
DNT All-ETC Conversion	-	7,093,000	-	-	-	-	-	-
PGBT All-ETC Conversion	-	100,000	-	-	-	-	-	-
Congestion Pricing	-	-	-	160,000	160,000	120,000	120,000	120,000
PGBT Widening IH35-US75	-	-	-	-	-	5,263,604	5,263,604	5,263,604
DNT/PGBT Interchange and Ramp Modifications	-	-	-	4,776,037	4,776,037	10,618,034	10,618,034	10,618,034
PGBT at US75 Improvements	-	625,000	1,875,000	-	-	-	-	-
DNT 4th Lane	-	-	-	-	-	7,916,867	7,916,867	7,916,867
Allocated Cost: Salaries, Professional Fees, Legal Fees	-	1,500,945	705,393	544,249	544,249	1,032,123	1,032,123	1,032,123
CIF 2010 Expenses (7)	114,645,865	-	-	-	-	-	-	-
Transfer to Other Potential Construction Expenses	28,605,591	-	-	-	-	-	-	-
Transfer to Feasibility Study Fund	5,743,514	-	-	-	-	-	-	-
Total CIF Expenditures	176,139,379	5,915,819	6,093,294	6,276,093	6,276,093	6,464,376	6,464,376	6,464,376
Estimated Ending Available Balance/CIF Reserve	5,544,920	31,130,098	36,233,710	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000
Ending balance greater (less) than 10% minimum (8)	-	25,030,686	1,990,602	(7,610,339)	(7,610,339)	-	-	-
(7) For detail of 2010 expenses see FY 2010 CIF Departmental Estimates page 135 - 137.								
(8) The greater (less) than 10% balance is due to the Authority's desire and initial effort at maintaining a \$25,000,00 reserve balance in this fund. See Cash Balances page 164.								
CIF-REVOLVING ACCOUNT/FEASIBILITY STUDY FUND*								
Estimated Beginning Available Balance								
SOURCES OF FUNDING:								
Bond Issues	-	-	-	-	-	-	-	-
Transfer from Capital Improvement Fund	5,743,514	5,915,819	6,093,294	6,276,093	6,276,093	6,464,376	6,464,376	6,464,376
Total Sources of Funding	5,743,514	5,915,819	6,093,294	6,276,093	6,276,093	6,464,376	6,464,376	6,464,376
EXPENDITURES:								
Allocated Cost: Salaries, Professional Fees, Legal Fees (9)	5,743,514	5,915,819	6,093,294	6,276,093	6,276,093	6,464,376	6,464,376	6,464,376
Total Expenditures	5,743,514	5,915,819	6,093,294	6,276,093	6,276,093	6,464,376	6,464,376	6,464,376
Estimated Ending Available Balance	-	-	-	-	-	-	-	-
(9) For detail of 2010 expenses see FY 2010 FSF Departmental Estimates pages 138 - 139. Note additional amount under Other Potential Construction Projects								

Continued on next page

Appendix - L ALL FUNDS LONG TERM FINANCIAL PROJECTIONS

	Base Year		Year 1		Year 2		Year 3		Year 4	
	Budget	2010	Projected	2011	Projected	2012	Projected	2013	Projected	2014
CONSTRUCTION FUNDS*										
Estimated Beginning Available Balance	563,111,050		223,526,355		185,326,355		344,283,355		336,868,355	
SOURCES OF FUNDING:										
Bond Issues	-		186,930,000		232,387,000		-		-	
Non-System Funding Requirements	-		186,930,000		232,387,000		-		-	
Total Sources of Funding			373,860,000		464,774,000		344,283,355		344,283,355	
EXPENDITURES:										
Allocated Cost: Salaries, Professional Fees, Legal Fees (10)	4,357,901		2,926,690		954,590		96,395		89,505	
LLTB Expenses (11)	3,150,000		35,000		-		-		-	
SRT Expenses (12)	175,350,845		114,750,000		53,095,000		7,415,000		6,885,000	
PGBT EE Expenses (13)	156,425,949		110,000,000		20,335,000		-		-	
DNT Phase 3 Expenses (14)	300,000		345,000		-		-		-	
Total Expenditures	339,584,695		225,130,000		73,430,000		7,415,000		6,885,000	
Estimated Ending Available Balance	223,526,355		185,326,355		344,283,355		336,868,355		329,983,355	
(10) For detail of 2010 expenses see FY 2010 CF Departmental Estimates page 145.										
(11) For detail of 2010 expenses see FY 2010 CF Departmental Estimates page 149.										
(12) For detail of 2010 expenses see FY 2010 CF Departmental Estimates page 150.										
(13) For detail of 2010 expenses see FY 2010 CF Departmental Estimates page 146.										
(14) For detail of 2010 expenses see FY 2010 CF Departmental Estimates page 148.										
OTHER POTENTIAL CONSTRUCTION PROJECTS*										
Estimated Beginning Available Balance	-		(505,639,060)		(1,268,784,153)		(2,447,384,153)		(3,424,984,153)	
SOURCES OF FUNDING:										
Bond Issues	28,605,591		-		-		-		-	
Transfer from CIF	-		-		-		-		-	
Non-System Funding Requirements	-		-		-		-		-	
Total Sources of Funding	28,605,591		-		-		-		-	
EXPENDITURES:										
SH 360 (9)	3,000,000		62,500,000		101,100,000		145,545,000		260,995,000	
SH 170 (9)	3,000,000		27,200,000		92,800,000		140,820,000		109,815,000	
DNT Phase 4A (9)	3,250,000		26,430,000		45,225,000		28,405,000		61,715,000	
DNT Phase 4B-5A (9)	-		29,670,000		42,475,000		26,665,000		236,400,000	
Trinity Parkway (9)	35,000,000		50,685,000		241,135,000		360,145,000		402,995,000	
PGBT EE - East Branch (9)	250,000		-		-		-		-	
SH 161 Expenses (15)	169,629,744		233,500,000		141,065,000		19,140,000		-	
SWP/CT Expenses (16)	320,114,907		333,160,093		514,800,000		256,880,000		3,690,000	
Total Expenditures	534,244,651		763,145,093		1,178,600,000		977,600,000		1,075,610,000	
Estimated Ending Available Balance	(505,639,060)		(1,268,784,153)		(2,447,384,153)		(3,424,984,153)		(4,500,594,153)	
(15) For detail of 2010 expenses see FY 2010 CF Departmental Estimates page 147.										
(16) For detail of 2010 expenses see FY 2010 CF Departmental Estimates page 151.										
*See Long Term Financial Plan narrative on page 189.										

Appendix - M **Glossary of Terms and Acronyms**

A

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

ACM – Acronym for automatic coin machines.

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

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

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

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

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

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

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

B

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

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

C

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

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

in connection with the Tollway, or for any other purpose authorized by law

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

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

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

Covenants – To promise by covenant; pledge.

D

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

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

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

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

DMV – Acronym for the Department of Motor Vehicles

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

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

E

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

EPDS – Acronym for Enterprise Project Delivery System

F

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

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

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

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

Fiscal Year – Is a 12-month period used for the annual operating budget and the reporting of financial position and results of operations of the Authority. The Authority's fiscal year

begins January 1st and ends December 31st.

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

Fund – Fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

G

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

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

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

H

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

I

IBTTA – Acronym for International Bridge, Tunnel and Turnpike Association

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

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

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

L

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

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

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

M

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

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

N

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

O

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

Operation & Maintenance Fund (OMF)

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

P

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

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

R

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

Reserve Maintenance Fund (RMF) – Fund created by the Trust Agreement for the purpose of paying the cost of repairs, painting, renewals, replacements, improvements, and other costs and expenses necessary for safe or efficient operation of the Tollway or to prevent loss of revenues, for engineering expenses relating to the functions of the Authority, for equipment,

expenses of maintenance, and operating expenses not occurring at annual or shorter periods.

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

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

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

RTC – Acronym for the Regional Transportation Commission

S

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

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

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

T

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

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

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

Toll Road – Road on which tolls are charged.

TollTag® – Trade mark for the transponders used by NTTA to collect electronic toll transactions.

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

TSA – Acronym for Toll Service Agreements which are agreements between other agencies or companies and NTTA for the processing of toll transactions.

Turnpike – Expressway on which tolls are charged.

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

V

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

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

W

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

Z

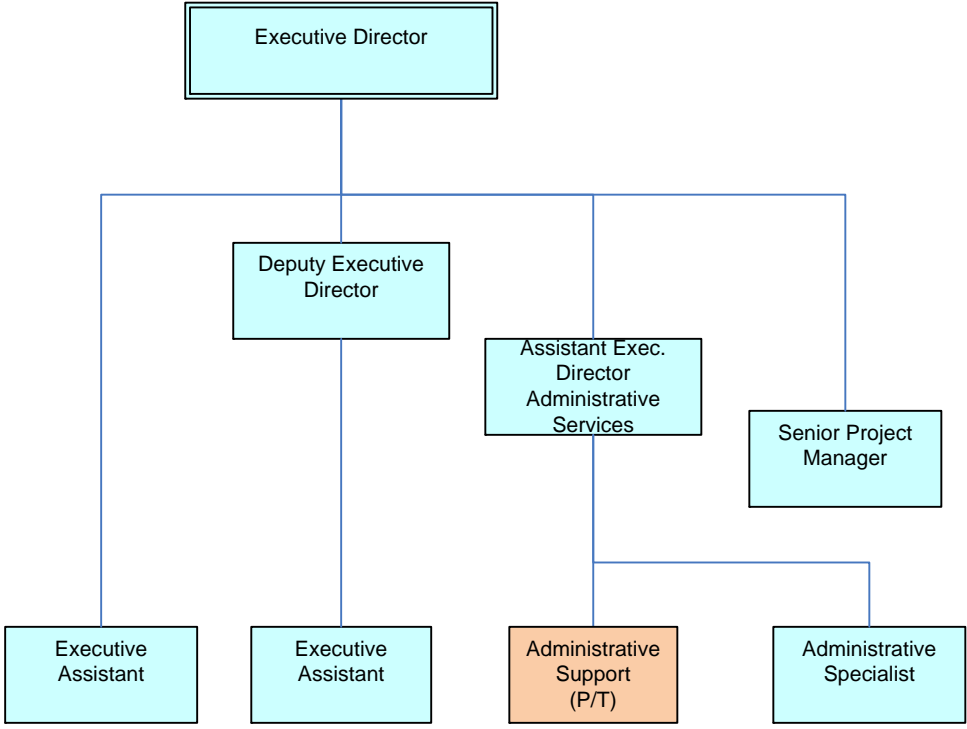
ZipCash® – Trade mark for NTTA's toll transaction invoicing system based on electronic reading of vehicle license plate numbers.



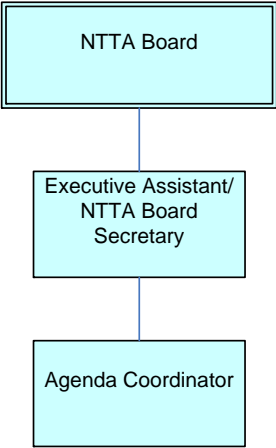
Appendix – N

**Departmental
Organization
Charts**

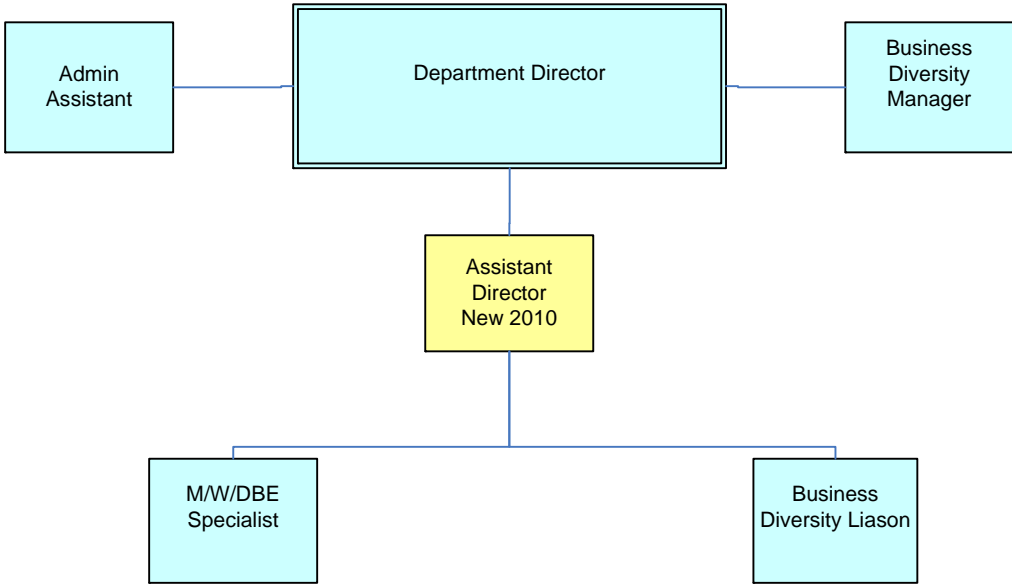
Administration		
7 FTE 1P/T	FY 2010	No New Positions



Board		
2 FTE	FY 2010	No New Positions



Business Diversity		
6 FTE	FY 2010	1 New Position

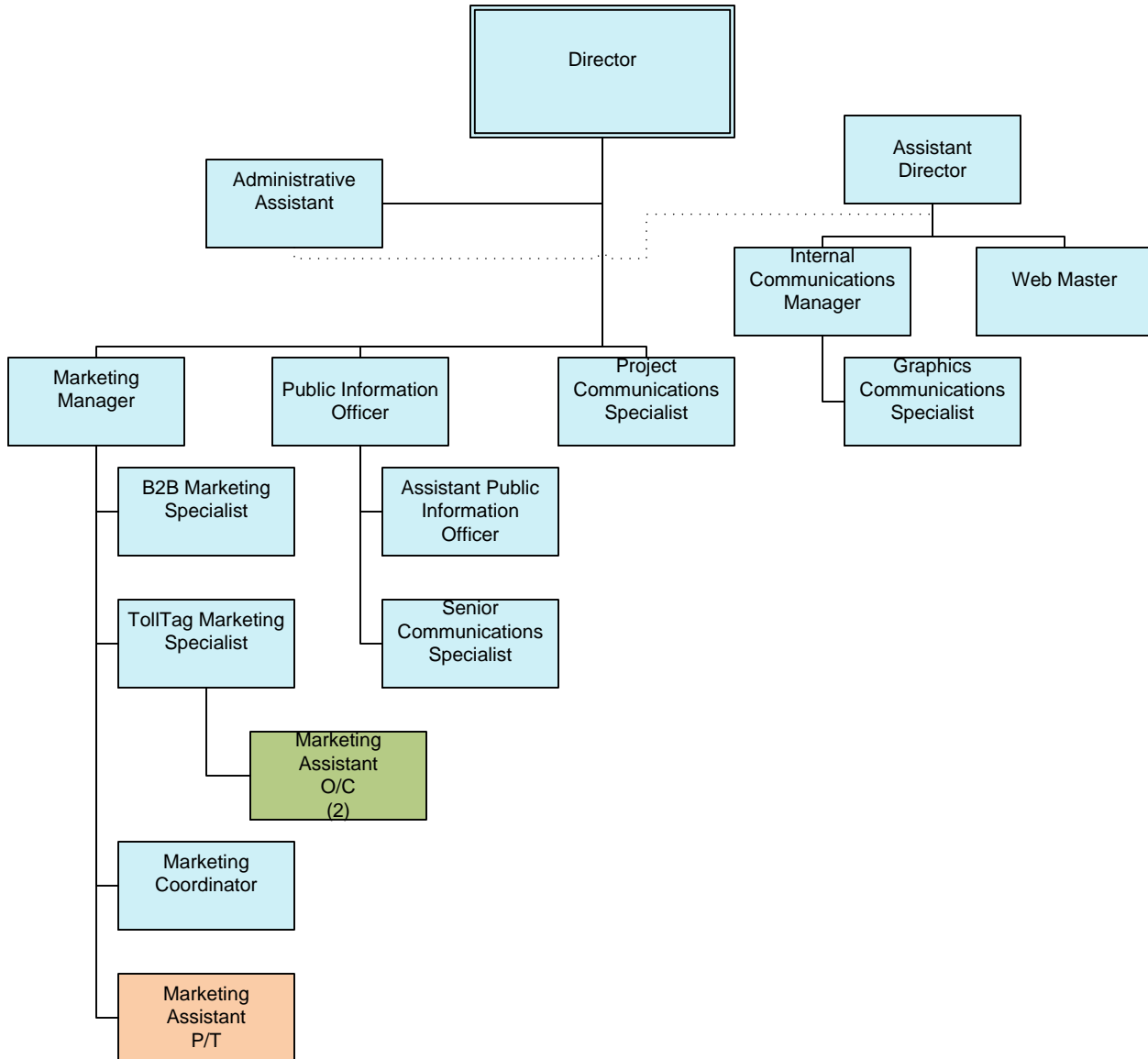


Communications & Marketing

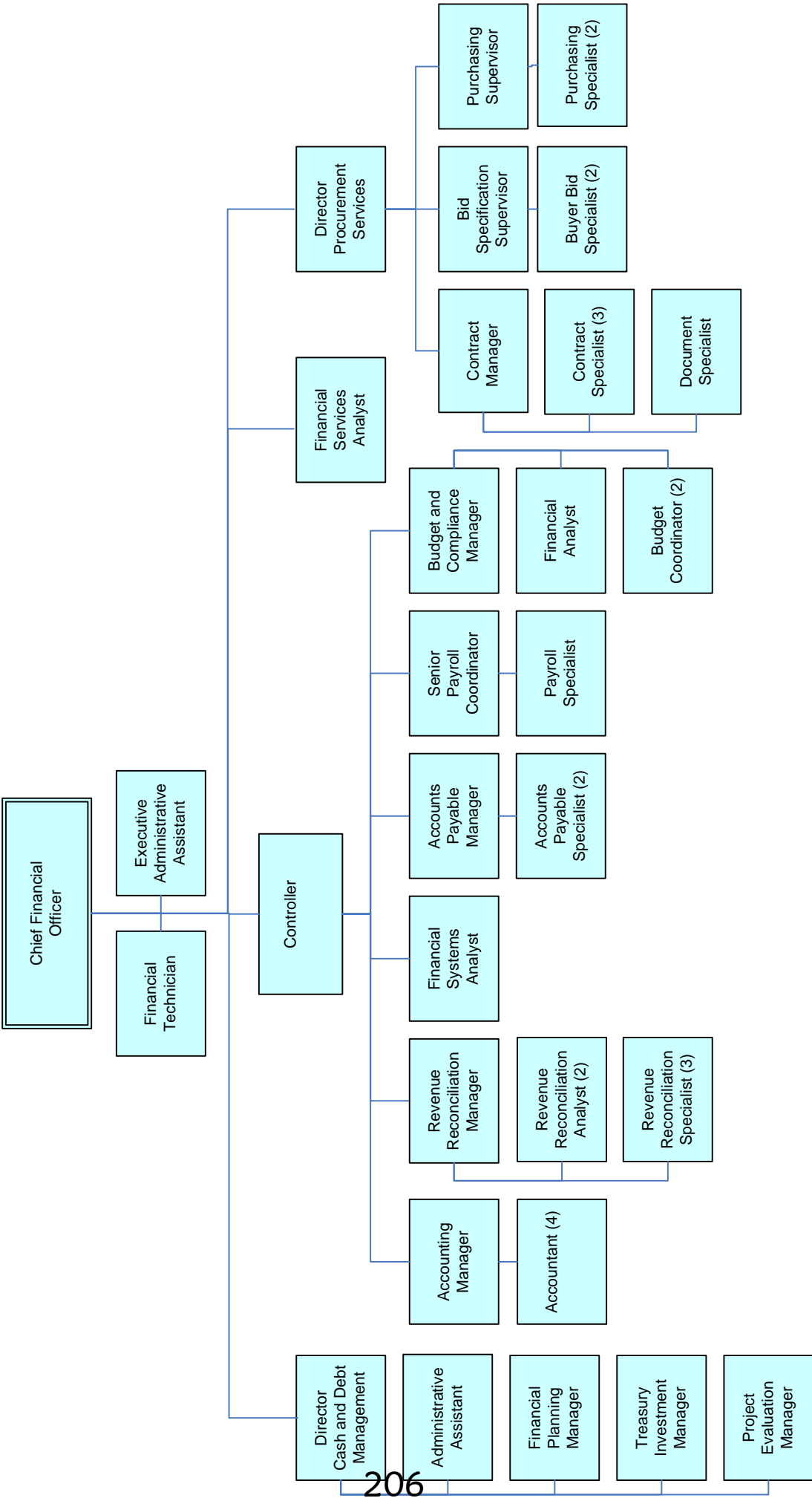
14 FTE 1 P/T
2 O/C

FY 2010

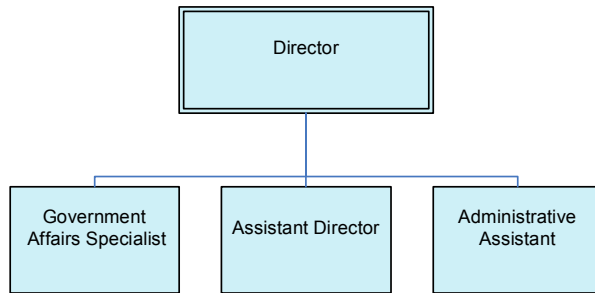
No New
Positions



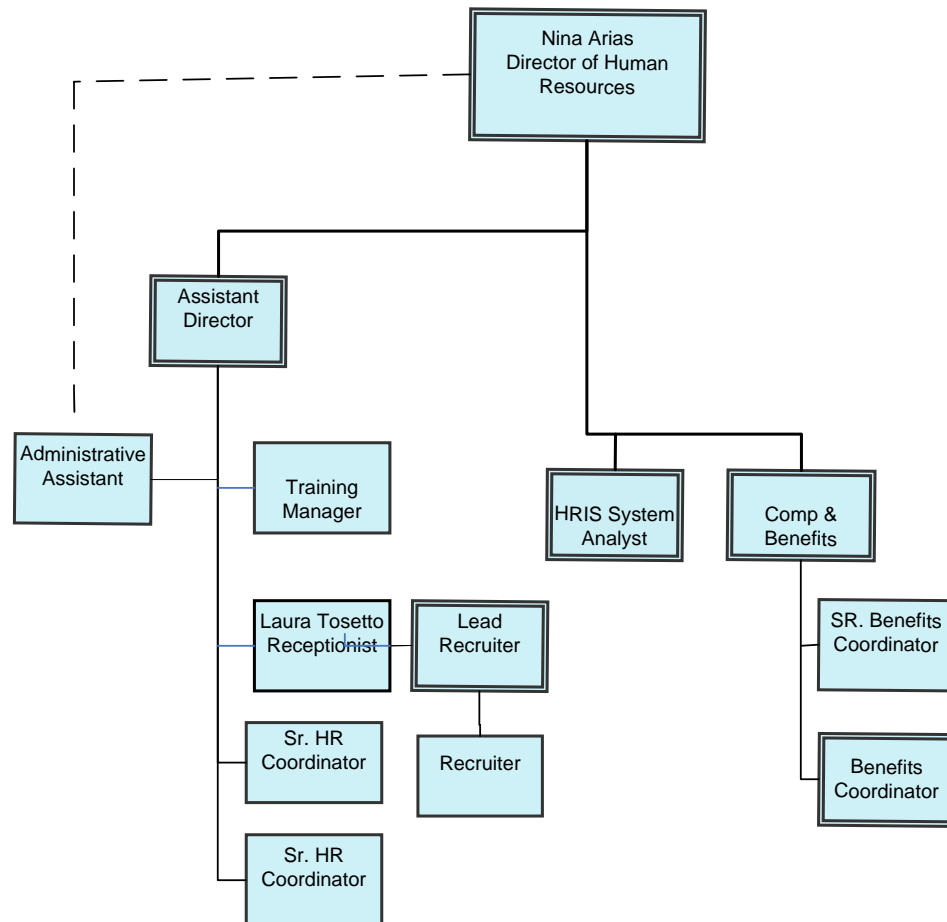
Finance		
43 FTE	FY 2010	No New Positions



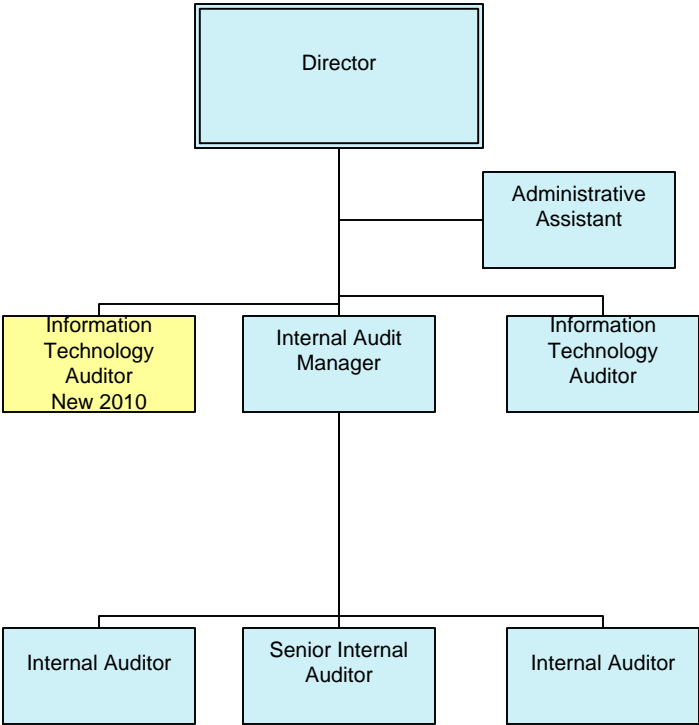
Government Affairs		
3 FTE 1 PT	FY 2010	No new Positions



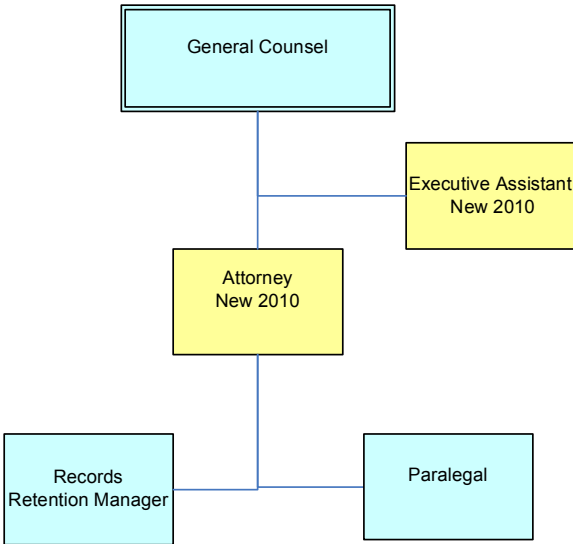
Human Resources		
13 FTE	FY 2010	No New Positions



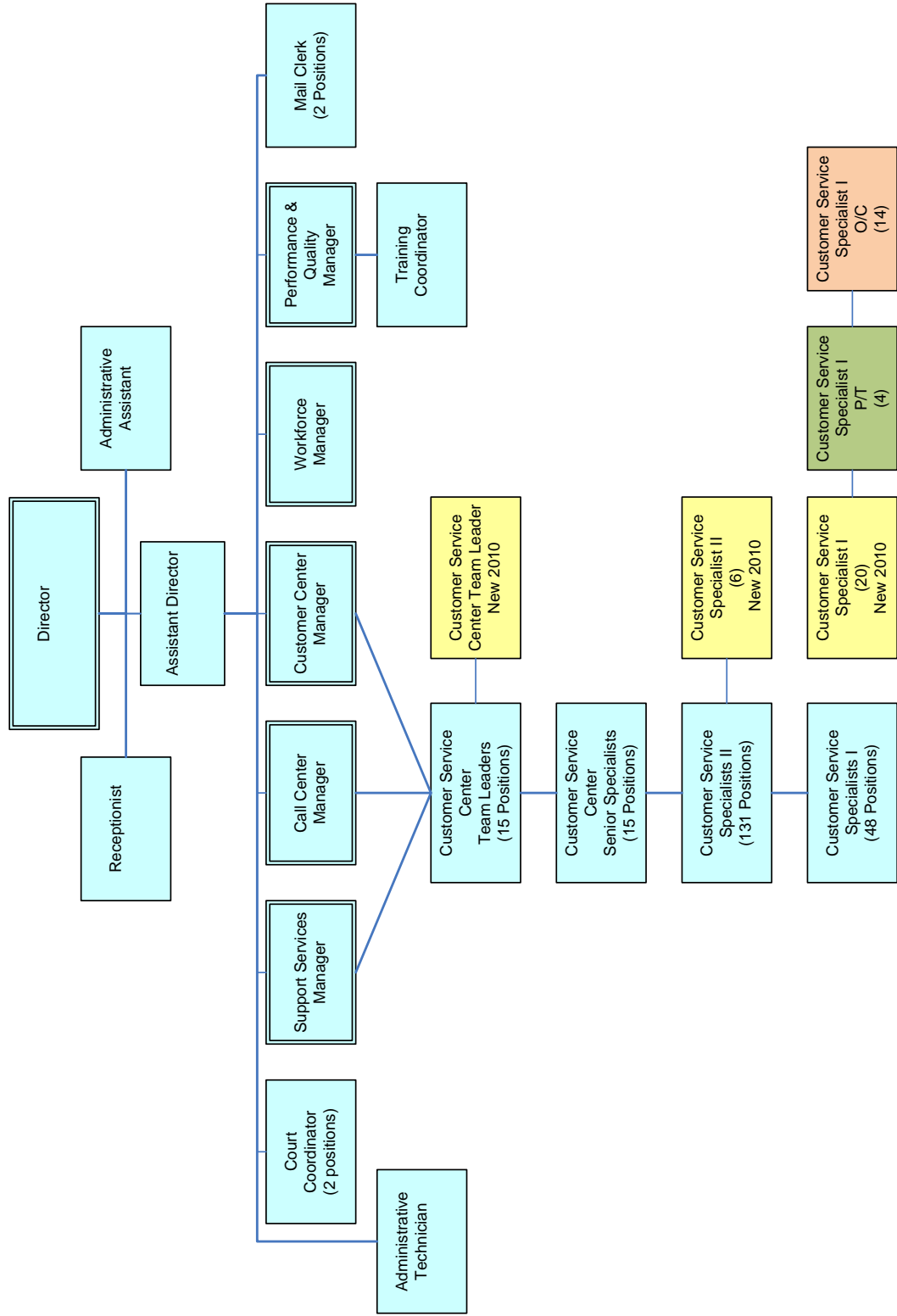
Internal Audit		
8 FTE	FY 2010	1 New Position



Legal		
5 FTE	FY 2010	2 New Positions

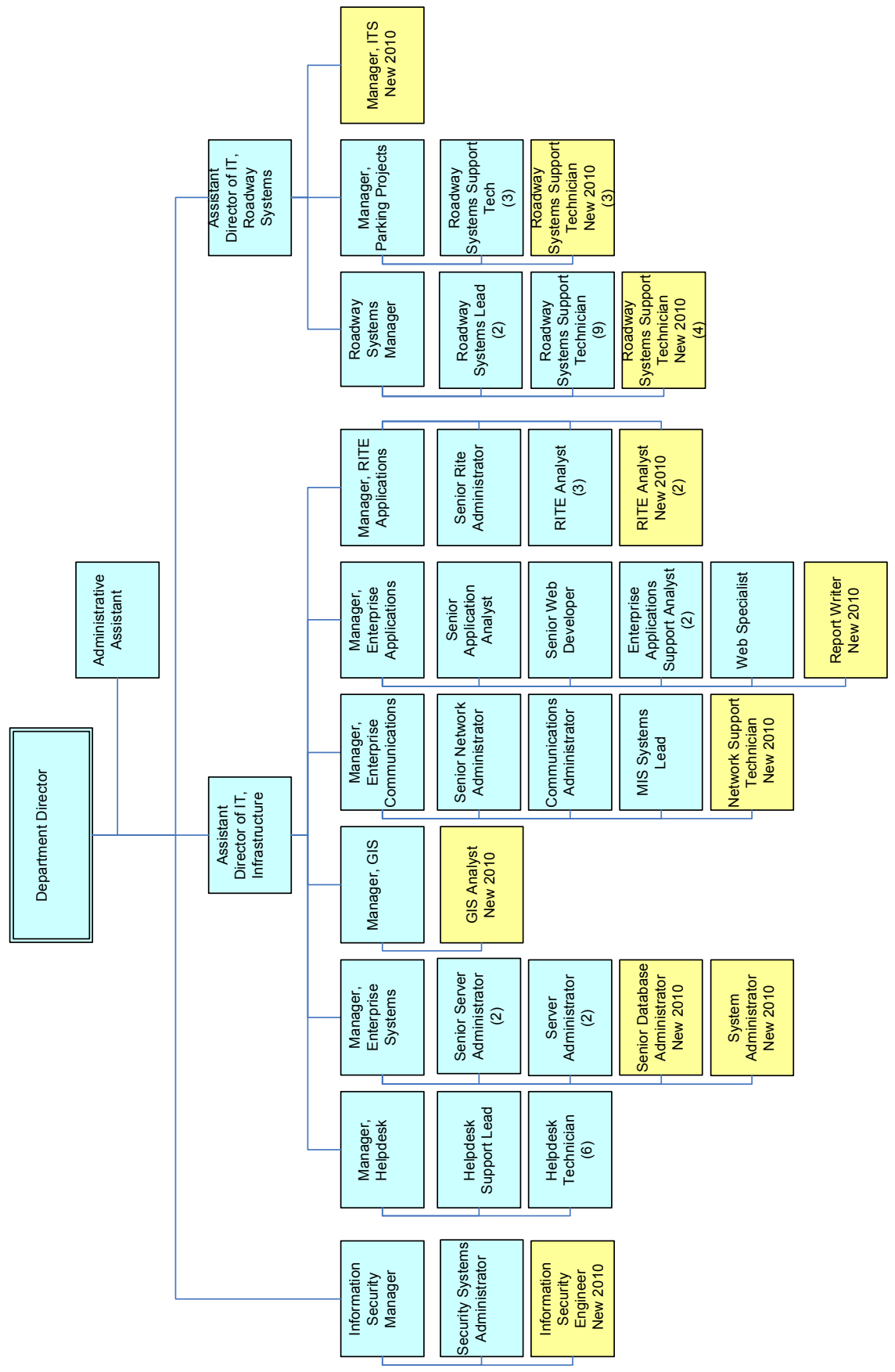


Customer Service Center		
251 FTE 4 P/T 14 O/C	FY 2010	27 New Positions



INFORMATION TECHNOLOGY

67 FTE	FY 2010	16 New Positions
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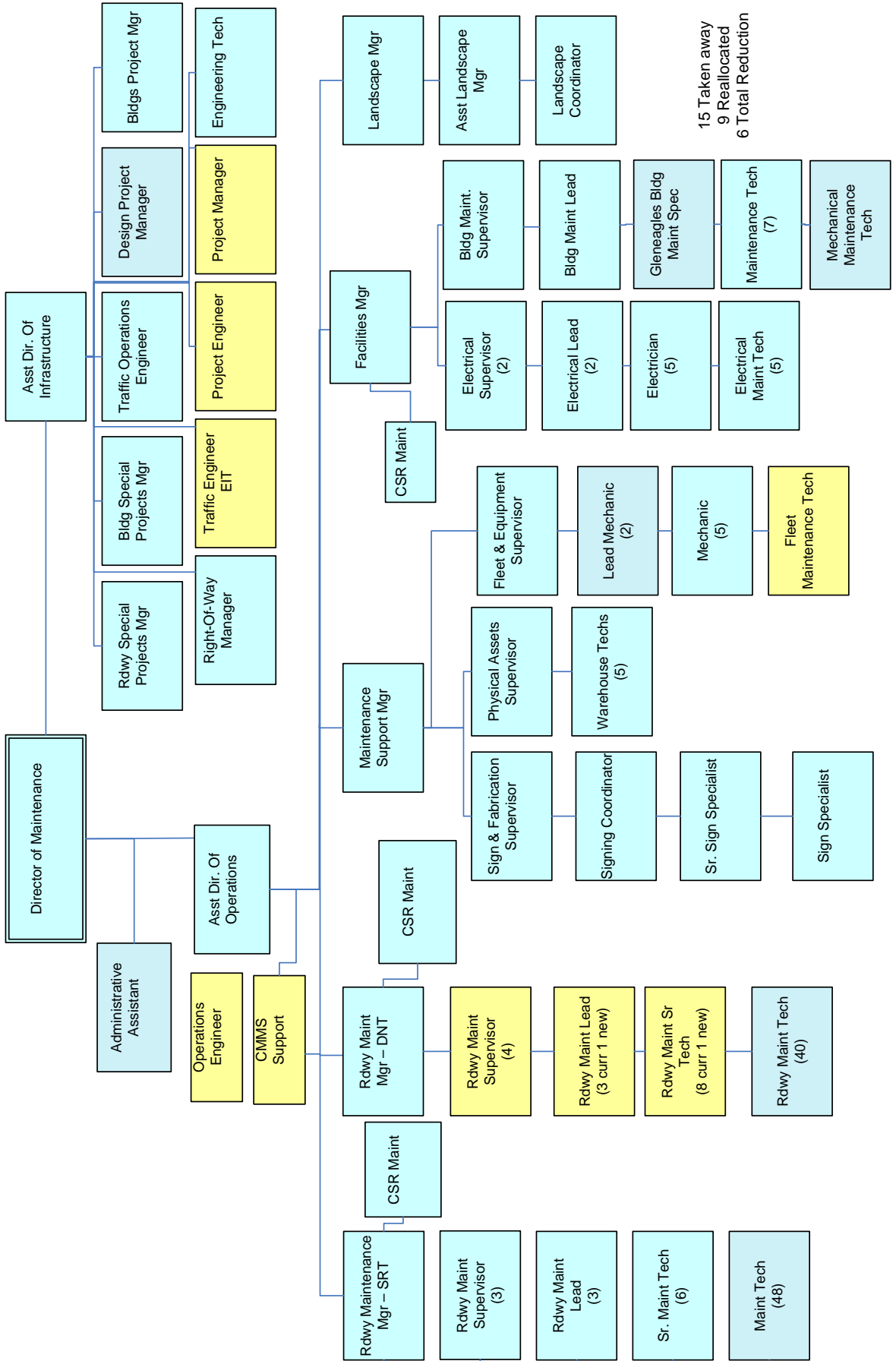


Maintenance

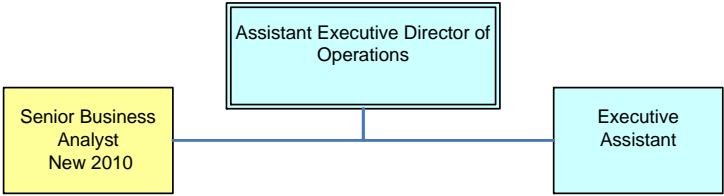
187 FTE

FY 2010

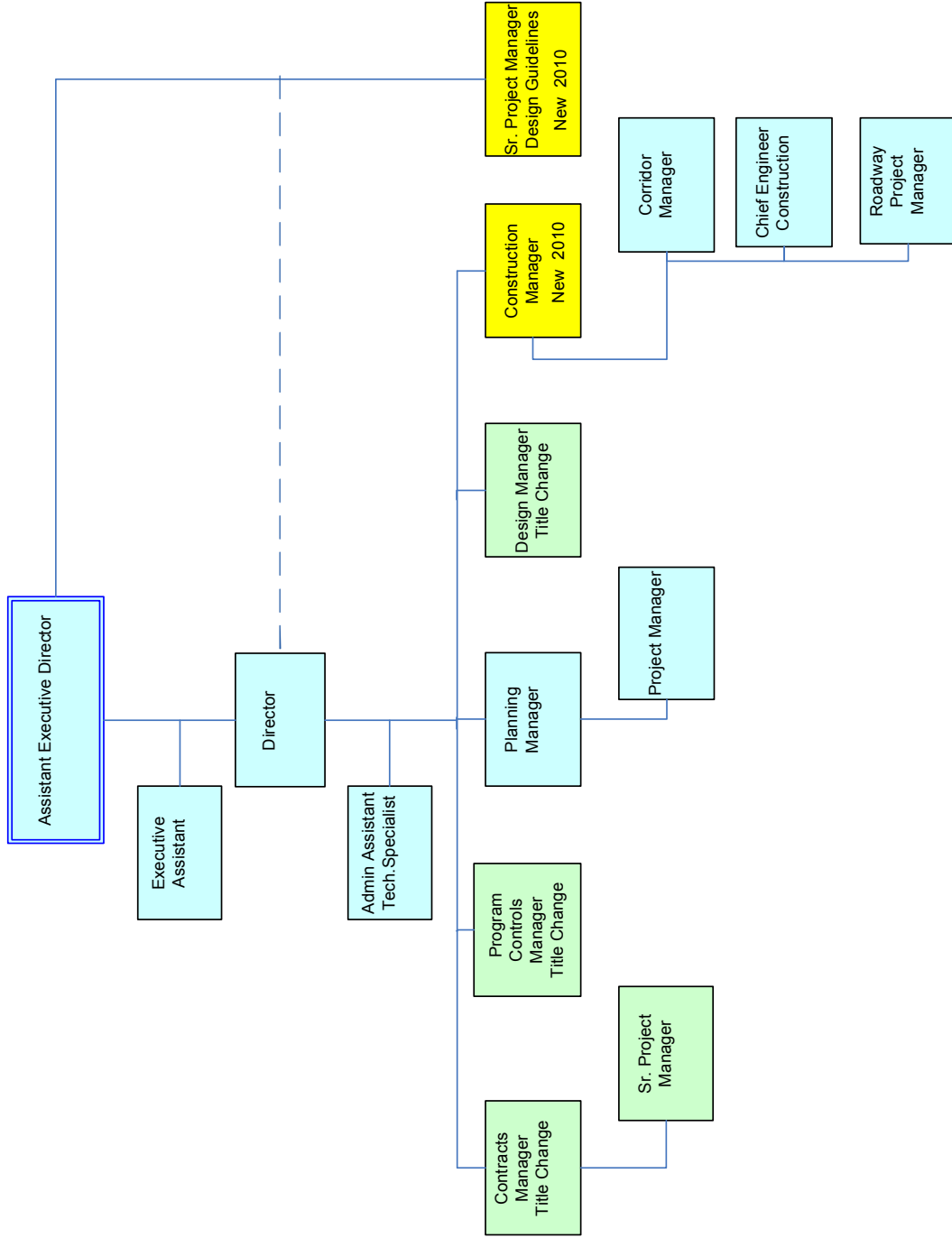
9 New Positions*



Operations		
3 FTE	FY 2010	1 New Position

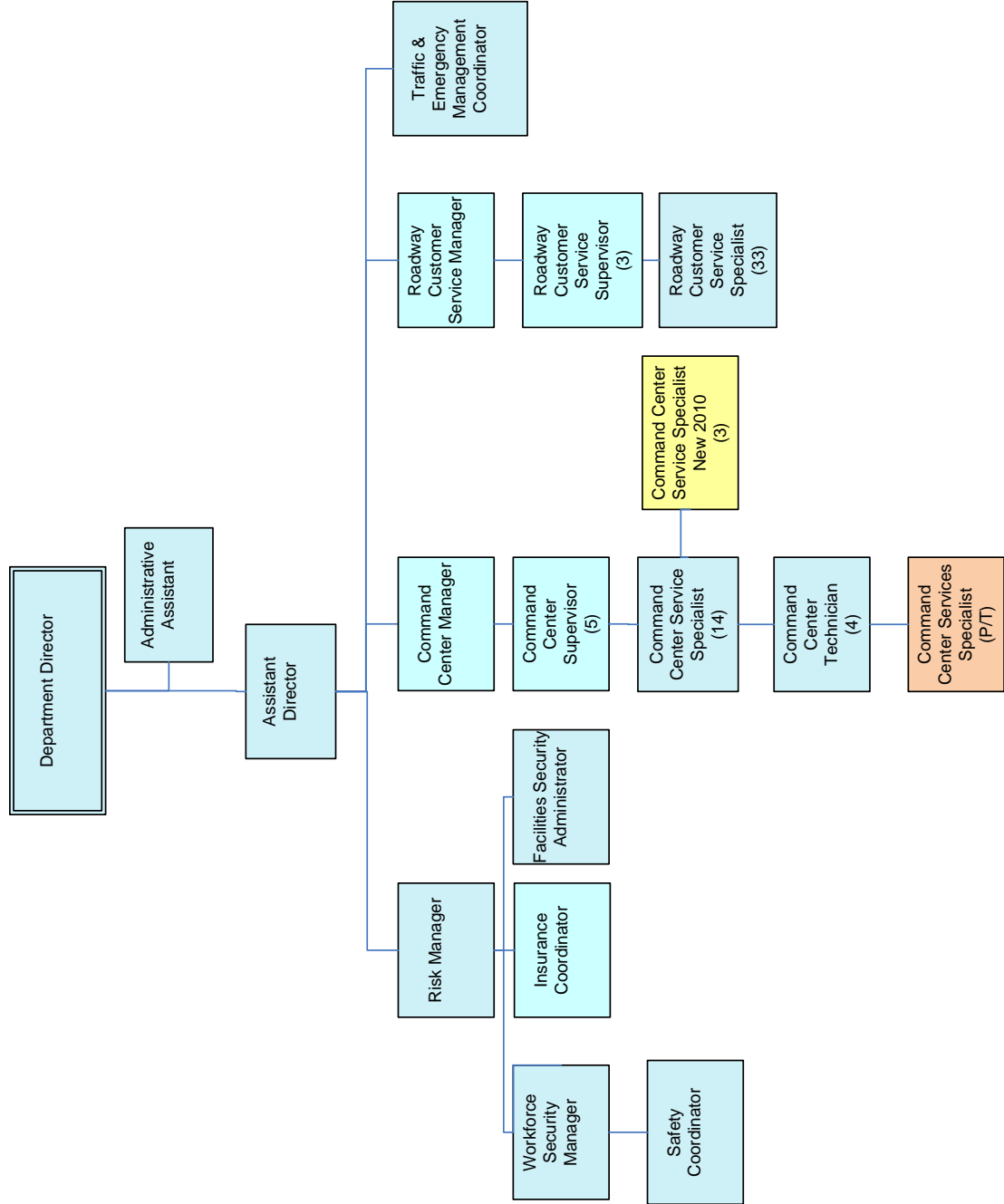


Project Delivery		
15 FTE	FY 2010	2 New Positions

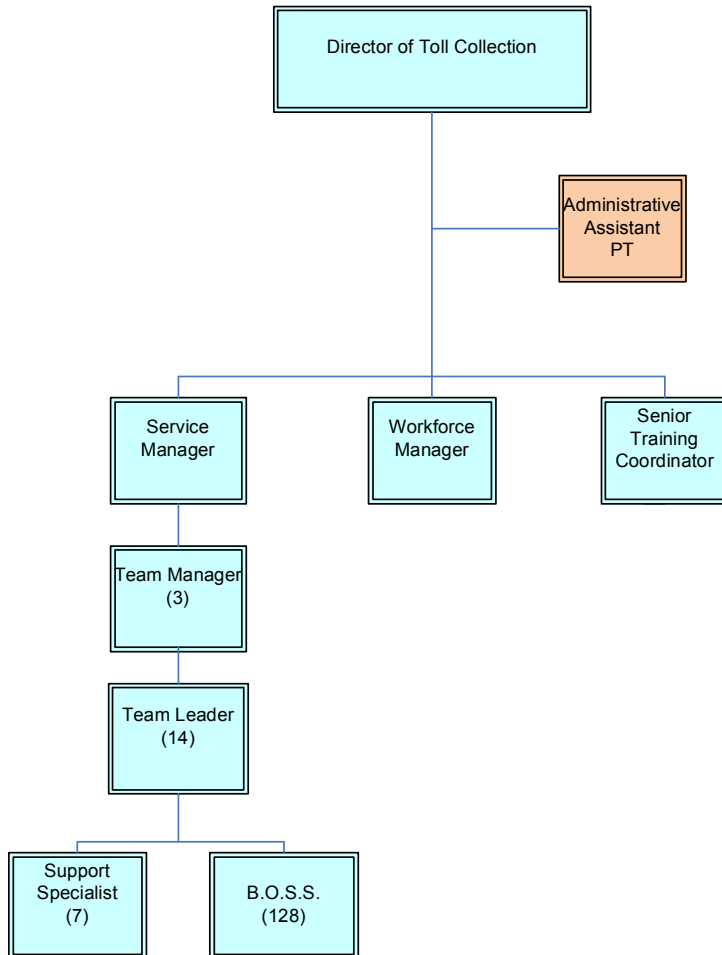


System & Incident Management

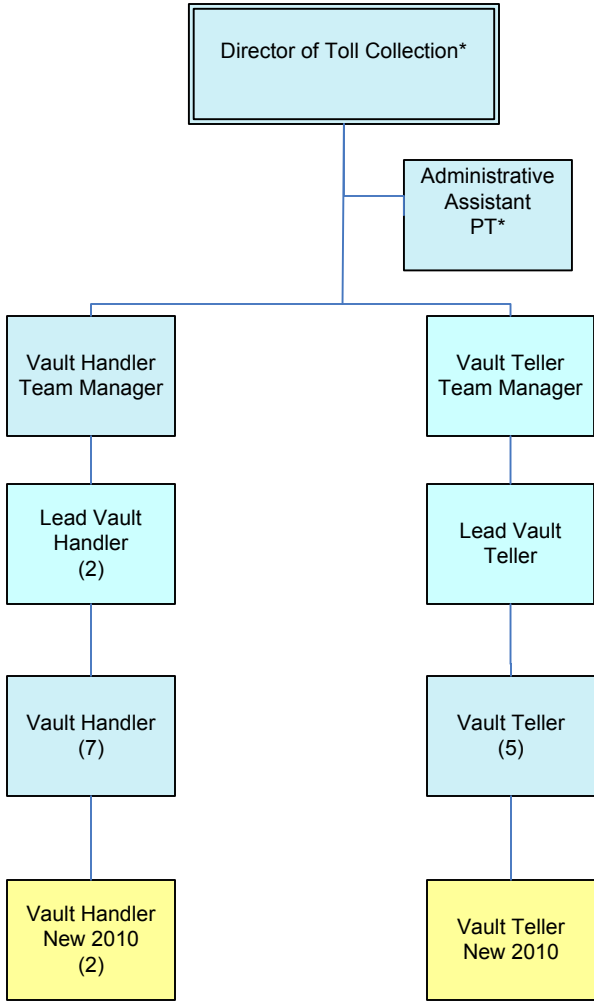
73 FTE 1 P/T	FY 2010	3 New Positions 11 Transferring
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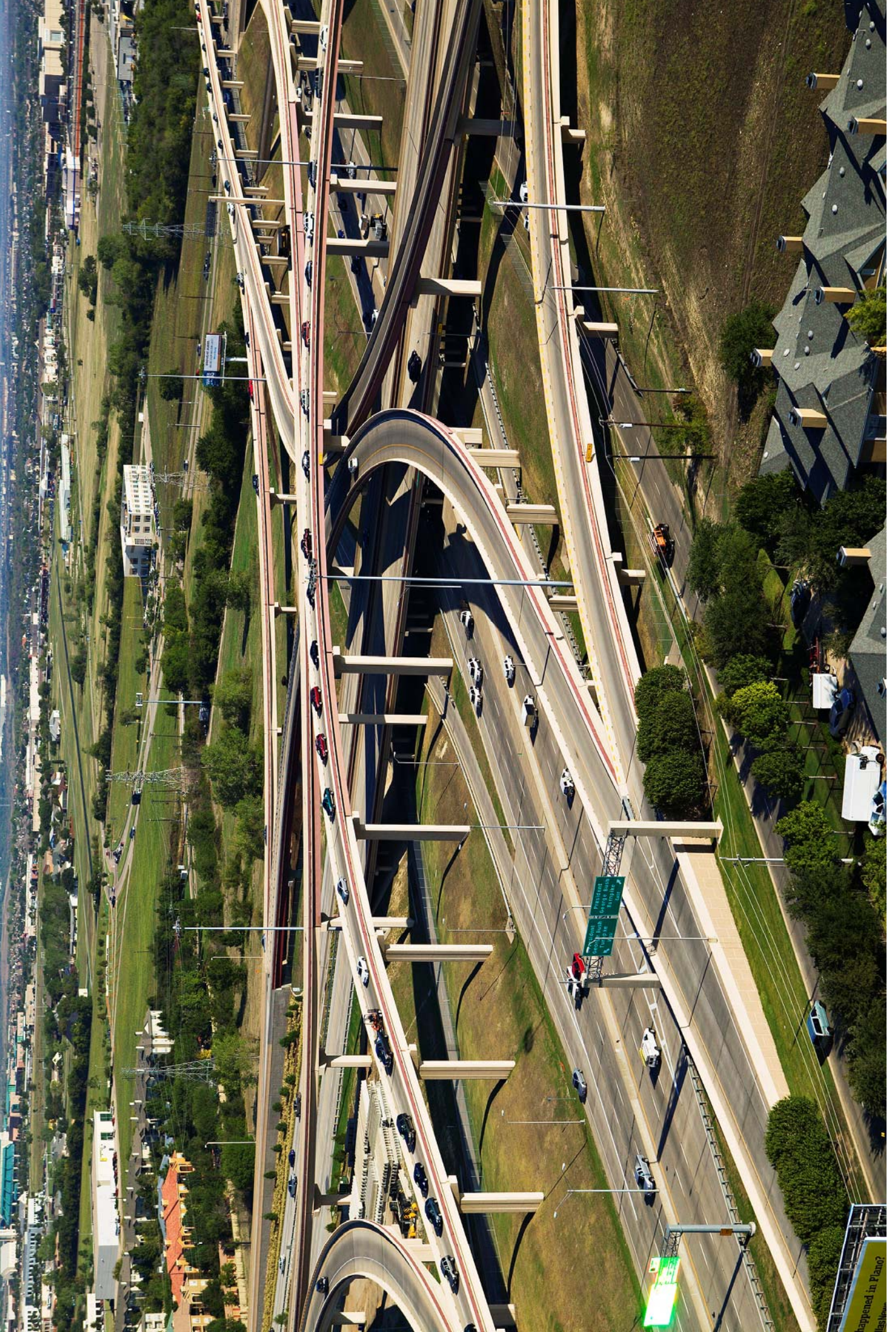
Toll Collection		
156 FTE 1 PT	FY 2010	No New Positions



Vault		
20 FTE	FY 2010	3 New Positions



* Included in Toll Collection





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