

# NTTA SYSTEM PRELIMINARY BUDGET FY2016





## NTTA Mission

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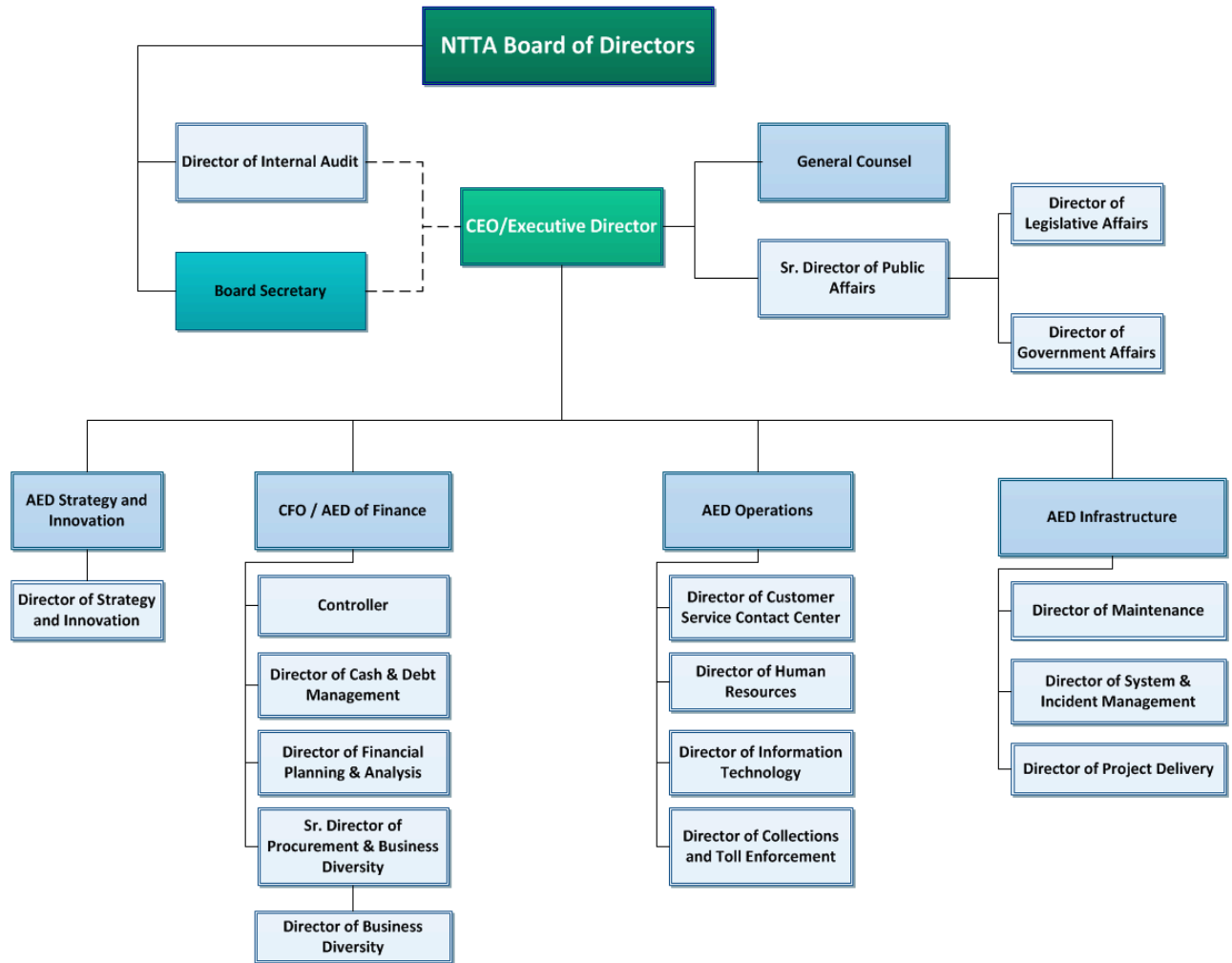
To provide a safe and reliable toll road system, increase value and mobility options for our customers, operate the Authority in a businesslike manner, protect our bondholders, and partner to meet our region's growing need for transportation infrastructure.

## NTTA Board of Directors

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<b>Kenneth Barr</b> Chairman	<b>Bill Moore</b> Vice Chairman	<b>William D. Elliott</b> Director
		
Tarrant County Appointee	Collin County Appointee	Gubernatorial Appointee
<b>Matrice Ellis-Kirk</b> Director	<b>Mojoy Haddad</b> Director	<b>John Mahalk</b> Director
		
Dallas County Appointee	Tarrant County Appointee	Denton County Appointee
<b>Michael R. Nowels</b> Director	<b>George "Tex" Quesada</b> Director	<b>Jane Willard</b> Director
		
Denton County Appointee	Dallas County Appointee	Collin County Appointee

# Organizational Chart



## NTTA Officials for FY2016

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Gerald E. Carrigan	CEO/Executive Director
Lorelei Griffith	Board Secretary
Thomas Bamonte	Assistant Executive Director, Strategy and Innovation
James Hofmann	Assistant Executive Director, Operations
Elizabeth Mow, P.E.	Assistant Executive Director, Infrastructure
Horatio Porter, CPA	CFO/Assistant Executive Director, Finance
Dena DeNooyer Stroh	Assistant Executive Director, General Counsel
Kimberly Jackson	Senior Director, Public Affairs
Clint Purtell	Senior Director, Procurement and Business Diversity
John Bannerman	Director, Customer Service Contact Center
Dana Boone	Director, Cash and Debt Management
Magdalena Brady	Director, Internal Audit
Anthony Coleman	Director, Business Diversity
Eric Hemphill, P.E.	Director, System and Incident Management
Craig Lockett	Director, Human Resources
Mark Pavageau, P. E.	Director, Maintenance (Interim)
Brian Reich, CPA	Director, Controller
Yosvany Rodriguez	Director, Collections and Toll Enforcement
Carrie Rogers	Director, Government Affairs
Sabu Stephen	Director, Information Technology
Kimberly Tolbert	Director, Strategy and Innovation
VACANT	Director, Financial Planning & Analysis
VACANT	Director, Legislative Affairs

## Letter of Transmittal

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We are pleased to submit for your review the FY2016 Budget of the North Texas Tollway Authority (“NTTA” or “Authority”).

Section 505 of the Trust Agreement for the NTTA System, requires that the Board adopt a Preliminary Budget of current expenses (operating budget) and the deposit to the Reserve Maintenance Fund for the following year in October of the current year. 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 FY2016 Budget with a comparison to the FY2015 Final Budget.

North Texas Tollway Authority		
	FY2016 Budget	FY2015 Budget
Estimated Revenues	\$663,999,523	\$608,368,030
Operating Budget	\$142,640,000	\$137,513,520
Total Net Debt Service	\$369,794,943	\$359,946,028
Estimated Coverage First Tier	1.69	1.58
Estimated Coverage All Debt	1.32	1.22
Reserve Maintenance Deposit	\$33,519,360	\$0
Estimated Capital Improvement Fund Deposit	\$125,628,850	\$117,730,220

If you have any questions, or need additional information, please let us know.

Very truly yours,



Gerald Carrigan, *Executive Director*



Horatio Porter, *Chief Financial Officer*



**The NTTA Command Center watches over our roadways 24 hours a day, seven days a week to keep drivers safe and keep traffic moving.**

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**NTTA hosts its board meetings and other public events at its administration offices in Plano.**





**NTTA deploys sophisticated technology and a fleet of vehicles to maintain roads and monitor weather conditions.**

## NTTA Overview

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Founded in 1997, the North Texas Tollway Authority (NTTA) is authorized by the State of Texas to acquire, construct, maintain, repair and operate turnpike projects in the North Texas region. By law, a nine-member board oversees the work of NTTA. Two board members are selected by the commissioners' courts of the following counties: Collin, Dallas, Denton and Tarrant. The governor of the State of Texas appoints the ninth member.

NTTA is a non-appropriated (state) organization that uses all revenue generated for projects within the North Texas region. NTTA advances projects in alignment with the North Central Texas Council of Governments' 2035 Metropolitan Transportation Plan. The NTTA operates two separate enterprise systems. The original NTTA System facilities are: Dallas North Tollway (DNT), the President George Bush Turnpike (PGBT), Sam Rayburn Tollway (SRT), Addison Airport Toll Tunnel (AATT), Lewisville Lake Toll Bridge (LLTB) and Mountain Creek Lake Bridge (MCLB). In 2011, the NTTA created the Special Projects System (SPS) that consists of the President George Bush Turnpike Western Extension (PGBT-WE) and the Chisholm Trail Parkway (CTP). The CTP is NTTA's first project in Tarrant and Johnson counties.

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

NTTA System trust agreement requires the Board of Directors approve an annual operating budget in December of the preceding year and adopt a toll rate schedule that will produce net revenues to satisfy debt service requirements. A separate trust agreement governs the NTTA Special Projects System and that budget is approved in July.

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

- With a TollTag where electronic receptors at each tolling point scan vehicles, TollTags, and toll payment is automatically deducted from users' accounts. TollTag customers pay the lowest rates.
- Through ZipCash where high-speed cameras photograph the license plates of vehicles passing under each tollway gantry, and NTTA sends ZipCash bills by mail to the registered vehicle owners. ZipCash customers pay a higher rate to offset the additional cost of collecting through this option.

Today NTTA continues working to meet the demands for transportation in the North Texas four-county region, a region with 5.0 million registered vehicles and an estimated FY2014 population of 6.1 million that has grown by 20.5 percent in the last 10 years.

# Strategic Plan

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## FIVE-YEAR STRATEGIC GOALS

### GOALS

### OBJECTIVES

<p><b>Customer-Driven Organization</b></p>	<ul style="list-style-type: none"> <li>• Provide a high quality customer service experience</li> <li>• Ensure equitable collection of tolls</li> <li>• Drive corporate branding and educate the public about using toll roads</li> </ul>
<p><b>Financially sound and vibrant organization</b></p>	<ul style="list-style-type: none"> <li>• Maintain compliance with trust agreements</li> <li>• Maintain effective internal controls</li> <li>• Improve, maintain, and optimize financial processes</li> <li>• Align performance metrics to manage costs</li> </ul>
<p><b>Delivering transportation solutions</b></p>	<ul style="list-style-type: none"> <li>• Plan and build quality, environmentally responsible toll facilities</li> <li>• Efficiently maintain and operate system assets</li> <li>• Drive internal and external safety improvements</li> <li>• Leverage assets to create new customer value</li> </ul>
<p><b>Respected leader and partner in the region's transportation network</b></p>	<ul style="list-style-type: none"> <li>• Build strong, effective relationships with governments, partners and stakeholders</li> <li>• Develop strategies and collaborate on regional road planning</li> <li>• Foster management and business relationships that reflect the region's diversity</li> </ul>
<p><b>Highly qualified, energized and engaged team</b></p>	<ul style="list-style-type: none"> <li>• Recruit, develop and retain high-quality people</li> <li>• Recognize and reward performance</li> <li>• Develop and optimize Human Resources processes</li> <li>• Advance employee communication and engagement strategies</li> </ul>

## FY2016 STRATEGIC PRIORITIES

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

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

Strategic Priority	Related Strategic Goal(s)
<b>Complete two-year customer service experience strategies and initiatives</b>	Customer driven organization
<b>Convert ZipCash customers to TollTag customers</b>	Customer driven organization
	Financially sound and vibrant organization
<b>Expand TollTag offering, branding and value</b>	Customer driven organization
	Financially sound and vibrant organization
<b>Increase business-like approach to operations</b>	Customer driven organization
	Financially sound and vibrant organization
<b>Complete toll enforcement implementation</b>	Financially sound and vibrant organization
<b>Advance collection strategies, including unpursuable transactions</b>	Financially sound and vibrant organization
<b>Continue back-office system enhancements</b>	Customer driven organization
	Financially sound and vibrant organization
<b>Utilize non-traditional project financing</b>	Delivering transportation solutions
	Financially sound and vibrant organization
<b>Execute Capital Plan</b>	Financially sound and vibrant organization
	Delivering transportation solutions
<b>Advance regional transportation projects</b>	Delivering transportation solutions
	Respected leader and partner in the region's transportation network
<b>Implement innovative maintenance techniques</b>	Delivering transportation solutions
<b>Continue to deploy safety improvements across system</b>	Customer driven organization
	Delivering transportation solutions
<b>Develop and implement congestion management strategies</b>	Delivering transportation solutions
<b>Engage region as a partner</b>	Respected leader and partner in the region's transportation network

<b>Collaborate on regional road planning</b>	Respected leader and partner in the region's transportation network
<b>Execute 2015 legislative agenda</b>	Respected leader and partner in the region's transportation network
<b>Increase opportunities for diversity contracting</b>	Respected leader and partner in the region's transportation network
<b>Maintain long-term primacy</b>	Respected leader and partner in the region's transportation network
<b>Develop long-term system strategy</b>	Financially sound and vibrant organization Respected leader and partner in the region's transportation network
<b>Innovative financing, customer service and collections solutions</b>	Respected leader and partner in the region's transportation network
<b>Develop, retain and recruit quality people</b>	Highly qualified, energized and engaged team
<b>Increase employee engagement initiatives</b>	Highly qualified, energized and engaged team







**Collin County is one of the nation's fastest growing communities, thanks in part to the mobility options provided by NTTA toll roads.**

# FY2016 Budget Executive Summary

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## INTRODUCTION

As the landscape for mobility solutions in North Texas becomes ever larger, more diverse and more complex, the North Texas Tollway Authority (NTTA or Authority) will continue providing safe and reliable toll road options for millions of customers across North Texas. The FY2016 budget enables the Authority to maintain the high standards of the NTTA System in alignment with the Authority's five strategic goals:

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

Forming the framework for the FY2016 Budget is the Authority's continued focus on customers, collections and construction. This budget allocates resources to improve operating results. Specifically, NTTA is investing in priorities aimed at bolstering customer satisfaction while increasing collections across all customer groups. The focus areas for FY2016 include:

- Expanding TollTag offerings and increasing TollTag promotions and marketing to create customer value through a new customer loyalty program.
- Bolstering the ability to invoice more transactions by continuing to invest in "out of state" look up services and other programs.
- Reinforcing customer response time by augmenting staffing with temporary contract service program for maximum flexibility.
- Strengthening early stage cash collections through implementation of new legislative capabilities and first full year with new collection agencies.

As NTTA continues to advance these efforts, there are critical assumptions about key business drivers and components that shape the FY2016 Budget:

1. Revenues are growing due to anticipated traffic growth and scheduled rate increase.
2. Debt service payments for NTTA System construction and expansion projects are escalating. The anticipated increase coincides with traffic growth on new and existing toll roads. Despite the higher debt obligations, NTTA expects to outperform the 1.50 first tier debt service coverage established by the Board.
3. The Operation and Maintenance Fund (OMF) will increase to fund the strategic priorities listed above. Additionally, there are other general cost increases fueled by transaction growth. These include postage, bank charges and credit card processing fees. Organizationally, there are budget increases for police services and insurance coverage.
4. The Reserve Maintenance Fund (RMF) increases for scheduled maintenance of roads, facilities and equipment.

In addition to the current FY2016 Budget for the NTTA System, the annual budget for the Special Projects System and the Authority's Five-Year Capital Plans are available at:

Special Projects System:

[https://www.ntta.org/whatwedo/fin\\_invest\\_info/investorspeicalprojects/Documents/2015/FY2016\\_SPS\\_Budget\\_Book.pdf](https://www.ntta.org/whatwedo/fin_invest_info/investorspeicalprojects/Documents/2015/FY2016_SPS_Budget_Book.pdf)

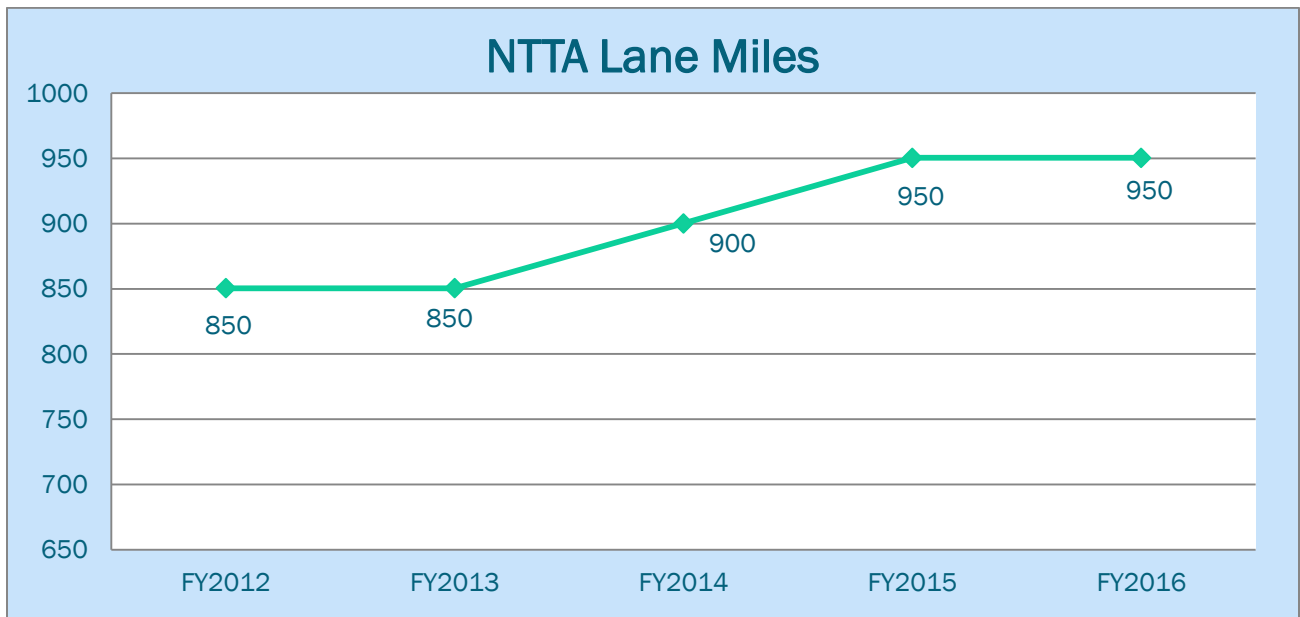
Five-Year Capital Plan:

[https://www.ntta.org/whatwedo/fin\\_invest\\_info/financial\\_Info/Documents/2015/NTTA\\_FY2016\\_FY2020\\_Capital\\_Plan.pdf](https://www.ntta.org/whatwedo/fin_invest_info/financial_Info/Documents/2015/NTTA_FY2016_FY2020_Capital_Plan.pdf)

[https://www.ntta.org/whatwedo/fin\\_invest\\_info/financial\\_Info/Documents/2015/5\\_YEAR\\_SPS\\_2016\\_2020\\_Capital\\_Plan.pdf](https://www.ntta.org/whatwedo/fin_invest_info/financial_Info/Documents/2015/5_YEAR_SPS_2016_2020_Capital_Plan.pdf)

The following pages offer details on the key components of the FY2016 Budget. Also provided is a summary of each department's strategic efforts and significant variance explanations (see pages 53-129).

The NTTA System and Special Projects System consist of revenue-producing toll roads and service roads. The combined roads represent the total lane miles NTTA must maintain. With the opening of the Chisholm Trail Parkway in FY2014, total lane miles have increased by 11.8% during the last five years, from 850 lane miles in FY2012 to 950 lane miles in FY2016.

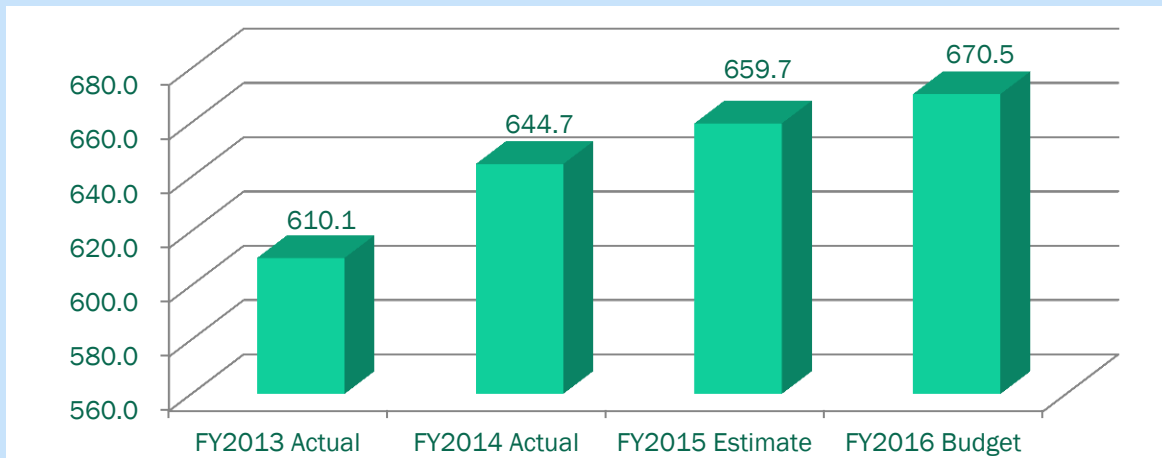


### FY2016 TRANSACTIONS

The FY2016 Budget primarily focuses on increasing the number of TollTag account customers and also efficiently processing, invoicing and collecting non-TollTag account (ZipCash) transactions.

Overall, the toll transactions for the NTTA System are estimated to increase to 670.5 million in FY2016. Separately, the Special Projects System has 81.5 million transactions. In addition, the toll services agreements (TSAs), discussed later, will add an estimated 144.2 million transactions in FY2016.

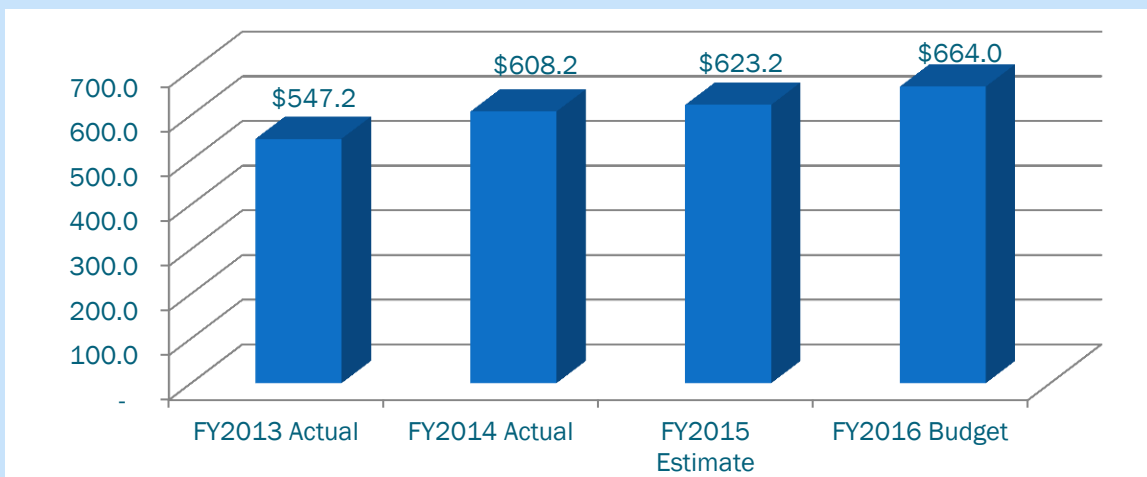
## Transactions Trends (millions)



## FY2016 REVENUES

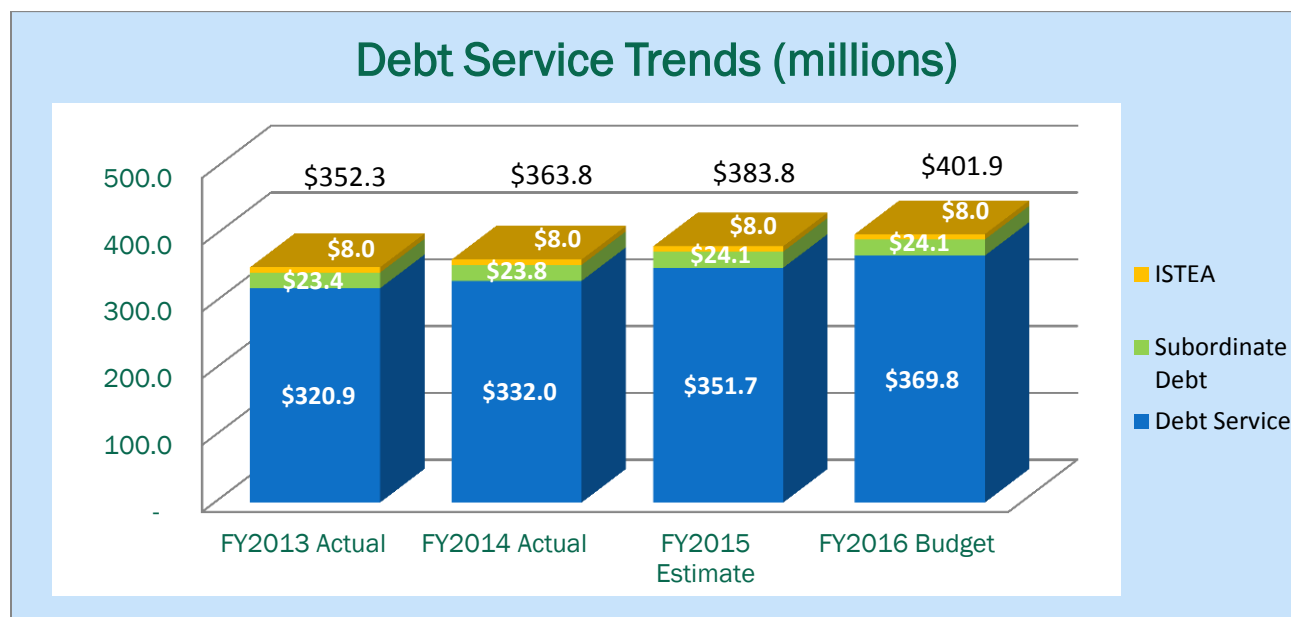
Uniquely positioned, NTTA brings a businesslike approach to a traditional government sector, providing transportation alternatives to customers for a reasonable fee. The business model approach of fee for service requires a keen focus on the customer to ensure they continue to use the roads. As a business entity, NTTA does not receive taxes to support its operations. Revenues are derived from tolls, service fees and interest income. As seen below, total FY2016 estimated revenues for the NTTA System are \$664.0 million. The primary source is toll revenues from TollTag account customers and ZipCash invoices. The toll revenue budget of \$637.0 million is split \$540.8 million TollTag account revenue and \$96.2 million ZipCash revenue (see CDM Smith projection on pages 193-198). Estimated toll revenues increase by \$39.5 million from FY2015 projections. Other income consists of administrative fees, miscellaneous fees and claims recovery for a combined estimate of \$19.7 million, or approximately 3.0% of total revenue. The administrative fees are based on business rules that assess a \$10 fee for the first notice of nonpayment and a \$25 fee for the second notice of nonpayment. Finally, projected interest income is \$7.4 million, or approximately 1.1% of total revenue.

## Revenue Trends (millions)



## FY2016 DEBT SERVICE AND LOAN REPAYMENT

Total net debt service will increase to \$401.9 million in FY2016 or 4.7% from \$383.8 million estimated for FY2015. This anticipated increase funds the obligation to NTTA bondholders. The debt service was structured to mirror the traffic and revenue growth of new and existing facilities. Additionally, the NTTA System helped finance the construction of the Chisholm Trail Parkway through subordinated debt. The subordinated debt payment for the loan is \$24.1 million. There is also an ISTEAL loan payment of \$8.0 million for the financing of President George Bush Turnpike (PGBT). While the subordinated debt payment and ISTEAL loan payments represent a portion of the NTTA System's indebtedness, they are not funded from the Debt Service Fund but instead from the Capital Improvement Fund. Estimated FY2016 total bond debt service coverage is 1.69 times first tier debt service, slightly above the requirements of the Trust Agreement. Coverage for all debt service including the CIF funded subordinated debt payment and ISTEAL loan is 1.32 times.



## FY2016 EXPENDITURES (OPERATING AND CAPITAL RELATED FUNDS)

The overall anticipated expenditures total \$399.6 million for all funds. Those funds include Operations and Maintenance (OMF), Reserve Maintenance (RMF), Construction (CF), Capital Improvement (CIF), Feasibility Study (FSF) and Enterprise Fund (EF). The requirement of the Trust Agreement is the adoption of an annual OMF budget and deposits to RMF. The OMF and RMF annual budgets total \$181.2 million, the capital related funds are \$209.2 million, and the TSA budgets are \$9.2 million.

### OPERATIONS AND MAINTENANCE FUND (OMF)

The FY2016 OMF budget is \$142.6 million. Detailed variance explanations as compared to FY2015 estimated cost are on the department budget and information documents (see pages 53-129). All of the NTTA System labor costs are budgeted in the Operations and Maintenance Fund. Transfers are made to OMF from other funds (RMF, CF, CIF and FSF) for their share of salaries. This allows the Authority to present a complete view of salaries and benefits and to better track staffing-related costs.

During FY2015 the Customer and Support Services department was re-organized into the Customer Service Contact Center department and the Collections and Toll Enforcement department. Also, for FY2016 the previously combined Finance departments are presented separately as; Cash and Debt Management, Finance, Financial Planning and Analysis, and Procurement and Business Diversity departments.

Operations and maintenance costs directly associated with operational services of the NTTA System (Collections and Toll Enforcement, Customer Service Contact Center, Information Technology, Maintenance, Operations, System and Incident Management, and Project Delivery departments) are \$115.9 million or 81.3% of the total budget.

Costs directly associated with the administrative services of the NTTA System (Administration, Board, Cash and Debt Management, Finance, Financial Planning and Analysis, Human Resources, Internal Audit, Legal, Procurement and Business Diversity, Public Affairs, Shared Services, and Strategy and Innovation departments), are \$26.7million or 18.7% of the total budget.

As NTTA strategically manages its operations, major budget increases were limited to the four departments critical to customer initiatives: Customer Service Contact Center, Collections and Toll Enforcement, Information Technology and System and Incident Management. Budgets for all other departments were held to a minor net increase.

The Customer Service Contact Center department is responsible for delivering high quality customer services to more than 4 million customers. The FY2016 budget is increasing by approximately \$2.4 million: \$1.1 million for additional postage and \$1.3 million for credit card processing fees. The additional costs are necessary to fund the growth in TollTag accounts and revenue transactions.

The Collections and Toll Enforcement Department was created mid-FY2015. It is responsible for implementing collection strategies for the organization. The FY2016 budget represents one full year of operations at a cost of \$13.1 million. The costs are necessary to accelerate early stage collections and pursue more transactions for invoicing.

The Information Technology department budget is increasing by \$1.2 million for software maintenance and support; customer service enhancements and strengthening the all-electronic tolling environment.

The System and Incident Management department provides roadside assistance to motorists and ensures our facilities have timely clearance of incidents thereby reducing risk and congestion for our customers. The budget is increasing by \$1.1 million: \$0.3 million due to the increased cost of police services and \$0.8 million for roadway customer service related costs.

Overall, the FY2016 OMF budget adequately addresses known business demands and needs.

## **RESERVE MAINTENANCE FUND (RMF)**

Ongoing and preventive maintenance of the existing infrastructure, facilities and equipment ensures the assets operate at or above industry standards. Annual inspections and the asset management program guide NTTA's budgeted investment in RMF. Estimated project expenditures for FY2016 are \$38.5 million (see pages 137-140). The estimated expenditures include the Maintenance department's \$24.2 million for infrastructure maintenance requirements and the IT department's \$13.7 million primarily to replace cameras, outdated servers, computers and equipment. The remaining \$600,000 is budgeted in the System and Incident Management department for safety enhancement projects. The estimated starting balance in the RMF is \$12.7 million therefore a deposit of \$33.5 million is required to cover FY2016 expenditures and maintain the \$5.0 million required reserve (see calculation on page 139).

## **CAPITAL FUNDS**

The following funds correspond directly to the adopted FY2016 - FY2020 Five-Year Capital Plan. Summary explanations are provided below.

### **Construction Funds (CF)**

Estimated expenditures for FY2016 are \$16.9 million (see pages 133-136). This includes \$14.5 million for project construction cost for DNT, PGBT-EE and SRT, \$2.0 million for Letter of Credit (LOC) fees for Sam Rayburn Tollway (SRT), and \$400,000 for professional and legal fees.

### **Capital Improvement Fund (CIF)**

FY2016 estimated expenditures are \$190.0 million (see pages 141-145). The estimated project expenditures include the Maintenance department's \$35.3 million for infrastructure reconstruction and repairs; the System and Incident Management's \$3.8 million for safety improvement projects; Information Technology's \$48.0 million for system upgrades, enhancements, and replacements; and \$2.0 million for various toll enforcement remedies. It also contains the Project Delivery department's \$95.2 million for project expansions; including \$52.9 million for expansion of Dallas North Tollway (DNT); and \$42.2 million for PGBT expansion and improvements. The remaining expenditures of \$5.7 million are from various departments, which include: \$1.8 million Letter of Credit (LOC) fees for commercial paper; \$3.9 million for professional fees, traffic and revenue studies and legal fees. The estimated deposit to the CIF is \$125.6 million.

### **CIF-Revolving Account/Feasibility Study Fund (FSF)**

Estimated expenditures for FY2016 are \$2.3 million (see pages 146-148). This includes \$1.0 million for projects under study and \$1.3 million for professional fees, traffic and revenue studies, and legal fees. The primary focus is environmental studies of various projects.

### **ENTERPRISE FUND/TOLL SERVICE AGREEMENTS (TSA)**

The region provides a transportation option with the introduction of TEXpress Lanes. These TEXpress or managed lanes offer an alternative that helps relieve traffic congestion. Customers choosing this alternative pay a toll for this service. The Authority is responsible for the collection of tolls on all tolled projects in the North Texas Region. The Authority created the Enterprise Fund to account for the revenue and expenses associated with toll services agreements (TSAs). Currently, the Authority has TSAs with LBJ Express (on LBJ Freeway, or Interstate 635), North Tarrant Express (NTE) 1 & 2W, NTE 3A/3B as well as the newly approved Regional TSA (DFW-Connector, IH-30 and LBJ East). The Enterprise Fund has a FY2016 budget of \$9.2 million (see pages 149-151). This includes \$3.2 million for software enhancements, \$1.2 million for professional and legal fees, and \$4.8 million for allocated salaries, benefits and transaction processing related costs.

### **PERSONNEL COMPARISON FY2016 TO FY2015 BUDGET**

Total budgeted full-time employees' (FTE's) positions for FY2016 are 807 (see Staffing Summary page 45). In FY2015 the Customer Service Contact Center (CSCC) department added 23 FTE's and the Collections and Toll Enforcement department added 10 FTE's. This was done by converting contract and part-time employees budgeted under temporary contract labor. These employees give the departments the resources to address service levels, and the increase in revenue transactions and invoicing. Continuing the pay-for-performance program, the proposed FY2016 Budget also includes \$1.3 million, equal to 3.5% of total base salaries, for compensation adjustments or increases.

### **HEALTHCARE AND RETIREMENT BENEFITS**

NTTA offers a comprehensive healthcare plan for its employees. The Public Employees Benefit Cooperative (PEBC) manages the Authority's healthcare plan. NTTA and the employee jointly share in the cost of health insurance. Currently, NTTA pays approximately 80% of the cost and the employee, through payroll deductions pay the remaining 20%. At present, 763 employees are expected to be covered by the NTTA plan in FY2016. In addition, NTTA provides retiree health care benefits through the Authority's Benefits plan, administered by PEBC. Employees retiring from NTTA with 10 years of service are eligible to participate in the company's insurance program. There are currently 14



individuals participating in the program. NTTA also participated in the Employees Retirement System of Texas Group Benefit Program for employees prior to FY1997 that remained eligible to retire under the State's plan. Currently 50 individuals participate in this plan. The cost of overall group insurance grows by \$2.8 million to \$10.4 million in FY2016 due to \$0.9 million for addition FTE's and \$1.9 million due to historical claims experience and provisions of the Affordable Care Act.

Through Texas County and District Retirement System (TCDRS), NTTA provides pension retirement benefits to its retirees. Employees with 10 years of service are eligible to receive 250% of the amount they contribute to their retirement. Currently the plan is overfunded at 106.2%. In FY1997 the NTTA also created a mandatory 401(K) due to opting out of social security. The opt-out did not include the Hospital Insurance portion of the Federal Insurance Contribution Act so NTTA also contributed to Medicare. As a condition of employment, employees must contribute a percent of their salary to these plans: 6.00% to TCDRS, 4.00% to 401(K) and 1.45% to Medicare. NTTA contributes an amount of total salary equal to 7.63% to TCDRS, 3.50% to 401(K) and 1.45% to Medicare. The cost of overall retirement benefits grows by \$0.3 million to \$5.7 million in FY2016 due to additional FTE's.

The budget reflects the accounting for healthcare costs of all future retirees. Accounting standards require the Authority to recognize this long term potential obligation known as Other Post-Employment Benefits (OPEB). The annual allocation of this obligation is \$1.9 million. While the annual obligation is an estimate of future claims, NTTA currently pays the cost of actual retiree health care claims. As claims are less than \$40,000 annually, no additional funding is recommended.

## **SUMMARY**

The FY2016 Budget empowers the Authority to deliver a safe and reliable toll road system to more than 4 million customers annually while operating as a financially sound and vibrant organization. It enables the Authority to continue its commitment to bond holders by maintaining a 1.69 debt service coverage ratio. The budget also allows for strategic investments in operating departments as NTTA enhances the customer experience and accelerates invoicing and collections. Spending is prioritized and managed appropriately striving for a seamless customer experience. Overall, it is a balanced budget, with estimated revenues exceeding the expenses for operations, debt service and asset maintenance. The FY2016 Budget ensures that NTTA can perform responsibly and responsively for the benefit of all its stakeholders.

## Fund Account Descriptions

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The NTTA System operates as an enterprise fund in accordance with United States generally accepted accounting principles (GAAP). The Trust Agreement also requires that certain funds and accounts be established and maintained. The Authority considers these funds to be major funds and creates a schedule of net assets reporting the funds and accounts as separate columns. This schedule is presented as supplementary information in the basic financial statements and is audited by the external independent auditors. The Authority is a non-appropriated political subdivision of the state so none of its funds are subject to appropriations.

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

### **REVENUE FUND (RF) - 1101**

The Revenue Fund accounts for all revenues (all tolls, other revenues, and income) arising or derived by the Authority from the operation and ownership of the System. All revenues of this fund are distributed to other funds in accordance with the Trust Agreement. (See Revenue Distribution pages 189-192)

### **OPERATION AND MAINTENANCE FUND (OMF) – 1001**

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

### **RESERVE MAINTENANCE FUND (RMF) – 1201**

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

### **CAPITAL IMPROVEMENT FUND (CIF) – 1501**

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

### **CIF-REVOLVING ACCOUNT/FEASIBILITY STUDY FUND (FSF) – 1601**

The Feasibility Study Fund accounts 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. The majority of the costs are recorded as deferred charges until the feasibility of the projects are determined; at that time the costs will either be reimbursed or recorded as an expense.

### **CONSTRUCTION FUND (CF) – 3700**

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

### **INTEREST AND SINKING FUNDS (I&SF) – 4211, 4221, & 4231**

The Interest and Sinking Funds are the debt service funds of the Authority and account for all the payments of debt obligations. The Amended and Restated Trust Agreement, dated April 1, 2008, re-

designated the funds as First, Second, or Third Tier Interest and Sinking Funds. The First Tier debt obligations have a security interest in the Net Revenues senior to that securing the Second Tier and the Third Tier debt obligations. The Second Tier debt obligations have a security interest in the Net Revenues senior to that securing the Third Tier debt obligations. Three accounts were created within each of these I&SF Tiers as follows:

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

The following fund is not part of the Trust Agreement, but was established by the Authority:

### **ENTERPRISE FUND (EF) – 7800**

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

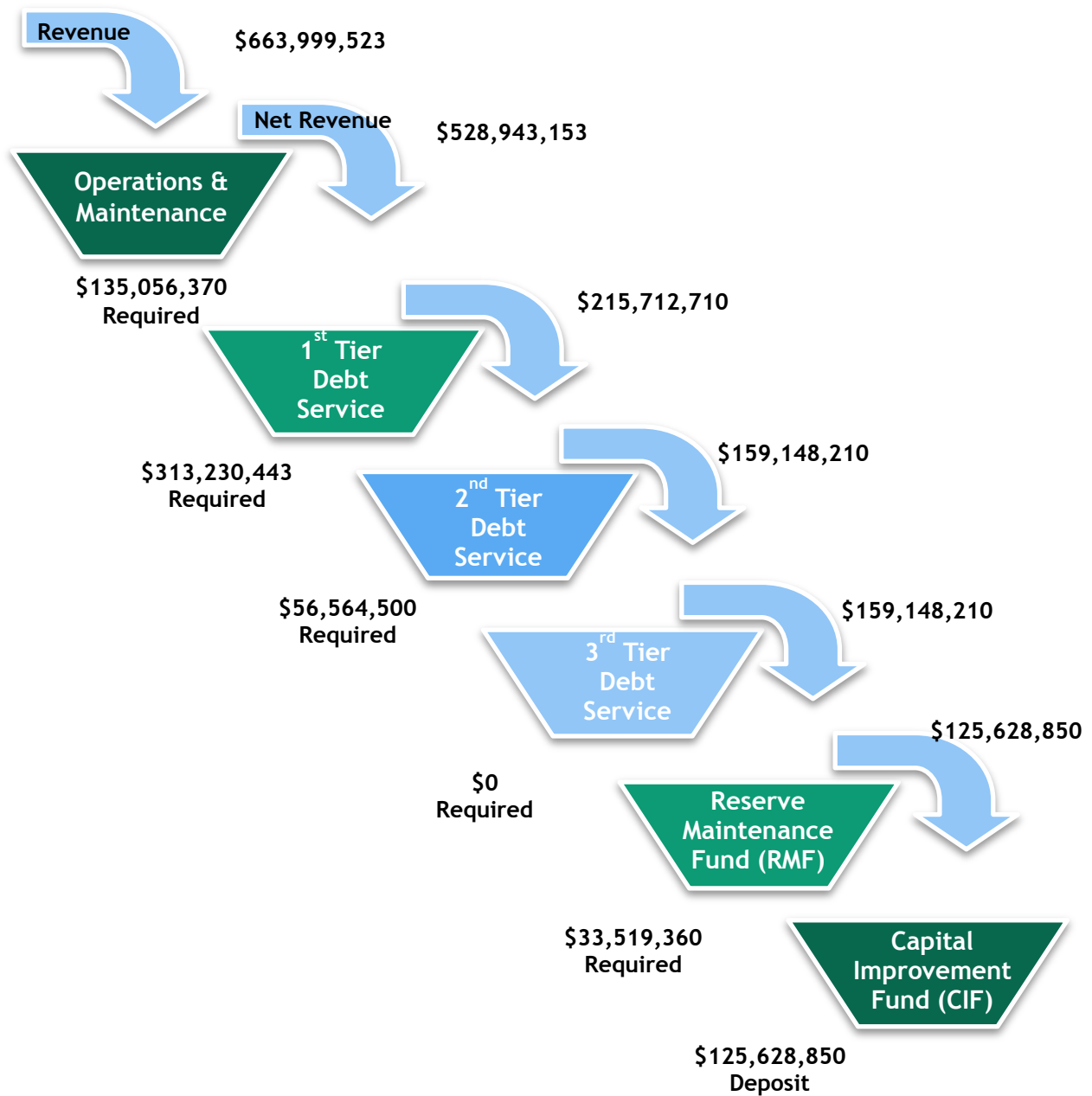
## Departments and Funds Matrix

The relationship between the Authorities departments and the major funds is illustrated below in a matrix format. The utilization of a fund by the department is highlighted in blue and the percent of the budget associated with the department is shown in the square. The dollar amounts are shown in detail on the Departmental Budget and Information documents in the Departmental Budget Section; starting with the Administration Department on page 53. The amounts for the Enterprise Fund are on page 149.

Department	Operation & Maintenance Fund	Construction Fund	Reserve Maintenance Fund	Capital Improvement Fund	Feasibility Study Fund	Interest and Sinking Funds	Enterprise Fund
<b>Administrative Services:</b>							
Administration	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%
Board	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Cash and Debt Management	0.8%	13.4%	0.0%	1.0%	0.0%	100.0%	0.1%
Finance	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%
Financial Planning & Analysis	0.8%	0.0%	0.0%	0.1%	45.5%	0.0%	1.3%
Human Resources	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%
Internal Audit	0.6%	0.4%	0.0%	0.0%	0.0%	0.0%	0.7%
Legal Services	1.8%	0.3%	0.1%	1.1%	12.9%	0.0%	5.7%
Procurement and Business Diversity	0.9%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%
Public Affairs	2.5%	0.0%	0.0%	0.0%	0.0%	0.0%	6.0%
Shared Services	8.4%	0.0%	0.0%	0.0%	0.0%	0.0%	3.4%
Strategy and Innovation	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%
<b>Total Administrative Services</b>	<b>18.7%</b>	<b>14.1%</b>	<b>0.2%</b>	<b>2.2%</b>	<b>58.4%</b>	<b>100.0%</b>	<b>19.1%</b>
<b>Operational Services:</b>							
Collections and Toll Enforcement	9.2%	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%
Customer Service Contact Center	32.6%	0.0%	0.0%	0.0%	0.0%	0.0%	38.5%
Information Technology	12.2%	0.0%	35.4%	26.6%	0.0%	0.0%	38.3%
Maintenance	17.6%	0.0%	62.9%	18.6%	0.0%	0.0%	0.0%
Operations	0.4%	0.0%	0.0%	0.5%	0.0%	0.0%	0.9%
Project Delivery	1.0%	85.9%	0.0%	50.1%	41.6%	0.0%	0.0%
System and Incident Mgmt.	8.3%	0.0%	1.6%	2.0%	0.0%	0.0%	0.0%
<b>Total Operational Services</b>	<b>81.3%</b>	<b>85.9%</b>	<b>99.8%</b>	<b>97.8%</b>	<b>41.6%</b>	<b>0.0%</b>	<b>80.9%</b>
<b>FY2016 Totals</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

## Flow of NTTA System FY2016 Revenue

The following graph shows the distribution of the FY2016 projected revenue to the various funds in accordance with the Amended and Restated Trust Agreement.



## FY2013 - FY2016 Revenue Detail

	FY2013	FY2014	FY2015
	Actual	Actual	Budget
<b>TOLL REVENUE</b>			
Dallas North Tollway (DNT)	\$ 196,024,467	\$ 219,721,032	\$ 214,358,800
President George Bush Turnpike (PGBT)	207,855,487	223,168,738	226,977,300
Sam Rayburn Tollway (SRT)	115,498,365	129,922,251	139,867,300
Mountain Creek Lake Bridge (MCLB)	841,751	1,237,973	1,137,100
Addison Airport Tunnel Tollway (AATT)	1,093,476	1,167,072	1,243,800
Lewisville Lake Toll Bridge (LLTB)	4,145,177	4,828,149	4,950,100
<b>Total Toll Revenues</b>	<b>525,458,723</b>	<b>580,045,215</b>	<b>588,534,400</b>
<b>INVESTMENT INCOME</b>	<b>6,173,619</b>	<b>6,954,822</b>	<b>6,534,497</b>
<b>OTHER INCOME</b>			
Interoperability Fees (3)	(1,754,422)	-	-
Statement Fees	4,657,976	3,054,543	1,794,173
Rents & Miscellaneous Revenues	2,319,530	2,129,638	-
Administrative and Late Fees (4)	10,324,803	16,031,788	11,504,960
	<b>15,547,887</b>	<b>21,215,969</b>	<b>13,299,133</b>
<b>TOTAL REVENUES</b>	<b>\$ 547,180,229</b>	<b>\$ 608,216,006</b>	<b>\$ 608,368,030</b>

(1) Projected FY2015 based on CDM Smith revised estimates as of 3-16-2015.

(2) Estimated FY2016 toll revenue per CDM Smith Traffic and Toll Revenue Study; investment and other revenue estimated by staff.

(3) Interoperability fees budgeted in the Enterprise Fund starting FY2013. (See page 150)

(4) Administrative fees reduced in FY2014 due to change in business rules.

FY2015	FY2015	FY2016	Variance	
Projection (1)	Variance Projection to Budget	Budget (2)	Increase/(Decrease) to FY2015 Projections	% Change
\$ 218,974,200	\$ 4,615,400	\$ 231,131,200	\$ 12,157,000	5.6%
229,957,100	2,979,800	244,724,300	14,767,200	6.4%
141,120,000	1,252,700	153,123,300	12,003,300	8.5%
1,143,100	6,000	1,242,200	99,100	8.7%
1,278,800	35,000	1,354,500	75,700	5.9%
4,988,100	38,000	5,411,800	423,700	8.5%
<b>597,461,300</b>	<b>8,926,900</b>	<b>636,987,300</b>	<b>39,526,000</b>	<b>6.6%</b>
<b>7,523,000</b>	<b>988,503</b>	<b>7,358,000</b>	<b>(165,000)</b>	<b>(2.2%)</b>
-	-	-	-	0.0%
2,353,650	559,477	1,956,164	(397,486)	(16.9%)
-	-	774,302	774,302	100.0%
15,901,035	4,396,075	16,923,757	1,022,722	6.4%
<b>18,254,685</b>	<b>4,955,552</b>	<b>19,654,223</b>	<b>1,399,538</b>	<b>7.7%</b>
<b>\$623,238,985</b>	<b>\$ 14,870,955</b>	<b>\$663,999,523</b>	<b>\$ 40,760,538</b>	<b>6.5%</b>

## Revenue and Coverage Calculation FY2015 to FY2016

	FY2014	FY2015	FY2016	FY2015 to FY2016 Variance	
	Actual	Budget	Budget	Amount	% Change
Gross Toll Revenue	\$ 627,848,846	\$ 651,156,400	\$ 695,687,300	\$ 44,530,900	6.8%
Bad Debt Expense	(47,803,631)	(62,622,000)	(58,700,000)	3,922,000	(6.3%)
Net Toll Revenue (1)	580,045,215	588,534,400	636,987,300	48,452,900	8.2%
Investment Income	6,954,822	6,534,497	7,358,000	823,503	12.6%
Other Income (2)	21,215,969	13,299,133	19,654,223	6,355,090	47.8%
<b>Total Revenues</b>	<b>608,216,006</b>	<b>608,368,030</b>	<b>663,999,523</b>	<b>55,631,493</b>	<b>9.1%</b>
REVENUE TRANSFERS TO OPERATION AND MAINTENANCE FUND					
Operating Expenses (3)	115,465,976	\$137,513,520	\$142,640,000	5,126,480	3.7%
Inter-Fund Transfers (3)	(5,812,928)	(6,821,738)	(7,583,630)	(761,892)	11.2%
<b>Net Operating Expenses (3)</b>	<b>109,653,048</b>	<b>130,691,782</b>	<b>135,056,370</b>	<b>4,364,588</b>	<b>3.3%</b>
<b>Net Revenues for Debt Service</b>	<b>498,562,958</b>	<b>477,676,248</b>	<b>528,943,153</b>	<b>51,266,905</b>	<b>10.7%</b>
DEBT SERVICE					
First Tier Debt Service	314,658,255	320,526,952	331,212,598	10,685,646	3.3%
First Tier Capitalized Interest and Credit	(17,710,580)	(17,982,155)	(17,982,155)	-	0.0%
Second Tier Debt Service	57,870,701	57,401,231	56,564,500	(836,731)	(1.5%)
<b>Total Net Debt Service</b>	<b>354,818,376</b>	<b>359,946,028</b>	<b>369,794,943</b>	<b>9,848,915</b>	<b>2.7%</b>
Revenues Available after Debt Service	143,744,582	117,730,220	159,148,210	41,417,990	35.2%
Reserve Maintenance Fund	-	-	33,519,360	33,519,360	100.0%
Required Deposit					
<b>Revenues Available for Capital Improvement Fund</b>	<b>143,744,582</b>	<b>117,730,220</b>	<b>125,628,850</b>	<b>7,898,630</b>	<b>6.7%</b>
CIF Subordinated Debt	23,416,150	24,115,479	24,115,479	-	0.0%
ISTEA Payment	8,000,000	8,000,000	8,000,000	-	0.0%
<b>Revenues Available for Capital Projects</b>	<b>\$ 112,328,432</b>	<b>\$ 85,614,741</b>	<b>\$ 93,513,371</b>	<b>\$ 7,898,630</b>	<b>9.2%</b>
DEBT SERVICE COVERAGE				TRUST AGREEMENT REQUIREMENT	
First Tier Coverage	1.68	1.58	1.69	1.35	
First & Second Tier Coverage	1.41	1.33	1.43	1.20	
All Debt Coverage	1.29	1.22	1.32	1.00	

(1) FY2016 Toll Revenue Estimates are based on CDM Smith estimates. (see page 193)

(2) Other Income includes administrative fees and statement fees. Administrative fees reduced to reflect change in business rules.

(3) Budgeted Operating Expenses include 100% of the total salaries, retirement and healthcare costs. For FY2016, transfers from Construction Fund, Reserve Maintenance Fund and Capital Improvement Fund will be made to cover approximately \$7.2 million of these costs.





**The Sam Rayburn Tollway interchange with U.S. 75 in McKinney provides smooth direct connections to keep traffic moving between fast growing North Texas communities.**

## Summary of Fund Budgets FY2013-FY2016

FUND	FY2013	FY2014
<b>Operation and Maintenance Fund</b> (1)(2)	\$ 116,268,908	\$ 122,700,000
<b>NTTA System Construction Fund</b> (2)	29,240,125	12,341,590
<b>Reserve Maintenance Fund</b> (2)	22,819,356	27,394,112
<b>Capital Improvement Fund</b> (2)	42,240,557	87,670,977
<b>CIF/Feasibility Study Fund</b> (2)	5,676,965	8,194,000
<b>Enterprise Fund (TSA's)</b>	-	3,947,097
<b>Total Budgets</b>	<b>\$ 216,245,911</b>	<b>\$ 262,247,776</b>

(1) FY2016 detail by account on page 39-41.

(2) FY2016 detail by account for all funds combined on page 42-44.

(3) Change due mainly to \$1.5 million associated with increased customer service efforts and transaction processing (see pages 102 and 107); and \$2.4 million for maintenance and safety (see pages 113, 121 and 126).

(4) Change due mainly to the anticipated construction of DNT Phase 4B southbound, PGBT-EE and beginning of SRT widening (see page 122).

(5) Change mainly due to \$9.6 million for System-wide Roadway Improvements and \$5.7 million for IT equipment replacement (see pages 115 & 108-109).

(6) Minor change due to capacity and safety improvement projects (see pages 141 -143).

(7) Change mainly due to reduction in traffic and revenue studies (see page 68).

(8) Change mainly due to increase in transactions and adding Regional TSA's (see pages 149 - 151).

				<b>Increase (Decrease)</b>	
		<b>FY2015</b>	<b>FY2016</b>	<b>Variance</b>	
\$	137,513,520	\$	142,640,000	5,126,480	(3)
	9,527,799		16,886,000	7,358,201	(4)
	22,572,948		38,511,676	15,938,728	(5)
	184,843,775		190,031,782	5,188,007	(6)
	3,091,000		2,331,390	(759,610)	(7)
	4,645,394		9,170,178	4,524,784	(8)
\$	362,194,436	\$	399,571,026	37,376,590	

## Actual, Projections, & Budget Information FY2013 to FY2016

	FY2013	FY2014	FY2015
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>
Toll Revenue (1)	\$ 525,458,723	\$ 580,045,215	\$ 588,534,400
Investment Income	6,173,619	6,954,822	6,534,497
Other Income	15,547,887	21,215,969	13,299,133
<b>Total Revenues</b>	<b>547,180,229</b>	<b>608,216,006</b>	<b>608,368,030</b>
<b>ADMINISTRATIVE SERVICES (2)</b>			
Administration	686,966	431,711	524,230
Board	169,485	137,258	126,061
Cash and Debt	660,606	687,047	1,058,352
Finance	2,418,138	2,414,383	831,378
Financial Planning and Analysis	-	404,877	1,525,626
Human Resources	1,388,465	1,321,718	1,504,881
Internal Audit	788,687	723,194	880,813
Legal Services	2,333,219	2,498,417	2,397,762
Procurement and Business Diversity	1,044,400	919,704	1,024,864
Public Affairs	2,669,271	2,747,259	3,200,967
Shared Services	10,121,285	8,761,359	11,583,367
Strategic & Innovative Solutions (3)	736,849	245,344	-
Strategy and Innovation (3)	-	-	889,961
<b>Sub-total</b>	<b>23,017,370</b>	<b>21,292,271</b>	<b>25,548,262</b>
<b>OPERATIONAL SERVICES (2)</b>			
Collections and Toll Enforcement	-	-	14,605,286
Customer Service Contact Center	39,299,210	47,091,453	44,546,049
Information Technology	13,614,532	13,438,966	16,367,132
Maintenance	23,754,768	23,153,564	25,075,562
Operations	488,488	718,324	562,462
Project Delivery	211,210	239,869	310,774
System & Incident Management	8,854,800	9,531,529	10,497,993
<b>Sub-total</b>	<b>86,223,008</b>	<b>94,173,705</b>	<b>111,965,258</b>
<b>Total Expenses</b>	<b><u>\$109,240,378</u></b>	<b><u>\$115,465,976</u></b>	<b><u>\$137,513,520</u></b>

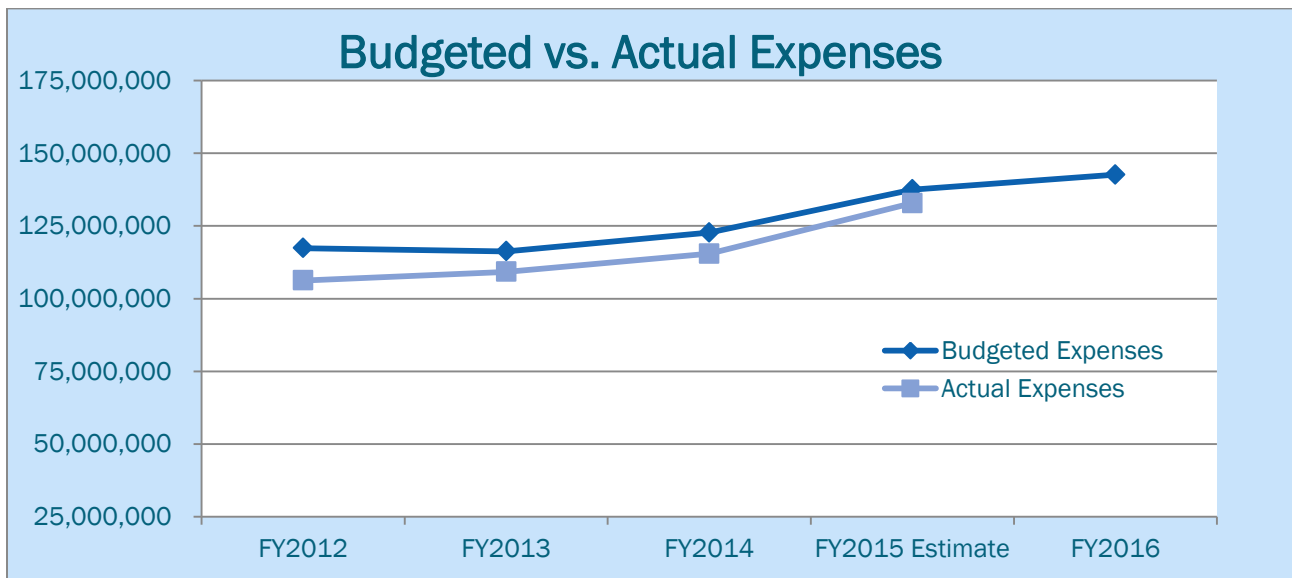
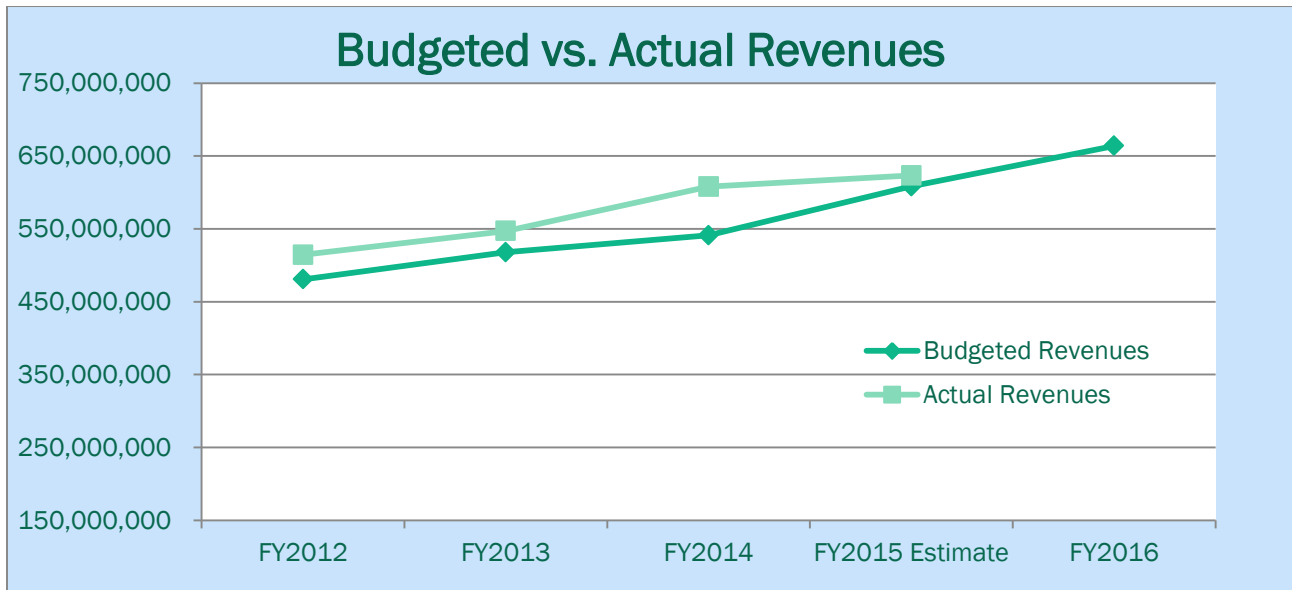
(1) FY2015 Budget, FY2015 Projection and FY2016 Budget toll revenue numbers per CDM Smith Traffic and Toll Revenue Estimate. (see page 193 for FY2016 Budget toll revenue)

(2) FY2015 projections based on 7 months actuals. FY2015 projected cost presented by account on Appendix G, pages 208-211.

(3) The Strategic & Innovative Solutions Department was re-organized into the Strategy and Innovation Department in FY2015.

<b>FY2015</b>	<b>FY2015</b>	<b>FY2016</b>	<b>Variance</b>
<b>PROJECTION</b>	<b>VARIANCE PROJECTION to BUDGET</b>	<b>BUDGET</b>	<b>Increase (Decrease) to FY2015 Projections</b>
\$ 597,461,300	\$ 8,926,900	\$ 636,987,300	\$ 39,526,000
7,523,000	988,503	7,358,000	(165,000)
18,254,685	4,955,552	19,654,223	1,399,538
<u>623,238,985</u>	<u>14,870,955</u>	<u>663,999,523</u>	<u>40,760,538</u>
494,860	(29,370)	546,903	52,043
123,042	(3,019)	137,715	14,673
1,022,484	(35,868)	1,093,962	71,478
1,018,148	186,770	1,489,641	471,493
1,195,149	(330,477)	1,142,991	(52,158)
1,404,010	(100,871)	1,374,414	(29,596)
756,964	(123,849)	878,347	121,383
2,397,762	-	2,560,694	162,932
960,788	(64,076)	1,233,270	272,482
2,990,531	(210,436)	3,516,240	525,709
8,740,104	(2,843,263)	12,020,650	3,280,546
-	-	-	-
788,185	(101,775)	696,992	(91,193)
<u>21,892,027</u>	<u>(3,656,235)</u>	<u>26,691,819</u>	<u>4,799,792</u>
14,605,286	-	13,104,810	(1,500,476)
44,180,856	(365,193)	46,542,573	2,361,717
16,260,629	(106,504)	17,447,699	1,187,070
24,278,072	(797,490)	25,057,513	779,441
570,449	7,987	574,827	4,378
344,128	33,354	1,411,373	1,067,245
10,705,268	207,275	11,809,386	1,104,118
<u>110,944,688</u>	<u>(1,020,571)</u>	<u>115,948,181</u>	<u>5,003,493</u>
<u>\$ 132,836,715</u>	<u>\$ (4,676,805)</u>	<u>\$142,640,000</u>	<u>\$ 9,803,285</u>

## Budget vs. Actual Revenues and Expenses Graphs



# Operations and Maintenance Fund Budget by Account FY2016

Account	Administration	Board	Cash and Debt Management	Finance	Financial Planning & Analysis	Human Resources	Internal Audit	Legal Services
Salaries and Wages-Direct - (511101)	\$316,095	\$67,570	\$232,565	\$1,296,098	\$410,130	\$772,263	\$622,608	\$572,651
Salaries and Wages-Comp Adj. - (511103)	0	0	0	0	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	0	0	32,439	0	0
Salaries and Wage-Overtime - (511301)	0	0	0	700	0	2,047	0	0
Group Insurance - (512101)	0	0	0	0	0	0	0	0
Retirement Contributions - (512401)	33,023	8,419	28,467	160,840	51,441	100,194	77,324	73,461
Retirement Contr.-Internship - (512402)	0	0	0	0	0	4,056	0	0
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	0	25,894	0	0
Unemployment Insurance - (512601)	0	0	0	0	0	0	0	0
OPEB Annual Req'd Contribution - (512602)	0	0	0	0	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0	0	0	0	0
<b>Salaries &amp; Benefits</b>	<b>349,118</b>	<b>75,989</b>	<b>261,032</b>	<b>1,457,638</b>	<b>461,571</b>	<b>936,893</b>	<b>699,932</b>	<b>646,112</b>
Consulting/ Professional - (521201)	120,176	0	450,000	900	50,700	127,644	42,995	0
Legal Fees - (521202)	0	0	0	0	0	0	0	1,820,000
Auditing Fees - (521203)	0	0	0	0	0	0	102,281	0
Trustee Fees - (521204)	0	0	300,000	0	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0	620,000	0	0	0
Police Services (DPS) - (521208)	0	0	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	0	0	0	0	0	0
Outside Maintenance Services - (521212)	0	0	0	0	0	0	0	0
Rentals - Land - (522301)	0	0	0	0	0	0	0	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0	0	0
Telecommunications - (523202)	0	0	0	0	0	0	0	0
Public Information Fees - (523203)	0	0	0	0	0	0	0	0
Recruitment - (523301)	0	0	0	0	0	130,661	0	0
Magazine and Newspaper - (523302)	0	0	1,100	0	0	0	339	0
Television & Radio - (523303)	0	0	0	0	0	0	0	0
Promotional Expenses - (523304)	11,666	0	0	260	0	66,370	0	0
Employee Appreciation - (523305)	0	0	0	0	0	0	0	0
Freight and Express - (531105)	201	1,050	330	481	170	583	154	424
Temporary Contract Labor - (523851)	0	0	0	0	0	4,714	0	0
Water - (531211)	0	0	0	0	0	0	0	0
Gas - (531221)	0	0	0	0	0	0	0	0
Electricity - (531231)	0	0	0	0	0	0	0	0
Software - (531651)	0	0	0	0	0	0	0	0
Bank Charges - (573001)	0	0	70,000	0	0	0	0	0
Credit Card Fees - (573002)	0	0	0	0	0	0	0	0
Contingency-Restricted - (579002)	0	0	0	0	0	0	0	0
<b>Services</b>	<b>132,043</b>	<b>1,050</b>	<b>821,430</b>	<b>1,641</b>	<b>670,870</b>	<b>329,972</b>	<b>145,769</b>	<b>1,820,424</b>
Travel - (523501)	12,013	12,395	4,200	10,751	5,200	4,906	12,229	9,613
Dues & Subscriptions - (523601)	43,775	0	2,500	3,711	650	20,136	4,074	45,664
Education and Training - (523701)	7,282	0	4,200	5,300	2,500	71,939	11,071	2,841
Licenses - (523801)	0	0	0	600	0	0	700	0
Meeting Expense - (521101)	2,046	45,842	0	2,200	0	6,643	565	0
Liability Claims - (523902)	0	0	0	0	0	0	0	0
Office Supplies - (531101)	626	2,439	600	7,800	2,200	3,925	2,544	36,040
Other Materials and Supplies - (531102)	0	0	0	0	0	0	0	0
Landscaping - (522202)	0	0	0	0	0	0	0	0
Postage - (523201)	0	0	0	0	0	0	85	0
Maps & Pamphlets - (523402)	0	0	0	0	0	0	0	0
Printing and Photographic - (523401)	0	0	0	0	0	0	0	0
Books & Periodicals - (531401)	0	0	0	0	0	0	1,378	0
Inven for resale(toll tags) - (531501)	0	0	0	0	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0	0	0
Uniforms - (531701)	0	0	0	0	0	0	0	0
<b>Materials &amp; Supplies</b>	<b>65,742</b>	<b>60,676</b>	<b>11,500</b>	<b>30,362</b>	<b>10,550</b>	<b>107,549</b>	<b>32,646</b>	<b>94,158</b>
Mobile Equipment Expense - (531103)	0	0	0	0	0	0	0	0
Rentals - Equipment - (522302)	0	0	0	0	0	0	0	0
Motor Fuel Expense - (531107)	0	0	0	0	0	0	0	0
<b>Equipment Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals</b>	<b>\$546,903</b>	<b>\$137,715</b>	<b>\$1,093,962</b>	<b>\$1,489,641</b>	<b>\$1,142,991</b>	<b>\$1,374,414</b>	<b>\$878,347</b>	<b>\$2,560,694</b>

Account	Procurement and Business Diversity	Public Affairs	Shared Services	Strategy and Innovation	Collections and Toll Enforcement	Customer Service Center	Information Technology	Maintenance
Salaries and Wages-Direct - (511101)	\$931,321	\$1,211,587	(\$840,800)	\$392,012	\$4,185,032	\$6,020,744	\$6,081,450	\$8,013,123
Salaries and Wages-Comp Adj. - (511103)	0	0	1,137,601	0	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	63,000	0	0	0	0
Salaries and Wage-Overtime - (511301)	1,984	2,714	0	0	57,906	138,899	90,000	340,000
Group Insurance - (512101)	0	0	9,042,372	0	0	0	0	0
Retirement Contributions - (512401)	116,059	154,513	(104,550)	49,442	531,886	757,410	760,940	1,007,889
Retirement Contr.-Internship - (512402)	0	0	0	8,102	0	0	0	0
Retirement Contr.-Comp. Adj. - (512403)	0	0	143,090	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	0	0	0	0
Unemployment Insurance - (512601)	0	0	200,000	0	0	0	0	0
OPEB Annual Req'd Contribution - (512602)	0	0	1,920,000	0	0	0	0	0
Worker's Comp Ins - (512701)	0	0	350,524	0	0	0	0	0
<b>Salaries &amp; Benefits</b>	<b>1,049,364</b>	<b>1,368,814</b>	<b>11,848,237</b>	<b>512,556</b>	<b>4,774,824</b>	<b>6,917,053</b>	<b>6,932,390</b>	<b>9,361,012</b>
Consulting/ Professional - (521201)	1,809	1,014,637	0	127,198	6,331,136	1,629,274	93,402	100,000
Legal Fees - (521202)	0	0	0	0	0	0	0	0
Auditing Fees - (521203)	0	0	0	0	0	0	0	0
Trustee Fees - (521204)	0	0	0	0	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0	0	0	0	0
Police Services (DPS) - (521208)	0	0	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	0	0	0	19,503	0	0
Outside Maintenance Services - (521212)	0	0	0	0	0	0	4,196,611	7,353,917
Rentals - Land - (522301)	0	0	0	0	0	36,042	0	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0	0	0
Telecommunications - (523202)	0	0	0	0	0	0	838,078	0
Public Information Fees - (523203)	0	0	0	0	0	0	0	0
Recruitment - (523301)	0	0	0	0	0	0	0	0
Magazine and Newspaper - (523302)	5,284	489,800	0	0	0	5,472	0	8,700
Television & Radio - (523303)	0	193,050	0	0	0	0	0	0
Promotional Expenses - (523304)	56,783	322,389	0	17,399	0	0	0	0
Employee Appreciation - (523305)	0	1,500	0	0	0	0	0	0
Freight and Express - (531105)	126	297	0	81	580	508	0	300
Temporary Contract Labor - (523851)	0	0	0	0	0	5,834,399	0	64,800
Water - (531211)	0	0	0	0	0	0	0	593,000
Gas - (531221)	0	0	0	0	0	0	0	70,600
Electricity - (531231)	0	0	0	0	0	0	0	2,100,000
Software - (531651)	0	0	0	5,000	0	0	4,987,470	0
Bank Charges - (573001)	0	0	0	0	768,686	0	0	0
Credit Card Fees - (573002)	0	0	0	0	0	14,696,169	0	0
Contingency-Restricted - (579002)	0	0	0	0	0	0	0	0
<b>Services</b>	<b>64,002</b>	<b>2,021,673</b>	<b>0</b>	<b>149,678</b>	<b>7,100,402</b>	<b>22,221,367</b>	<b>10,115,561</b>	<b>10,291,317</b>
Travel - (523501)	12,681	28,855	0	16,960	9,861	3,650	22,219	21,500
Dues & Subscriptions - (523601)	76,913	11,625	980	2,491	2,393	1,073	5,544	19,544
Education and Training - (523701)	19,280	2,473	0	6,827	28,494	22,194	103,678	80,675
Licenses - (523801)	2,878	0	0	0	0	0	0	31,765
Meeting Expense - (521101)	1,349	11,688	0	6,360	9,104	11,080	0	2,100
Liability Claims - (523902)	0	0	0	0	0	0	0	0
Office Supplies - (531101)	3,803	6,650	61,433	2,120	90,090	106,670	178,349	21,100
Other Materials and Supplies - (531102)	0	2,392	0	0	0	0	89,958	2,360,844
Landscaping - (522202)	0	0	0	0	0	0	0	35,000
Postage - (523201)	0	0	0	0	1,032,049	8,326,937	0	0
Maps & Pamphlets - (523402)	0	53,428	0	0	0	0	0	0
Printing and Photographic - (523401)	1,000	6,946	0	0	0	0	0	0
Books & Periodicals - (531401)	2,000	0	0	0	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0	0	8,921,481	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0	0	216,634
Uniforms - (531701)	0	1,696	0	0	4,785	11,068	0	182,700
<b>Materials &amp; Supplies</b>	<b>119,904</b>	<b>125,753</b>	<b>62,413</b>	<b>34,758</b>	<b>1,176,776</b>	<b>17,404,153</b>	<b>399,748</b>	<b>2,971,862</b>
Mobile Equipment Expense - (531103)	0	0	0	0	0	0	0	1,086,466
Rentals - Equipment - (522302)	0	0	110,000	0	52,808	0	0	171,350
Motor Fuel Expense - (531107)	0	0	0	0	0	0	0	1,175,507
<b>Equipment Expense</b>	<b>0</b>	<b>0</b>	<b>110,000</b>	<b>0</b>	<b>52,808</b>	<b>0</b>	<b>0</b>	<b>2,433,323</b>
<b>Totals</b>	<b>\$1,233,270</b>	<b>\$3,516,240</b>	<b>\$12,020,650</b>	<b>\$696,992</b>	<b>\$13,104,810</b>	<b>\$46,542,573</b>	<b>\$17,447,699</b>	<b>\$25,057,513</b>



Account	Operations	Project Delivery	System & Incident Mgmt.	FY16 Budget	FY15 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
Salaries and Wages-Direct - (511101)	\$476,701	\$1,213,162	\$3,994,487	\$35,968,799	\$32,848,177	\$3,120,622	9.5%
Salaries and Wages-Comp Adj. - (511103)	0	0	0	1,137,601	779,957	357,644	45.9%
Salaries and Wages-Internship - (511202)	0	0	0	95,439	23,917	71,522	299.0%
Salaries and Wage-Overtime - (511301)	0	0	23,421	657,671	611,286	46,385	7.6%
Group Insurance - (512101)	0	0	0	9,042,372	6,022,538	3,019,834	50.1%
Retirement Contributions - (512401)	58,984	147,084	491,628	4,504,454	4,356,610	147,844	3.4%
Retirement Contr.-Internship - (512402)	0	0	0	12,158	3,167	8,991	283.9%
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	143,090	148,080	(4,990)	(3.4%)
Tuition Reimbursement - (512501)	0	0	0	25,894	32,000	(6,106)	(19.1%)
Unemployment Insurance - (512601)	0	0	0	200,000	200,000	0	0.0%
OPEB Annual Req'd Contribution - (512602)	0	0	0	1,920,000	3,724,831	(1,804,831)	(48.5%)
Worker's Comp Ins - (512701)	0	0	0	350,524	323,960	26,564	8.2%
<b>Salaries &amp; Benefits</b>	<b>535,685</b>	<b>1,360,246</b>	<b>4,509,536</b>	<b>54,058,002</b>	<b>49,074,523</b>	<b>4,983,479</b>	<b>10.2%</b>
Consulting/ Professional - (521201)	0	29,480	39,461	10,158,812	14,347,235	(4,188,423)	(29.2%)
Legal Fees - (521202)	0	0	0	1,820,000	1,700,000	120,000	7.1%
Auditing Fees - (521203)	0	0	0	102,281	100,891	1,390	1.4%
Trustee Fees - (521204)	0	0	0	300,000	360,000	(60,000)	(16.7%)
Traffic Engineering Fees - (521207)	0	0	0	620,000	870,000	(250,000)	(28.7%)
Police Services (DPS) - (521208)	0	0	5,602,076	5,602,076	4,876,351	725,725	14.9%
Armored Car Services - (521209)	0	0	0	19,503	19,592	(89)	(0.5%)
Outside Maintenance Services - (521212)	0	0	4,525	11,555,053	11,885,519	(330,466)	(2.8%)
Rentals - Land - (522301)	0	0	0	36,042	41,191	(5,149)	(12.5%)
Insurance Expense - Other - (523101)	0	0	1,448,637	1,448,637	1,281,853	166,784	13.0%
Telecommunications - (523202)	0	0	0	838,078	848,181	(10,103)	(1.2%)
Public Information Fees - (523203)	0	0	0	0	0	0	100.0%
Recruitment - (523301)	0	0	0	130,661	153,380	(22,719)	(14.8%)
Magazine and Newspaper - (523302)	0	0	0	510,695	486,595	24,100	5.0%
Television & Radio - (523303)	0	0	0	193,050	175,500	17,550	10.0%
Promotional Expenses - (523304)	0	0	6,610	481,477	637,835	(156,358)	(24.5%)
Employee Appreciation - (523305)	0	0	0	1,500	0	1,500	100.0%
Freight and Express - (531105)	166	404	266	6,121	7,804	(1,683)	(21.6%)
Temporary Contract Labor - (523851)	0	0	0	5,903,913	4,043,786	1,860,127	46.0%
Water - (531211)	0	0	0	593,000	592,864	136	0.0%
Gas - (531221)	0	0	0	70,600	70,560	40	0.1%
Electricity - (531231)	0	0	0	2,100,000	2,092,577	7,423	0.4%
Software - (531651)	0	0	0	4,992,470	4,866,746	125,724	2.6%
Bank Charges - (573001)	0	0	0	838,686	857,301	(18,615)	(2.2%)
Credit Card Fees - (573002)	0	0	0	14,696,169	13,321,925	1,374,244	10.3%
Contingency-Restricted - (579002)	0	0	0	0	0	0	100.0%
<b>Services</b>	<b>166</b>	<b>29,884</b>	<b>7,101,575</b>	<b>63,018,824</b>	<b>63,637,686</b>	<b>(618,862)</b>	<b>(1.0%)</b>
Travel - (523501)	25,278	10,208	14,367	236,886	251,467	(14,581)	(5.8%)
Dues & Subscriptions - (523601)	9,535	3,924	4,861	259,393	219,284	40,109	18.3%
Education and Training - (523701)	2,456	5,537	26,861	403,608	403,700	(92)	(0.0%)
Licenses - (523801)	0	0	0	35,943	20,969	14,974	71.4%
Meeting Expense - (521101)	880	0	0	99,857	105,718	(5,861)	(5.5%)
Liability Claims - (523902)	0	0	11,000	11,000	10,864	136	1.3%
Office Supplies - (531101)	827	1,574	9,177	537,967	484,594	53,373	11.0%
Other Materials and Supplies - (531102)	0	0	57,313	2,510,507	2,421,455	89,052	3.7%
Landscaping - (522202)	0	0	0	35,000	35,000	0	0.0%
Postage - (523201)	0	0	2,558	9,361,629	7,971,456	1,390,173	17.4%
Maps & Pamphlets - (523402)	0	0	0	53,428	116,964	(63,536)	(54.3%)
Printing and Photographic - (523401)	0	0	0	7,946	8,230	(284)	(3.5%)
Books & Periodicals - (531401)	0	0	0	3,378	2,682	696	26.0%
Inven for resale(toll tags) - (531501)	0	0	0	8,921,481	10,000,000	(1,078,519)	(10.8%)
Small Tools and Shop Supplies - (531601)	0	0	0	216,634	70,640	145,994	206.7%
Uniforms - (531701)	0	0	72,138	272,387	240,269	32,118	13.4%
<b>Materials &amp; Supplies</b>	<b>38,976</b>	<b>21,243</b>	<b>198,275</b>	<b>22,967,044</b>	<b>22,363,292</b>	<b>603,752</b>	<b>2.7%</b>
Mobile Equipment Expense - (531103)	0	0	0	1,086,466	1,010,198	76,268	7.5%
Rentals - Equipment - (522302)	0	0	0	334,158	152,916	181,242	118.5%
Motor Fuel Expense - (531107)	0	0	0	1,175,507	1,274,902	(99,395)	(7.8%)
<b>Equipment Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,596,131</b>	<b>2,438,016</b>	<b>158,115</b>	<b>6.5%</b>
<b>Totals</b>	<b>\$574,827</b>	<b>\$1,411,373</b>	<b>\$11,809,386</b>	<b>\$142,640,000</b>	<b>\$137,513,520</b>	<b>\$5,126,480</b>	<b>3.7%</b>



Account	Procurement and Business Diversity	Public Affairs	Shared Services	Strategy and Innovation	Collections and Toll Enforcement	Customer Service Contact Center	Information Technology
Salaries and Wages-Direct - (511101)	\$931,321	\$1,256,620	(\$840,800)	\$414,621	\$4,402,903	\$6,439,921	\$6,279,100
Salaries and Wages-Comp Adj. - (511103)	0	0	1,137,601	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	63,000	0	0	0
Salaries and Wage-Overtime - (511301)	1,984	2,714	0	0	57,906	138,899	90,000
Group Insurance - (512101)	0	0	9,347,587	0	0	0	0
Retirement Contributions - (512401)	116,059	160,475	(104,550)	52,259	560,748	812,941	785,816
Retirement Contr.-Internship - (512402)	0	0	0	8,102	0	0	0
Retirement Contr.-Comp. Adj. - (512403)	0	0	143,090	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	0	0	0
Unemployment Insurance - (512601)	0	0	200,000	0	0	0	0
OPEB Annual Req'd Contribution - (512602)	0	0	1,920,000	0	0	0	0
Worker's Comp Ins - (512701)	0	0	350,524	0	0	0	0
Meeting Expense - (521101)	1,349	11,688	0	6,360	9,104	11,080	0
Consulting/Professional - (521201)	151,809	1,014,637	0	127,198	6,331,136	2,403,789	4,068,402
Legal Fees - (521202)	0	0	0	0	0	0	0
Auditing Fees - (521203)	0	0	0	0	0	0	0
Trustee Fees - (521204)	0	0	0	0	0	0	0
Rating Agency Fees - (521205)	0	0	0	0	0	0	0
Remarketing/Loc Provider Fees - (521206)	0	0	0	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0	0	0	0
Police Services (DPS) - (521208)	0	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	0	0	0	19,503	0
Outside Maintenance Services - (521212)	0	0	0	0	0	0	4,596,611
General Engineering - (521213)	0	0	0	0	0	0	0
Consulting/Profess Serv Tech - (521301)	0	0	0	0	0	0	12,764,000
Landscaping - (522202)	0	0	0	0	0	0	0
Signing Expense - (522203)	0	0	0	0	0	0	0
Pavement Markings - (522204)	0	0	0	0	0	0	0
Pavement & Shoulders - (522205)	0	0	0	0	0	0	0
Bridge Repairs - (522206)	0	0	0	0	0	0	0
Rentals - Land - (522301)	0	0	0	0	0	36,042	0
Rentals - Equipment - (522302)	0	0	110,000	0	52,808	0	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0	0
Postage - (523201)	0	0	0	0	1,032,049	8,846,787	0
Telecommunications - (523202)	0	0	0	0	0	0	848,078
Recruitment - (523301)	0	0	0	0	0	0	0
Magazine and Newspaper - (523302)	5,284	739,800	0	0	0	5,472	0
Television & Radio - (523303)	0	443,050	0	0	0	0	0
Promotional Expenses - (523304)	56,783	322,389	0	17,399	0	0	0
Employee Appreciation - (523305)	0	1,500	0	0	0	0	0
Printing and Photographic - (523401)	1,000	6,946	0	0	0	0	0
Maps & Pamphlets - (523402)	0	53,428	0	0	0	0	0
Travel - (523501)	12,681	28,855	0	16,960	9,861	3,650	22,219
Dues & Subscriptions - (523601)	76,913	11,625	980	2,491	2,393	1,073	5,544
Education and Training - (523701)	19,280	2,473	0	6,827	28,494	22,194	103,678
Licenses - (523801)	2,878	0	0	0	0	0	0
Temporary Contract Labor - (523851)	0	0	0	0	0	6,094,230	0
Liability Claims - (523902)	0	0	0	0	0	0	0
Office Supplies - (531101)	3,803	6,650	65,000	2,120	90,090	106,670	178,349
Other Materials and Supplies - (531102)	0	2,392	0	0	0	0	89,958
Mobile Equipment Expense - (531103)	0	0	0	0	0	0	0
Freight and Express - (531105)	126	297	0	81	580	508	0
Electronic Supplies - (531106)	0	0	0	0	0	0	1,939,500
Motor Fuel Expense - (531107)	0	0	0	0	0	0	0
Water - (531211)	0	0	0	0	0	0	0
Gas - (531221)	0	0	0	0	0	0	0
Electricity - (531231)	0	0	0	0	0	0	0
Books & Periodicals - (531401)	2,000	0	0	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0	0	9,571,099	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0	0
Machinery - (531611)	0	0	0	0	0	0	0
Vehicles - (531621)	0	0	0	0	0	0	0
Computers - (531641)	0	0	0	0	0	0	16,440,500
Software - (531651)	0	0	0	5,000	0	0	28,206,391
Uniforms - (531701)	0	1,696	0	0	4,785	11,068	0
Building Improvements - (541302)	0	0	0	0	0	0	0
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	0	0	0	0	5,790,000
Infrastructure - Other - (541403)	0	0	0	0	0	0	2,980,000
Bank Charges - (573001)	0	0	0	0	818,856	0	0
Credit Card Fees - (573002)	0	0	0	0	0	15,550,341	0
Deferred Charges (153001)	0	0	0	0	0	0	0
Right-of-Way (06)	0	0	0	0	0	0	0
Administration (01)	0	0	0	0	0	0	0
Planning (02)	0	0	0	0	0	0	0
Design (03)	0	0	0	0	0	0	0
Construction (04)	0	0	0	0	0	0	0
Software (05)	0	0	0	0	0	0	0
Equipment/Hardware (05)	0	0	0	0	0	0	0
Other (176999)	0	0	0	0	0	0	0
<b>Totals</b>	<b>\$1,383,270</b>	<b>\$4,067,235</b>	<b>\$12,329,432</b>	<b>\$722,418</b>	<b>\$13,401,713</b>	<b>\$50,075,267</b>	<b>\$85,188,146</b>



## FY2016 Staffing Summary

	FY2015 Budget			FY2016 Budget			
	Approved	Changes	Ending	Additions	Full Time	Part Time	On Call
<b>ADMINISTRATIVE SERVICES</b>							
Administration	2	-	2	-	2	-	-
Board	1	-	1	-	1	-	-
Cash and Debt	4	-	4	-	4	-	-
Finance	18	-	18	1	19	-	-
Financial Planning and Analysis	7	-	7	(1)	6	-	-
Human Resources	13	-	13	-	13	5	-
Internal Audit	9	-	9	-	9	-	-
Legal Services	5	-	5	-	5	3	-
Procurement and Business Diversity	15	-	15	-	15	-	-
Public Affairs	18	-	18	-	18	-	-
Strategy and Innovation	3	-	3	-	3	3	-
<b>Total Administrative Services</b>	<b>95</b>	<b>-</b>	<b>95</b>	<b>-</b>	<b>95</b>	<b>11</b>	<b>-</b>
<b>OPERATIONAL SERVICES</b>							
Collections and Toll Enforcement	95	10	105	-	105	21	-
Customer Service Contact Center	177	23	200	-	200	8	-
Information Technology	90	-	90	-	90	-	-
Maintenance	195	(8)	187	-	187	-	-
Operations	5	-	5	-	5	-	-
Project Delivery	11	6	17	-	17	-	-
System & Incident Management	104	4	108	-	108	-	-
<b>Total Operational Services</b>	<b>677</b>	<b>35</b>	<b>712</b>	<b>-</b>	<b>712</b>	<b>29</b>	<b>-</b>
<b>Total</b>	<b>772</b>	<b>35</b>	<b>807</b>	<b>-</b>	<b>807</b>	<b>40</b>	<b>-</b>

### No Changes

Administration, Board, Cash and Debt, Human Resources, Internal Audit, Legal Services, Procurement and Business Diversity, Public Affairs, Strategy and Innovation, Information Technology, and Operations staffing remains the same.

### Changes in FY2015

Collections and Toll Enforcement: See Position Summary page 99.

Customer Service Contact Center: See Position Summary page 104.

Maintenance: See Position Summary page 115-117.

Project Delivery: See Position Summary page 123.

System & Incident Management: See Position Summary page 128-129.

### Additions for FY2016

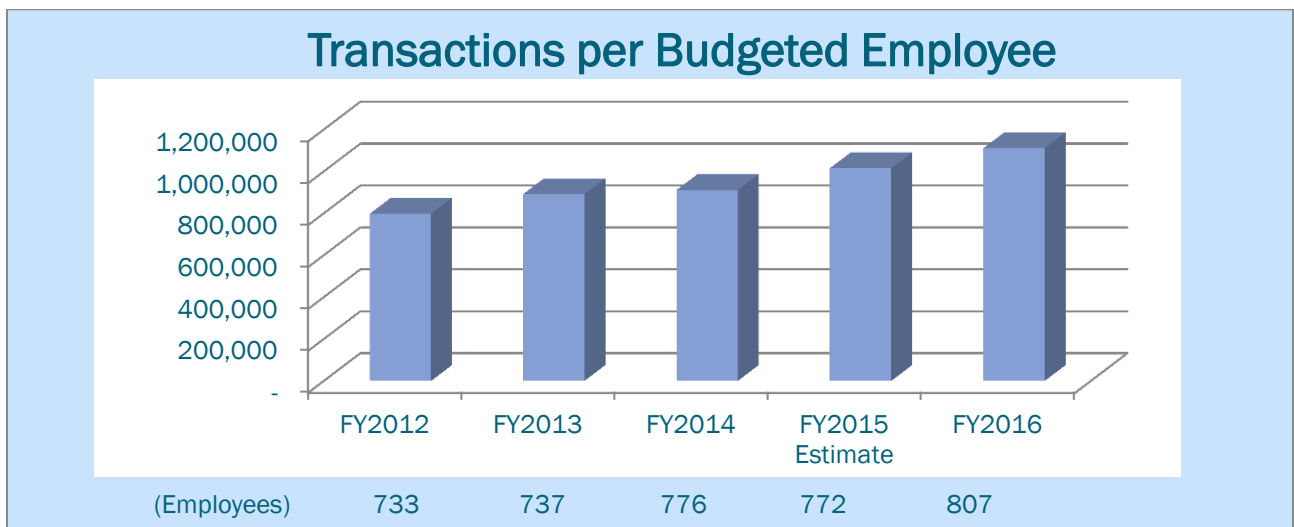
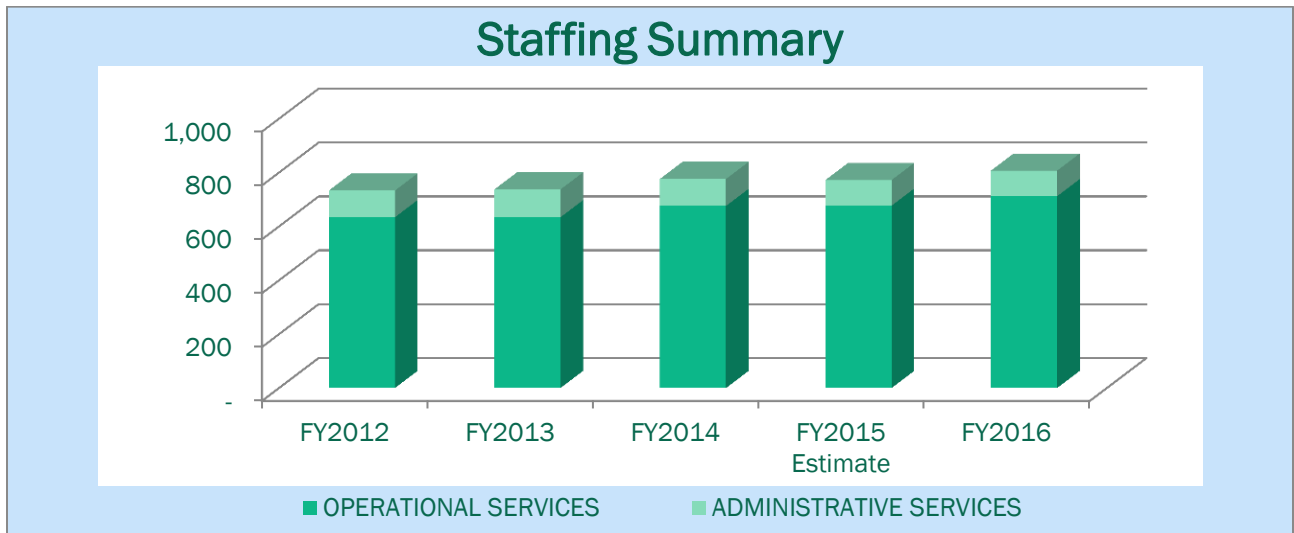
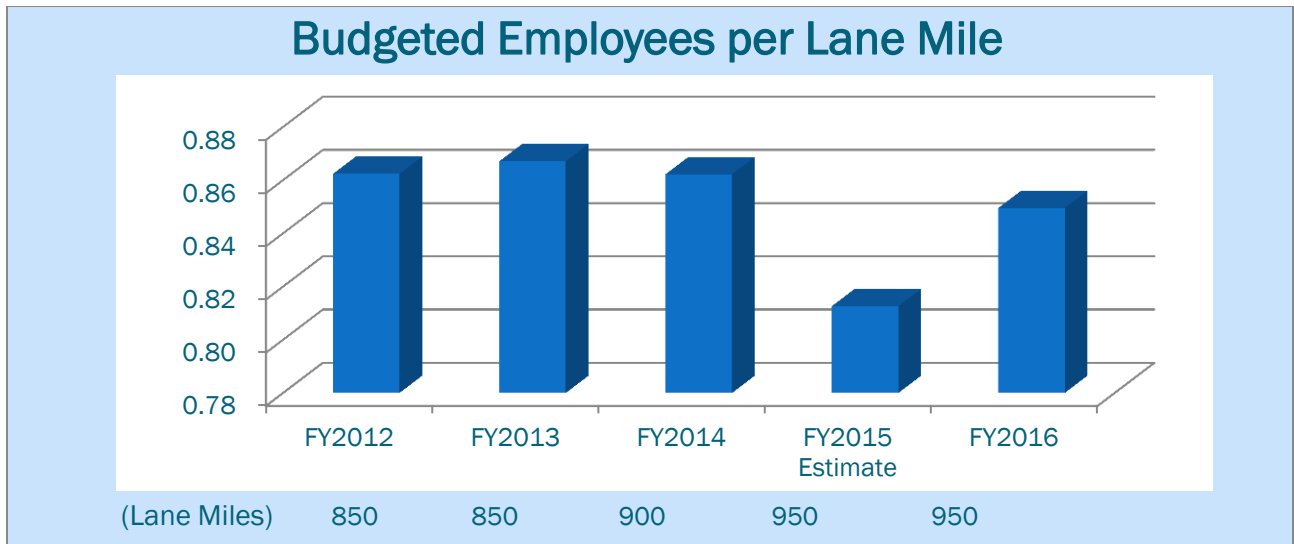
Finance and Financial Planning and Analysis: Transferred one position (see Position Summary pages 66 and 69).

## FY2012-FY2016 FTE Staffing Summary History

	FY2012 Budget	FY2013 Budget	FY2014 Budget	FY2015 Budget	FY2016 Budget	Change in Budgeted FTEs Variance
<b>ADMINISTRATIVE SERVICES</b>						
Administration	6	4	2	2	2	-
Board	2	2	1	1	1	-
Cash and Debt Management	4	4	4	4	4	-
Finance	27	23	24	18	19	1
Financial Planning and Analysis	-	-	-	7	6	(1)
Human Resources	13	13	13	13	13	-
Internal Audit	8	8	7	9	9	-
Legal Services	5	5	5	5	5	-
Procurement and Business Diversity	16	17	17	15	15	-
Public Affairs	18	18	18	18	18	-
Strategic and Innovative Solutions	-	9	9	-	-	-
Strategy and Innovation	-	-	-	3	3	-
<b>Total Administrative Services</b>	<b>99</b>	<b>103</b>	<b>100</b>	<b>95</b>	<b>95</b>	<b>-</b>
<b>OPERATIONAL SERVICES</b>						
Collections and Toll Enforcement	-	-	-	95	105	10
Customer Service Contact Center	260	262	289	177	200	23
Information Technology	78	78	81	90	90	-
Maintenance	193	193	194	195	187	(8)
Operations	3	1	3	5	5	-
Project Delivery	13	13	11	11	17	6
System & Incident Management	87	87	98	104	108	4
<b>Total Operational Services</b>	<b>634</b>	<b>634</b>	<b>676</b>	<b>677</b>	<b>712</b>	<b>35</b>
<b>Grand Total</b>	<b>733</b>	<b>737</b>	<b>776</b>	<b>772</b>	<b>807</b>	<b>35</b>

FTEs - Full Time Employees

## Informational Graphs FY2016





Legacy Drive along Dallas North Tollway and Sam Rayburn Tollway soon will be home to several new corporate headquarters, including Toyota, Liberty Mutual and FedEx Office.



# DEPARTMENTAL BUDGETS AND INFORMATION



**NTTA's Network Operations Center tracks millions of transactions each day.**

## Operation and Maintenance Fund FY2016 Budget Comparisons to FY2015 Estimates

Department	FY2015 Estimate	FY2016 Budget	Variance Amount	Variance Percent
<b>Administrative Services:</b>				
Administration	\$494,860	\$546,903	\$52,043	10.5%
Board	123,042	137,715	14,673	11.9%
Cash and Debt Management	1,022,484	1,093,962	71,478	7.0%
Finance	1,018,148	1,489,641	471,493	46.3%
Financial Planning & Analysis	1,195,149	1,142,991	(52,158)	(4.4%)
Human Resources	1,404,010	1,374,414	(29,596)	(2.1%)
Internal Audit	756,964	878,347	121,383	16.0%
Legal Services	2,397,762	2,560,694	162,932	6.8%
Procurement and Business Diversity	960,788	1,233,270	272,482	28.4%
Public Affairs	2,990,531	3,516,240	525,709	17.6%
Shared Services	8,740,104	12,020,650	3,280,546	37.5%
Strategy and Innovation	788,185	696,992	(91,193)	(11.6%)
<b>Total Administrative Services</b>	<b>21,892,027</b>	<b>26,691,819</b>	<b>4,799,792</b>	<b>21.9%</b>
<b>Operational Services:</b>				
Collections and Toll Enforcement	14,605,286	13,104,810	(1,500,476)	(10.3%)
Customer Service Contact Center	44,180,856	46,542,573	2,361,717	5.3%
Information Technology	16,260,629	17,447,699	1,187,070	7.3%
Maintenance	24,278,072	25,057,513	779,441	3.2%
Operations	570,449	574,827	4,378	0.8%
Project Delivery	344,128	1,411,373	1,067,245	310.1%
System & Incident Mgmt.	10,705,268	11,809,386	1,104,118	10.3%
<b>Total Operational Services</b>	<b>110,944,688</b>	<b>115,948,181</b>	<b>5,003,493</b>	<b>4.5%</b>
<b>Grand Totals</b>	<b>\$132,836,715</b>	<b>\$142,640,000</b>	<b>\$9,803,285</b>	<b>7.4%</b>

All variances that exceed \$50,000 are explained on the following individual department's budget and information documents. Additionally, variances that are greater than 15% and \$5,000 are further explained.

## Estimated Operation and Maintenance Fund Requirements FY2016

<b>Operation Maintenance Fund Estimated Balance as of 12/31/2015</b>		<b>\$24,483,333</b>
Estimated Transfers:		
Revenue Distribution	135,056,370	
Other Funds - Salary Allocations	<u>7,583,630</u>	
Total Transfers		142,640,000
Estimated Expenditures FY2016 Operating Budget		<u>(142,640,000)</u>
<b>Estimated Balance at 12/31/2016</b>		<b><u>\$24,483,333</u></b>
<b>Required Balance per Trust Agreement (1/6 of FY2016 Operating Budget)</b>		<b>\$23,773,333</b>

## Administration Department

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### OVERVIEW

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

### FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

#### Customer Driven Organization

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

#### Financially Sound & Vibrant Organization

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

#### Delivering Transportation Solutions

- Oversee the delivery of regional transportation and system improvement projects including the execution of NTTA's five-year capital plan.

#### Respected Leader & Partner in Region's Transportation Network

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

#### Highly Qualified, Energized & Engaged Team

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

## DEPARTMENTAL FY2016 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015 Estimate	FY2016 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$277,344	\$316,095	\$38,751	14.0%
Retirement Contributions - (512401)	31,561	33,023	1,462	4.6%
Meeting Expense - (521101)	2,228	2,046	(182)	(8.2)%
Consulting/Professional - (521201)	114,190	120,176	5,986	5%
Promotional Expenses - (523304)	14,189	11,666	(2,523)	(17.8)%
Travel - (523501)	12,000	12,013	13	0.1%
Dues & Subscriptions - (523601)	39,818	43,775	3,957	9.9%
Education and Training - (523701)	2,865	7,282	4,417	154.2%
Office Supplies - (531101)	533	626	93	17.3%
Freight and Express - (531105)	132	201	69	52.2%
<b>Total Expenses</b>	<b>\$494,860</b>	<b>\$546,903</b>	<b>\$52,043</b>	<b>10.5%</b>

### MAJOR FY2016 OMF BUDGET ITEMS

The department's OMF budget increased by \$52,043; from FY2015 estimate of \$494,860 to FY2016 budget of \$546,903. The reduction in cost allocations to SPS represents \$51,600 of the total increase. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- All variances are under the variance tolerance.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget (see Other Funds section pages 133-151).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$316,095	\$0	\$0	\$0	\$0	\$316,095
Retirement Contributions - (512401)	33,023	0	0	0	0	33,023
Meeting Expense - (521101)	2,046	0	0	0	0	2,046
Consulting/Professional - (521201)	120,176	0	0	0	0	120,176
Promotional Expenses - (523304)	11,666	0	0	0	0	11,666
Travel - (523501)	12,013	0	0	0	0	12,013
Dues & Subscriptions - (523601)	43,775	0	0	0	0	43,775
Education and Training - (523701)	7,282	0	0	0	0	7,282
Office Supplies - (531101)	626	0	0	0	0	626
Freight and Express - (531105)	201	0	0	0	0	201
<b>FY2016 Totals</b>	<b>\$546,903</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$546,903</b>
<b>FY2015 Totals</b>	<b>\$524,230</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$924,230</b>
<b>Increase/(Decrease)</b>	<b>\$22,673</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$400,000)</b>	<b>\$0</b>	<b>(\$377,327)</b>

### OTHER FUNDS VARIANCE

- CF - \$0
- RMF - \$0

- CIF – **(\$400,000)** The Capital Improvement Fund consulting fees are decreasing due to an Agency wide performance study budgeted for FY2015 only.
- CIF/FSF - \$0

### ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 149-151).

- EF \$15,893

### SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2016 Special Projects System Budget (see page 20).

- OMF PGBT-WE \$48,837
- OMF CTP \$54,390
- CF PGBT-WE \$4,325
- CF CTP \$8,650

### POSITION SUMMARY

Administration Department			
Full-Time Positions	FY2015	FY2016	Difference
Executive Assistant	1	1	0
Executive Director	1	1	0
<b>Total Full-Time Positions</b>	<b>2</b>	<b>2</b>	<b>0</b>

- No changes in FTE's.

### MAJOR BUSINESS FUNCTIONS

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

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

# Board of Directors Department

## OVERVIEW

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

## FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Financially Sound & Vibrant Organization

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

### Delivering Transportation Solutions

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

### Respected Leader & Partner in Region's Transportation Network

- Engage and advocate regularly with elected officials and stakeholders in support of NTTA's legislative goals.
- Continue to enhance relationships with local, regional, state and national transportation partners through projects and programs supporting NTTA's mission.
- Continue to support and guide NTTA's policy development and review process.
- Conduct approximately 35 Board, Special-Called Board, Committee and Workshop meetings.

## DEPARTMENTAL FY2016 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015 Estimate	FY2016 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$54,187	\$67,570	\$13,383	24.7%
Retirement Contributions - (512401)	7,174	8,419	1,245	17.4%
Meeting Expense - (521101)	45,541	45,842	301	0.7%
Travel - (523501)	11,914	12,395	481	403%
Office Supplies - (531101)	3,421	2,439	(982)	(28.7)%
Freight and Express - (531105)	804	1,050	246	30.6%
<b>Total Expenses</b>	<b>\$123,042</b>	<b>\$137,715</b>	<b>\$14,673</b>	<b>11.9%</b>

## MAJOR FY2016 OMF BUDGET ITEMS

The department's OMF budget increased by \$14,673; from FY2015 estimate of \$123,042 to \$137,715 in FY2016 budget. The reduction in cost allocations to SPS represents \$14,940 of the total increase. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Salaries and Wages-Direct increased by \$13,383 due to reduction in allocation to SPS.



## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget (see Other Funds section pages 133-151).

Account	OMF	CF	RMF	CIF	CIF/FSF	Total
	1001	3700	1201	1501	1601	Budget
Salaries and Wages-Direct - (511101)	\$67,570	\$0	\$0	\$0	\$0	\$67,570
Retirement Contributions - (512401)	8,419	0	0	0	0	8,419
Meeting Expense - (521101)	45,842	0	0	0	0	45,842
Travel - (523501)	12,395	0	0	0	0	12,395
Office Supplies - (531101)	2,439	0	0	0	0	2,439
Freight and Express - (531105)	1,050	0	0	0	0	1,050
<b>FY2016 Totals</b>	<b>\$137,715</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$137,715</b>
<b>FY2015 Totals</b>	<b>\$126,061</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$126,061</b>
<b>Increase/(Decrease)</b>	<b>\$11,654</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,654</b>

## OTHER FUNDS VARIANCE

- CF \$0
- RMF \$0
- CIF \$0
- CIF/FSF \$0

## ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 149-151).

- EF \$0

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2015 Special Projects System Budget (see page 20).

- OMF PGBT-WE \$12,050
- OMF CTP \$13,420
- CF PGBT-WE \$908
- CF CTP \$1,817

## POSITION SUMMARY

Board Department			
Full-Time Positions	FY2015	FY2016	Difference
Secretary to the Board	1	1	0
<b>Total Full-Time Positions</b>	<b>1</b>	<b>1</b>	<b>0</b>

- No change in FTE's.

## MAJOR BUSINESS FUNCTIONS

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

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

# Cash and Debt Management Department

## OVERVIEW

The department administers all short-term and long-term financing for the Authority and coordinates post-issuance administrative functions. In addition, is responsible for all banking relationships, cash management and investment portfolio management, as well as the establishment and monitoring of all investment debt, and continuing disclosure policies and procedures.

## FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Financially Sound & Vibrant Organization

- Ensure that sufficient funds are available (liquid) to meet ongoing operation and capital improvement requirements.

### Delivering Transportation Solutions

- Assist with Renegotiation of the performance security provision in the LBJ TSA.

### Highly Qualified, Energized & Engaged Team

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

## DEPARTMENTAL FY2016 OPERATIONS AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015 Estimate	FY2016 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$212,918	\$232,565	\$19,647	9.2%
Retirement Contributions - (512401)	27,147	28,467	1,320	4.9%
Consulting/Professional - (521201)	370,000	450,000	80,000	21.6%
Trustee Fees - (521204)	360,000	300,000	(60,000)	(16.7)%
Magazine and Newspaper - (523302)	1,407	1,100	(307)	(21.8)%
Travel - (523501)	3,509	4,200	691	19.7%
Dues & Subscriptions - (523601)	2,885	2,500	(385)	(13.3)%
Education and Training - (523701)	2,295	4,200	1,905	83.0%
Office Supplies - (531101)	540	600	60	11.1%
Freight and Express - (531105)	715	330	(385)	(53.9)%
Bank Charges - (573001)	41,067	70,000	28,933	70.5%
<b>Total Expenses</b>	<b>\$1,022,484</b>	<b>\$1,093,962</b>	<b>\$71,478</b>	<b>7.0%</b>

## MAJOR FY2016 OMF BUDGET ITEMS

The department's OMF budget increased by \$71,478; from FY2015 estimate of \$1,022,484 to FY2016 budget of \$1,093,962. The reduction in cost allocations to SPS represents \$31,486 of the net total increase. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Consulting/Professional increased \$80,000 for refunding financial advisor fees.
- Trustee Fees decreased by **(\$60,000)** due to adjustment based on historical cost.

- Bank Charges increased by \$28,933 due to reduction in allocation to SPS of \$11,500 and \$8,600 for adjustment based on historical cost.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget. (See Other Funds section pages 133-151).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$232,565	\$0	\$0	\$0	\$0	\$232,565
Retirement Contributions - (512401)	28,467	0	0	0	0	28,467
Consulting/Professional - (521201)	450,000	42,815	0	2,400	0	495,215
Trustee Fees - (521204)	300,000	166,500	0	2,000	0	468,500
Rating Agency Fees - (521205)	0	40,000	0	54,000	0	94,000
Remarketing/Loc Provider Fees - (521206)	0	2,021,713	0	1,800,000	0	3,821,713
Magazine and Newspaper - (523302)	1,100	0	0	0	0	1,100
Travel - (523501)	4,200	0	0	0	0	4,200
Dues & Subscriptions - (523601)	2,500	0	0	0	0	2,500
Education and Training - (523701)	4,200	0	0	0	0	4,200
Office Supplies - (531101)	600	0	0	0	0	600
Freight and Express - (531105)	330	0	0	0	0	330
Bank Charges - (573001)	70,000	0	0	0	0	70,000
<b>FY2016 Totals</b>	<b>\$1,093,962</b>	<b>\$2,271,028</b>	<b>\$0</b>	<b>\$1,858,400</b>	<b>\$0</b>	<b>\$5,223,390</b>
<b>FY2015 Totals</b>	<b>\$1,058,352</b>	<b>\$2,605,855</b>	<b>\$0</b>	<b>\$2,081,400</b>	<b>\$0</b>	<b>\$5,745,607</b>
<b>Increase/(Decrease)</b>	<b>\$35,610</b>	<b>(\$334,827)</b>	<b>\$0</b>	<b>(\$223,000)</b>	<b>\$0</b>	<b>(\$522,217)</b>

## OTHER FUNDS VARIANCE

- **CF - (\$334,827)** The Construction Fund decrease from FY2015 budget, due mainly to the reduction in estimated fees related to the FY2011A variable rate bonds Letter of Credit.
- **RMF - \$0**
- **CIF - (\$223,000)** The Capital Improvement Fund decrease of from FY2015 budget, due mainly to the reduction of **(\$200,000)** in estimated fees related to the Commercial Paper Letter of Credit.
- **CIF/FSF - \$0**

## ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages 149-151).

- EF \$13,194

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2016 Special Projects System Budget (see page 20).

- OF PGBT-WE \$137,592
- OF CTP \$80,187

- CF PGBT-WE \$50,135
- CF CTP \$50,282

## POSITION SUMMARY

<b>Cash and Debt Department</b>			
<b>Full-Time Positions</b>	<b>FY2015</b>	<b>FY2016</b>	<b>Difference</b>
Administrative Assistant	1	1	0
Debt Manager	1	1	0
Director of Cash & Debt Management	1	1	0
Treasury Investment Manager	1	1	0
<b>Total Full-Time Positions</b>	<b>4</b>	<b>4</b>	<b>0</b>

- No change in FTE's.

## MAJOR BUSINESS FUNCTIONS

- Coordinate all matters relating to short-term and long-term financing for the Authority.
- Administer all post-issuance administrative functions including continuing disclosure.
- Responsible for all banking relationships, cash management and investment portfolio management.
- Establishing and monitoring of all investment, debt and continuing disclosure policies and procedures.

# Finance Department

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## OVERVIEW

As the foundation for a fiscally sound organization, the Finance Department provides financial strategies and solution, oversight of debt service covenants and compliance with trust agreements. The department is responsible for measuring the Authority's financial performance with integrity, accuracy, timeliness and transparency. In partnership with its internal and external stakeholders, Finance will continue its focus in FY2016 on managing costs, performing rigorous financial analyses and delivering tangible results that maximize achievement of strategic business goals and objectives.

## FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Financially Sound & Vibrant Organization

- Continuously improve the annual plan process for clarity and more transparency.
- Produce a five-year capital plan based on best estimates for purposes of future planning needs.
- Continue the complete and accurate reporting of the Authority's finances, including producing monthly financial statements, and focus on development of policies and procedure.
- Produce Comprehensive Annual Financial Report (CAFR) and expand on reporting of tolling services agreements (TSAs).
- Evaluate and implement electronic banking technology in the area of accounts payable and payment processing.

### Delivering Transportation Solutions

- Renegotiate the performance security provision in the LBJ TSA.

### Respected Leader & Partner in Region's Transportation Network

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

### Highly Qualified, Energized & Engaged Team

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

## DEPARTMENTAL FY2016 OPERATIONS AND MAINTENANCE FUND (OMF) BUDGET - FINANCE

Account	FY2015 Estimate	FY2016 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$882,449	\$1,296,098	\$413,649	46.9%
Salaries and Wage-Overtime - (511301)	580	700	120	20.7%
Retirement Contributions - (512401)	110,412	160,840	50,428	45.7%
Meeting Expense - (521101)	2,000	2,200	200	10.0%
Consulting/Professional - (521201)	870	900	30	3.5%
Promotional Expenses - (523304)	220	260	40	18.2%
Travel - (523501)	6,772	10,751	3,979	58.7%
Dues & Subscriptions - (523601)	3,140	3,711	571	18.2%
Education and Training - (523701)	4,479	5,300	821	18.3%
Licenses - (523801)	1,020	600	(420)	(41.2)%
Office Supplies - (531101)	5,412	7,800	2,388	44.1%
Freight and Express - (531105)	796	481	(315)	(39.6)%
<b>Total Expenses</b>	<b>\$1,018,148</b>	<b>\$1,489,641</b>	<b>\$471,493</b>	<b>46.3%</b>

## MAJOR FY2016 OMF BUDGET ITEMS

### Finance

The department's OMF budget increased by \$471,493; from FY2015 estimate of \$1,018,148 to FY2016 budget of \$1,489,641. The reduction in cost allocations to SPS represents \$326,603 of the total increase. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Salaries and Wages-Direct increased by \$413,649 due to reduction in allocation to SPS and Enterprise Fund of \$301,000, plus an additional \$81,350 for 1 new Sr. Accountant and planning on being fully staffed at year-end FY2015 added \$31,300.
- Retirement Contributions increased by \$50,428 commensurate with salaries.

## FY2016 OPERATION AND MAINTENANCE FUND (OMF) BUDGET – SHARED SERVICES

Account	FY2015 Estimate	FY2016 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$0	(\$840,800)	(\$840,800)	100.0%
Salaries and Wages-Comp Adj. - (511103)	779,957	1,137,601	357,645	45.9%
Group Insurance - (512101)	5,311,984	9,042,372	3,730,388	70.2%
Retirement Contributions - (512401)	0	(104,550)	(104,550)	100.0%
Retirement Contr.-Comp. Adj. - (512403)	148,080	143,090	(4,990)	(3.4)%
Unemployment Insurance - (512601)	114,167	200,000	85,833	75.2%
OPEB Annual Req'd Contribution - (512602)	1,919,780	1,920,000	220	0.0%
Worker's Comp Ins - (512701)	323,723	350,524	26,801	8.3%
Rentals - Equipment - (522302)	85,649	110,000	24,351	28.4%
Dues & Subscriptions - (523601)	825	980	155	18.8%
Office Supplies - (531101)	55,939	61,433	5,494	9.8%
<b>Total Expenses</b>	<b>\$8,740,104</b>	<b>\$12,020,650</b>	<b>\$3,280,546</b>	<b>37.5%</b>

## MAJOR FY2016 OMF BUDGET ITEMS

### Shared Services

Shared Services is a division within Finance where agency-wide expenditures are budgeted. The OMF budget increased by \$3,280,546; from FY2015 estimate of \$8,740,104 to FY2016 budget of \$12,020,650. The reduction in cost allocations to SPS represents \$402,022 of the total increase. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15% and \$5,000 are further explained.

- Salaries and Wages-Direct and Retirement Contributions of **(\$945,350)** are agency-wide adjustments for all position not being hired on January 1<sup>st</sup> and to account for vacancies throughout the year.
- Salaries and Wages-Compensation Adjustments which is the pay-for-performance program increased by \$357,645 due mainly to the additional FTE's.
- Rentals - Equipment increased by \$24,351 due to the reduction in allocation to SPS of \$7,200 and about \$17,000 for possible copier needs for Customer Service Center.
- The following agency-wide budget items reported in the Shared Services budget are the responsibility of the Human Resources department:
  - Group Insurance increased by \$3,730,388 due to an additional amount of about \$1,900,00 for increase in premiums and \$700,000 for additional FTE's; the reduction in allocation to SPS of \$340,000 and about \$790,000 for vacant positions being hired.
  - Unemployment Compensation increased by \$85,833 due to the reduction in allocation to SPS of \$50,000 and about \$36,000 for increase in headcount.

### ALL FUNDS - FINANCE

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget. (See Other Funds section pages 133-151).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$1,296,098	\$0	\$0	\$0	\$0	\$1,296,098
Salaries and Wage-Overtime - (511301)	700	0	0	0	0	700
Retirement Contributions - (512401)	160,840	0	0	0	0	160,840
Meeting Expense - (521101)	2,200	0	0	0	0	2,200
Consulting/Professional - (521201)	900	0	0	0	0	900
Promotional Expenses - (523304)	260	0	0	0	0	260
Travel - (523501)	10,751	0	0	0	0	10,751
Dues & Subscriptions - (523601)	3,711	0	0	0	0	3,711
Education and Training - (523701)	5,300	0	0	0	0	5,300
Licenses - (523801)	600	0	0	0	0	600
Office Supplies - (531101)	7,800	0	0	0	0	7,800
Freight and Express - (531105)	481	0	0	0	0	481
<b>FY2016 Totals</b>	<b>\$1,489,641</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,489,641</b>
<b>FY2015 Totals</b>	<b>\$831,378</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$831,378</b>
<b>Increase/(Decrease)</b>	<b>\$658,263</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$658,263</b>

### OTHER FUNDS VARIANCE - FINANCE

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



- CIF/FSF \$0

### ALL FUNDS – SHARED SERVICES

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	(\$840,800)	\$0	\$0	\$0	\$0	(\$840,800)
Salaries and Wages-Comp Adj. - (511103)	1,137,601	0	0	0	0	1,137,601
Group Insurance - (512101)	9,042,372	0	0	0	0	9,042,372
Retirement Contributions - (512401)	(104,550)	0	0	0	0	(104,550)
Retirement Contr.-Comp. Adj. - (512403)	143,090	0	0	0	0	143,090
Unemployment Insurance - (512601)	200,000	0	0	0	0	200,000
OPEB Annual Req'd Contribution - (512602)	1,920,000	0	0	0	0	1,920,000
Worker's Comp Ins - (512701)	350,524	0	0	0	0	350,524
Rentals - Equipment - (522302)	110,000	0	0	0	0	110,000
Dues & Subscriptions - (523601)	980	0	0	0	0	980
Office Supplies - (531101)	61,433	0	0	0	0	61,433
<b>FY2016 Totals</b>	<b>\$12,020,650</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,020,650</b>
<b>FY2015 Totals</b>	<b>\$11,583,367</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,583,367</b>
<b>Increase/(Decrease)</b>	<b>\$437,283</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$437,283</b>

### OTHER FUNDS VARIANCE – SHARED SERVICES

- CF \$0
- RMF \$0
- CIF \$0
- CIF/FSF \$0

### ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages 149-151).

- EF - \$379,129 consists of \$70,347 in salaries allocated for the accounting and financial functions associated with the fund and \$308,782 from Shared Services for employee group insurance.

### SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2016 Special Projects System Budget (see page 20).

- OF PGBT-WE \$604,842
- OF CTP \$672,394
- CF PGBT-WE \$76,837
- CF CTP \$175,348

## POSITION SUMMARY

Finance Department			
Full-Time Positions	FY2015	FY2016	Difference
Accountant	3	3	0
Accounting Manager	1	1	0
Accounts Payable Manager	1	1	0
Accounts Payable Specialist	2	2	0
Chief Financial Officer	1	1	0
Controller	1	1	0
Executive Assistant to CFO	1	1	0
Financial Services Manager	1	1	0
Financial Systems Analyst	1	1	0
Finance Technician	1	1	0
Payroll Coordinator	1	1	0
Payroll Manager	1	1	0
Senior Accountant	0	1	1
Senior Finance Analyst	3	3	0
<b>Total Full-Time Positions</b>	<b>18</b>	<b>19</b>	<b>1</b>

- The Finance department reclassified the Financial Analyst position transferred from Financial Planning and Analysis into a new Senior Accountant position for FY2016.

## MAJOR BUSINESS FUNCTIONS

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

- **Accounting** – The division is responsible for maintaining the general ledger; producing monthly financial statements; and ensuring ethical and accurate accounting of the Authority's finances. Responsible for all areas of accounts payable and receivable. Accounting is also responsible for the completion of the annual external audit and the preparation of the Comprehensive Annual Financial Report (CAFR).
- **Payroll** – The division is responsible for preparing and processing the Authority's bi-weekly payroll and maintaining compliance with all applicable federal and state wage and hour laws and reporting requirements.

# Financial Planning and Analysis Department

## OVERVIEW

The department is responsible for the planning, developing and maintenance of annual budgets and Five-Year-Capital Plans; and the analysis and reporting of the Authority's financial data. It serves as the liaison with departments to help forecast and manage departmental operational and project budgets and to ensure continuing feedback on financial matters.

## FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Financially Sound & Vibrant Organization

- Continuously improve the annual plan process for clarity and more transparency.
- Produce a five-year capital plan based on best estimates for purposes of future planning needs.
- Meet monthly/quarterly with all departments on budget variance reviews. Assign scorecards and metrics to measure departmental efficiencies and opportunities for improvement.
- Develop short-term and long-term forecasts to identify risks and determine future resource needs.
- Continue the complete and accurate reporting of the Authority's finances, including producing monthly financial statements, and focus on development of policies and procedure.

### Highly Qualified, Energized & Engaged Team

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

## DEPARTMENTAL FY2016 OPERATIONS AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015	FY2016	Variance	Variance %
	Estimate	Budget		
Salaries and Wages-Direct - (511101)	\$408,790	\$410,130	\$1,340	0.3%
Retirement Contributions - (512401)	55,551	51,441	(4,110)	(7.4)%
Consulting/Professional - (521201)	76,940	50,700	(26,240)	(34.1)%
Traffic Engineering Fees - (521207)	646,266	620,000	(26,266)	(4.1)%
Travel - (523501)	4,279	5,200	921	21.5%
Dues & Subscriptions - (523601)	644	650	6	1.0%
Education and Training - (523701)	2,195	2,500	305	13.9%
Office Supplies - (531101)	433	2,200	1,767	408.1%
Freight and Express - (531105)	53	170	117	220.6%
<b>Total Expenses</b>	<b>\$1,195,149</b>	<b>\$1,142,991</b>	<b>(\$52,158)</b>	<b>(4.4)%</b>

## MAJOR FY2016 OMF BUDGET ITEMS

The department's OMF budget decreased by **(\$52,158)**; from FY2015 estimate of \$1,195,149 to FY2016 budget of \$1,142,991. The reduction in cost allocations to SPS represents \$29,567 of the net total decrease. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Consulting/Professional decreased **(\$26,240)** to reflect historical spending.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget. (See Other Funds section pages 133-151).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$410,130	\$0	\$0	\$0	\$0	\$410,130
Retirement Contributions - (512401)	51,441	0	0	0	0	51,441
Consulting/Professional - (521201)	50,700	0	0	0	480,000	530,700
Traffic Engineering Fees - (521207)	620,000	0	0	200,000	581,390	1,401,390
Travel - (523501)	5,200	0	0	0	0	5,200
Dues & Subscriptions - (523601)	650	0	0	0	0	650
Education and Training - (523701)	2,500	0	0	0	0	2,500
Office Supplies - (531101)	2,200	0	0	0	0	2,200
Freight and Express - (531105)	170	0	0	0	0	170
<b>FY2016 Totals</b>	<b>\$1,142,991</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$1,061,390</b>	<b>\$2,404,381</b>
<b>FY2015 Totals</b>	<b>\$1,525,626</b>	<b>\$0</b>	<b>\$0</b>	<b>\$740,000</b>	<b>\$2,240,000</b>	<b>\$4,505,626</b>
<b>Increase/(Decrease)</b>	<b>(\$382,635)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$540,000)</b>	<b>(\$1,178,610)</b>	<b>(\$2,101,245)</b>

## OTHER FUNDS VARIANCE

- **CF - \$0**
- **RMF - \$0**
- **CIF - (\$540,000)** The Capital Improvement Fund decreased due to consulting fees previously budgeted for possible strategy and innovation solutions no longer needed.
- **CIF/FSF - (\$1,178,610)** - The Capital Improvement Fund/Feasibility Study Fund decrease due to financial consulting fees of **(\$210,000)** and traffic engineering fees of **(\$960,000)** being adjusted based on historical spending.

## ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages 149-151).

- EF - \$122,795 consists of \$22,795 in salaries allocated for the financial planning and analysis functions associated with the fund.

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2016 Special Projects System Budget (see page 20).

- OF PGBT-WE \$319,477
- OF CTP \$236,645
- CF PGBT-WE \$10,562
- CF CTP \$35,208

## POSITION SUMMARY

Financial Planning and Analysis Department			
Full-Time Positions	FY2015	FY2016	Difference
Administrative Assistant	1	1	0
Budget & Compliance Manager	1	1	0
Director of Financial Planning and Analysis	1	1	0
Finance Analyst	1	0	(1)
Finance Planning Manager	1	1	0
Senior Finance Analyst	2	2	0
<b>Total Full-Time Positions</b>	<b>7</b>	<b>6</b>	<b>(1)</b>

- The Financial Planning and Analysis Department transferred 1 Finance Analyst position to the Finance Department.

## MAJOR BUSINESS FUNCTIONS

- Planning, developing and maintaining of the Authority's annual budgets and Five-Year-Capital Plans.
- Serves as the liaison with departments to help forecast and manage departmental operational and project budgets and to ensure continuing feedback on financial matters.
- Maintaining cash flow module.
- Maintaining financial planning models.
- Creating monthly financial reports for Board presentation.
- Analysis of the Authority's financial data.

# Human Resources Department

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## OVERVIEW

The Human Resources (HR) Department supports the mission of NTTA by administering comprehensive and high-quality employee programs and services to prospective, current and former employees. The FY2016 budget will enable the department to provide a greater level of service in employee and labor relations, compensation and benefits, recruiting (attracting and retaining top talent), training and development, organizational design and process improvement, and maintaining a high level of employee engagement and satisfaction.

## FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Highly Qualified, Energized & Engaged Team

- Continue the rollout of the Human Resources Roadmap action plan to make the HR Department world-class and aligned with NTTA's strategic plan.
- Research, develop and implement a new Learning Management System (LMS) to enhance the training and development of all our employees through both on-line and classroom NTTA University environment.
- Research, develop and identify new automated, user-friendly processes that are beneficial to all departments.
- Continue to conduct "Desk Audits" to ensure consistency between duties performed and the content of job descriptions for all positions at NTTA.
- Continue to conduct leadership training courses to develop our management team and provide consistency in the interpretation and administration of policies and procedures.
- Improve employee engagement and retention strategies.
- Work in collaboration with all NTTA departments to identify skills gaps and improve "bench strength" through training, succession planning and other developmental strategies.
- Research, develop & implement a new Applicant Tracking System (ATS) that will enhance NTTA's ability to attract and retain highly, qualified individuals and create bench strength for future roles. This system will integrate with other HR systems.

## DEPARTMENTAL FY2016 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015	FY2016	Variance	Variance %
	Estimate	Budget		
Salaries and Wages-Direct - (511101)	\$650,968	\$772,263	\$121,295	18.6%
Salaries and Wages-Internship - (511202)	23,917	32,439	8,522	35.6%
Salaries and Wage-Overtime - (511301)	1,551	2,047	496	31.9%
Retirement Contributions - (512401)	89,087	100,194	11,107	12.5%
Retirement Contr.-Internship - (512402)	3,167	4,056	889	28.1%
Tuition Reimbursement - (512501)	29,510	25,894	(3,616)	(12.3)%
Meeting Expense - (521101)	5,321	6,643	1,322	24.8%
Consulting/Professional - (521201)	292,526	127,644	(164,882)	(56.4)%
Recruitment - (523301)	96,048	130,661	34,613	36.0%
Promotional Expenses - (523304)	58,214	66,370	8,156	14.0%
Travel - (523501)	4,191	4,906	715	17.1%
Dues & Subscriptions - (523601)	18,405	20,136	1,731	9.4%
Education and Training - (523701)	78,336	71,939	(6,397)	(8.2)%
Temporary Contract Labor - (523851)	44,192	4,714	(39,478)	(89.3)%
Office Supplies - (531101)	7,995	3,925	(4,070)	(50.9)%
Freight and Express - (531105)	583	583	0	0.0%
<b>Total Expenses</b>	<b>\$1,404,010</b>	<b>\$1,374,414</b>	<b>(\$29,596)</b>	<b>(2.1)%</b>

### MAJOR FY2016 BUDGET ITEMS

The department's OMF budget decreased by **(\$29,596)**; from FY2015 estimate of \$1,404,010 to FY2016 budget of \$1,374,414. The reduction in cost allocations to SPS represents \$76,400 of the total net decrease. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Salaries and Wages Direct increased by \$121,295 due to reduced allocations to SPS and Enterprise Fund of \$100,055 and planning on being fully staffed at year-end FY2015 added \$21,240.
- Salaries and Wages-Internship increased by \$8,522 due to 1 additional intern position added for FY2016.
- Retirement Contributions increased by \$11,107 commensurate with increase in salaries.
- Consulting/Professional Expenses decreased by **(\$164,882)** mainly due to the completion of the company-wide compensation study conducted in FY2015.
- Recruitment increased by \$34,613 due to increasing FTE's.
- Temporary Contract Labor decreased by **(\$39,478)** due to anticipation of being fully staffed at year-end FY2015.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget (see Other Funds section pages 133-151).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$772,263	\$0	\$0	\$0	\$0	\$772,263
Salaries and Wages-Internship - (511202)	32,439	0	0	0	0	32,439
Salaries and Wage-Overtime - (511301)	2,047	0	0	0	0	2,047
Retirement Contributions - (512401)	100,194	0	0	0	0	100,194
Retirement Contr.-Internship - (512402)	4,056	0	0	0	0	4,056
Tuition Reimbursement - (512501)	25,894	0	0	0	0	25,894
Meeting Expense - (521101)	6,643	0	0	0	0	6,643
Consulting/Professional - (521201)	127,644	0	0	0	0	127,644
Recruitment - (523301)	130,661	0	0	0	0	130,661
Promotional Expenses - (523304)	66,370	0	0	0	0	66,370
Travel - (523501)	4,906	0	0	0	0	4,906
Dues & Subscriptions - (523601)	20,136	0	0	0	0	20,136
Education and Training - (523701)	71,939	0	0	0	0	71,939
Temporary Contract Labor - (523851)	4,714	0	0	0	0	4,714
Office Supplies - (531101)	3,925	0	0	0	0	3,925
Freight and Express - (531105)	583	0	0	0	0	583
<b>FY2016 Totals</b>	<b>\$1,374,414</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,374,414</b>
<b>FY2015 Totals</b>	<b>\$1,504,881</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,504,881</b>
<b>Increase/(Decrease)</b>	<b>(\$130,467)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$130,467)</b>

### OTHER FUNDS VARIANCE

- CF \$0
- RMF \$0
- CIF \$0
- CIF/FSF \$0

### ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 149-151).

- **EF - \$47,564** - Salaries allocated for the employee and benefits functions associated with the fund.

### SPECIAL SYSTEMS PROJECTS

The following amounts were budgeted in the FY2016 Special Projects System Budget (see page 20).

- OF PGBT-WE \$134,106
- OF CTP \$149,354



## POSITION SUMMARY

Human Resources Department			
<b>Full-Time Positions</b>	<b>FY2015</b>	<b>FY2016</b>	<b>Difference</b>
Assistant Director of Human Resources	1	1	0
Benefits Support Analyst	1	1	0
Compensation/Benefits Analyst	1	1	0
Compensation/Benefits Manager	1	1	0
Director of Human Resources	1	1	0
Human Resources Coordinator	1	1	0
Human Resources Generalist	2	2	0
HRIS Systems Analyst	1	1	0
HR Training Manager	1	1	0
Receptionist	1	1	0
Recruiting Manager	1	0	(1)
Recruiter	1	1	0
Senior Recruiter	0	1	1
<b>Total Full-Time Positions</b>	<b>13</b>	<b>13</b>	<b>0</b>
<b>Temporary Positions</b>	<b>FY2015</b>	<b>FY2016</b>	<b>Difference</b>
Interns	5	5	0
<b>Total Part-Time Positions</b>	<b>5</b>	<b>5</b>	<b>0</b>

- The Recruiting Manager position was reclassified to the Senior Recruiter to align the duties with the position.

## MAJOR BUSINESS FUNCTIONS

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

- **Total Rewards - Compensation and Benefits Services** – Total Rewards is considered the total remuneration provided to employees and summarizes the value of both financial and non-financial elements in the employment package (i.e. salary, incentives, benefits, perquisites and job satisfaction).
- **Employee Development and Training Services** – The framework for helping employees develop their personal and organizational skills, knowledge and abilities. The focus of training is on developing a workforce where the organization and individual employee can accomplish their work goals in service to both internal and external customers.
- **Employment Sourcing and Recruitment Services** – Commitment to the continuous development of our employees and to the engagement strategies that enable the organization to build bench strength.
- **Employee Relations** – The outreach, plan and process of developing, implementing, administering and analyzing the employer-employee relationship, and providing management and employees with professional, discreet and timely counsel regarding the interpretation and consistent application of policy.

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

# Internal Audit Department

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## OVERVIEW

The budget is required to accomplish the Internal Audit mission to provide independent and objective assurance and consulting activity that is guided by a philosophy of adding value to improve operations of the NTTA. Internal Audit helps the Authority accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control, and governance processes related to all areas of the Authority, including but not necessarily limited to operational, financial, compliance and information systems/technology.

## FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer Driven Organization

- Continue to perform the Ombudsman role and responsibilities related to the Customer and Support Services department.

### Financially Sound & Vibrant Organization

- Complete assurance and consulting projects identified by a risk-based assessment and requests by management.
- Continue to monitor the Chase Paymentech instant alerts.
- Continue developing and implementing the enterprise risk management function.

### Highly Qualified, Energized & Engaged Team

- Continue to monitor the NTTA's ethics hotline.

## DEPARTMENTAL FY2016 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015	FY2016	Variance	Variance %
	Estimate	Budget		
Salaries and Wages-Direct - (511101)	\$524,030	\$622,608	\$98,578	18.8%
Retirement Contributions - (512401)	75,043	77,324	2,281	3.0%
Meeting Expense - (521101)	819	565	(254)	(31.0)%
Consulting/Professional - (521201)	35,470	42,995	7,525	21.2%
Auditing Fees - (521203)	102,281	102,281	0	0.0%
Postage - (523201)	77	85	8	10.4%
Magazine and Newspaper - (523302)	307	339	32	10.4%
Travel - (523501)	4,246	12,229	7,983	188.0%
Dues & Subscriptions - (523601)	5,502	4,074	(1,428)	(26.0)%
Education and Training - (523701)	6,364	11,071	4,707	74.0%
Licenses - (523801)	774	700	(74)	(9.6)%
Office Supplies - (531101)	1,819	2,544	725	39.9%
Freight and Express - (531105)	185	154	(31)	(16.8)%
Books & Periodicals - (531401)	47	1,378	1,331	2,840.0%
<b>Total Expenses</b>	<b>\$756,964</b>	<b>\$878,347</b>	<b>\$121,383</b>	<b>16.0%</b>

### MAJOR FY2016 OMF BUDGET ITEMS

The department's OMF budget increased by \$121,383; from FY2015 estimate of \$756,964 to FY2016 budget of \$878,347. The reduction in cost allocations to SPS represents \$37,733 of the total increase. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Salaries and Wages increased by \$98,578 due to reduction in allocation to SPS of \$30,014 and planning on being fully staffed by year-end FY2015 added about \$69,670.
- Consulting/Professional increased by \$7,525 due to reduction in allocation to SPS of \$4,550 and \$3,000 for potential special projects.
- Travel increased by \$7,983 due to reduction in allocation to SPS of \$700 and \$7,100 to allow the opportunity to attend education and training seminars.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget. (See Other Funds section pages 133-151).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$622,608	\$0	\$0	\$0	\$0	\$622,608
Retirement Contributions - (512401)	77,324	0	0	0	0	77,324
Meeting Expense - (521101)	565	0	0	0	0	565
Consulting/Professional - (521201)	42,995	0	0	0	0	42,995
Auditing Fees - (521203)	102,281	63,972	10,662	21,324	0	198,239
Postage - (523201)	85	0	0	0	0	85
Magazine and Newspaper - (523302)	339	0	0	0	0	339
Travel - (523501)	12,229	0	0	0	0	12,229
Dues & Subscriptions - (523601)	4,074	0	0	0	0	4,074
Education and Training - (523701)	11,071	0	0	0	0	11,071
Licenses - (523801)	700	0	0	0	0	700
Office Supplies - (531101)	2,544	0	0	0	0	2,544
Freight and Express - (531105)	154	0	0	0	0	154
Books & Periodicals - (531401)	1,378	0	0	0	0	1,378
<b>FY2016 Totals</b>	<b>\$878,347</b>	<b>\$63,972</b>	<b>\$10,662</b>	<b>\$21,324</b>	<b>\$0</b>	<b>\$974,305</b>
<b>FY2015 Totals</b>	<b>\$880,813</b>	<b>\$61,144</b>	<b>\$10,191</b>	<b>\$20,382</b>	<b>\$0</b>	<b>\$972,530</b>
<b>Increase/(Decrease)</b>	<b>(\$2,466)</b>	<b>\$2,828</b>	<b>\$471</b>	<b>\$942</b>	<b>\$0</b>	<b>\$1,775</b>

### OTHER FUNDS VARIANCE

- **CF - \$2,828** The Construction Fund outside auditor's fees increased due to work effort on the fund.
- **RMF- \$471** The Reserve Maintenance Fund outside auditor's fees increased due to work effort on the fund.
- **CIF - \$942** The Capital Improvement Fund outside auditor's fees increased due to work effort on the fund.
- **CIF/FSF - \$0**

### ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 149-151).

- EF \$68,469

### SPECIAL PROJECT SYSTEM

The following amounts were budgeted in the FY2016 Special Projects System Budget (see page 20).

- OF-PGBT-WE \$112,840
- OF-CTP \$121,360

## POSITION SUMMARY

Internal Audit Department			
Full-Time Positions	FY2015	FY2016	Difference
Administrative Assistant	1	1	0
Assistant Director of Internal Audit	1	1	0
Director of Internal Audit	1	1	0
Enterprise Risk Manager	1	0	(1)
Information Technology Auditor	2	2	0
Internal Audit Analyst	1	1	0
Senior Internal Auditor	2	2	0
Internal Audit Manager	0	1	1
<b>Total Full-Time Positions</b>	<b>9</b>	<b>9</b>	<b>0</b>

- The Enterprise Risk Manager position was reclassified to an internal Audit Manager to better address the needs of the department.

## MAJOR BUSINESS FUNCTIONS

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

- **Annual risk assessment** – Performed to identify the higher risk areas.
- **Assurance audits** – Provide an objective examination of evidence to provide an independent assessment on governance, risk management and control processes.
- **Consulting services** – Intended to add value and improve NTTA's governance, risk assessment, and control processes without internal audit assuming management responsibilities.
- **Ombudsman function** – A component of the escalation process for the Customer and Support Services Department; the Ombudsman is responsible for determining compliance with Business Rules.
- **Ethics and Fraud Hotline** – Monitors to ensure items are resolved.
- **Enterprise Risk Management** – Function is being established; includes the methods and processes used to identify and manage risks by management.

# Legal Services Department

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## OVERVIEW

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

## FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer Driven Organization

- Deliver legal services in an efficient and cost-effective manner.
- Provide quality legal advice and counsel to the Board and staff in a timely fashion.

### Financially Sound and Vibrant Organization

- Ensure that NTTA is receiving high quality legal services in return for its outside counsel expenditures.
- Working with staff, provide legal support for cybersecurity compliance and optimization.
- Work with internal finance managers and outside bond counsel on bond and refinancing documents, and support the Board's discharge of its resulting legal obligations.

### Delivering Transportation Solutions

- Support efforts to deliver needed infrastructure for the region via timely and streamlined agreements with project stakeholders.

### Respected Leader & Partner in Region's Transportation Network

- Strengthen relationships with legal counsel at other governmental entities.
- Develop relationships in the regional transportation community to further NTTA's long-range legal and transportation goals.
- Stay current with emerging legal theories or outright challenges that may pose harm to NTTA.
- Work with appropriate NTTA departments to stay current with emerging technologies and evaluate what would be needed for implementation.
- Seek diversity in the retention of outside counsel and other providers.

### Highly Qualified, Energized and Engaged Team

- Evaluate and implement legal training as needed or requested.
- Develop a comprehensive and easily accessible repository of legal research prepared by outside counsel and Legal Services Department.
- Oversee, evaluate, coordinate, and manage existing and pending NTTA policies and procedures.

## DEPARTMENTAL FY2016 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015 Estimate	FY2016 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$549,416	\$572,651	\$23,235	4.2%
Retirement Contributions - (512401)	70,538	73,461	2,923	4.1%
Legal Fees - (521202)	1,689,490	1,820,000	130,510	7.7%
Travel - (523501)	12,174	9,613	(2,561)	(21.0)%
Dues & Subscriptions - (523601)	43,007	45,664	2,657	6.2%
Education and Training - (523701)	2,378	2,841	463	19.5%
Office Supplies - (531101)	30,387	36,040	5,653	18.6%
Freight and Express - (531105)	373	424	51	13.7%
<b>Total Expenses</b>	<b>\$2,397,762</b>	<b>\$2,560,694</b>	<b>\$162,932</b>	<b>6.8%</b>

### MAJOR FY2016 BUDGET ITEMS

The department's OMF budget increased by \$162,932; from the FY2015 estimate of \$2,397,762 to \$2,560,694 in FY2016 budget. The reduction in cost allocations to SPS represents \$94,210 of the total increase. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Legal Fees increased \$130,510 due to anticipated additional administrative and employee related costs.
- Office Supplies increased by \$5,653 due to reduction in allocation to SPS of \$5,653.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget (see Other Funds section, pages 133-151).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$572,651	\$0	\$0	\$0	\$0	\$572,651
Retirement Contributions - (512401)	73,461	0	0	0	0	73,461
Legal Fees - (521202)	1,820,000	50,000	50,000	2,000,000	300,000	4,220,000
Travel - (523501)	9,613	0	0	0	0	9,613
Dues & Subscriptions - (523601)	45,664	0	0	0	0	45,664
Education and Training - (523701)	2,841	0	0	0	0	2,841
Office Supplies - (531101)	36,040	0	0	0	0	36,040
Freight and Express - (531105)	424	0	0	0	0	424
<b>FY2016 Totals</b>	<b>\$2,560,694</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$2,000,000</b>	<b>\$300,000</b>	<b>\$4,960,694</b>
<b>FY2015 Totals</b>	<b>\$2,397,762</b>	<b>\$100,000</b>	<b>\$50,000</b>	<b>\$700,000</b>	<b>\$300,000</b>	<b>\$3,547,762</b>
<b>Increase/(Decrease)</b>	<b>\$162,932</b>	<b>(\$50,000)</b>	<b>\$0</b>	<b>\$1,300,000</b>	<b>\$0</b>	<b>\$1,412,932</b>

### OTHER FUNDS VARIANCE

- **CF - (\$50,000)** - The Construction Fund estimated legal fees decreased due to System construction projects coming to completion.
- **RMF - \$0**



- **CIF – \$1,300,000** – The Capital Improvement Fund estimated legal fees increased due to ongoing litigation on administrative fees.
- **CIF/FSF – \$0**

## ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section, pages 149-151).

- **EF – \$524,283** – This amount is for legal fees associated with TSAs.

## SPECIAL SYSTEMS PROJECTS

The following amounts were budgeted in the FY2016 Special Projects System Budget (see page 20).

- OF PGBT-WE \$ 217,870
- OF CTP \$ 242,642
- CF PGBT-WE \$ 8,195
- CF CTP \$ 16,391

## POSITION SUMMARY

Legal Services Department			
Full-Time Positions	FY2015	FY2016	Difference
Assist Executive Director General Counsel	1	1	0
Executive Assistant to AED	1	1	0
Asst. Director General Counsel	1	1	0
Paralegal	1	1	0
Records Retention Coordinator	1	1	0
<b>Total Full-Time Positions</b>	<b>5</b>	<b>5</b>	<b>0</b>
Part-Time & Temporary Positions	FY2015	FY2016	Difference
P/T Intern-Legal (Law Students)	3	3	0
<b>Total Part-Time Positions</b>	<b>3</b>	<b>3</b>	<b>0</b>

- No changes to FTE's.

## MAJOR BUSINESS FUNCTIONS

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

- Provide legal advice and counsel on a wide variety of issues from all departments.
- Assist in negotiating and drafting agreements.
- Conduct ethics training for all new employees.
- Respond to Public Information Act requests, subpoenas, search warrants, and court orders.
- Support collections and toll violation enforcement efforts.
- Direct, coordinate, and oversee outside legal counsel services.
- Oversee policies and procedures.
- Supervise litigation matters (including dispute resolution).
- Provide intervention upon identification of a significant legal issue.

- Protect intellectual property.
- Counsel Board and staff on open meetings, bylaws, and ethics policies.
- Review Board documents and supervise Board Secretary.
- Serve as Parliamentarian at Board meetings.
- Administer document retention.
- Manage legal risk.

# Procurement and Business Diversity Department

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## OVERVIEW

The department is responsible for: the procurement of all supplies, services and construction needs of the Authority; providing for the fair and equitable treatment of all purchases; the inclusion and reporting of Disadvantaged, Minority, Women-Owned, and Small Business Enterprises (D/M/W/SBEs); and managing and maintaining requisitions, purchase orders and contracts. The division also coordinates and manages the formal bid process, including RFBs, RFPs and RFQs.

## FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer Driven Organization

- Collaborate with other departments to develop the necessary contracts for the retail store in Fort Worth and for collection providers.
- Ensure the inclusion of disadvantaged, minority, women-owned, and small business enterprises (D/M/W/B/SBEs) as part of NTTA's strategic sourcing and procurement process.

### Financially Sound & Vibrant Organization

- Seek savings opportunities and improvements by negotiating better pricing as well as procuring goods and general services from alternative sources.
- Monitor and report progress toward achieving business diversity goals and objectives with emphasis on continuous improvement.
- Communicate business diversity metrics on a regularly scheduled basis. The defined metrics are: diversity spends compliance, prime performance, outreach, certification and organizational performance.

### Delivering Transportation Solutions

- Collaborate with other departments to develop necessary contracts for the Chisholm Trail Parkway and other planned roadway improvements.

### Respected Leader & Partner in Region's Transportation Network

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

### Highly Qualified, Energized & Engaged Team

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

## DEPARTMENTAL FY2016 OPERATIONS AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015 Estimate	FY2016 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$672,327	\$931,321	\$258,994	38.5%
Salaries and Wage-Overtime - (511301)	1,525	1,984	459	30.1%
Retirement Contributions - (512401)	89,674	116,059	26,385	29.4%
Meeting Expense - (521101)	1,743	1,349	(394)	(22.6)%
Consulting/Professional - (521201)	1,818	1,809	(9)	(0.5)%
Magazine and Newspaper - (523302)	6,500	5,284	(1,216)	(18.7)%
Promotional Expenses - (523304)	60,602	56,783	(3,819)	(6.3)%
Printing and Photographic - (523401)	0	1,000	1,000	100.0%
Travel - (523501)	14,209	12,681	(1,528)	(10.8)%
Dues & Subscriptions - (523601)	44,642	76,913	32,271	72.3%
Education and Training - (523701)	17,900	19,280	1,380	7.7%
Licenses - (523801)	4,000	2,878	(1,122)	(28.1)%
Temporary Contract Labor - (523851)	40,710	0	(40,710)	(100.0)%
Office Supplies - (531101)	3,699	3,803	104	2.8%
Freight and Express - (531105)	273	126	(147)	(53.9)%
Books & Periodicals - (531401)	1,167	2,000	833	71.4%
<b>Total Expenses</b>	<b>\$960,788</b>	<b>\$1,233,270</b>	<b>\$272,482</b>	<b>28.4%</b>

### MAJOR FY2016 OMF BUDGET ITEMS

The department's OMF budget increased by \$272,482; from FY2015 estimate of \$960,788 to FY2016 budget of \$1,233,270. The reduction in cost allocations to SPS represents \$144,826 of the total increase. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Salaries and Wages-Direct increased by \$258,994 due to reduction in allocation to SPS of \$127,083; the re-organization of Procurement and Business Diversity Divisions added \$108,000 and planning on being fully staffed at year-end FY2015 adds \$23,900.
- Retirement Contributions increased by \$26,385 commensurate with salaries.
- Dues and subscriptions increased \$32,271 due mainly to adding annual fees for vendor verification service.
- Temporary Contract Labor decreased by **(\$40,710)** due to a contract cleanup project in PeopleSoft Contract module being completed in FY2015.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget. (See Other Funds section pages 133-151).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$931,321	\$0	\$0	\$0	\$0	\$931,321
Salaries and Wage-Overtime - (511301)	1,984	0	0	0	0	1,984
Retirement Contributions - (512401)	116,059	0	0	0	0	116,059
Meeting Expense - (521101)	1,349	0	0	0	0	1,349
Consulting/Professional - (521201)	1,809	0	0	150,000	0	151,809
Magazine and Newspaper - (523302)	5,284	0	0	0	0	5,284
Promotional Expenses - (523304)	56,783	0	0	0	0	56,783
Printing and Photographic - (523401)	1,000	0	0	0	0	1,000
Travel - (523501)	12,681	0	0	0	0	12,681
Dues & Subscriptions - (523601)	76,913	0	0	0	0	76,913
Education and Training - (523701)	19,280	0	0	0	0	19,280
Licenses - (523801)	2,878	0	0	0	0	2,878
Office Supplies - (531101)	3,803	0	0	0	0	3,803
Freight and Express - (531105)	126	0	0	0	0	126
Books & Periodicals - (531401)	2,000	0	0	0	0	2,000
<b>FY2016 Totals</b>	<b>\$1,233,270</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$1,383,270</b>
<b>FY2015 Totals</b>	<b>\$1,024,864</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$1,324,864</b>
<b>Increase/(Decrease)</b>	<b>\$208,406</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$150,000)</b>	<b>\$0</b>	<b>\$58,406</b>

### OTHER FUNDS VARIANCE

- **CF - \$0**
- **RMF - \$0**
- **CIF - (\$150,000)** The Capital Improvement Fund decrease of from FY2015 budget, due to a FY2015 diversity disparity study being completed in FY2016.
- **CIF/FSF - \$0**

### ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages 149-151).

- EF \$0

### SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2016 Special Projects System Budget (see page 20).

- OF PGBT-WE \$91,979
- OF CTP \$102,436
- CF PGBT-WE \$12,196
- CF CTP \$33,786

## POSITION SUMMARY

Procurement and Business Diversity Department			
Full-Time Positions	FY2015	FY2016	Difference
Procurement Services	10	10	0
Assistant Director of Procurement	1	1	0
Buyer	3	1	(2)
Purchase Order Specialist	1	1	0
Purchasing Coordinator	0	1	1
Senior Buyer	3	4	1
Senior Director Procurement and Business Diversity	1	1	0
Senior Purchase Order Specialist	1	1	0
Business Diversity Department	5	5	0
Asst. Director B/D	1	1	0
Business Diversity Compliance Analyst	0	1	1
Bus. Diversity Liaison	1	1	0
Director of Business Diversity	1	1	0
Outreach Coordinator	1	1	0
Senior Business Diversity Compliance Specialist	1	0	(1)
<b>Total Full-Time Positions</b>	<b>15</b>	<b>15</b>	<b>0</b>

- The re-organization of the Procurement Services Division added 1 position of Purchasing Coordinator and 1 Senior Buyer by reclassified 2 Buyer positions. This enhanced the purchasing process for all departments and aligned the positions with the duties.
- The re-organization of the Business Diversity Division reclassified the Senior Business Diversity Compliance Specialist positions to Business Diversity Compliance Analyst to align the position with the duties.

## MAJOR BUSINESS FUNCTIONS

- Procurement of all supplies, services and construction needs of the Authority.
- Providing for the fair and equitable treatment of all purchases.
- Inclusion and reporting of Disadvantaged, Minority, Women-Owned, and Small Business Enterprises (D/M/W/SBEs).
- Managing and maintaining requisitions, purchase orders and contracts.
- Coordinating and managing the formal bid process, including RFBs, RFPs and RFQs.
- Creating and maintaining procurement policies and procedures.

# Public Affairs Department

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## OVERVIEW

The Public Affairs Department supports the Authority's strategic goals and objectives through quantifiable communications with customers, stakeholders, elected officials, bondholders, business leaders, media and employees.

The department's FY2016 budget has been designed with these primary purposes in mind:

1. Cultivate a positive image of NTTA through public relations and stakeholder outreach;
2. Increase TollTag distribution and TollTag penetration;
3. Support customer service enhancements and toll collection initiatives;
4. Inform drivers about construction and maintenance impacting their travel; and
5. Sustain employee engagement and connection to NTTA's strategic priorities.

## FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer Driven Organization

- Increase enrollment in TollPerks, NTTA's customer loyalty program, by expanding its offers.
- Support and promote expansion of mobile apps and notification systems that inform customers about account status and traffic conditions.
- Reach customers via mobile technology by sharing visually engaging communications, such as infographics and videos.
- Redesign NTTA.org to ensure mobile functionality and improve visitor experience.
- Research and analyze customer and stakeholder demographics and preferences through biennial survey that can shape new service options and products.

### Financially Sound & Vibrant Organization

- Target high-potential markets to increase TollTag penetration to 82%.
- Generate non-toll revenue through business partnerships and asset sales (e.g., specialty TollTags and advertising in NTTA e-newsletters).
- Increase customer adoption of self-help options through online and mobile services to improve TollTag account management, increase ZipCash payment rates and reduce costs.

### Respected Leader & Partner in Region's Transportation Network

- Foster cooperative alliances with operational partners, such as airports, toll-managed lane developers and tolling entities, and with state agencies, such as TxDOT and TxDMV.
- Build and maintain elected official support for NTTA programs, issues and public policy.
- Guide communications for NTTA and regional projects through grassroots efforts and government affairs.
- Develop and promote 2017 legislative priorities.

### Highly Qualified & Engaged Team

- Foster understanding of strategic priorities by facilitating executive communication, supporting engagement activities, and sharing updates about new initiatives.

## DEPARTMENTAL FY2016 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015 Estimate	FY2016 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$981,537	\$1,211,587	\$230,050	23.4%
Salaries and Wage-Overtime - (511301)	1,574	2,714	1,140	72.4%
Retirement Contributions - (512401)	131,822	154,513	22,691	17.2%
Meeting Expense - (521101)	13,620	11,688	(1,932)	(14.2)%
Consulting/Professional - (521201)	584,488	1,014,637	430,149	73.6%
Magazine and Newspaper - (523302)	361,775	489,800	128,025	35.4%
Television & Radio - (523303)	244,965	193,050	(51,915)	(21.2)%
Promotional Expenses - (523304)	517,821	322,389	(195,432)	(37.7)%
Employee Appreciation - (523305)	0	1,500	1,500	100.0%
Printing and Photographic - (523401)	5,869	6,946	1,077	18.3%
Maps & Pamphlets - (523402)	92,308	53,428	(38,880)	(42.1)%
Travel - (523501)	35,372	28,855	(6,517)	(18.4)%
Dues & Subscriptions - (523601)	8,513	11,625	3,112	36.5%
Education and Training - (523701)	1,691	2,473	782	46.3%
Office Supplies - (531101)	4,257	6,650	2,393	56.2%
Other Materials and Supplies - (531102)	3,468	2,392	(1,076)	(31.0)%
Freight and Express - (531105)	284	297	13	4.5%
Uniforms - (531701)	1,167	1,696	529	45.4%
<b>Total Expenses</b>	<b>\$2,990,531</b>	<b>\$3,516,240</b>	<b>\$525,709</b>	<b>17.6%</b>

### MAJOR FY2016 OMF BUDGET ITEMS

The department's OMF budget increased by \$525,709; from FY2015 estimate of \$2,990,531 to FY2016 budget of \$3,516,240. The reduction in cost allocations to SPS represents \$156,565 of the total increase. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Salaries and Wages-Direct increased by \$230,050 due to reduction in allocation to SPS of \$141,400; and planning on being fully staffed by year-end FY2015 added about \$90,117.
- Retirement Contributions increased by \$22,691 commensurate with salaries increase.
- Consulting/Professional increased \$430,149 for fees related to TollPerks management (previously covered in Promotional Expenses account), media buying services, biennial customer survey, translation services, scholarship fund management, employee emergency notification system, and legislative consultants.
- Magazine/Newspaper increased by \$128,025 due to increase in advertising through online, digital and mobile channels.
- TV/Radio decreased by (\$51,915) due to increase in SPS allocation and the reduction in radio advertising in favor of other channels.
- Promotional Expenses decreased by (\$195,432) by assigning TollPerks management costs to Consulting/Professional account.
- Maps and Pamphlets decreased by (\$38,880) by assigning ZipCash insert print costs to Promotional Expenses account.
- Travel decreased by (\$6,517) due to legislative interim.



## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget (see Other Funds section pages 133-151).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$1,211,587	\$0	\$0	\$0	\$0	\$1,211,587
Salaries and Wage-Overtime - (511301)	2,714	0	0	0	0	2,714
Retirement Contributions - (512401)	154,513	0	0	0	0	154,513
Meeting Expense - (521101)	11,688	0	0	0	0	11,688
Consulting/Professional - (521201)	1,014,637	0	0	0	0	1,014,637
Magazine and Newspaper - (523302)	489,800	0	0	0	0	489,800
Television & Radio - (523303)	193,050	0	0	0	0	193,050
Promotional Expenses - (523304)	322,389	0	0	0	0	322,389
Employee Appreciation - (523305)	1,500	0	0	0	0	1,500
Printing and Photographic - (523401)	6,946	0	0	0	0	6,946
Maps & Pamphlets - (523402)	53,428	0	0	0	0	53,428
Travel - (523501)	28,855	0	0	0	0	28,855
Dues & Subscriptions - (523601)	11,625	0	0	0	0	11,625
Education and Training - (523701)	2,473	0	0	0	0	2,473
Office Supplies - (531101)	6,650	0	0	0	0	6,650
Other Materials and Supplies - (531102)	2,392	0	0	0	0	2,392
Freight and Express - (531105)	297	0	0	0	0	297
Uniforms - (531701)	1,696	0	0	0	0	1,696
<b>FY2016 Totals</b>	<b>\$3,516,240</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,516,240</b>
<b>FY2015 Totals</b>	<b>\$3,200,967</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,200,967</b>
<b>Increase/(Decrease)</b>	<b>\$315,273</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$315,273</b>

## OTHER FUNDS VARIANCE

- CF \$0
- RMF \$0
- CIF \$0
- CIF/FSF \$0

## ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 149-151).

- **EF - \$550,995** consists of \$50,995 of salaries allocated and \$500,000 for advertisement, customer outreach and marketing campaigns for managed lanes in cooperation with Cintra and TxDOT.

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2016 Special Projects System Budget (see page 20).

- OF PGBT-WE \$478,680

- OF CTP \$1,135,861
- CF PGBT-WE & CTP \$81,713

## POSITION SUMMARY

Public Affairs Department			
Full-Time Positions	FY2015	FY2016	Difference
Communications/Marketing	15	15	0
Administrative Assistant	1	1	0
Assistant Director Public Affairs	1	1	0
Business Development Specialist	1	0	(1)
Digital Communications Specialist	1	1	0
Graphic Communications Specialist	1	1	0
Internal Communications Manager	1	1	0
Marketing Manager	1	0	(1)
Media/Public Relations Manager	2	2	0
Project Communications Manager	1	1	0
Project Communications Specialist	1	1	0
Senior Communications Specialist	1	1	0
Senior Director of Public Affairs	1	1	0
Senior Marketing Manager	0	1	1
Strategic Marketing Specialist	0	1	1
TollTag Marketing Specialist	1	1	0
Web Content Specialist	1	1	0
Government Affairs	3	3	0
Director of Government Affairs	1	1	0
Government Affairs Analyst	1	1	0
Director of Legislative Affairs	1	1	0
<b>Total Full-Time Positions</b>	<b>18</b>	<b>18</b>	<b>0</b>

- The Business Development Specialist was reclassified to a Strategic Marketing Manager to better address the needs of the department. The Marketing Manager was reclassified to a Senior Marketing Manager to align the duties with the position. In addition, a Government Affairs Analyst is being added for FY2016.

## MAJOR BUSINESS FUNCTIONS – PUBLIC AFFAIRS

With the FY2016 budget, the Public Affairs Department will efficiently support the Authority's strategic goals and objectives through:

- **Strategy and planning** – Identify trends, new products and programs, and develop strategies to support operations.
- **Media relations** – Pitch positive stories and respond to media inquiries.
- **Marketing and advertising** – Develop and promote products and increase TollTag distribution.
- **Project communications** – Manage the National Environmental Policy Act (NEPA) process for new projects; notify customers of ongoing construction and maintenance activity.
- **Speaker's bureau** – Educate external audiences through grassroots community outreach.

- **Digital communications** – Engage customers through new media, including web, mobile, social media and email channels.
- **Internal communications** – Reinforce NTTA culture and business goals with employees.
- **Government/legislative affairs** – Cultivate relationships with elected officials and stakeholders to advance public policy that supports NTTA's mission and role in the region.

# Strategy and Innovation Department

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## OVERVIEW

The Strategy and Innovation Department (S&I) supports NTTA's mission by providing strategy and innovation services and leadership that drive organizational performance, create new value, and position NTTA as an industry leader.

## FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer Driven Organization

- Identify and facilitate the implementation of innovative technologies and business processes that provide NTTA customers with more useful information and value-added service on the roadways and in billing and collections.
- Monitor and evaluate implemented new technologies in collaboration with owner departments to determine viable enhancements, modifications or process improvements to address customer concerns and needs.
- Provide leadership in developing a mobile app platform strategy.

### Financially Sound & Vibrant Organization

- Identify and facilitate the implementation of cost-saving and revenue-generating technologies and programs that result in greater efficiencies in business processes.

### Delivering Transportation Solutions

- Work in collaboration with other departments to identify and implement innovative technologies and business processes that enhance the customer experience and improve safety and roadway performance.
- Help position NTTA as a leader in the toll industry by monitoring toll industry innovations and identifying ones that may benefit NTTA and its customers.
- Look outside the toll industry for solutions to operational and customer service challenges faced by NTTA.

### Respected Leader & Partner in Region's Transportation Network

- Develop strategic partnerships with private and public sector entities.
- Participate in regional and state working groups dedicated to delivering innovative transportation and customer service solutions.
- Demonstrate national leadership on issues pertaining to highway authorities and new vehicular and infrastructure technologies.

### Highly Qualified, Energized & Engaged Team

- Continue the advancement of NTTA's strategic priorities and fully integrate NTTA's Strategic Plan across the organization.
- Help foster an NTTA work culture that encourages creative thinking and lead internal teams to drive innovative practices throughout the organization.

## DEPARTMENTAL FY2016 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015 Estimate	FY2016 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$495,157	\$392,012	(\$103,145)	(20.8)%
Salaries and Wages-Internship - (511202)	21,000	63,000	42,000	200.0%
Retirement Contributions - (512401)	56,663	49,442	(7,221)	(12.7)%
Retirement Contr.-Internship - (512402)	2,709	8,102	5,393	199.1%
Meeting Expense - (521101)	7,500	6,360	(1,140)	(15.2)%
Consulting/Professional - (521201)	150,000	127,198	(22,802)	(15.2)%
Promotional Expenses - (523304)	20,000	17,399	(2,601)	(13.0)%
Travel - (523501)	15,011	16,960	1,949	13.0%
Dues & Subscriptions - (523601)	3,997	2,491	(1,506)	(37.7)%
Education and Training - (523701)	9,168	6,827	(2,341)	(25.5)%
Office Supplies - (531101)	1,905	2,120	215	11.3%
Freight and Express - (531105)	76	81	5	6.9%
Software - (531651)	5,000	5,000	(0)	(0.0)%
<b>Total Expenses</b>	<b>\$788,185</b>	<b>\$696,992</b>	<b>(\$91,193)</b>	<b>(11.6)%</b>

### MAJOR FY2016 BUDGET ITEMS

The department's OMF budget decreased by **(\$91,193)**; from FY2015 estimate of \$788,185 to \$696,992 in FY2016 budget. There were no allocations to SPS or Enterprise Fund in FY2015 due to the timing of the department's creation. The FY2016 allocations totaled \$160,706. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Salaries and Wages-Direct decreased **(\$103,145)** due to SPS and Enterprise Fund allocations.
- Salaries and Wages-Internship increased \$42,000 due to adding 1 new intern position and anticipating that all positions will be hired for FY2016.
- Retirement Contributions-Internship increased \$5,393 commensurate with intern salaries.
- Consulting Professional decreased **(\$22,802)** due to SPS allocations.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget (see Other Funds section pages 133-151).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$392,012	\$0	\$0	\$0	\$0	\$392,012
Salaries and Wages-Internship - (511202)	63,000	0	0	0	0	63,000
Retirement Contributions - (512401)	49,442	0	0	0	0	49,442
Retirement Contr.-Internship - (512402)	8,102	0	0	0	0	8,102
Meeting Expense - (521101)	6,360	0	0	0	0	6,360
Consulting/Professional - (521201)	127,198	0	0	0	0	127,198
Promotional Expenses - (523304)	17,399	0	0	0	0	17,399
Travel - (523501)	16,960	0	0	0	0	16,960
Dues & Subscriptions - (523601)	2,491	0	0	0	0	2,491
Education and Training - (523701)	6,827	0	0	0	0	6,827
Office Supplies - (531101)	2,120	0	0	0	0	2,120
Freight and Express - (531105)	81	0	0	0	0	81
Software - (531651)	5,000	0	0	0	0	5,000
<b>FY2016 Totals</b>	<b>\$696,992</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$696,992</b>
<b>FY2015 Totals</b>	<b>\$889,961</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$889,961</b>
<b>Increase/(Decrease)</b>	<b>(\$192,969)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$192,969)</b>

### OTHER FUNDS VARIANCE

- CF \$0
- RMF \$0
- CIF \$0
- CIF/FSF \$0

### ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 149-151).

- EF \$25,426

### SPECIAL SYSTEMS PROJECTS

The following amounts were budgeted in the FY2016 Special Projects System Budget (see page 20).

- OF PGBT-WE \$ 64,003
- OF CTP \$ 71,280
- CF PGBT-WE \$ 0
- CF CTP \$ 0

## POSITION SUMMARY

Strategy and Innovation Department			
<b>Full-Time Positions</b>	<b>FY2015</b>	<b>FY2016</b>	<b>Difference</b>
AED-Strategy and Innovation	1	1	0
Director Strategy and Innovation	0	1	1
Chief Strategic Officer	1	0	(1)
Executive Assistant/Researcher	1	1	0
Total Full-Time Positions	3	3	0
<b>Temporary Positions</b>	<b>FY2015</b>	<b>FY2016</b>	<b>Difference</b>
Interns	2	3	1
<b>Total Part-Time Positions</b>	<b>2</b>	<b>3</b>	<b>1</b>

- The Chief Strategic Officer position was reclassified to Director Strategy and Innovations to align with the positions duties. Added an additional intern position to assist with various Agency-wide research and implementation projects.

## MAJOR BUSINESS FUNCTIONS

The SI Department leads strategic and innovation efforts with the goal of accelerating adoption of new technologies and improvements to business practices in a rapidly changing industry landscape through the following professional services:

- **Innovation** – Leverage internal and external creative thought to identify and implement innovative technologies and business processes that create short and long-term value for existing and new customers.
- **Strategies** – Continue to monitor progress against the five-year Strategic Plan, facilitate strategy execution, benchmark competitive performance, and build innovation into the organization-wide strategy.
- **Industry Research and Analysis** – Provide research, trend analysis, and innovation best practices information to support departmental units.
- **Collaboration** – Build strategic partnerships with research institutions, non-profits, private entities and public agencies to foster technology and business process research and development efforts that result in tangible benefits to NTTA.

## Collections and Toll Enforcement Department

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### OVERVIEW

The Collections and Toll Enforcement Department is responsible for implementing collection strategies for the organization. Additionally, the department oversees back office operations and ensures payments are properly posted to customers' accounts. For customers who are designated habitual violators, the department ensures notification, collection and execution of toll enforcement remedies. The department uses a mix of staff and vendors to accomplish departmental goals.

### FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

#### Customer Driven Organization

- Improve contact with customers by targeted customer outreach campaigns to include outbound dialing, messaging, e-mails and other communication vehicles.
- Augment current payment options to facilitate customers' ability to pay.
- Create an internal infrastructure that has the appropriate technology and analytical horsepower to fulfill core functions.
- Develop and deliver programs to assist cash customers with access to payment locations and other payment options.

#### Financially Sound & Vibrant Organization

- Increase focus on payments from out-of-state drivers.
- Reduce un-pursuable transactions to achieve a FY2016 goal of 4.3%
- Drive collectables to the FY2016 goal of 6.5% uncollectable.
- Reduce the percent of customers identified as habitual violators, increase payments from scofflaws and enhance public perception of equity by deploying enforcement tools provided by the legislature, including vehicle registration blocks and roadway bans.
- Execute an enhanced collection strategy through management of two collection agencies to provide: (1) General and specialized collection services for outstanding ZipCash invoices, past due accounts, unpaid fees and other charges, including court judgments; (2) Provide skip tracing for returned mail, chargebacks and bounced checks; (3) assist in early stage collections through customer outreach programs.
- Implement new image review software to increase image auto pass rates, decrease manual image review, and ultimately reduce the percent of un-pursuable transactions.

#### Highly Qualified, Energized & Engaged Team

- Collaborate with the Human Resources Department to develop staff, build core skills and provide career path development.
- Focus on training programs designed to cross train staff to handle multiple departmental functions.
- Enhance analytical skills and business process management methodology for supervisory and management staff to drive efficiencies.



## DEPARTMENTAL FY2016 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015	FY2016	Variance	Variance %
	Estimate	Budget		
Salaries and Wages-Direct - (511101)	\$2,406,436	\$4,185,032	\$1,778,596	73.9%
Salaries and Wage-Overtime - (511301)	56,371	57,906	1,535	2.7%
Retirement Contributions - (512401)	317,174	531,886	214,712	67.7%
Meeting Expense - (521101)	4,925	9,104	4,180	84.9%
Consulting/Professional - (521201)	10,357,924	6,331,136	(4,026,788)	(38.9)%
Rentals - Equipment - (522302)	41,626	52,808	11,182	26.9%
Postage - (523201)	790,095	1,032,049	241,954	30.6%
Travel - (523501)	7,924	9,861	1,937	24.4%
Dues & Subscriptions - (523601)	1,912	2,394	482	25.2%
Education and Training - (523701)	20,095	28,494	8,399	41.8%
Office Supplies - (531101)	73,282	90,089	16,807	22.9%
Freight and Express - (531105)	165	580	416	252.6%
Uniforms - (531701)	2,489	4,785	2,296	92.2%
Bank Charges - (573001)	524,869	768,686	243,818	46.5%
<b>Total Expenses</b>	<b>\$14,605,286</b>	<b>\$13,104,810</b>	<b>(\$1,500,476)</b>	<b>(10.3)%</b>

### MAJOR FY2016 OMF BUDGET ITEMS

The department's OMF budget decreased by **(\$1,500,476)**; from FY2015 estimate of \$14,605,286 to FY2016 Budget of \$13,104,810. There were no allocations to SPS or Enterprise Fund in FY2015 due to the timing of the department's creation. The FY2016 allocations total \$1,498,633. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Salaries and Wages-Direct increased by \$1,778,596 due to one full year of operations, and planning on being fully staffed by year-end FY2015.
- Retirement Contributions increased \$214,712 commensurate with salaries.
- Consulting/Professional Fees decreased by **(\$4,026,798)** due to estimated contingency fees to the collection agencies being netted from collections. For FY2016 the estimated contingency fee will be approximately \$5,100,000.
- Rentals – Equipment increased \$11,182 due to adding the rental of document scanners in preparation of automation of correspondence, a finding in a TSA audit.
- Postage increased by \$241,954. The increase is driven by USPS rate increases as well as: \$141,954 for planned additional tag fulfillment; and \$100,000 to mail two new notices to habitual violators in order to improve contact rates
- Education and Training increased \$8,399. Additional emphasis on process improvement training for supervisory and management staff.
- Office Supplies increased by \$16,807 due to one full year of operations.
- Bank Charges increased by \$243,818 due to the expected increase in lockbox payment volumes based on T&R estimates and TSA projects.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget (see Other Funds section pages 133-151).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$4,185,032	\$0	\$0	\$0	\$0	\$4,185,032
Salaries and Wage-Overtime - (511301)	57,906	0	0	0	0	57,906
Retirement Contributions - (512401)	531,886	0	0	0	0	531,886
Meeting Expense - (521101)	9,104	0	0	0	0	9,104
Consulting/Professional - (521201)	6,331,136	0	0	0	0	6,331,136
Rentals - Equipment - (522302)	52,808	0	0	0	0	52,808
Postage - (523201)	1,032,049	0	0	0	0	1,032,049
Travel - (523501)	9,861	0	0	0	0	9,861
Dues & Subscriptions - (523601)	2,393	0	0	0	0	2,393
Education and Training - (523701)	28,494	0	0	0	0	28,494
Office Supplies - (531101)	90,090	0	0	0	0	90,090
Freight and Express - (531105)	580	0	0	0	0	580
Uniforms - (531701)	4,785	0	0	0	0	4,785
Bank Charges - (573001)	768,686	0	0	0	0	768,686
<b>FY2016 Totals</b>	<b>\$13,104,810</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,104,810</b>
<b>FY2015 Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Increase/(Decrease)</b>	<b>\$13,104,810</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,104,810</b>

### OTHER FUNDS VARIANCE

- CF \$0
- RMF \$0
- CIF \$0
- CIF/FSF \$0

### ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 149-151).

- EF \$296,903

### SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2016 Special Projects System Budget (see page 20).

- PGBT-WE OMF \$913,313
- CTP OMF \$288,417

### POSITION SUMMARY

Collections and Toll Enforcement Department			
Full-Time Positions	FY2015	FY2016	Difference
Collections	2	5	3
Analytics Manager	0	1	1
Assistant Director of Collections	0	1	1
Assistant Director of Contact Center	1	0	(1)
Collections Manager	0	1	1
Collections Supervisor	0	1	1
Director of Collections	1	1	0

Toll Enforcement Remedies	17	21	4
Admin. Team Lead	0	1	1
Admin. Technician	4	3	(1)
Court Coordinator	3	3	0
TER Manager	1	1	0
TER Specialist	8	8	0
TER Specialist - Bilingual	0	4	4
TER Team Leader	1	1	0
Cash Posting	69	62	(7)
CSSI	62	53	(9)
CSSII	0	2	2
Mail Specialist	1	1	0
Support Services Manager	1	0	(1)
Support Services Process Manager	0	1	1
Support Services Supervisor	2	4	2
Support Services Team Lead	3	1	(2)
QA/QC Training	7	17	10
QA/QC Coordinator I	4	5	1
QA/QC Coordinator I - Bilingual	0	1	1
QA/QC Coordinator II	0	6	6
QA/QC Manager	1	1	0
QA/QC Supervisor	0	1	1
Senior Training Coordinator	1	1	0
Training Coordinator	1	2	1
<b>Total Full Time Positions</b>	<b>95</b>	<b>105</b>	<b>10</b>
<b>Part-Time and On-Call Position</b>	<b>FY2015</b>	<b>FY2016</b>	<b>Difference</b>
Administrative Tech - P/T	1	0	(1)
CSSI P/T	18	20	2
TER Specialist P/T	0	1	1
<b>Total Part-Time &amp; On-Call Positions</b>	<b>19</b>	<b>21</b>	<b>2</b>

The Customer and Support Services Department was re-organized into two separate departments, Customer Service Contact Center and Collections and Toll Enforcement. This is to better manage the multitude of activities under the department and to better serve our customers. Each of the departments was further divided into four divisions, which are explained in the following Major Business Functions section. The Collections and Toll Enforcement department added a total of 10 full time positions to better serve ZipCash customers and ensure collection from customers who use the roads. The department also reclassified one Support Services Manager position to a Collections Analytics Manager position.

- The Collections Division reclassified the Assistant Director of Contact Center to Assistant Director of Collections and Toll Enforcement to align the duties with the position and added a Collections Manager, Collections Supervisor and an Analytics Manager.
- Within the Toll Enforcement Remedies Division an Administrative Technician was reclassified as an Administration Team Lead; and added 3 new Toll Enforcement Remedies Specialists. The additional specialists are bilingual to better serve HVs. It also added one part-time TER Specialist and eliminated one part-time Administrative Technician.

- As part of ongoing business process improvements, the Cash Posting/Support Services Division has several reorganized positions as follows: reclassification of the Manager position to a Support Services Process Manager to add additional experience in process improvement. To better align leadership ratios, two Team Leader positions were reclassified as Supervisors. Due to achieved improvements, repurposed five CSSI positions into QA/QC Coordinators.
- The Training/Quality Assurance/Quality Control division added one Training Coordinator dedicated to improving collections training for internal staff as well as coordination with external agencies. The growth of business requires additional QA/QC reviews. Two levels were created within QA/QC:
  - Level I coordinators are mainly responsible for transactional type QA/QC. Examples include, verifying invoice license plate image matches and total transactions against the printed invoice.
  - Level II coordinators provide more analytical and complex Quality controls. For Example verifying monies in trust accounts with collections agencies and monitors calls to ensure Customer Experience and standard operating procedures are met.
  - Supervisor to manage the now 12 member team, a supervisor was also added.

## MAJOR BUSINESS FUNCTIONS

The Collections and Toll Enforcement Department contributes to the financial position of NTTA by driving the collection of unpaid tolls. The department is divided into four divisions:

- **Collections** – Provides strategic direction for collections efforts on outstanding ZipCash invoices from first notice of nonpayment through assignment to external collection agencies. Manages internal staff as well as collection agencies and related law firms.
- **Toll Enforcement Remedies** – Implements tools provided by the legislature to encourage equitable payment from all drivers. Tracks and manages payments from habitual violators and ensures payment plan/TollTag account obligations are met. Works with the Department of Public Safety for the issuance of failure to pay toll citations, and coordinates with Justice of the Peace offices in legal proceedings.
- **Cash Posting** – The team is made up of several smaller teams that provide back office support including: posting of payments received, fulfillment and mail delivery for NTTA, and responding to written customer correspondence.
- **Training and Quality Assurance** – Partners with Collections and Toll Enforcement and Customer Service Center leadership to:
  - Provide new-hire training for all Call Center and back office staff.
  - Coordinate supplemental/refresher training. For 2016 this department will also be responsible for a centralized communication hub for all customer facing contact agents.
  - Evaluate through QA customer/agent interaction to include phone calls and in-person contacts. Additionally, inspect key processes to ensure quality control and work with internal audit to implement new quality control initiatives in order to reduce risk for the organization.

# Customer Service Contact Center Department

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## OVERVIEW

The Customer Service Contact Center Department supports the mission of NTTA by delivering high-quality customer service. The department is responsible for developing innovative methods to improve the customer experience.

## FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer Driven Organization

- The department is focusing on improving key drivers of customer satisfaction, including reducing wait times and increasing the number of full-service locations where customers may register for new TollTag accounts or pay ZipCash invoices.
- Expand proactive customer outreach via targeted outbound messaging to inform TollTag customers of account issues.
- Research new contact channel opportunities to provide additional customer access and to leverage existing technology, such as the Tollmate mobile application, for ease of access.
- Voice recognition IVR functionality to increase self-help options available to customers – FY2016.

### Financially Sound & Vibrant Organization

- Continue reducing un-pursuable transactions to the FY2015 goal of 4.3%.
- Continue to increase TollTag penetration to the FY2015 goal of 82%.

### Highly Qualified, Energized & Engaged Team

- Collaborate with the Human Resources Department to develop staff, build core skills and provide career path development.
- Focus on training program designed to improve customer service representatives' and supervisors' skills and knowledge.
- Partner with the Human Resources Department to assess options for an incentive program designed to improve performance and job satisfaction, reward top performers and reduce staff turnover.

## DEPARTMENTAL FY2016 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015 Estimate	FY2016 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$6,489,385	\$6,020,744	(\$468,641)	(7.2)%
Salaries and Wage-Overtime - (511301)	379,894	138,899	(240,995)	(63.4)%
Retirement Contributions - (512401)	867,184	757,410	(109,774)	(12.7)%
Meeting Expense - (521101)	13,402	11,080	(2,322)	(17.3)%
Consulting/Professional - (521201)	1,740,270	1,629,274	(110,996)	(6.4)%
Armored Car Services - (521209)	19,503	19,503	(0)	(0.0)%
Rentals - Land - (522301)	36,042	36,042	(0)	(0.0)%
Postage - (523201)	7,170,600	8,326,937	1,156,337	16.1%
Magazine and Newspaper - (523302)	6,509	5,472	(1,037)	(15.9)%
Travel - (523501)	3,650	3,650	0	0.0%
Dues & Subscriptions - (523601)	1,073	1,073	0	0.0%
Education and Training - (523701)	22,194	22,194	0	0.0%
Temporary Contract Labor - (523851)	3,968,686	5,834,399	1,865,713	47.0%
Office Supplies - (531101)	104,670	106,670	2,000	1.9%
Freight and Express - (531105)	508	508	(0)	(0.1)%
Inven for resale(toll tags) - (531501)	9,966,020	8,921,481	(1,044,539)	(10.5)%
Uniforms - (531701)	11,068	11,068	(0)	(0.0)%
Credit Card Fees - (573002)	13,380,196	14,696,169	1,315,973	9.8%
<b>Total Expenses</b>	<b>\$44,180,855</b>	<b>\$46,542,573</b>	<b>\$2,361,718</b>	<b>5.3%</b>

### MAJOR FY2016 OMF BUDGET ITEMS

The department's OMF budget increased by \$2,361,718; from FY2015 estimate of \$44,180,855 to FY2016 budget of \$46,542,573. The reduction in cost allocations to SPS represents \$1,574,946 of the total increase. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Salaries and Wages-Direct increased by (\$468,641) due to reduction in allocation to SPS and Enterprise Fund of \$557,000; and a net reduction of (\$1,025,641) for transferring positions to temporary contract labor.
- Salaries and Wages-Overtime decreased by (\$240,995) because the additional FTE's will eliminate some of the need to cover workflow with overtime.
- Consulting/Professional Fees decreased by (\$110,996) mainly due to TSA allocations offset by an increase in invoicing for out-of-state lookups to decrease unpursuables, and an increase transactions.
- Postage increased by \$1,156,337 due to the increase in invoicing for out-of-state lookups combined with an increase in transactions. We are also anticipating an increase in postal rate in 2016 from \$0 .385 to \$0.415
- Temporary Contract Labor increased by \$1,865,713 due to adding about 45 positions.
- TollTags and Supplies decreased by (\$1,044,539) due to additional TSA allocations of \$650,000, as well as the purchases for the phase-out of existing hard-case TollTags being done in FY2015.
- Credit Card Fees increased by \$1,315,973 due to the increased volumes of payment processing based on T&R estimates.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget (see Other Funds section pages 133-151).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$6,020,744	\$0	\$0	\$0	\$0	\$6,020,744
Salaries and Wage-Overtime - (511301)	138,899	0	0	0	0	138,899
Retirement Contributions - (512401)	757,410	0	0	0	0	757,410
Meeting Expense - (521101)	11,080	0	0	0	0	11,080
Consulting/Professional - (521201)	1,629,274	0	0	0	0	1,629,274
Armored Car Services - (521209)	19,503	0	0	0	0	19,503
Rentals - Land - (522301)	36,042	0	0	0	0	36,042
Postage - (523201)	8,326,937	0	0	0	0	8,326,937
Magazine and Newspaper - (523302)	5,472	0	0	0	0	5,472
Travel - (523501)	3,650	0	0	0	0	3,650
Dues & Subscriptions - (523601)	1,073	0	0	0	0	1,073
Education and Training - (523701)	22,194	0	0	0	0	22,194
Temporary Contract Labor - (523851)	5,834,399	0	0	0	0	5,834,399
Office Supplies - (531101)	106,670	0	0	0	0	106,670
Freight and Express - (531105)	508	0	0	0	0	508
Inven for resale(toll tags) - (531501)	8,921,481	0	0	0	0	8,921,481
Uniforms - (531701)	11,068	0	0	0	0	11,068
Credit Card Fees - (573002)	14,696,169	0	0	0	0	14,696,169
<b>FY2016 Totals</b>	<b>\$46,542,573</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,542,573</b>
<b>FY2015 Totals</b>	<b>\$59,151,335</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$59,151,335</b>
<b>Increase/(Decrease)</b>	<b>(\$12,608,762)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$12,608,762)</b>

## OTHER FUNDS VARIANCE

- CF \$0
- RMF \$0
- CIF \$0
- CIF/FSF \$0

## ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 149-151).

- **EF - \$3,532,694** for salaries and expenses allocated to handle the increasing transactions for LBJ, NTE and DFW Connector TSA projects.

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2016 Special Projects System Budge (see page 20).

- PGBT-WE OMF \$2,282,089
- CTP OMF \$720,660

## POSITION SUMMARY

Customer Service Contact Center Department			
Full-Time Positions	FY2015	FY2016	Difference
Customer Service Call Center	137	152	15
Admin. Assistant	1	1	0
Assistant Director of CSC	1	1	0
Call Center Manager	1	1	0
Contact Center Manager	1	1	0
Contact Center Supervisor	9	13	4
CSSII	81	83	2
CSSII Bilingual	25	34	9
Director of Customer Service	1	1	0
Senior – CSS Bilingual	6	5	(1)
Senior -CSS	11	12	1
Front Counter	35	41	6
CC Lobby Coordinator	1	1	0
Contact Center Supervisor	5	6	1
CSSII	20	22	2
CSSII Bilingual	7	7	0
Customer Center Manager	1	1	0
Receptionist	1	1	0
Senior – CSS Bilingual	0	1	1
Senior Customer Service Specialist	0	2	2
Workforce	4	5	1
Workforce Analyst	3	4	1
Workforce Manager	1	1	0
Regional Toll Partners	1	2	1
Regional Toll Partners Manager	1	1	0
Regional Toll Partners Supervisor	0	1	1
<b>Total Full Time Positions</b>	<b>177</b>	<b>200</b>	<b>23</b>
Part-Time and On-Call Position	FY2015	FY2016	Difference
CSS O/C	4	0	(4)
CSS P/T	0	4	4
CSSII – P/T	16	0	(16)
TollTag Event Specialist	0	4	4
<b>Total Part-Time &amp; On-Call Positions</b>	<b>20</b>	<b>8</b>	<b>(12)</b>

The Customer and Support Services Department was re-organized into 2 separate departments, Customer Service Contact Center and Collections and Toll Enforcement, to better manage the vast multitude of activities under the department and to better serve our customers. Each of the departments was further divided into 4 divisions, which are explained in the following Major Business Functions section. The Customer Service Contact Center added a total of 23 full time positions to better serve our customers and achieve various service level requirements.



- The Customer Service Call Center Division added 4 Contact Center Supervisors, 2 Customer Service Specialist (CSS) II positions, 9 CSSII Bilingual and 1 Senior CSS. It also eliminated 1 Senior CSS Bilingual position and 16 CSSII part-time positions. Reclassified 4 CSS On-Call positions to Part-Time positions.
- The Front Counter Division added 2 Contact Center Supervisors; 2 CSSII positions, 1 Senior CSS Bilingual and 2 Senior CSS for a total 6 new positions.
- The Workforce Division added 1 Workforce Analyst.
- The Regional Toll Partners Division added 1 Regional Toll Partners Supervisor to oversee the 4 new Part-Time TollTag Event Specialist.

## MAJOR BUSINESS FUNCTIONS

The Customer Service Contact Center Department contributes to the financial position of NTTA by driving TollTag use. The department is divided into four divisions:

- **Customer Service Call Center** – Serves more than 4 million customers each year through the TollTag distribution, TollTag account maintenance, ZipCash Monthly Statement payments, and resolving customer concerns via multiple contact channels.
- **Front Counter** – Serves as the “face of the NTTA” for more than 250,000 customers each year via 3 retail locations in Fort Worth, Irving, and Plano. Additional locations planned for 2016.
- **Workforce** – Serves as the command center for the Customer Service Call Center Department. Their primary functions include, scheduling employees, analysis and projection of contact volumes, and real-time assignments of service personnel to ensure prompt service is available in all contact channels at all times.
- **Regional Toll Partners** – Local retailers such as Albertson’s, Kroger, Tom Thumb, Minyards and several municipalities in the DFW area, who issue new TollTags on behalf of NTTA. These locations account for more than 15,000 TollTag activations per year.

# Information Technology Department

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## OVERVIEW

The Information Technology (IT) Department supports the mission of NTTA by advancing innovative technology solutions aligned with NTTA Strategy. The department installs, integrates, manages, maintains and supports hardware, software, telecommunications and network functions. In FY2016, the IT Department will focus on key initiatives related to improving customer experience and safety, collection efficiency and data security. Underscoring all of these initiatives is a program of continuous maintenance and improvement to IT infrastructure systems to ensure system stability and availability.

## FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer Driven Organization

- Implement the IT strategic plan, ensuring IT projects are aligned with the needs of our internal customers and the strategic objectives of NTTA.
- Continue the 4-year Intelligent Transportation Systems (ITS) program to further customer safety and service by increasing camera and dynamic message sign coverage on NTTA facilities. This project includes the addition of 45 new cameras and six new dynamic message signs.
- Expand Tollmate (NTTA's mobile application) functionality, including push notifications, to offer additional value and high quality service to customers.
- Identify and implement new methods for customer payment of TollTag accounts and ZipCash invoices, with particular focus on increasing the geographic distribution of payment locations and options for cash-based customers.
- Remain focused on security and compliance in order to ensure customer data is protected. Maintain payment card industry (PCI) compliance as a level-1 merchant.

### Financially Sound & Vibrant Organization

- Implement a disaster recovery plan, including completion of the disaster recovery site and systems to support the plan, to minimize impact to the NTTA revenue stream and customer service in the event of a disaster. Periodically test the plan to ensure readiness.
- Complete implementation of the tracking and reporting application for toll enforcement remedies ensuring equitable collection of tolls.
- Implement the Oracle Business Intelligence Suite to provide analytics for PeopleSoft financial and human resources data as well as ZipCash collections. Evaluate user adoption and user needs to continue to adapt and expand analytics to meet the needs of the organization.

### Delivering Transportation Solutions

- Continue participating in National Interoperability Committees of the International Bridge, Tunnel and Turnpike Association (IBTTA) and leading Texas statewide interoperability programs. Begin system modifications to support national interoperability that will provide a seamless tolling experience for customers.
- Continue to position NTTA to provide the required levels of service for the LBJ Express, North Tarrant Express and regional toll service agreements.

### Respected Leader & Partner in Region's Transportation Network

- Continue to participate in the regional Incident Corridor Management project, North Central Texas Council of Governments (NCTCOG) Managed Lanes Committee, and regional geographic information system (GIS) collaboration through the NCTCOG.
- Continue to partner with Dallas/Fort Worth International and Dallas Love Field airports for processing parking transactions.
- Support the data needs of NTTA's internal departments such as Public Affairs and System and Incident Management to ensure they can continue to be responsive to requests to assist and partner with peer agencies and government officials within the region.

### Highly Qualified, Energized & Engaged Team

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

### DEPARTMENTAL FY2016 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015 Estimate	FY2016 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$4,942,496	\$6,081,450	\$1,138,954	23.0%
Salaries and Wage-Overtime - (511301)	90,000	90,000	0	0.0%
Retirement Contributions - (512401)	675,441	760,940	85,499	12.7%
Consulting/Professional - (521201)	46,319	93,402	47,083	101.6%
Outside Maintenance Services - (521212)	4,533,077	4,196,611	(336,466)	(7.4)%
Telecommunications - (523202)	825,075	838,078	13,003	1.6%
Travel - (523501)	15,695	22,219	6,524	41.6%
Dues & Subscriptions - (523601)	2,301	5,544	3,243	141.0%
Education and Training - (523701)	81,777	103,678	21,901	26.8%
Office Supplies - (531101)	144,498	178,349	33,851	23.4%
Other Materials and Supplies - (531102)	64,908	89,958	25,050	38.6%
Software - (531651)	4,839,043	4,987,470	148,427	3.1%
<b>Total Expenses</b>	<b>\$16,260,629</b>	<b>\$17,447,699</b>	<b>\$1,187,070</b>	<b>7.3%</b>

### MAJOR FY2016 OMF BUDGET ITEMS

The department's OMF budget increased by \$1,187,070; from FY2015 estimate of \$16,260,629 to FY2016 budget of \$17,447,699. The reduction in cost allocations to SPS represents \$447,716 of the total increase. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Salaries and Wages-Direct increased by \$1,138,954 due to reduction in allocating to SPS and Enterprise Fund of \$240,620; adding compensation adjustment to compete with the private sector and planning on being fully staffed by year-end FY2015 add about \$900,000.
- Retirement Contributions increased by \$85,499 commensurate with increase in salaries.
- Consulting/Professional increased by \$47,083 due to an anticipated need for business intelligence consulting.
- Outside Maintenance Services decreased by (\$336,466) due mainly to combining PeopleSoft and Hyperion maintenance with Oracle software maintenance.

- Travel increased by \$6,524 due to increased involvement in IBTTA for the purpose of national interoperability, allowing continued delivery of sound transportation solutions, and required increased training of employees to continue development and retention of high-quality staff.
- Education and Training increased by \$21,901 due to the need for training on various software, data bases and applications for \$13,301 and technical skills training for \$8,600 to continue development of high quality engaged staff.
- Office Supplies increased by \$33,851 due to reduction in allocating to SPS of \$3,800 and about \$30,000 for mainly additional printer cartridges required for increases in Customer Service Center.
- Other Materials and Supplies increased by \$25,050 due to reduction in allocating to SPS of \$1,300 and \$23,700 for mainly boots and safety apparel supplied to roadway employees.
- Software increased by \$148,427 due to anticipated normal increase in cost for software maintenance.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget (see Other Funds section pages 133-151).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$6,081,450	\$0	\$0	\$0	\$0	\$6,081,450
Salaries and Wage-Overtime - (511301)	90,000	0	0	0	0	90,000
Retirement Contributions - (512401)	760,940	0	0	0	0	760,940
Consulting/Professional - (521201)	93,402	0	0	3,975,000	0	4,068,402
Outside Maintenance Services - (521212)	4,196,611	0	0	400,000	0	4,596,611
Consulting/Profess Serv Tech - (521301)	0	0	0	12,764,000	0	12,764,000
Telecommunications - (523202)	838,078	0	0	10,000	0	848,078
Travel - (523501)	22,219	0	0	0	0	22,219
Dues & Subscriptions - (523601)	5,544	0	0	0	0	5,544
Education and Training - (523701)	103,678	0	0	0	0	103,678
Office Supplies - (531101)	178,349	0	0	0	0	178,349
Other Materials and Supplies - (531102)	89,958	0	0	0	0	89,958
Electronic Supplies - (531106)	0	0	1,939,500	0	0	1,939,500
Computers - (531641)	0	0	5,626,500	10,689,000	0	16,315,500
Software - (531651)	4,987,470	0	280,000	19,773,558	0	25,041,028
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	5,790,000	0	0	5,790,000
Infrastructure - Other - (541403)	0	0	0	2,980,000	0	2,980,000
<b>FY2016 Totals</b>	<b>\$17,447,699</b>	<b>\$0</b>	<b>\$13,636,000</b>	<b>\$50,591,558</b>	<b>\$0</b>	<b>\$81,675,257</b>
<b>FY2015 Totals</b>	<b>\$16,367,132</b>	<b>\$0</b>	<b>\$7,902,250</b>	<b>\$28,249,493</b>	<b>\$0</b>	<b>\$52,518,875</b>
<b>Increase/(Decrease)</b>	<b>\$1,080,567</b>	<b>\$0</b>	<b>\$5,733,750</b>	<b>\$22,342,065</b>	<b>\$0</b>	<b>\$29,156,382</b>

## OTHER FUNDS VARIANCE

- CF - \$0
- RMF - \$5,733,750 The Reserve Maintenance Fund increased due to an additional \$5,200,000 needed to replace aging cameras and unlimited power supplies (UPS) on the system; and about \$534,000 to replace computers at the end of useful life and out of warranty.

- CIF - \$22,342,065 The Capital Improvement Fund increased due to \$8,100,000 for toll collection and intelligent transportation systems; \$7,600,000 needed for the disaster recovery project and \$4,000,000 for a multi-channel communications system. All other CIF projects had a net increase of about \$2,600,000.
- CIF/FSF - \$0

## ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 149-151).

- EF - \$3,512,889 including \$3,165,363 for software development, \$125,000 for computers and \$222,526 of allocated salaries.

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2016 Special Projects System Budget (see page 20).

- PGBT-WE OF \$929,744
- PGBT-WE CF \$63,113
- CTP OF \$1,543,021
- CTP CF \$152,187

## POSITION SUMMARY

Information Technology			
Full-Time Positions	FY2015	FY2016	Difference
Administrative Assistant IT	1	1	0
Applications Administrator	0	4	4
Assistant Director Business Applications	1	1	0
Assistant Director of IT Enterprise Systems and Operations	1	1	0
Assistant Director of IT Roadway Systems	1	0	(1)
Backup Engineer	0	1	1
Communications Administrator	1	1	0
Compliance Analyst	2	2	0
Desktop Support Engineer	1	1	0
Director of IT	1	1	0
Enterprise Applications Administrator	5	0	(5)
Enterprise Applications Manager	1	1	0
Enterprise Applications Report Administrator	1	0	(1)
Enterprise Applications Support Analyst II	1	0	(1)
Enterprise Applications Support Analyst III	0	1	1
Enterprise Communications Manager	1	1	0
Enterprise Systems Linux Administrator	1	0	(1)
Enterprise Systems Manager	1	1	0
Enterprise Systems SharePoint Administrator	1	0	(1)
Enterprise Systems Sr. SQL Database Administrator	1	0	(1)
Enterprise Systems Storage Administrator	1	0	(1)
GIS Analyst	3	3	0
GIS Manager	1	1	0
Information Security Admin.	1	0	(1)

Information Security Manager	0	1	1
IT Manager - Business Intelligence	0	1	1
IT Operations and Service Manager	0	1	1
IT Program Manager	0	1	1
ITS Support Specialist	1	1	0
Lead Warehouse Technician	0	1	1
Network Engineer	2	2	0
Parking Systems Lead	1	1	0
Parking Systems Manager	1	1	0
RITE Applications Data Analyst	1	0	(1)
RITE Applications Lead Support Analyst	1	1	0
RITE Applications Manager	1	0	(1)
RITE Applications Project Manager	1	0	(1)
RITE Apps DW/BI Analyst	1	1	0
RITE Systems Business Analyst	1	0	(1)
RITE Systems Support Analyst	2	2	0
RITE Systems Support Analyst II	1	1	0
RITE Systems Support Analyst III	0	0	0
Roadway Systems Lead	3	1	(2)
Roadway Systems Manager	1	1	0
Roadway Systems Supervisor	0	2	2
Security Engineer	3	3	0
Server Administrator	1	1	0
Service Desk Manager	1	1	0
Sr. Application Manager	0	1	1
Sr. Business Analyst	0	3	3
Sr. Business Intelligence Analyst	0	2	2
Sr. Call Center IVR and Reporting Developer	0	1	1
Sr. Communications Engineer	0	1	1
Sr. Database Administrator	1	2	1
Sr. Desktop Support Technician	0	2	2
Sr. Ent. App. Business Analyst	1	0	(1)
Sr. ITS Manager	1	1	0
Sr. Network Engineer	2	2	0
Sr. Project Manager	0	3	3
Sr. RITE Apps Bus Analyst	1	0	(1)
Sr. Server Administrator	2	2	0
Sr. Systems Engineer	2	4	2
Sr. Web Applications Developer	1	2	1
Systems Administrator	1	0	(1)
Systems Lead	2	0	(2)
Systems Support Tech II	4	3	(1)
Systems Support Tech II - HD	2	2	0
Systems Support Tech II - PS	2	2	0
Systems Support Tech II RW	3	0	(3)
Systems Support Tech III	3	1	(2)
Systems Support Tech III - PS	3	3	0
Systems Support Tech III RW	5	7	2

Technical Architect	1	1	0
Toll Collection Systems Administrator	1	0	(1)
Toll-Systems Business Analyst	1	0	(1)
<b>Total Full-Time Positions</b>	<b>90</b>	<b>90</b>	<b>0</b>

- The Information Technology Department has re-organized and reclassified 31 positions to better align the duties of the positions and to be more competitive in the market.

## MAJOR BUSINESS FUNCTIONS

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

- **Business Applications** – Focused on all tolling back-office systems; Toll Enforcement Remedies application; PeopleSoft HR and financials; the asset management system used by the Maintenance Department; enterprise project delivery system (EPDS); geographic information systems (GIS); and all other enterprise applications.
- **Roadway Systems Operations and Support** – Focused on the installation and support of the tolling system at the lane level, as well as the parking system at Dallas Love Field. The Intelligent Transportation System (ITS) group manages and supports the extensive dynamic message signs, closed circuit television cameras and incident detection system utilized by SIM.
- **Enterprise Systems and Operations** – Focused on the deployment and support of user workstations and desktop applications; all aspects of the network including routers, switches, cabling, telephones and telephone service; and all servers, systems and storage devices. The IT Service Desk resides within this area.
- **Information Security** – Focused on information security and compliance. Implements and monitors security infrastructure and evaluates systems and processes for compliance. Also, leads IT efforts with Internal and External Audits.

# Maintenance Department

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## OVERVIEW

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

## FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer Driven Organization

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

### Financially Sound & Vibrant Organization

- Install additional energy saving measures on facilities where possible.

### Delivering Transportation Solutions

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

### Respected Leader & Partner in the Region’s Transportation Network

- Collaborate with, Texas Department of Transportation, Texas Transportation Institute and other industry leaders to improve safety for our employees, contractors and the traveling public.

### Highly Qualified, Energized & Engaged Team

- Develop position-specific training programs to prepare employees for advancement in the department.
- Utilize the in-field capabilities of the computerized maintenance management software to get crews more involved in the work order process.



## DEPARTMENTAL FY2016 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015 Estimate	FY2016 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$7,665,811	\$8,013,123	\$347,312	4.5%
Salaries and Wage-Overtime - (511301)	343,730	340,000	(3,730)	(1.1)%
Retirement Contributions - (512401)	990,257	1,007,889	17,632	1.8%
Meeting Expense - (521101)	1,205	2,100	895	74.3%
Consulting/Professional - (521201)	183,528	100,000	(83,528)	(45.5)%
Outside Maintenance Services - (521212)	7,147,099	7,353,917	206,818	2.9%
Landscaping - (522202)	33,565	35,000	1,435	4.3%
Rentals - Equipment - (522302)	32,473	171,350	138,877	427.7%
Magazine and Newspaper - (523302)	2,314	8,700	6,386	276.0%
Travel - (523501)	21,028	21,500	472	2.2%
Dues & Subscriptions - (523601)	8,134	19,544	11,410	140.3%
Education and Training - (523701)	71,567	80,675	9,108	12.7%
Licenses - (523801)	14,911	31,765	16,854	113.0%
Temporary Contract Labor - (523851)	62,600	64,800	2,200	3.5%
Office Supplies - (531101)	19,438	21,100	1,662	8.5%
Other Materials and Supplies - (531102)	2,519,831	2,360,844	(158,987)	(6.3)%
Mobile Equipment Expense - (531103)	973,552	1,086,466	112,914	11.6%
Freight and Express - (531105)	275	300	25	9.0%
Motor Fuel Expense - (531107)	1,212,028	1,175,507	(36,521)	(3.0)%
Water - (531211)	593,294	593,000	(294)	(0.0)%
Gas - (531221)	65,550	70,600	5,050	7.7%
Electricity - (531231)	2,063,497	2,100,000	36,503	1.8%
Small Tools and Shop Supplies - (531601)	84,387	216,634	132,247	156.7%
Uniforms - (531701)	167,998	182,700	14,702	8.8%
<b>Total Expenses</b>	<b>\$24,278,072</b>	<b>\$25,057,513</b>	<b>\$779,441</b>	<b>3.2%</b>

### MAJOR FY2016 OMF BUDGET ITEMS

The department's OMF budget increased by \$779,441; from FY2015 estimate of \$24,278,072 to FY2016 budget of \$25,057,513. The reduction in cost allocations to SPS represents \$481,689 of the total increase. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Salaries and Wages-Direct increased by \$347,312 due to reduction in allocation to SPS of \$424,000; the additional net increase of \$76,900 is due to the re-organization of the department (transferred 2 positions at (\$187,000) to SIM and 6 positions at (\$542,000) to Project Delivery) and planning on being fully staffed by year-end FY2015 added \$806,000.
- Retirement Contributions increased by \$17,632 commensurate with increase in salaries.
- Consulting/Professional decreased by (\$83,528) due to transferring safety services to SIM and real estate professionals fees to Project Delivery.
- Outside Maintenance Services increased by \$206,818 in order to contract maintenance on specialized equipment and increase opportunities for contracted repairs of assets.
- Rentals – Equipment increased by \$138,877 to allow for the possibility of renting motor graders and loaders for snow and ice events.

- Magazine and Newspaper increased by \$6,386 as a result of increased involvement in professional organizations and advertisements of projects.
- Dues and Subscriptions increased \$11,410 due to the increased involvement in professional organizations.
- Education and Training increased \$9,108 due to proposed additional training and involvement in professional organizations.
- Licenses increased \$16,854 due to change in the law that now requires individual licenses for positions within the roadway division.
- Mobile Equipment Expense increased by \$112,914 as a result of an increase in costs for materials to maintain equipment and an increase in the number of pieces of equipment maintained.
- Small Tools and Shop Supplies increased \$132,247 due to the ramp-up of the Frisco maintenance shop, restructuring of crews and a proposed increase in certain repairs performed in-house, which will require an investment in new tools.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget (see Other Funds section pages 133-151).

Account	OMF	CF	RMF	CIF	CIF/FSF	Total
	1001	3700	1201	1501	1601	
Salaries and Wages-Direct - (511101)	\$8,013,123	\$0	\$0	\$0	\$0	\$8,013,123
Salaries and Wage-Overtime - (511301)	340,000	0	0	0	0	340,000
Retirement Contributions - (512401)	1,007,889	0	0	0	0	1,007,889
Meeting Expense - (521101)	2,100	0	0	0	0	2,100
Consulting/Professional - (521201)	100,000	0	0	0	0	100,000
Outside Maintenance Services - (521212)	7,353,917	0	0	0	0	7,353,917
General Engineering - (521213)	0	0	1,914,000	220,500	0	2,134,500
Consulting/Profess Serv Tech - (521301)	0	0	1,421,804	0	0	1,421,804
Landscaping - (522202)	35,000	0	60,000	0	0	95,000
Signing Expense - (522203)	0	0	1,213,000	0	0	1,213,000
Pavement Markings - (522204)	0	0	6,930,000	0	0	6,930,000
Pavement & Shoulders - (522205)	0	0	7,283,395	0	0	7,283,395
Bridge Repairs - (522206)	0	0	1,065,000	0	0	1,065,000
Rentals - Equipment - (522302)	171,350	0	0	0	0	171,350
Magazine and Newspaper - (523302)	8,700	0	0	0	0	8,700
Travel - (523501)	21,500	0	0	0	0	21,500
Dues & Subscriptions - (523601)	19,544	0	0	0	0	19,544
Education and Training - (523701)	80,675	0	0	0	0	80,675
Licenses - (523801)	31,765	0	0	0	0	31,765
Temporary Contract Labor - (523851)	64,800	0	0	0	0	64,800
Office Supplies - (531101)	21,100	0	0	0	0	21,100
Other Materials and Supplies - (531102)	2,360,844	0	0	0	0	2,360,844
Mobile Equipment Expense - (531103)	1,086,466	0	0	0	0	1,086,466
Freight and Express - (531105)	300	0	0	0	0	300
Motor Fuel Expense - (531107)	1,175,507	0	0	0	0	1,175,507
Water - (531211)	593,000	0	0	0	0	593,000

Gas - (531221)	70,600	0	0	0	0	70,600
Electricity - (531231)	2,100,000	0	0	0	0	2,100,000
Small Tools and Shop Supplies - (531601)	216,634	0	0	0	0	216,634
Machinery - (531611)	0	0	701,500	0	0	701,500
Vehicles - (531621)	0	0	1,974,500	0	0	1,974,500
Uniforms - (531701)	182,700	0	0	0	0	182,700
Building Improvements - (541302)	0	0	712,000	7,595,000	0	8,307,000
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	940,000	27,450,000	0	28,390,000
<b>FY2016 Totals</b>	<b>\$25,057,513</b>	<b>\$0</b>	<b>\$24,215,199</b>	<b>\$35,265,500</b>	<b>\$0</b>	<b>\$84,538,212</b>
<b>FY2015 Totals</b>	<b>\$25,075,562</b>	<b>\$0</b>	<b>\$14,578,274</b>	<b>\$36,557,000</b>	<b>\$0</b>	<b>\$76,210,836</b>
<b>Increase/(Decrease)</b>	<b>(\$18,049)</b>	<b>\$0</b>	<b>\$9,636,925</b>	<b>(\$1,291,500)</b>	<b>\$0</b>	<b>\$8,327,376</b>

## OTHER FUNDS VARIANCE

- **CF - \$0**
- **RMF - \$9,636,925** The Reserve Maintenance Fund varies year by year based on projects identified in the five-year capital plan and as a result of the Annual Inspection. The increase is mainly due to \$5,100,000 overlay and pavement repair projects, \$2,850,000 for pavement markings and \$1,200,000 for sign replacement.
- **CIF - (\$1,291,500)** The Capital Improvement Fund varies by year and is based on projects identified in the five-year capital plan and as a result of the Annual Inspection. In FY2016 planned large projects include median barrier replacement, MCLB gantry rebuild, and wall stabilization projects. The decrease is mainly due to revised wall stabilization program estimates.
- **CIF/FSF - \$0**

## ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 149-151).

- EF \$0

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2016 Special Projects System Budget (see page 20).

- OF PGBT-WE \$3,069,659
- OF CTP \$5,779,235
- MMF PGBT-WE \$0
- MMF CTP \$0

## POSITION SUMMARY

Maintenance Department			
Full-Time Positions	FY2015	FY2016	Difference
Roadway	115	115	0
CSR/Maintenance	2	2	0
Lead Roadway Maintenance	8	8	0
Laborer/Maintenance Technician	76	76	0

Roadway Maintenance Supervisor	8	8	0
Roadway Manager	2	2	0
Senior Maintenance Technician	19	19	0
<b>Facilities</b>	<b>25</b>	<b>25</b>	<b>0</b>
Bldg. Maintenance Supervisor	1	1	0
CSR Maintenance	1	1	0
Custodian	2	2	0
Electrician	4	4	0
Electrician Maintenance Technician	4	3	(1)
Electrician Senior	0	2	2
Electrician Supervisor	1	1	0
Facilities Manager	1	1	0
GE Bldg. Maintenance Specialist	1	1	0
HVAC&R Technician	1	1	0
Lead Bldg. Maintenance Technician	2	2	0
Lead Electrician	2	1	(1)
Maintenance Technician	5	5	0
<b>Landscape</b>	<b>14</b>	<b>14</b>	<b>0</b>
Asst. Landscape Manager/ Landscape Supervisor	1	1	0
Senior Landscape Maintenance Technician	1	1	0
Landscape Manager/Architect	1	1	0
Lead Landscape Maintenance Technician	1	1	0
Landscape Maintenance Technician	7	6	(1)
Irrigation Maintenance Specialist	1	1	0
Laborer	2	2	0
Laborer - Landscape	0	1	1
<b>Support Services</b>	<b>23</b>	<b>23</b>	<b>0</b>
Fleet Manager	1	1	0
Fleet Supervisor	1	1	0
Lead Mechanic	2	2	0
Maintenance Support Manager	1	1	0
Maintenance Technician	1	1	0
Mechanic	7	7	0
Physical Assets Supervisor	1	1	0
Sign & Fabrication Supervisor	1	1	0
Sign Specialist	1	1	0
Signing Coordinator	1	1	0
Senior Sign Specialist	1	1	0
Senior Warehouse Technician	0	1	1
Lead Warehouse Technician	1	1	0
Warehouse Technician	4	3	(1)
<b>Administration</b>	<b>18</b>	<b>10</b>	<b>(8)</b>
Admin Asst. Maintenance	1	1	0
Asst. Director / Maintenance Ops	1	1	0
Asst. Director Infrastructure	1	0	(1)
Capital Improvement Manager	1	1	0
CMMS App Administrator	1	1	0
Director of Maintenance	1	1	0

Civil Engineering Technician	2	0	(2)
Maintenance Safety & Training Admin	1	1	0
Roadway Project Engineer	1	1	0
Project Coordinator	1	1	0
Project Engineer	2	0	(2)
Project Manager	1	0	(1)
Right of Way Manager	1	0	(1)
Roadway Special Project Manager	2	2	0
Traffic Operations Engineer	1	0	(1)
<b>Total Full-Time Positions</b>	<b>195</b>	<b>187</b>	<b>(8)</b>

- The Maintenance Department has be re-organized by transferring 2 positions to the SIM Department to focus on traffic safety improvements and 6 positions to Project Delivery to focus on the numerous infrastructure projects of the NTTA System; reclassifying or added various positions to align the duties with the positions and address the division’s need.
- The Facilities Division reclassified a Lead technician and an Electrical Maintenance Technician to 2 Electrician Senior positions.
- The Landscape Division reclassified 1 Landscape Maintenance Technician to a Labor – Landscape position.
- The Support Services Division reclassified a Warehouse Technician to a Senior Warehouse Technician.
- Administration Division transferred the Assistant Director Infrastructure, 1 Civil Engineering Technician, 2 Project Engineers, 1 Project Manager and the Right of Way Manager for a total of 6 positions to Project Delivery Department. The Division also transferred 1 Civil Engineering Technician and the Traffic Operations Engineer for a total of 2 positions to SIM.

## MAJOR BUSINESS FUNCTIONS

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

- **Roadway Division** – Provides in-house maintenance of the SRT, DNT, LLTB, and AATT, including bridges, safety devices and associated appurtenances.
- **Facilities Division** – Responsible for the maintenance of NTTA facilities, electrical services and roadway lighting.
- **Landscape Division** – Responsible for the maintenance of all landscape assets as well as project management of the contracted landscape maintenance.
- **Support Services Division** - Provides maintenance of the authority-owned fleet and equipment, oversight of the NTTA warehouse, maintenance and fabrication of signs.
- **Administration Division** – Oversight of contracted maintenance of the PGBT, management of the department’s RMF and CIF funds, and Building Renovations.

# Operations Department

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## OVERVIEW

The Operations group will continue to pursue and implement opportunities to enhance collections, reduce the percent of un-pursuable transactions, streamline operational processes, advance interoperability both regionally and nationally, and manage the NTTA's provision of toll services.

## FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer Driven Organization

- Reduce un-pursuable transactions to 4.3% of total transactions and uncollected rate to 6.5%.
- Implement alternative payment options, with a focus on expanding current options and locations to handle cash backed TollTag accounts and ZipCash payments.
- Working with Communications, expand the rewards program to ZipCash customers who register and pay their monthly statements in a timely fashion.
- Implement interoperability with the Kansas Turnpike Authority and the southern states.

### Financially Sound & Vibrant Organization

- Procure the new toll collection system.
- Implement the electronic invoice process and work with Communications to develop a program to encourage and reward those who opt-in to receive their monthly statements electronically.
- Implement a full disaster recovery program.

### Respected Leader & Partner in Region's Transportation Network

- Implement toll services for the IH-30 Tom Landry managed lanes.
- Participate on the NCTCOG managed lanes committee and in the selection process of a regional HOV occupancy technology.
- Actively participate in state, regional and national interoperability efforts.

### Highly Qualified, Energized & Engaged Team

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

## DEPARTMENTAL FY2016 OPERATIONS AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015 Estimate	FY2016 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$464,589	\$476,701	\$12,112	2.6%
Retirement Contributions - (512401)	59,653	58,984	(669)	(1.1)%
Meeting Expense - (521101)	1,105	880	(225)	(20.3)%
Travel - (523501)	29,669	25,278	(4,391)	(14.8)%
Dues & Subscriptions - (523601)	11,759	9,535	(2,224)	(18.9)%
Education and Training - (523701)	2,395	2,456	61	2.5%
Office Supplies - (531101)	1,177	827	(350)	(29.7)%
Freight and Express - (531105)	102	166	64	62.6%
<b>Total Expenses</b>	<b>\$570,449</b>	<b>\$574,827</b>	<b>\$4,378</b>	<b>0.8%</b>

### MAJOR FY2016 OMF BUDGET ITEMS

The department's OMF budget increased by \$4,378; from FY2015 estimate of \$570,449 to FY2016 budget of \$574,827. The reduction in cost allocations to SPS represents \$6,393 of the total increase. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- All increases or decreases are under the variance tolerance.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget. (See Other Funds section pages 133-151).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$476,701	\$0	\$0	\$0	\$0	\$476,701
Retirement Contributions - (512401)	58,984	0	0	0	0	58,984
Meeting Expense - (521101)	880	0	0	0	0	880
Consulting/Professional - (521201)	0	0	0	950,000	0	950,000
Travel - (523501)	25,278	0	0	0	0	25,278
Dues & Subscriptions - (523601)	9,535	0	0	0	0	9,535
Education and Training - (523701)	2,456	0	0	0	0	2,456
Office Supplies - (531101)	827	0	0	0	0	827
Freight and Express - (531105)	166	0	0	0	0	166
<b>FY2016 Totals</b>	<b>\$574,827</b>	<b>\$0</b>	<b>\$0</b>	<b>\$950,000</b>	<b>\$0</b>	<b>\$1,524,827</b>
<b>FY2015 Totals</b>	<b>\$562,462</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,240,000</b>	<b>\$0</b>	<b>\$3,802,462</b>
<b>Increase/(Decrease)</b>	<b>\$12,365</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$2,290,000)</b>	<b>\$0</b>	<b>(\$2,277,635)</b>

### OTHER FUNDS VARIANCE

- CF - \$0**
- RMF - \$0**
- CIF - (\$2,290,000)** The Capital Improvement Fund decreased mostly due to **(\$3,500,000)** of the Toll Enforcement Remedies (TER) projects being implemented in the other departments OMF FY2016 budgets; and an increase of \$615,000 in consulting fees previously budgeted in other funds. The increase of \$615,000 includes anticipated expenditures for project

management, cost model modifications and update, and continued work towards southern states and national interoperability.

- **CIF/FSF - \$0**

### ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages 149-151).

- EF \$79,944

### SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2016 Special Projects System Budget (see page 20).

- PGBT-WE OF \$51,694
- PGBT-WE CF \$8,863
- CTP OF \$57,572
- CTP CF \$16,327

### POSITION SUMMARY

Operations			
Full-Time Positions	FY2015	FY2016	Difference
Exec. Asst. to AED Ops	1	1	0
Asst. Exec. Director Operations	1	1	0
Management Analyst	1	1	0
Project Manager	1	1	0
Sr. Project Mgr. / Business Analyst	1	1	0
<b>Total Full-time Positions</b>	<b>5</b>	<b>5</b>	<b>0</b>

- No changes to FTE's.

### MAJOR BUSINESS FUNCTIONS

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



# Project Delivery Department

## OVERVIEW

The Project Delivery Department is responsible for planning, design and construction of toll facilities in the region. Its 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.

## FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Delivering Transportation Solutions

- Continue construction of the Dallas North Tollway improvements and the President George Bush Turnpike widening projects.
- Continue development of Sam Rayburn Tollway widening and DNT Phase 4B southbound frontage road projects.
- Integrate a “total cost” (life-cycle) approach to the development of new projects as well as the implementation of rehabilitation or modification projects.
- Conduct annual routine and specialized inspections, report on results, budget for deficiencies and implement improvement plans.

### Financially Sound & Vibrant Organization

- Continue to advance projects on time and under budget.

### Respected Leader & Partner in the Region’s Transportation Network

- Collaborate with the Texas Department of Transportation on the design and construction of SH 360.
- Collaborate with the region on advancement of regional priority projects.

### Highly Qualified, Energized & Engaged Team

- Increase opportunities for employee training and advancement of professional skills.

## DEPARTMENTAL FY2016 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015	FY2016		Variance %
	Estimate	Budget	Variance	
Salaries and Wages-Direct - (511101)	\$286,419	\$1,213,162	\$926,743	323.6%
Retirement Contributions - (512401)	37,759	147,084	109,325	289.5%
Consulting/Professional - (521201)	5,833	29,480	23,647	405.4%
Travel - (523501)	4,542	10,208	5,666	124.7%
Dues & Subscriptions - (523601)	2,582	3,924	1,342	52.0%
Education and Training - (523701)	5,730	5,537	(193)	(3.4)%
Office Supplies - (531101)	898	1,574	676	75.2%
Freight and Express - (531105)	365	404	39	10.8%
<b>Total Expenses</b>	<b>\$344,128</b>	<b>\$1,411,373</b>	<b>\$1,067,245</b>	<b>310.1%</b>

## MAJOR FY2016 OMF BUDGET ITEMS

The department’s OMF budget increased \$1,067,245; from FY2015 estimate of \$344,128 to FY2016 budget of \$1,411,373. The reduction in cost allocations to SPS represents \$422,107 of the total

increase. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Salaries and Wages increased \$926,743 due to reduction in allocation to SPS of \$372,000 and the re-organization of the department with 6 positions transferred from Maintenance added \$542,000.
- Retirement Contributions increased \$109,325 commensurate with salaries.
- Consulting/Professional increased \$23,647 due to real estate professional fees being transferred from Maintenance.
- Travel increased \$5,666 due to the addition of the new positions.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget (see Other Funds section pages 133-151).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$1,213,162	\$0	\$0	\$0	\$0	\$1,213,162
Retirement Contributions - (512401)	147,084	0	0	0	0	147,084
Consulting/Professional - (521201)	29,480	0	0	0	0	29,480
Travel - (523501)	10,208	0	0	0	0	10,208
Dues & Subscriptions - (523601)	3,924	0	0	0	0	3,924
Education and Training - (523701)	5,537	0	0	0	0	5,537
Office Supplies - (531101)	1,574	0	0	0	0	1,574
Freight and Express - (531105)	404	0	0	0	0	404
Deferred Charges (153001)	0	0	0	0	970,000	970,000
Right-of-Way (06)	0	1,700,000	0	300,000	0	2,000,000
Administration (01)	0	763,000	0	2,815,000	0	3,578,000
Planning (02)	0	1,200,000	0	400,000	0	1,600,000
Design (03)	0	1,978,000	0	2,905,000	0	4,883,000
Construction (04)	0	8,210,000	0	80,900,000	0	89,110,000
Equipment/Hardware (05)	0	250,000	0	2,905,000	0	3,155,000
Other (176999)	0	400,000	0	4,970,000	0	5,370,000
<b>FY2016 Totals</b>	<b>\$1,411,373</b>	<b>\$14,501,000</b>	<b>\$0</b>	<b>\$95,195,000</b>	<b>\$970,000</b>	<b>\$112,077,373</b>
<b>FY2015 Totals</b>	<b>\$310,774</b>	<b>\$6,760,800</b>	<b>\$0</b>	<b>\$112,555,500</b>	<b>\$551,000</b>	<b>\$120,178,074</b>
<b>Increase/(Decrease)</b>	<b>\$1,100,599</b>	<b>\$7,740,200</b>	<b>\$0</b>	<b>(\$17,360,500)</b>	<b>\$419,000</b>	<b>(\$8,100,701)</b>

## OTHER FUND VARIANCE

- **CF - \$7,740,200** The Construction Fund increased due mainly to the anticipated start of construction of DNT Phase 4B southbound service road project \$5,100,000 (reimbursed by Denton County) and \$3,100,000 for PGBT-EE right-of-way and sand stock pile. All other projects decreased by **(\$460,000)**.
- **CIF - (\$17,360,500)** – The Capital Improvement Fund decrease is due to revised estimates and schedules for the DNT/PGBT Interchange and Ramp Improvement project of **(\$22,000,000)** and all other projects increased by \$4,700,000. The following are the major projects:
  - DNT Fourth lane (PGBT to SRT) - \$40,650,000
  - DNT Improvements (LBJ to PGBT) - \$12,270,000
  - DNT/PGBT Interchange Modification - \$30,210,000

- PGBT Fourth Lane - \$11,950,000
- **CIF/FSF - \$419,000** The Feasibility Study Fund increase is due mainly to the anticipated completion of the environmental planning process on Trinity Parkway.

### ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 149-151).

- EF \$0

### SPECIAL PROJECT SYSTEM

The following amounts were budgeted in the FY2016 Special Projects System Budget (see page 20).

- CTP OF \$28,752
- CTP CF \$8,127,435
- CTP MMF \$674,433
- PGBT-WE OF \$25,816
- PGBT-WE CF \$438,644
- PGBT-WE MMF \$2,067,426

### POSITION SUMMARY

Project Delivery			
Full-Time Positions	FY2015	FY2016	Difference
AD Infrastructure Engineer	0	1	1
AED Infrastructure	1	1	0
Chief Engineer Construction	1	1	0
Civil Engineering Technician	0	1	1
Construction Manager	1	1	0
Contracts Manager	1	1	0
Corridor Manager	1	1	0
Design Manager	1	1	0
Executive Assistant	1	1	0
Program Controls Manager	1	1	0
Project Engineer	0	2	2
Project Manager	1	2	1
Right of Way Manager	0	1	1
Roadway Project Manager	1	1	0
Senior Project Manager Design Guidelines	1	1	0
<b>Total Full-Time Positions</b>	<b>11</b>	<b>17</b>	<b>6</b>

- The Maintenance Department's Administration Division transferred to Project Delivery Department the following positions: Assistant Director Infrastructure Engineer, Civil Engineering Technician, 2 Project Engineers, 1 Project Manager and the Right of Way Manager for a total of 6 positions.

## MAJOR BUSINESS FUNCTIONS

With the carefully considered FY2016 budget, the Project Delivery Department will continue to benefit the Authority and the people of North Texas by performing a number of key functions.

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

# System and Incident Management Department

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## OVERVIEW

The System and Incident Management (SIM) Department supports the mission of the North Texas Tollway Authority by reducing risk, enhancing safety and providing a reliable, expedient traveling environment free from harm and hazard.

## FY2016 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer Driven Organization

- Develop new RCS delivery strategies that reduce congestion and lane closures by removing vehicles and debris from our roadways to enhance throughput.
- Develop and implement a Traffic Safety Program which evaluates crash patterns and crash causes to identify ways to reduce the severity or eliminate accidents.

### Financially Sound & Vibrant Organization

- Continue to develop toll enforcement remedies (TER) strategies that support NTTA's toll enforcement remedies initiatives and brings NTTA's top violators into compliance.

### Delivering Transportation Solutions

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

### Highly Qualified, Energized & Engaged Team

- Increase opportunities for employee advancement, as well as, the ability for the employees to learn and develop additional skills
- Increase employee involvement in the NTTA's Safety Committee

## DEPARTMENTAL FY2016 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2015 Estimate	FY2016 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$3,532,957	\$3,994,487	\$461,530	13.1%
Salaries and Wage-Overtime - (511301)	10,375	23,421	13,046	125.7%
Retirement Contributions - (512401)	465,310	491,628	26,318	5.7%
Consulting/Professional - (521201)	29,163	39,461	10,298	35.3%
Police Services (DPS) - (521208)	5,321,989	5,602,076	280,087	5.3%
Outside Maintenance Services - (521212)	3,435	4,525	1,090	31.7%
Insurance Expense - Other - (523101)	1,204,638	1,448,637	243,999	20.3%
Postage - (523201)	3,796	2,558	(1,238)	(32.6)%
Promotional Expenses - (523304)	4,619	6,610	1,991	43.1%
Travel - (523501)	5,104	14,367	9,263	181.5%
Dues & Subscriptions - (523601)	1,735	4,861	3,126	180.2%
Education and Training - (523701)	11,387	26,861	15,474	135.9%
Liability Claims - (523902)	8,246	11,000	2,754	33.4%
Office Supplies - (531101)	6,566	9,177	2,611	39.8%
Other Materials and Supplies - (531102)	52,653	57,313	4,660	8.9%
Freight and Express - (531105)	216	266	50	22.9%
Uniforms - (531701)	43,079	72,138	29,059	67.5%
<b>Total Expenses</b>	<b>\$10,705,268</b>	<b>\$11,809,386</b>	<b>\$1,104,118</b>	<b>10.3%</b>

### MAJOR FY2016 OMF BUDGET ITEMS

The department's OMF budget increased \$1,104,118; from FY2015 estimate of \$10,705,268 to FY2016 budget of \$11,809,386. The reduction in cost allocations to SPS represents \$159,433 of the total increase. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Salaries and Wages-Direct increased by \$461,530 due to reduction in allocation to SPS of \$131,036; two traffic engineering positions transferred from Maintenance added \$187,000 and planning on being fully staffed by year-end added \$143,500.
- Salaries and Wage-Overtime increased \$13,046 to reflect overtime needs to handle special events such as snow and ice.
- Retirement Contributions increased \$26,318 commensurate with salaries.
- Consulting and Professional Fees increased \$10,298 due to anticipated need in FY2016.
- Police Services increased by \$280,087 due to expenses related to contractual increases in DPS salaries, equipment and administrative costs.
- Insurance Expense increased by \$243,999 due to increases in associated assets, and an increase in market costs.
- Travel increased by \$9,263 to provide staff personal and business related training opportunities, as well as, involvement in professional organizations and continuing education required for the professional engineers in the Department.
- Education and Training increased by \$15,474 due to requested additional training for staff and the continuing education requirements of the professional engineers.
- Uniforms increased \$29,059 primarily due to the scheduled replacement of uniform articles.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2016 Budget (see Other Funds section pages 133-151).

Account	OMF	CF	RMF	CIF	CIF/FSF	Total
	1001	3700	1201	1501	1601	Budget
Salaries and Wages-Direct - (511101)	\$3,994,487	\$0	\$0	\$0	\$0	\$3,994,487
Salaries and Wage-Overtime - (511301)	23,421	0	0	0	0	23,421
Retirement Contributions - (512401)	491,628	0	0	0	0	491,628
Consulting/Professional - (521201)	39,461	0	0	0	0	39,461
Traffic Engineering Fees - (521207)	0	0	0	750,000	0	750,000
Police Services (DPS) - (521208)	5,602,076	0	0	0	0	5,602,076
Outside Maintenance Services - (521212)	4,525	0	0	0	0	4,525
Insurance Expense - Other - (523101)	1,448,637	0	0	0	0	1,448,637
Postage - (523201)	2,558	0	0	0	0	2,558
Promotional Expenses - (523304)	6,610	0	0	0	0	6,610
Travel - (523501)	14,367	0	0	0	0	14,367
Dues & Subscriptions - (523601)	4,861	0	0	0	0	4,861
Education and Training - (523701)	26,861	0	0	0	0	26,861
Liability Claims - (523902)	11,000	0	0	0	0	11,000
Office Supplies - (531101)	9,177	0	0	0	0	9,177
Other Materials and Supplies - (531102)	57,313	0	0	0	0	57,313
Freight and Express - (531105)	266	0	0	0	0	266
Small Tools and Shop Supplies - (531601)	0	0	124,815	0	0	124,815
Computers - (531641)	0	0	175,000	0	0	175,000
Uniforms - (531701)	72,138	0	0	0	0	72,138
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	0	1,850,000	0	1,850,000
Infrastructure - Other - (541403)	0	0	300,000	1,200,000	0	1,500,000
<b>FY2016 Totals</b>	<b>\$11,809,386</b>	<b>\$0</b>	<b>\$599,815</b>	<b>\$3,800,000</b>	<b>\$0</b>	<b>\$16,209,201</b>
<b>FY2015 Totals</b>	<b>\$10,497,993</b>	<b>\$0</b>	<b>\$32,233</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,530,226</b>
<b>Increase/(Decrease)</b>	<b>\$1,311,393</b>	<b>\$0</b>	<b>\$567,582</b>	<b>\$3,800,000</b>	<b>\$0</b>	<b>\$5,678,975</b>

## OTHER FUNDS VARIANCE

- CF - \$0
- RMF - \$567,582 Increased due to the need to relocate the alternative command center at \$300,000; adding mobile dispatch computers to the Roadway Customer Service (RCS) trucks to provide better mobile data and reduce downtime to complete paperwork for \$170,000; and about \$98,000 for equipment and supplies for RCS trucks.
- CIF - \$3,800,000 The re-organization of the Maintenance Department transferred traffic safety related projects of about \$2,000,000 to SIM Department; \$1,100,000 replace existing leased Push-to-Talk communication devices with mobile radios for SIM and Maintenance Departments which will enhance safety and communication; and \$750,000 of related traffic engineering fees.
- CIF/FSF - \$0

## ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 149-151).

- EF \$0

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2016 Special Projects System Budget (see page 20).

- PGBT-WE OF \$970,059
- CTP OMF \$1,925,429
- CTP MMF \$77,296

## POSITION SUMMARY

System & Incident Management			
Full-Time Positions	FY2015	FY2016	Difference
Administration	9	11	2
Administrative Assistant	1	1	0
Assistant Director SIM	1	1	0
Assistant Director SIM Operations	1	1	0
Assistant Traffic Engineer	0	1	1
Director SIM	1	1	0
Facility Security Administrator	1	1	0
Loss Prevention Manager	1	1	0
Safety Coordinator	1	1	0
Traffic & Emergency Management Coordinator	1	1	0
Traffic Operations Engineer	0	1	1
Safety Manager	1	1	0
Command Center	41	43	2
Command Center (DPS) Administrative Assistant	1	1	0
Command Center Manager	1	1	0
Command Center Service Specialist	27	0	(27)
Command Center Service Specialist I	0	6	6
Command Center Service Specialist II	0	20	20
Command Center Supervisor	5	5	0
Command Center Team Lead	0	3	3
Command Center Technician	7	7	0
Insurance	2	2	0
Claims Coordinator	1	1	0
Insurance Program Administrator	1	1	0
Roadway Customer Service	52	52	0
Roadway Customer Service Admin Technician	1	1	0
Roadway Customer Service Manager	1	1	0
Roadway Customer Service Specialist	45	45	0
Roadway Customer Service Supervisor	5	5	0
<b>Total Full-Time Positions</b>	<b>104</b>	<b>108</b>	<b>4</b>

- The re-organization of the Maintenance Department relocated 2 existing positions to the SIM Department Administration Division to focus on traffic safety, the Assistant Traffic Engineer and Traffic Operations Engineer.



- The Command Center position count increased by 2 Command Center Specialist (CCS) that were inadvertently omitted from the FY2015 Position Summary schedule, however funding for these positions was included in the FY2015 budget. All 29 CCS positions were reclassified to 6 CCS I; 20 CCS II and 3 Command Center Team Leads to provide growth opportunities for employees, create a better structure with in the division, and align the positions with the different duties they are expected to perform such as training or dispatching calls.

## MAJOR BUSINESS FUNCTIONS

To get customers safely and quickly to their destination, and to protect people and property, the SIM Department operates the following:

- **Administration Division** – Include Loss Prevention and Facility Security, Safety, Traffic and Emergency Management, and Traffic Engineering. This group manages agency-wide programs to mitigate risk; recover lost revenue due to traffic interruptions; develop and manage emergency management and business continuity strategies; develop security strategies to safeguard NTTA customers, employees, facilities and property; and provide Traffic Engineering functions to the agency.
- **Command Center Division** – Oversees the activities of Roadway Customer Service, police, fire, EMS, HAZMAT, wrecker service and security at NTTA facilities. The team uses Intelligent Transportation Systems and provides traveler notifications on dynamic message signs and the NTTA website. They handle emergency and non-emergency incidents.
- **Insurance Division** – Collects on NTTA property damage caused by third parties; assess insurance needs and manages the NTTA's coverages.
- **Roadway Customer Service Division** – NTTA's 24/7 on-the-road customer touch-point providing safety and support to customers and employees in all types of hazardous situations including crashes, vehicle breakdowns, flat tires and debris calls.



Dallas North Tollway & Bush Turnpike

# 4<sup>th</sup> Lane. Forthcoming.

Construction Begins Summer 2015

With more growth, more lanes are on the way for the Dallas North Tollway and President George Bush Turnpike – four each way.





**From hockey and baseball to concerts and shopping, you can get to many area events driving on NTTA toll roads.**

# Construction Fund

## CONSOLIDATED NTTA SYSTEM CONSTRUCTION FUND (3700) BUDGET COMPARISONS FY2016 TO FY2015

Department	FY2015	FY2016	Variance	
	Budget	Budget	Amount	Percent
<b>Administrative Services:</b>				
Administration	\$0	\$0	\$0	0.0%
Board	0	0	0	0.0%
Cash and Debt Management	2,605,855	2,271,028	(334,827)	(12.8%)
Finance	0	0	0	0.0%
Financial Planning & Analysis	0	0	0	0.0%
Human Resources	0	0	0	0.0%
Internal Audit	61,144	63,972	2,828	4.6%
Legal Services	100,000	50,000	(50,000)	(50.0%)
Procurement and Business Diversity	0	0	0	0.0%
Public Affairs	0	0	0	0.0%
Shared Services	0	0	0	0.0%
Strategy and Innovation	0	0	0	0.0%
<b>Total Administrative Services</b>	<b>2,766,999</b>	<b>2,385,000</b>	<b>(381,999)</b>	<b>(13.8%)</b>
<b>Operational Services:</b>				
Collections and Toll Enforcement	0	0	0	0.0%
Customer Service Contact Center	0	0	0	0.0%
Information Technology	0	0	0	0.0%
Maintenance	0	0	0	0.0%
Operations	0	0	0	0.0%
Project Delivery	6,760,800	14,501,000	7,740,200	114.5%
System & Incident Mgmt.	0	0	0	0.0%
<b>Total Operational Services</b>	<b>6,760,800</b>	<b>14,501,000</b>	<b>7,740,200</b>	<b>114.5%</b>
<b>Grand Totals</b>	<b>\$9,527,799</b>	<b>\$16,886,000</b>	<b>\$7,358,201</b>	<b>77.2%</b>

## FY2016 CONSTRUCTION FUND PROJECTS

The funds required to construct or acquire toll projects for the Authority are contained in the Construction Fund. The projects in this fund are typically funded with bond proceeds. The following are the FY2016 construction projects.

### 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). The project was completed in late FY2012 with only minor cost in FY2016.

### SAM RAYBURN TOLLWAY FOURTH LANE (WIDENING) PROJECT

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. The SRT features six main lanes with all-electronic toll collection. The project was constructed in segments with Segment 1 and 2 opening to traffic in 2006 (constructed by TX DOT); Segment 3 in FY2009; Segment 4 in March FY2011; and Segment 5 (the SRT/Dallas North Tollway (DNT) interchange) in November FY2011. The estimated costs for FY2016 are for the environmental analysis and documentation for the addition of a fourth lane in each direction.

### DALLAS NORTH TOLLWAY PHASE 3 EXTENSION

The Extension Phase 3 is the third major extension of the Dallas North Tollway (DNT). The six-lane, controlled-access toll way extends approximately 9.2 miles north from Gaylord to US 380 in Collin County. The project was completed in FY2007 with only minor cost in FY2016 for the construction of the Rockhill Road ramp gantries.

### DALLAS NORTH TOLLWAY PHASE 4B (SOUTHBOUND FRONTAGE ROAD)

DNT Phase 4B extension straddles the Collin-Denton county line and extends from FM 428 in Collin County to the Grayson County line. Through an interlocal agreement with Denton County, NTTA is advancing the southbound frontage road through the design and construction phases. Costs associated with this project are reimbursed by Denton County.

## ESTIMATED NTTA SYSTEM EXPENDITURES FOR FY2016

PGBT Eastern Extension Construction	\$3,410,000
Sam Rayburn Tollway Construction	3,106,000
Dallas North Tollway Phase 3	1,310,000
Dallas North Tollway Phase 4B/5A	6,675,000
Professional Fees, Legal Fee	2,385,000
<b>Estimated FY2016 Construction Project Cost <sup>(1)</sup></b>	<b>16,886,000</b>
Cash Transfer to OMF – Allocated cost: Salaries and Benefits	1,009,270
<b>Total Estimated FY2016 Construction Cost</b>	<b>\$17,895,270</b>

(1) For detail list of expenditures see page 136.

**ESTIMATED CONSTRUCTION FUND REQUIREMENTS FY2016**

<b>NTTA System Construction Fund Estimated Balance as of 12/31/2015</b>		<b>\$71,514,006</b>
Denton County ILA Reimbursement		6,675,000
Estimated Expenditures for FY2016		
PGBT Eastern Extension Construction	(3,410,000)	
Sam Rayburn Tollway Construction	(3,106,000)	
Dallas North Tollway Phase 3	(1,310,000)	
DNT Phase 4B	(6,675,000)	
Professional Fees, Audit Fees, Legal Fees	(2,385,000)	
Estimated FY2016 Construction Project Costs		(16,886,000)
Transfer to OMF for Allocated Salaries and Benefits		(1,009,270)
Total Estimated FY2016 Construction Cost		(17,895,270)
<b>Estimated NTTA System Available Balance as of 12/31/2016</b>		<b>\$60,293,736</b>

**CONSOLIDATED NTTA SYSTEM CONSTRUCTION FUNDS - (3700) ESTIMATE FY2016**

<b>Department</b>	<b>Account</b>	
<b>Cash and Debt Management</b>	Consulting/Professional - (521201)	42,815
	Trustee Fees - (521204)	166,500
	Rating Agency Fees - (521205)	40,000
	Remarketing/Loc Provider Fees - (521206)	2,021,713
	<b>Cash and Debt Management Total</b>	<b>2,271,028</b>
<b>Internal Audit</b>	Auditing Fees - (521203)	63,972
	<b>Internal Audit Total</b>	<b>63,972</b>
<b>Legal Services</b>	Legal Fees - (521202)	50,000
	<b>Legal Services Total</b>	<b>50,000</b>
<b>Project Delivery</b>	Right-of-Way (06)	1,700,000
	Administration (01)	763,000
	Planning (02)	1,200,000
	Design (03)	1,978,000
	Construction (04)	8,210,000
	Equipment/Hardware (05)	250,000
	Other (176999)	400,000
	<b>Project Delivery Total</b>	<b>14,501,000</b>
<b>Total</b>		<b>\$16,886,000</b>



## Reserve Maintenance Fund

### RESERVE MAINTENANCE FUND – (1201) BUDGET COMPARISONS FY2016 TO FY2015

Department	FY2015 Budget	FY2016 Budget	Variance Amount	Percent
<b>Administrative Services:</b>				
Administration	\$0	\$0	\$0	100.0%
Board	0	0	0	100.0%
Cash and Debt Management	0	0	0	100.0%
Finance	0	0	0	100.0%
Financial Planning & Analysis	0	0	0	100.0%
Human Resources	0	0	0	100.0%
Internal Audit	10,191	10,662	471	4.6%
Legal Services	50,000	50,000	0	0.0%
Procurement and Business Diversity	0	0	0	100.0%
Public Affairs	0	0	0	100.0%
Shared Services	0	0	0	100.0%
Strategy and Innovation	0	0	0	100.0%
<b>Total Administrative Services</b>	<b>60,191</b>	<b>60,662</b>	<b>471</b>	<b>0.8%</b>
<b>Operational Services:</b>				
Collections and Toll Enforcement	0	0	0	100.0%
Customer Service Contact Center	0	0	0	100.0%
Information Technology	7,902,250	13,636,000	5,733,750	72.6%
Maintenance	14,578,274	24,215,199	9,636,925	66.1%
Operations	0	0	0	100.0%
Project Delivery	0	0	0	100.0%
System & Incident Mgmt.	32,233	599,815	567,582	1760.9%
<b>Total Operational Services</b>	<b>22,512,757</b>	<b>38,451,014</b>	<b>15,938,257</b>	<b>70.8%</b>
<b>Grand Totals</b>	<b>\$22,572,948</b>	<b>\$38,511,676</b>	<b>\$15,938,728</b>	<b>70.6%</b>

## FY2016 RESERVE MAINTENANCE FUND MAJOR PROJECTS OR PURCHASES

The Reserve Maintenance Fund was created to account for maintenance expenditures that do not occur on an annual or more frequent basis. In other words, it is for the renewal and replacement of capital assets. The Authority elected to use the GASB 34 Modified Approach to account for maintenance of infrastructure assets. As required by the Trust Agreement, an annual inspection of the Authority's roadways is conducted by the general engineering consultant. This inspection provides an assessment of conditions of all Authority infrastructure assets (roadways, bridges and facilities). The assessment of conditions is made by visual and mechanical tests designed to reveal any condition that would reduce user benefits below the set minimum level of service. The Authority's goal is to maintain the infrastructure assets at a rating of eight or better (1 to 10 scale) and has established a minimum level for GASB 34 purposes of a condition level of six or greater. The roads are maintained at the Authority's level in order to enhance the customers driving experience. The following are some of the major projects and purchases for FY2016.

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

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

### FLEET AND EQUIPMENT PURCHASES / ADDITIONAL & REPLACEMENTS

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

### HARDWARE/SOFTWARE REPLACEMENTS AND UPGRADES

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

FY2016 Projects	
Annual Inspection - Required by GASB 34 Modified Approach	\$1,421,804
General Engineering Fees	1,914,000
Systemwide Roadway Improvements	9,368,000
Pavement Restriping	6,930,000
Pavement Repairs	7,283,395
Trucks, Fleet & Equipment - New & Replacement	2,800,815
Facility Improvements	712,000
Computer, Servers and Equipment - New & Replacement, including software	8,021,000
Professional, Audit and Legal Fees	60,662
<b>Total FY2016 RMF Projects</b>	<b>38,511,676</b>
Cash Transfer to OMF - Allocated Cost: Salaries and Benefits	2,687,625
<b>Total FY2016 Reserve Maintenance Fund Cost</b>	<b>\$41,199,301</b>

## CALCULATION OF DEPOSIT TO RESERVE MAINTENANCE FUND FY2016

Reserve Maintenance Fund Estimated Balance 12/31/2015		\$12,679,941
Estimated FY2016 Project Costs		
Software / Licensing	(280,000)	
Computer / Servers / Equipment	(7,741,000)	
Roadway Maintenance	(30,430,014)	
Professional Fees, Audit Fees, Legal Fees	(60,662)	
		<u>(38,511,676)</u>
FY2016 Projects Cost		(38,511,676)
<b>Total RMF Projects Cost</b>		<b>(38,511,676)</b>
Cash Transfer to OMF for Allocated: Salaries and Benefits		(2,687,625)
<b>Total Estimated FY2016 RMF Cost</b>		<b>(41,199,301)</b>
Estimated FY2016 Balance before Deposit		<u>(28,519,360)</u>
Estimated FY2016 Deposit to Reserve Maintenance Fund		<u>33,519,360</u>
<b>Reserve Maintenance Fund Balance as of 12/31/2016</b>		<b><u>\$5,000,000</u></b>
FY2016 Required Deposit to Reserve Maintenance Fund Calculation		
Estimated Fund Balance at 12/31/16	\$5,000,000	
Required Trust Agreement Balance	5,000,000	
Fully Funded no additional Deposit Required for FY2016	<u>\$ -</u>	

## RESERVE MAINTENANCE FUND – (1201) ESTIMATE FY2016

Department	Account	
<b>Internal Audit</b>	Auditing Fees - (521203)	10,662
	<b>Internal Audit Total</b>	<b>10,662</b>
<b>Legal Services</b>	Legal Fees - (521202)	50,000
	<b>Legal Services Total</b>	<b>50,000</b>
<b>Information Technology</b>	Electronic Supplies - (531106)	1,939,500
	Computers - (531641)	5,626,500
	Software - (531651)	280,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	5,790,000
	<b>Information Technology Total</b>	<b>13,636,000</b>
<b>Maintenance</b>	General Engineering - (521213)	1,914,000
	Consulting/Profess Serv Tech - (521301)	1,421,804
	Landscaping - (522202)	60,000
	Signing Expense - (522203)	1,213,000
	Pavement Markings - (522204)	6,930,000
	Pavement & Shoulders - (522205)	7,283,395
	Bridge Repairs - (522206)	1,065,000
	Machinery - (531611)	701,500
	Vehicles - (531621)	1,974,500
	Building Improvements - (541302)	712,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	940,000
	<b>Maintenance Total</b>	<b>24,215,199</b>
<b>System &amp; Incident Mgmt.</b>	Small Tools and Shop Supplies - (531601)	124,815
	Computers - (531641)	175,000
	Infrastructure - Other - (541403)	300,000
	<b>System &amp; Incident Mgmt. Total</b>	<b>599,815</b>
<b>Total</b>		<b>\$38,511,676</b>

# Capital Improvement Fund

## CAPITAL IMPROVEMENT FUND - (1501) BUDGET COMPARISONS FY2016 TO FY2015

Department	FY2015	FY2016	Variance	
	Budget	Budget	Amount	Percent
<b>Administrative Services:</b>				
Administration	\$400,000	\$0	(\$400,000)	(100.0%)
Board	0	0	0	100.0%
Cash and Debt Management	2,081,400	1,858,400	(223,000)	(10.7%)
Finance	0	0	0	100.0%
Financial Planning & Analysis	740,000	200,000	(540,000)	(73.0%)
Human Resources	0	0	0	100.0%
Internal Audit	20,382	21,324	942	4.6%
Legal Services	700,000	2,000,000	1,300,000	185.7%
Procurement and Business Diversity	300,000	150,000	(150,000)	(50.0%)
Public Affairs	0	0	0	100.0%
Shared Services	0	0	0	100.0%
Strategy and Innovation	0	0	0	100.0%
<b>Total Administrative Services</b>	<b>4,241,782</b>	<b>4,229,724</b>	<b>(12,058)</b>	<b>(0.3%)</b>
<b>Operational Services:</b>				
Collections and Toll Enforcement	0	0	0	100.0%
Customer Service Contact Center	0	0	0	100.0%
Information Technology	28,249,493	50,591,558	22,342,065	79.1%
Maintenance	36,557,000	35,265,500	(1,291,500)	(3.5%)
Operations	3,240,000	950,000	(2,290,000)	(70.7%)
Project Delivery	112,555,500	95,195,000	(17,360,500)	(15.4%)
System & Incident Mgmt.	0	3,800,000	3,800,000	100.0%
<b>Total Operational Services</b>	<b>180,601,993</b>	<b>185,802,058</b>	<b>5,200,065</b>	<b>2.9%</b>
<b>Grand Totals</b>	<b>\$184,843,775</b>	<b>\$190,031,782</b>	<b>\$5,188,007</b>	<b>2.8%</b>

## **FY2016 CAPITAL IMPROVEMENT FUND PROJECTS**

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

### **DALLAS NORTH TOLLWAY FOURTH LANE (PGBT TO SRT)**

The DNT fourth lane project will add a fourth lane to the DNT in each direction between President George Bush Turnpike and the Sam Rayburn Tollway. Construction is underway and is anticipated to be complete in early FY2018.

### **DALLAS NORTH TOLLWAY FOURTH LANE (LBJ TO PGBT)**

The NTTA will add a fourth lane in each direction of the DNT from Belt Line Road to the PGBT within the existing right of way. The project also includes pavement surface overlay and restriping from LBJ to PGBT. Construction is anticipated to begin in early FY2016 and is scheduled for completion in mid-FY2017.

### **DALLAS NORTH TOLLWAY/PRESIDENT GEORGE BUSH TURNPIKE INTERCHANGE IMPROVEMENTS**

The DNT/ PGBT interchange improvement project increase capacity and improve the flow of traffic on the direct connectors and through the interchange. Construction is underway and is anticipated to be complete in early FY2018.

### **PRESIDENT GEORGE BUSH TURNPIKE WIDENING BETWEEN INTERSTATE HIGHWAY 35 EAST AND STATE HIGHWAY 78**

The PGBT fourth lane project will add a fourth lane in each direction between IH35 and US78. Construction is underway and is anticipated to be complete in stages between FY2016-FY2019.

## **EQUIPMENT/HARDWARE/SOFTWARE**

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

## **BUILDINGS**

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

## **ROADWAYS**

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

The following is the list of projects and purchases for FY2016:

<b>Capital Improvement Fund Projects</b>	
Document Management and Imaging System	\$700,000
Intelligent Transportation Systems Retrofit	3,400,000
Business Analytics	500,000
PCI Compliance	1,798,000
Disaster Recovery	10,000,000
System Enhancements	9,745,000
EPDS Enhancements	100,000
Redesign of Internet and Intranet	1,000,000
GPS Navigation	20,000
PeopleSoft HR HCM Enhancements	400,000
Digital Aerial Photography	100,000
Toll Collection Sys Software Enhancemnts/Maint	13,100,000
Microsoft Enterprise Agreement	1,000,000
Oracle Unlimited License Agrmt	3,703,558
VoIP Upgrades	200,000
GIS Enhancement	150,000
Mobile App Enhancements	1,200,000
Application Testing Suite	500,000
Reconciliation Sys Enhancements	75,000
Service Desk Software Enhancements	400,000
Systemwide Roadway Improvements	13,470,500
Systemwide Facility Improvements	8,095,000
MSE Wall Stabilization and Maintenance Program	18,000,000
Dallas North Tollway 4th Lane	40,650,000
DNT/PGBT Interchange & Ramp Modifications	30,210,000
PGBT 4th Lane Widening	11,950,000
SH 360	100,000
IH 35E	15,000
Dallas North Tollway Improvements	12,270,000
Toll Enforcement Remedies	2,000,000
Professional, Audit, Legal Fees	5,179,724
<b>Total Project Costs</b>	<b>190,031,782</b>
Cash Transfer to OMF – Allocated: Salaries and Benefits	3,886,735
<b>Total Expenditures</b>	<b>\$193,918,517</b>

## ESTIMATED CAPITAL IMPROVEMENT FUND REQUIREMENTS FY2016

Capital Improvement Fund Uncommitted Balance 12/31/2015		\$122,057,029
<b>FY2016 Estimated Cash Inflows</b>		
Estimated Deposit from Revenue Fund	125,628,850	
Commercial Paper	0	
Reimbursement Agreement - Denton County	0	
<b>Total Cash Inflows</b>		125,628,850
<b>FY2016 Estimated Cash Outflows</b>		
ISTEA Payment	(8,000,000)	
CIF Subordinate Debt	(24,115,479)	
<b>Total Debt Service Payments</b>		(32,115,479)
Estimated CIF Projects Cost	(184,852,058)	
LOC Professional Fees, Audit Fees, Legal Fees	(5,179,724)	
<b>CIF Projects Cost</b>		(190,031,782)
Cash Transfer to OMF for Allocated Salaries and Benefits		(3,886,735)
<b>Total CIF Estimated Costs</b>		(226,033,996)
Estimated Expenditures CIF/Revolving Acct. FSF Projects	(970,000)	
Professional Fees, Audit Fees, Legal Fees	(1,361,390)	
<b>Total CIF/Revolving Account -FSF Projects Cost</b>		(2,331,390)
Estimated Uncommitted Cash Account Balance at 12/31/2016		19,320,493
FY2016 CIF Bond Payment Account balance		12,053,401
FY2016 CIF Rainy Day Fund Account balance		50,000,000
<b>Estimated Total CIF Cash Balances at 12/31/2016</b>		<b>\$81,373,894</b>



## CAPITAL IMPROVEMENT FUND – (1501) ESTIMATE FY2016

Department	Account	
<b>Cash and Debt Management</b>	Consulting/Professional - (521201)	2,400
	Trustee Fees - (521204)	2,000
	Rating Agency Fees - (521205)	54,000
	Remarketing/Loc Provider Fees - (521206)	1,800,000
	<b>Cash and Debt Management Total</b>	<b>1,858,400</b>
<b>Financial Planning &amp; Analysis</b>	Traffic Engineering Fees - (521207)	200,000
	<b>Financial Planning &amp; Analysis Total</b>	<b>200,000</b>
<b>Procurement and Business Diversity</b>	Consulting/Professional - (521201)	150,000
	<b>Procurement and Business Diversity Total</b>	<b>150,000</b>
<b>Internal Audit</b>	Auditing Fees - (521203)	21,324
	<b>Internal Audit Total</b>	<b>21,324</b>
<b>Legal Services</b>	Legal Fees - (521202)	2,000,000
	<b>Legal Services Total</b>	<b>2,000,000</b>
<b>Information Technology</b>	Consulting/Professional - (521201)	3,975,000
	Outside Maintenance Services - (521212)	400,000
	Consulting/Profess Serv Tech - (521301)	12,764,000
	Telecommunications - (523202)	10,000
	Computers - (531641)	10,689,000
	Software - (531651)	19,773,558
	Infrastructure - Other - (541403)	2,980,000
	<b>Information Technology Total</b>	<b>50,591,558</b>
<b>Maintenance</b>	General Engineering - (521213)	220,500
	Building Improvements - (541302)	7,595,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	27,450,000
	<b>Maintenance Total</b>	<b>35,265,500</b>
<b>Operations</b>	Consulting/Professional - (521201)	950,000
	<b>Operations Total</b>	<b>950,000</b>
<b>Project Delivery</b>	Right-of-Way (06)	300,000
	Administration (01)	2,815,000
	Planning (02)	400,000
	Design (03)	2,905,000
	Construction (04)	80,900,000
	Equipment/Hardware (05)	2,905,000
	Other (176999)	4,970,000
	<b>Project Delivery Total</b>	<b>95,195,000</b>
<b>System &amp; Incident Mgmt.</b>	Traffic Engineering Fees - (521207)	750,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	1,850,000
	Infrastructure - Other - (541403)	1,200,000
	<b>System &amp; Incident Mgmt. Total</b>	<b>3,800,000</b>
<b>Total</b>		<b>\$190,031,782</b>

## Feasibility Study Fund

### FEASIBILITY STUDY FUND – (1601) BUDGET COMPARISONS FY2016 TO FY2015

Department	FY2015 Budget	FY2016 Budget	Variance Amount	Percent
<b>Administrative Services:</b>				
Administration	\$0	\$0	\$0	100.0%
Board	0	0	0	100.0%
Cash and Debt Management	0	0	0	100.0%
Finance	0	0	0	100.0%
Financial Planning & Analysis	2,240,000	1,061,390	(1,178,610)	(52.6%)
Human Resources	0	0	0	100.0%
Internal Audit	0	0	0	100.0%
Legal Services	300,000	300,000	0	0.0%
Procurement and Business Diversity	0	0	0	100.0%
Public Affairs	0	0	0	100.0%
Shared Services	0	0	0	100.0%
Strategy and Innovation	0	0	0	100.0%
<b>Total Administrative Services</b>	<b>2,540,000</b>	<b>1,361,390</b>	<b>(1,178,610)</b>	<b>(46.4%)</b>
<b>Operational Services:</b>				
Collections and Toll Enforcement	0	0	0	100.0%
Customer Service Contact Center	0	0	0	100.0%
Information Technology	0	0	0	100.0%
Maintenance	0	0	0	100.0%
Operations	0	0	0	100.0%
Project Delivery	551,000	970,000	419,000	76.0%
System & Incident Mgmt.	0	0	0	100.0%
<b>Total Operational Services</b>	<b>551,000</b>	<b>970,000</b>	<b>419,000</b>	<b>76.0%</b>
<b>Grand Totals</b>	<b>\$3,091,000</b>	<b>\$2,331,390</b>	<b>(\$759,610)</b>	<b>(24.6%)</b>

## FY2016 CIF/REVOLVING ACCOUNT-FEASIBILITY STUDY FUND PROJECTS

### Trinity Parkway

The proposed Trinity Parkway will connect Interstate 35E to U.S. 175, providing a new, approximately 9-mile relief route around the west and south sides of Dallas' central business district. Trinity Parkway is a planned tolled bypass around downtown Dallas, which will provide traffic relief for the I-30 and I-35E corridors. The NTTA is managing ongoing environmental and preliminary engineering efforts for the City of Dallas to advance the project.

### State Highway 170

The proposed State Highway 170 will connect SH 114 to I-35E between the existing frontage roads in southwest Denton and northern Tarrant counties. NTTA is advancing the environmental analysis and documentation for the project with TX DOT.

### State Highway 360

The proposed SH 360 project will extend the roadway between the existing frontage roads from its current terminus of Green Oaks Blvd in southern Tarrant County to US 287 in northwestern Ellis County and northeastern Johnson County. TXDOT will develop the project through an agreement with NTTA; TX DOT will fund, design and build the SH 360 project and give the project to NTTA upon construction completion to own, operate and maintain.

### State Highway 190 East Branch

TX DOT is advancing the East Branch/State Highway 190 environmental analysis and documentation. Ongoing review, public input and possible modifications are necessary before the project can proceed.

### Dallas North Tollway Phases 4A and 4B/5A

DNT 4A and 4B/5A extension project is a proposed 18-mile extension of the Dallas North Tollway northward from U.S. 380 to FM 428 (Phase 4A) and from FM 428 to Collin/Grayson county line (Phase 4B) to Farm to Market 121 (Phase 5B). The extension will be a limited access toll road with six main lanes and four frontage road lanes. Through an interlocal agreement with Denton County, NTTA is advancing the southbound frontage road (Phase 4B) through the design and construction phases. Costs associated with this project are reimbursed by Denton County.

PROJECT COST	
DNT Phase 4A	\$10,000
SH 170	260,000
Loop 9	250,000
Trinity Parkway	450,000
Professional Fees, Legal Fees	1,361,390
<b>Total Estimated FY2016 Feasibility Cost (1)</b>	<b>\$2,331,390</b>

(1) For detail list of expenditures see pages 148.

**FUND 1601 - FEASIBILITY STUDY FUND - (1601) ESTIMATE FY2016**

<b>Department</b>	<b>Account</b>	
<b>Financial Planning &amp; Analysis</b>	Consulting/Professional - (521201)	480,000
	Traffic Engineering Fees - (521207)	581,390
	<b>Financial Planning &amp; Analysis Total</b>	<b>1,061,390</b>
<b>Legal Services</b>	Legal Fees - (521202)	300,000
	<b>Legal Services Total</b>	<b>300,000</b>
<b>Project Delivery</b>	Deferred Charges (153001)	970,000
	<b>Project Delivery Total</b>	<b>970,000</b>
<b>Total</b>		<b>\$2,331,390</b>

# Enterprise Fund

## ENTERPRISE FUND - (7800) BUDGET COMPARISONS FY2016 TO FY2015

Department	FY2015	FY2016	Variance	
	Budget	Budget	Amount	Percent
<b>Administrative Services:</b>				
Administration	\$0	\$15,893	\$15,893	100.0%
Board	0	0	0	100.0%
Cash and Debt Management	0	13,194	13,194	100.0%
Finance	92,367	70,347	(22,020)	(23.8%)
Financial Planning & Analysis	150,000	122,795	(27,205)	(18.1%)
Human Resources	63,820	47,564	(16,256)	(25.5%)
Internal Audit	38,254	68,469	30,215	79.0%
Legal Services	500,000	524,283	24,283	4.9%
Procurement and Business Diversity	0	0	0	100.0%
Public Affairs	504,050	550,995	46,945	9.3%
Shared Services	143,117	308,782	165,665	115.8%
Strategy and Innovation	0	25,426	25,426	100.0%
<b>Total Administrative Services</b>	<b>1,491,608</b>	<b>1,747,748</b>	<b>256,140</b>	<b>17.2%</b>
<b>Operational Services:</b>				
Collections and Toll Enforcement	0	296,903	296,903	100.0%
Customer Service Contact Center	547,000	3,532,694	2,985,694	545.8%
Information Technology	2,553,086	3,512,889	959,803	37.6%
Maintenance	0	0	0	100.0%
Operations	53,700	79,944	26,244	48.9%
Project Delivery	0	0	0	100.0%
System & Incident Mgmt.	0	0	0	100.0%
<b>Total Operational Services</b>	<b>3,153,786</b>	<b>7,422,430</b>	<b>4,268,644</b>	<b>135.3%</b>
<b>Grand Totals</b>	<b>\$4,645,394</b>	<b>\$9,170,178</b>	<b>\$4,524,784</b>	<b>97.4%</b>

The Enterprise Fund budget increased by \$4,524,784; from FY2015 budget of \$4,645,394 to FY2016 budget of \$9,170,178 due to the following:

- The Developer TSA projects TEXpress Lanes or LBJ, North Tarrant Express (NTE) 1/2W and NTE 3A/3B budget increased by \$2,113,034 due to an increase in estimated transactions from 40.9 million in FY2015 to 122.9 million in FY2016.
- The Regional TSA projects DFW-Connector, I-30 and LBJ East were added for FY2016 at \$2,411,749 with an estimated 21.3 million transactions.

TSA Transaction	FY2016	FY2015	Variance
Developer TSA's	122,841,714	40,920,538	81,921,176
Regional TSA's	21,311,900	-	21,311,900
<b>Total Transactions</b>	<b>144,153,614</b>	<b>40,920,538</b>	<b>103,233,076</b>

## FY2016 ENTERPRISE FUND (7800)

The Enterprise Fund was created by the Authority to account for the revenue and expenses associated with tolling services agreements (TSA). The Authority is responsible for the collection of tolls on all tolled projects in the North Texas region. Currently, the Authority has TSAs with the developers of two projects (TSA - IH635 and TSA NTE 1&2W, NTE 3A/3B). In addition for FY2016 three Regional Toll Service agreements (DFW-Connector, I-30, LBJ East) with TX DOT are being added.

<b>Fund Costs</b>	
Software Maintenance and Enhancements	\$3,290,363
Professional and Legal Fees	1,458,215
Allocated Cost – Salaries, Benefits and Transaction Processing Cost	4,421,600
<b>Total FY2016 EF Budget</b>	<b>\$9,170,178</b>

## ESTIMATED FY2016 DEVELOPER TSA REQUIREMENTS

Developer TSA Projects:	LBJ	NTE 1/2W	NTE 3A/3B	Total
<b>Transactions</b>				
TollTag	54,228,558	13,179,804	7,162,100	74,570,462
ZipCash	37,940,591	6,960,261	3,370,400	48,271,252
<b>Total Transactions</b>	<b>92,169,149</b>	<b>20,140,065</b>	<b>10,532,500</b>	<b>122,841,714</b>
<b>Payments to TSA's</b>				
Gross Payments	\$142,789,880	\$50,816,723	\$9,604,292	\$203,210,895
NTTA Fees	(9,502,232)	(2,811,930)	(1,573,950)	(13,888,112)
<b>Net Payments to TSA's</b>	<b>\$133,287,648</b>	<b>\$48,004,793</b>	<b>\$8,030,342</b>	<b>\$189,322,783</b>
<b>Revenue Collected from TSA's</b>				
TollTag Revenue	87,037,204	33,686,703	7,448,584	128,172,492
ZipCash Revenue	34,441,065	9,762,914	2,155,708	46,359,687
Administrative Fees	8,068,719	818,869	-	8,887,588
<b>Net Revenue Collected</b>	<b>129,546,988</b>	<b>44,268,486</b>	<b>9,604,292</b>	<b>183,419,767</b>
<b>Collection Exposure</b>	<b>(\$3,740,660)</b>	<b>(\$3,736,306)</b>	<b>\$1,573,950</b>	<b>(\$5,903,016)</b>
NTTA Expenses	(5,070,904)	(1,108,053)	(579,470)	(6,758,428)
IOP Revenue	5,402,219	1,180,450	617,331	7,200,000
<b>Net TSA Cash Flow</b>	<b>(\$3,409,345)</b>	<b>(\$3,663,910)</b>	<b>\$1,611,810</b>	<b>(\$5,461,444)</b>

## ESTIMATED FY2016 REGIONAL TSA REQUIREMENTS

Regional TSA Projects:	DFWC	I-30	LBJ East	Total
<b>Transactions</b>				
TollTag	3,429,300	5,022,648	4,791,324	13,243,272
ZipCash	1,400,700	3,182,652	3,485,276	8,068,628
<b>Total Transactions</b>	<b>4,830,000</b>	<b>8,205,300</b>	<b>8,276,600</b>	<b>21,311,900</b>
<b>Collection Exposure (Pay When Paid)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
NTTA Expenses	(546,584)	(928,548)	(936,618)	(2,411,750)
NTTA Expense Reimbursement	546,584	928,548	936,618	2,411,750
<b>Net TSA Cash Flow</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

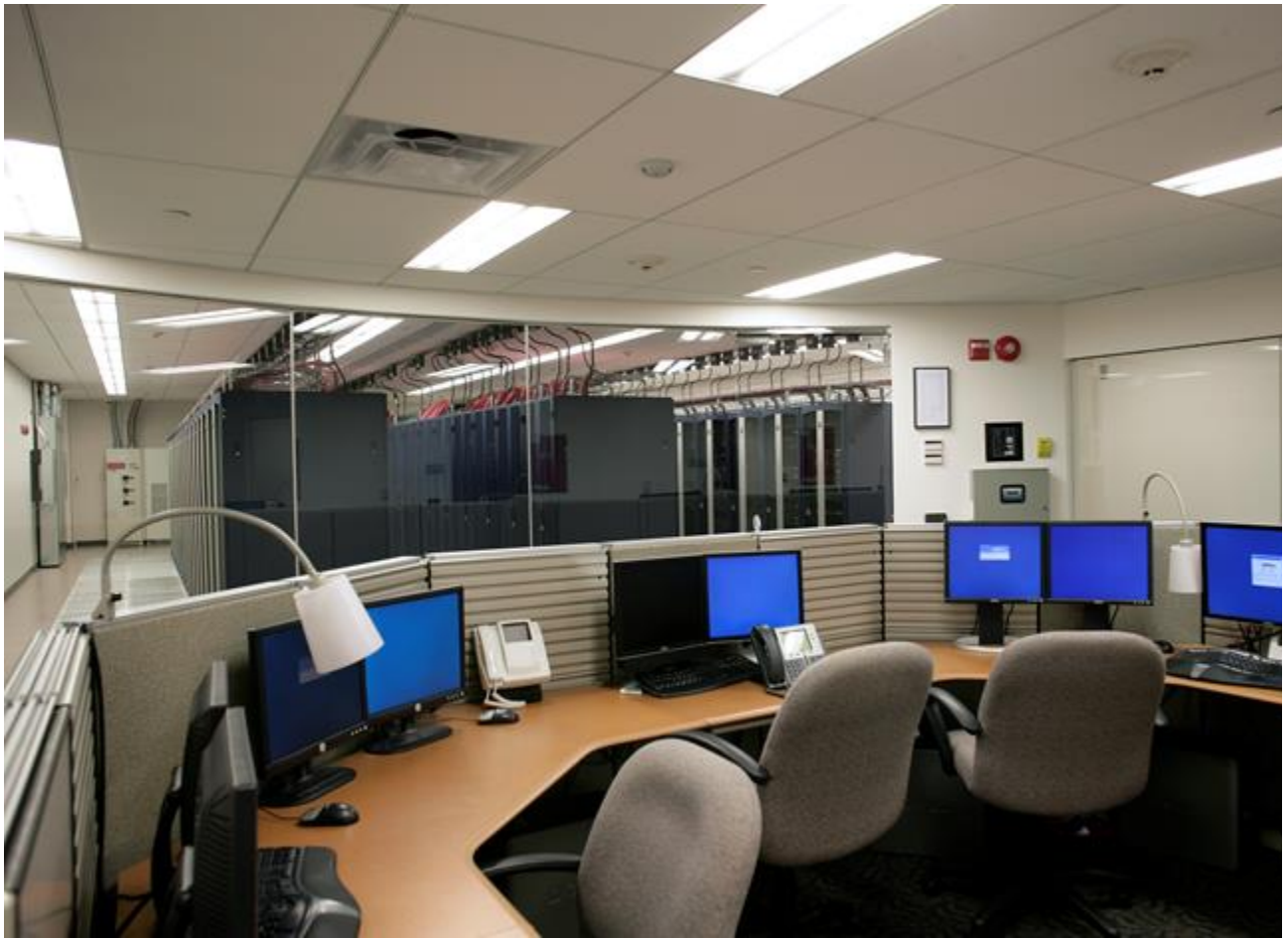
## ENTERPRISE FUND - (7800) ESTIMATE FY2016

Department	Account	
<b>Administration</b>	Salaries and Wages-Direct - (511101)	14,270
	Retirement Contributions - (512401)	1,623
	<b>Administration Total</b>	<b>15,893</b>
<b>Cash and Debt Management</b>	Salaries and Wages-Direct - (511101)	11,651
	Retirement Contributions - (512401)	1,543
	<b>Cash and Debt Management Total</b>	<b>13,194</b>
<b>Finance</b>	Salaries and Wages-Direct - (511101)	62,142
	Retirement Contributions - (512401)	8,205
	<b>Finance Total</b>	<b>70,347</b>
<b>Financial Planning &amp; Analysis</b>	Salaries and Wages-Direct - (511101)	20,107
	Retirement Contributions - (512401)	2,688
	Consulting/Professional - (521201)	100,000
	<b>Financial Planning &amp; Analysis Total</b>	<b>122,795</b>
<b>Human Resources</b>	Salaries and Wages-Direct - (511101)	42,034
	Retirement Contributions - (512401)	5,530
	<b>Human Resources Total</b>	<b>47,564</b>
<b>Internal Audit</b>	Salaries and Wages-Direct - (511101)	33,971
	Retirement Contributions - (512401)	4,498
	Auditing Fees - (521203)	30,000
	<b>Internal Audit Total</b>	<b>68,469</b>
<b>Legal Services</b>	Salaries and Wages-Direct - (511101)	21,797
	Retirement Contributions - (512401)	2,486
	Legal Fees - (521202)	500,000
	<b>Legal Services Total</b>	<b>524,283</b>
<b>Public Affairs</b>	Salaries and Wages-Direct - (511101)	45,033
	Retirement Contributions - (512401)	5,962
	Magazine and Newspaper - (523302)	250,000
	Television & Radio - (523303)	250,000
	<b>Public Affairs Total</b>	<b>550,995</b>
<b>Shared Services</b>	Group Insurance - (512101)	305,215
	Office Supplies - (531101)	3,567
	<b>Shared Services Total</b>	<b>308,782</b>
<b>Strategy and Innovation</b>	Salaries and Wages-Direct - (511101)	22,609
	Retirement Contributions - (512401)	2,817
	<b>Strategy and Innovation Total</b>	<b>25,426</b>
<b>Customer Service Contact Center</b>	Salaries and Wages-Direct - (511101)	419,177
	Retirement Contributions - (512401)	55,531
	Consulting/Professional - (521201)	774,515
	Postage - (523201)	519,850
	Temporary Contract Labor - (523851)	259,831
	Inven for resale(toll tags) - (531501)	649,618
	Credit Card Fees - (573002)	854,172
	<b>Customer Service Contact Center Total</b>	<b>3,532,694</b>
<b>Collections and Toll Enforcement</b>	Salaries and Wages-Direct - (511101)	217,871
	Retirement Contributions - (512401)	28,862
	Bank Charges - (573001)	50,170
	<b>Collections and Toll Enforcement Total</b>	<b>296,903</b>
<b>Information Technology</b>	Salaries and Wages-Direct - (511101)	197,650
	Retirement Contributions - (512401)	24,876
	Computers - (531641)	125,000
	Software - (531651)	3,165,363
	<b>Information Technology Total</b>	<b>3,512,889</b>
<b>Operations</b>	Salaries and Wages-Direct - (511101)	23,046
	Retirement Contributions - (512401)	3,198
	Consulting/Professional - (521201)	53,700
	<b>Operations Total</b>	<b>79,944</b>
<b>Total</b>		<b>\$9,170,178</b>



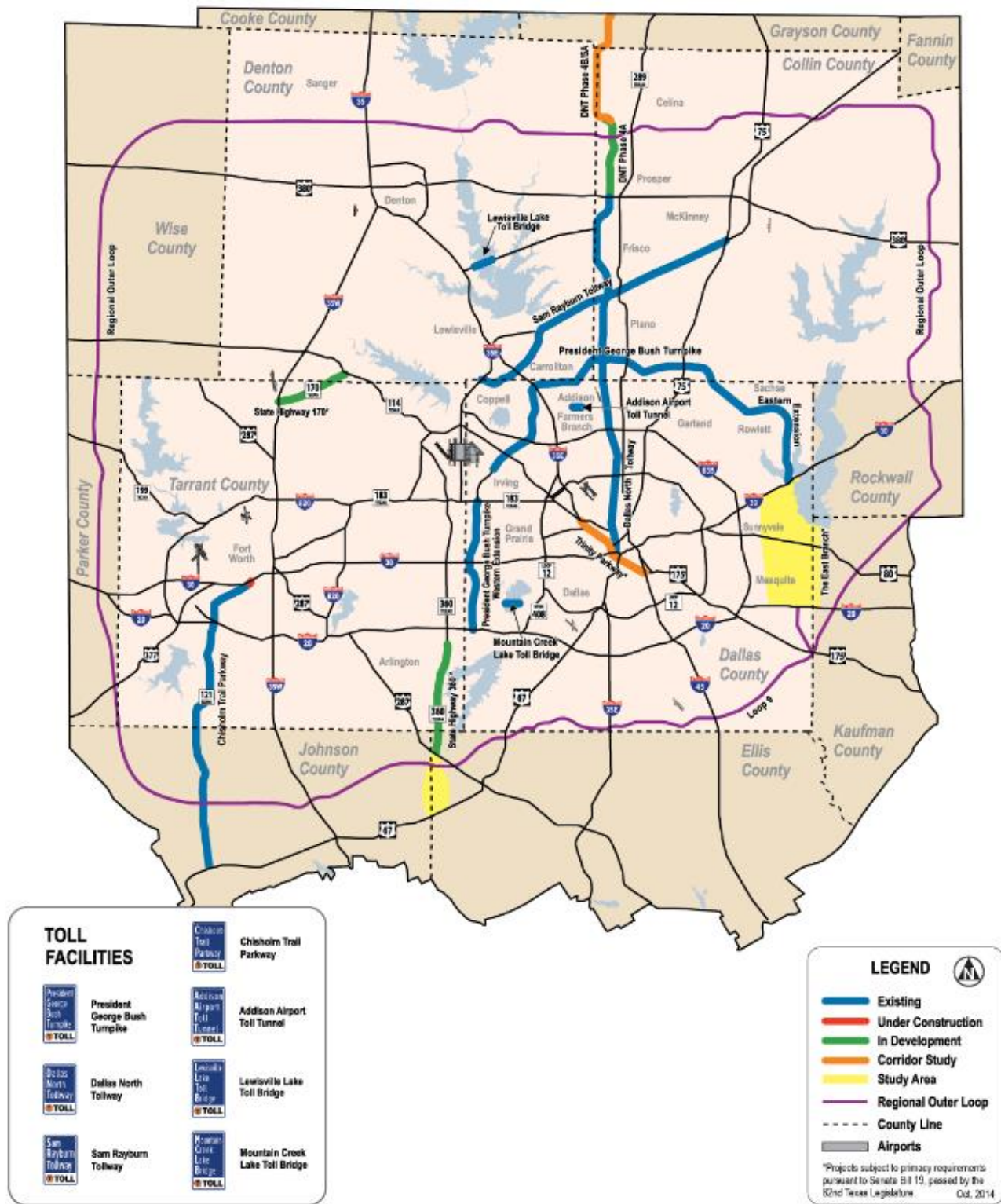






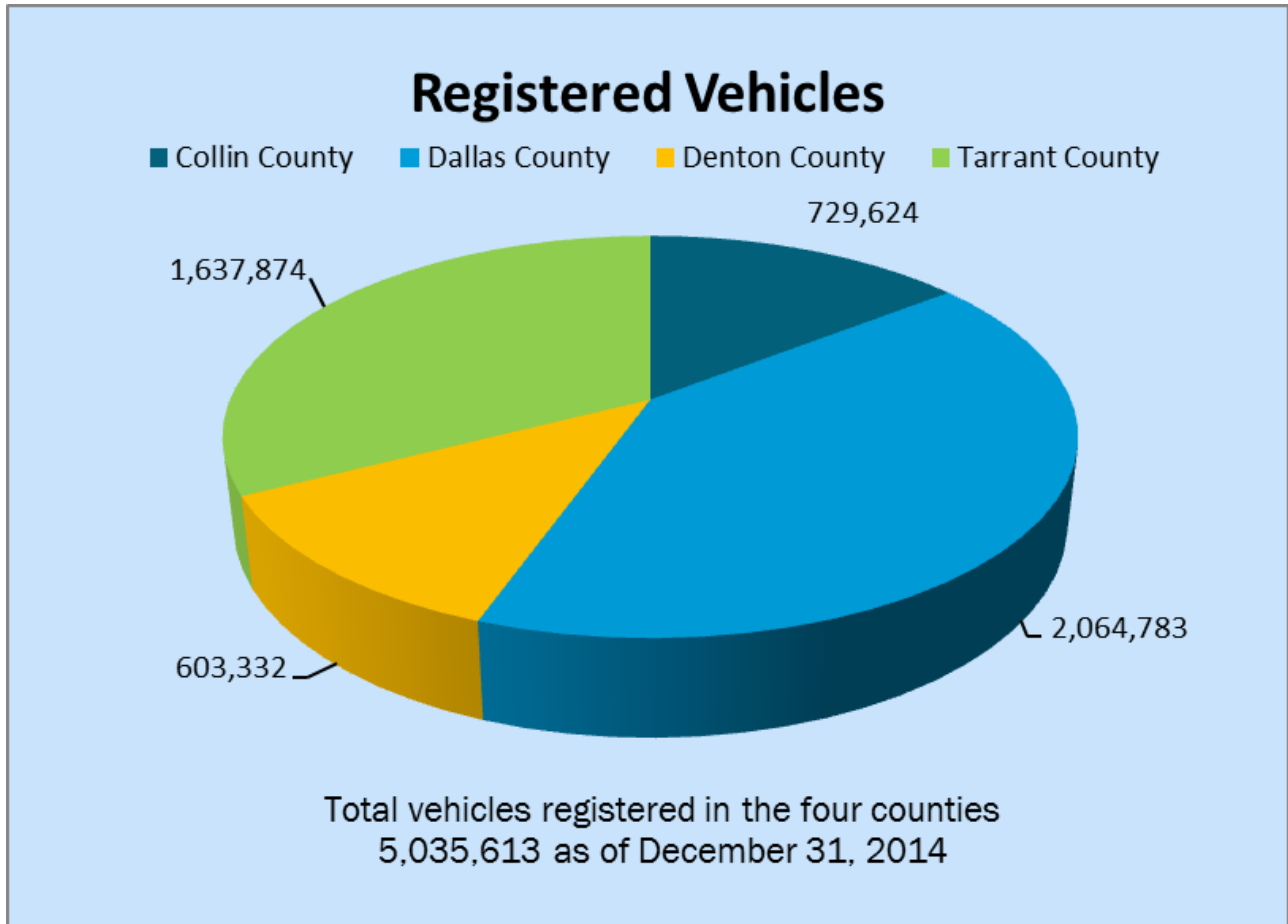
**NTTA uses advanced information security solutions to protect sensitive data. As a Level 1 Payment Card Industry merchant, NTTA meets requirements similar to major online retailers.**

# Facility Map of the North Texas Region



## Statistical Data

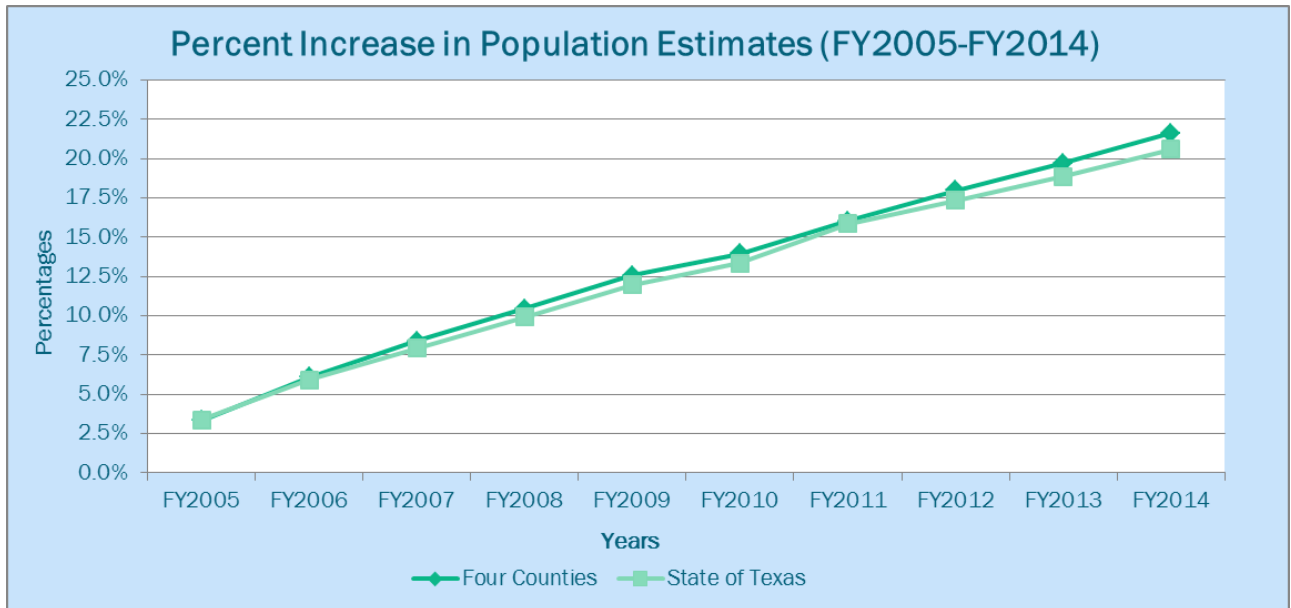
The North Texas four county regions have 4.9 million registered vehicles. The region's population has grown by 19.6 percent since FY2004. The average household income has grown by 15.9 percent with an average unemployment rate of 6.5%.



**NORTH TEXAS TOLLWAY AUTHORITY**  
**For years FY2005-FY2014**

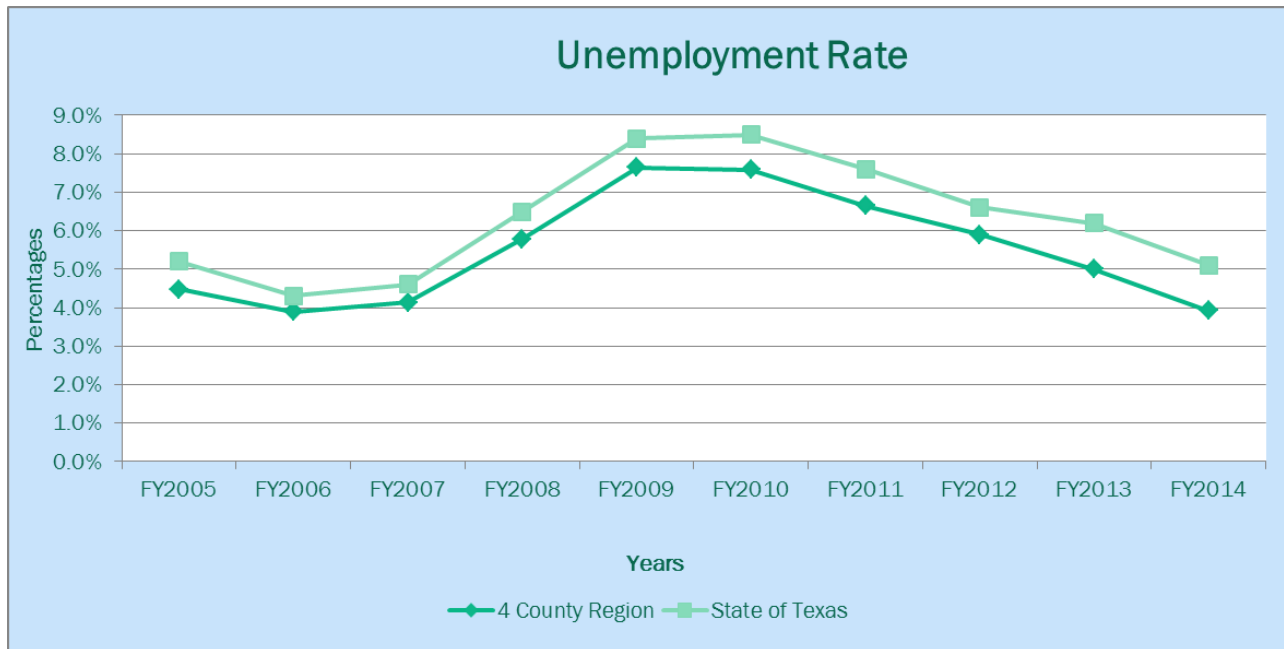
**Ten Year Demographic Data-Combined Four County Region and State of Texas Estimated Population Data**

Year	COLLIN	DALLAS	DENTON	TARRANT	Est. Four County Regional Totals	Estimated Texas Totals	Percentage Change (From Prior Year)	
							4 County	TEXAS
FY2005	647,187	2,250,830	553,669	1,612,048	5,063,734	22,897,000	1.84%	1.72%
FY2006	683,935	2,275,434	581,561	1,662,005	5,202,935	23,426,000	2.75%	2.55%
FY2007	714,330	2,291,891	609,001	1,707,157	5,322,379	23,891,000	2.30%	2.02%
FY2008	741,264	2,314,018	630,104	1,745,602	5,430,988	24,371,000	2.04%	1.98%
FY2009	765,791	2,346,378	649,702	1,784,078	5,545,949	24,857,000	2.12%	2.03%
FY2010	788,568	2,373,360	666,938	1,816,784	5,645,650	25,294,000	1.37%	1.39%
FY2011	814,738	2,409,942	685,718	1,848,435	5,764,461	25,695,000	2.10%	2.50%
FY2012	837,476	2,456,693	707,962	1,882,822	5,884,953	26,107,000	1.93%	1.50%
FY2013	858,711	2,486,083	729,152	1,913,943	5,987,889	26,505,637	1.75%	1.53%
FY2014	885,241	2,518,638	753,363	1,945,360	6,102,602	26,956,958	1.92%	1.70%
<b>Increase/Decrease Total from FY2005 to FY2014</b>	<b>238,054</b>	<b>267,808</b>	<b>199,694</b>	<b>333,312</b>	<b>1,038,868</b>	<b>4,059,958</b>		



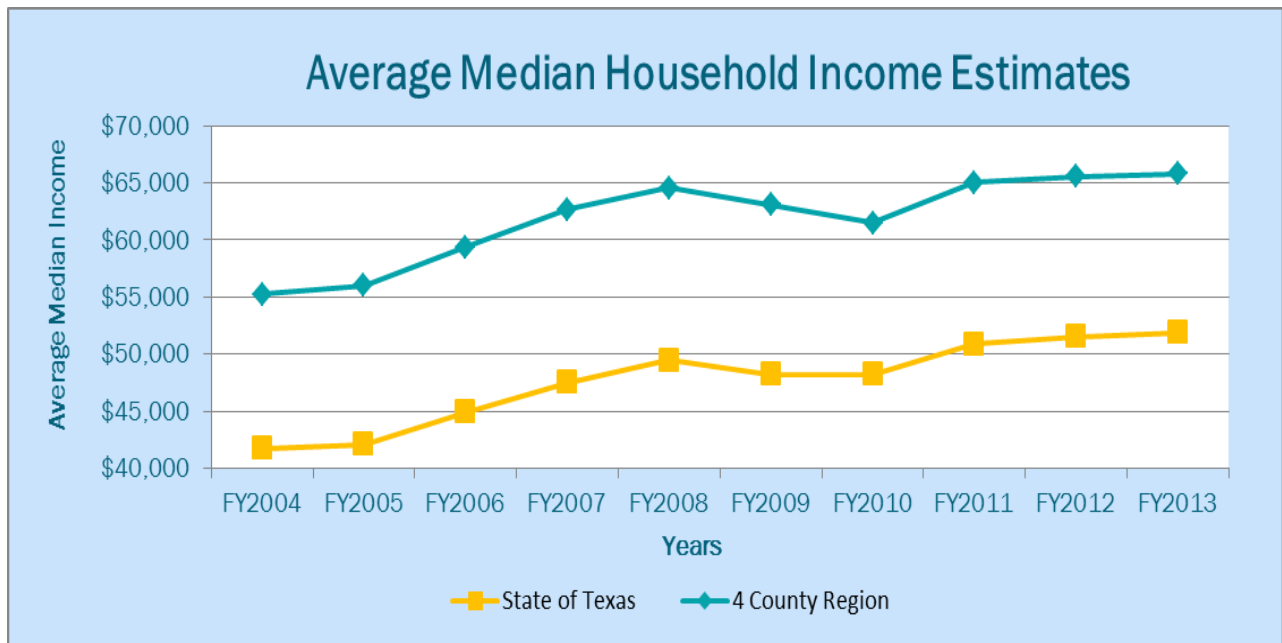
**Ten Year Demographic Data-Combined Four County Region and State of Texas Estimated Unemployment Rate**

Year	COLLIN	DALLAS	DENTON	TARRANT	Combined Four		Unemployment	
					County Regional		Rate	
					Estimated Totals	Texas	4 County	Texas
FY2005	204,747	772,653	172,298	519,434	1,669,132	7,189,647	4.5%	5.2%
FY2006	196,499	707,987	165,869	488,914	1,559,269	6,681,977	3.9%	4.3%
FY2007	183,110	630,785	158,002	448,706	1,420,603	5,973,518	4.1%	4.6%
FY2008	223,351	745,596	186,336	517,446	1,672,729	6,894,707	5.8%	6.5%
FY2009	360,087	1,125,490	298,929	824,126	2,608,632	10,779,132	7.7%	8.4%
FY2010	377,992	1,224,302	322,291	912,344	2,836,929	12,084,101	7.6%	8.5%
FY2011	372,057	1,182,607	314,998	880,950	2,750,612	11,883,145	6.7%	7.6%
FY2012	332,713	1,032,281	281,095	761,837	2,407,926	10,372,511	5.9%	6.6%
FY2013	301,892	971,021	255,974	707,607	2,236,494	9,606,440	5.0%	6.2%
FY2014	263,807	814,901	217,923	596,807	1,893,438	7,967,959	3.9%	5.1%
<b>Increase Total from Year FY2005 to Year FY2014</b>	<b>59,060</b>	<b>42,248</b>	<b>45,625</b>	<b>77,373</b>	<b>224,306</b>	<b>778,312</b>		



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

Year	COLLIN	DALLAS	DENTON	TARRANT	4 County Regional Totals		Percentage Change from Prior Years	
					Estimated Avg Median Income	Estimated Avg Median Income	4 County	Texas
FY2004	\$68,567	\$43,444	\$61,528	\$47,369	\$55,227	\$41,759	-2.19%	0.51%
FY2005	\$70,784	\$42,598	\$61,520	\$49,104	\$56,002	\$42,139	1.40%	0.91%
FY2006	\$74,051	\$44,815	\$66,792	\$51,813	\$59,368	\$44,922	6.01%	6.60%
FY2007	\$79,657	\$46,372	\$71,109	\$53,459	\$62,649	\$47,548	5.53%	5.85%
FY2008	\$81,395	\$47,085	\$73,544	\$56,251	\$64,569	\$49,453	3.06%	4.01%
FY2009	\$80,545	\$47,059	\$70,002	\$54,647	\$63,063	\$48,259	-2.33%	-2.41%
FY2010	\$77,862	\$46,909	\$68,671	\$52,482	\$61,481	\$48,259	-2.51%	0.00%
FY2011	\$82,758	\$48,942	\$72,305	\$56,178	\$65,046	\$50,920	5.80%	5.51%
FY2012	\$83,238	\$49,159	\$72,939	\$56,859	\$65,549	\$51,563	0.77%	1.26%
FY2013	\$82,762	\$49,481	\$74,155	\$56,853	\$65,813	\$51,900	0.40%	0.65%
<b>Averaged Yearly Totals</b>	<b>\$78,162</b>	<b>\$46,586</b>	<b>\$69,257</b>	<b>\$53,502</b>	<b>\$61,877</b>	<b>\$47,672</b>		



**Top Ten Employers in Four County Regions**

**2014**

**COLLIN COUNTY TOP TEN EMPLOYERS**

EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL COUNTY EMPLOYMENT	INDUSTRY
HP ENTERPRISE SERVICES Llc	10,000	2.22%	PROF/TECH
PLANO ISD	6,538	1.03%	EDUCATION
BANK OF AMERICA HOME LOANS	4,646	0.89%	FINANCIAL SERVICES
TOYOTA	4,000	0.84%	AUTO-MAKER
J.C. PENNY (Corporate HQ)	3,800	0.78%	RETAIL
CAPITAL ONE	3,500	0.78%	FINANCIAL SERVICES
UNIVERSITY OF TEXAS AT DALLAS	3,500	0.69%	EDUCATION
BLUE CROSS and BLUE SHIELD OF TEXAS	3,100	0.66%	INSURANCE
MEDICAL CENTER OF PLANO (HCA Inc)	3,000	0.51%	HEALTH CARE PROVIDER
GE ENERGY	2,300	0.51%	ENERGY
Total	44,384	8.91%	

**DALLAS COUNTY TOP TEN EMPLOYERS**

EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL COUNTY EMPLOYMENT	INDUSTRY
TEXAS HEALTH RESOURCES	21,100	0.85%	HEALTH CARE
BANK OF AMERICA	20,000	0.81%	FINANCIAL SERVICES
DALLAS PUBLIC SCHOOLS	19,800	0.80%	EDUCATION
AMR COPORATION (AMERICAN AIRLINES)	19,219	0.77%	TRANSPORTATION
BAYLOR HEALTH CARE SYSTEM	16,850	0.68%	HEALTH CARE PROVIDER
JPMORGAN CHASE	14,500	0.58%	FINANCIAL SERVICES
TEXAS INSTRUMENTS INCORPORATED	14,000	0.58%	ELECTRONICS AND SEMI-CONDUCTORS
CITY OF DALLAS	13,000	0.56%	MUNICIPAL GOVERNMENT
UT-SOUTHWESTERN MEDICAL CENTER	12,100	0.52%	HEALTH CARE PROVIDER
PARKLAND HEALTH & HOSPITAL	13,000	0.49%	HEALTH CARE PROVIDER
Total	163,569	6.64%	

**DENTON COUNTY TOP TEN EMPLOYERS**

EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL COUNTY EMPLOYMENT	INDUSTRY
UNIVERSITY OF NORTH TEXAS	8,738	1.23%	EDUCATION
LEWISVILLE ISD	6,325	0.89%	EDUCATION
WALMART	3,900	0.55%	RETAIL
DENTON ISD	3,800	0.53%	EDUCATION
CENTEX HOME EQUITY	2,600	0.36%	FINANCIAL SERVICES
FRITO-LAY, INC.	2,500	0.35%	RETAIL
AMERICAN AIRLINES	2,154	0.30%	TRANSPORTATION
PETERBILT MOTORS	2,100	0.29%	TRANSPORTATION
NORTHWEST ISD	2,050	0.29%	EDUCATION
DENTON STATE SCHOOL	1,700	0.24%	EDUCATION
Total	35,867	5.03%	

**TARRANT COUNTY TOP TEN EMPLOYERS**

EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL COUNTY EMPLOYMENT	INDUSTRY
AMRCORP./AMERICAN AIRLINES	24,000	2.56%	TRANSPORTATION
LOCKHEED MARTIN AERONAUTICS CO	12,600	1.34%	MANUFACTURING
TEXAS HEALTH RESOURCES	12,207	1.30%	HEALTH CARE PROVIDER
FORT WORTH INDEPENDENT SCHOOL DISTRICT	12,000	1.28%	EDUCATION
NASA FORT WORTH JOINT RESERVE BASE	11,000	1.17%	MILITARY
ARLINGTON INDEPENDENT SCHOOL DISTRICT	8,500	0.91%	EDUCATION
JOHN PETER SMITH HOSPITAL	6,000	0.64%	HEALTH CARE PROVIDER
COOK CHILDREN'S HEALTH CARE SYSTEM	5,611	0.60%	HEALTH CARE PROVIDER
Alcon Laboratories Inc.	5,451	0.58%	MANUFACTURING
Bell Helicopter	5,400	0.58%	TRANSPORTATION
Total	102,769	10.96%	



## FY2015 Strategic Priorities & Accomplishments

Priorities to support the Authority's five-year strategic goals and objectives are established annually. Below is a summary of the FY2015 priorities and key accomplishments.

### Customer Driven Organization

FY2015 Strategic Priorities	FY2015 Accomplishments
<b>Complete customer service experience strategies and initiatives</b>	<ul style="list-style-type: none"> <li>Expanded TollMate app functionality to include setting up TollTag account access. Push notifications for account status expected Q4 2015 or Q1 2016.</li> <li>Launched <i>TrafficMate</i>, a hands-free mobile app that provides traffic conditions on NTTA toll roads.</li> <li>Launched <i>ProgressNTTA.com</i>, a website dedicated to sharing information about the improvement and fourth-lane projects on DNT, PGBT and SRT.</li> <li>Established partnership with MoneyGram to add 1,100 new locations to pay ZipCash bills.</li> <li>Produced videos answering basic customer service questions and the value of tolls and toll roads in North Texas.</li> <li>Initiated roll out of the multi-year collections plan to increase contacts and payment channels.</li> <li>Implemented MoneyGram as a payment option for customers who prefer to pay in cash.</li> <li>Modified phone system to streamline calls to specialized agents and collections agencies.</li> </ul>
<b>Convert Zip Cash Customers to TollTag customers</b>	<ul style="list-style-type: none"> <li>Targeted high-potential customers and markets with promotional and advertising campaigns.</li> <li>Negotiating agreement with a leading car dealership to equip all vehicles with TollTags and to set up TollTag accounts during the vehicle purchase process. Anticipate Q4 2015 agreement.</li> </ul>
<b>Expand TollTag offering, branding and value</b>	<ul style="list-style-type: none"> <li>Launched <i>TollPerks</i>, a loyalty and rewards program for TollTag customers.</li> <li>Launched co-branded TollTags with Dallas Stars, Dallas Mavericks, University of Texas at Austin, University of North Texas. Additional specialty TollTags planned for end of the year.</li> <li>Initiated discussions with regional universities to develop partnership for on campus TollTag parking.</li> <li>Facilitated discussions on Central US and Southern States US interoperability, targeting fourth quarter 2016 roll out.</li> </ul>

### Financially Sound & Vibrant Organization

FY2015 Strategic Priorities	FY2015 Accomplishments
<b>Complete toll enforcement implementation</b>	<ul style="list-style-type: none"> <li>Continuing to contact new counties to encourage participation in the scofflaw program.</li> <li>Engaging additional justice of the peace precincts to adjudicate toll violations.</li> <li>Implemented the TER tracking application to assist with the application and monitoring of toll enforcement remedies.</li> <li>Implemented Business Intelligence for the Toll Enforcement</li> </ul>

	<p>Remedy application, correlating data between the RITE, TER, Payment Plan, and Bankruptcy databases for improved identification, enforcement, and collections concerning habitual violators.</p> <ul style="list-style-type: none"> <li>Exceeded \$30.7M goal for payment commitments, dollars collected and TollTag transactions from habitual violators; trending to achieve \$45M.</li> </ul>
<b>Continue back office system enhancements</b>	<ul style="list-style-type: none"> <li>Enhanced the monthly statement billing process to ensure that all statements are generated on time.</li> <li>Initiated procurement of a new image review system designed to improve the accuracy of the image review process and streamline the process by grouping images of individual transactions associated with the same license plate together. Implementation of the system expected in Q2 2016.</li> <li>Implemented 25-day payment cycle for ZipCash invoices.</li> <li>Initiated procurement of disaster recovery program. Anticipate vendor selection in Q4 2015.</li> </ul>
<b>Advance collection strategies, including unpursuable transactions</b>	<ul style="list-style-type: none"> <li>Proactively engaging TxDMV, feasible out-of-state DMVS, and auto dealers to identify opportunities to enhance billing procedures and improve collection opportunities, including consideration of new temporary paper plates and communication access to dealership constituencies.</li> <li>Increased Out-of-State license plate loads from two states per month to twelve by the end of 2015</li> <li>Procured and implemented two new collection agencies in Q2 2015.</li> <li>Implementing Business Intelligence for RITE data in Q4 2015 for improved analysis of unpursuable and uncollectable transactions and invoices.</li> <li>Continued leadership role in cost and collection benchmarking efforts between NTTA and three other toll agencies.</li> <li>Installed front cameras at all ramp gantries to capture additional license plate images for ZipCash transactions.</li> <li>Installed 288 E6 tri-protocol readers to allow for future national interoperability efforts.</li> </ul>

### Delivering Transportation Solutions

FY2015 Strategic Priorities	2015 Accomplishments
<b>Execute Capital Plan</b>	<ul style="list-style-type: none"> <li>Launched ProgressNTTA.com, a website dedicated to sharing information about the improvement and fourth-lane projects on DNT, PGBT and SRT.</li> </ul>
<b>Continue to deploy safety improvements across system</b>	<ul style="list-style-type: none"> <li>Joined RedThumb movement, a safety campaign aimed at ending texting and driving. The program has gained support from 18 corridor cities and community partners.</li> </ul>

## Respected Leader & Partner in the Region's Transportation Network

FY2015 Strategic Priorities	FY2015 Accomplishments
<b>Engage region as a partner</b>	<ul style="list-style-type: none"> <li>• Fostered cooperative PR and marketing efforts with TSA partners, DFW Airport and area public information officers</li> <li>• Formed Improvement Projects Community Outreach Team with PIOs from cities, counties and partner agencies near the DNT, PGBT and SRT.</li> <li>• Worked with TxDOT-Dallas and Fort Worth Districts to execute public announcements for major projects (SH 161 &amp; 360).</li> <li>• Rebranded the Jere W. Thompson Jr. Civil Engineering Sponsorship to increase applications and donations. Experienced a 50 percent increase in applications.</li> <li>• Transaction processing for the entire LBJ TEXpress project.</li> </ul>
<b>Collaboration on regional road planning</b>	<ul style="list-style-type: none"> <li>• Waived primacy on LBJ East project at TxDOT's request.</li> </ul>
<b>Execute 2015 legislative agenda</b>	<ul style="list-style-type: none"> <li>• Implemented conversion to a 25-day billing cycle.</li> <li>• On schedule to implement electronic invoicing option in Q1 2016.</li> <li>• Revised appropriate NTTA governing documents to reflect statutory codification of the contiguous county advisory committee.</li> </ul>
<b>Increase opportunities for diversity contracting</b>	<ul style="list-style-type: none"> <li>• "Right-size" contracting opportunities – e.g. DNT capacity improvements procurements are divided by section and type of work within each section.</li> <li>• Enhanced contract compliance tracking to allow NTTA to view when subcontractors are paid.</li> <li>• Reached highest level of diversity participation.</li> <li>• Proactive outreach has resulted in record attendance in outreach activities.</li> </ul>

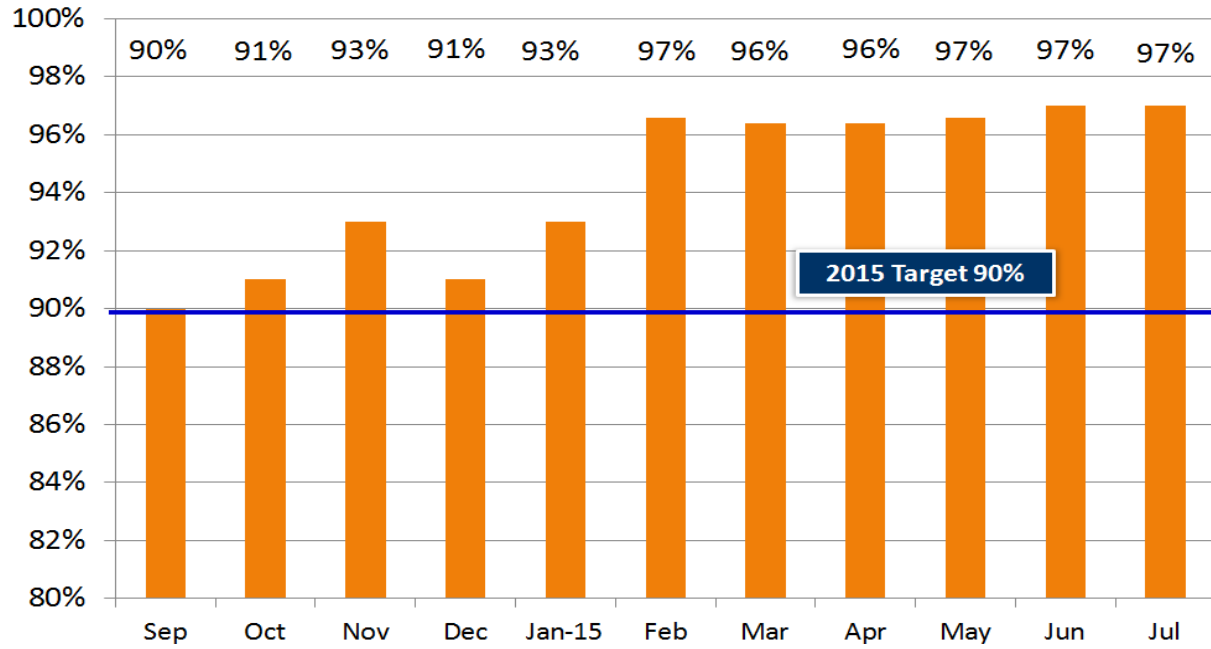
## Highly Qualified, Energized and Engaged Team

FY2015 Strategic Priorities	FY2015 Accomplishments
<b>Develop, retain and recruit quality people</b>	<ul style="list-style-type: none"> <li>• Entered and earned multiple awards programs, such as the International Association of Business Communicators' Quill Awards, to recognize employees for their work toward achieving NTTA strategic goals and priorities.</li> <li>• Initiated multi-phase training program focused on employee conduct, corrective action, recruiting and selection, performance management, prioritization and succession planning. Over 300 employees attended a training program.</li> <li>• On schedule to launch a Q4 2015 project management professional (PMP) pilot training program to assist enrolled staff with developing project management skills and obtaining PMP certification.</li> </ul>
<b>Increase employee engagement initiatives</b>	<ul style="list-style-type: none"> <li>• Restructured employee-led committees and special events focused on promoting diversity, teamwork, outstanding performance, corporate culture and community involvement.</li> <li>• Developed employee ideas program for improving CSC operations.</li> </ul>

# FY2015 Performance Metrics

## Customer Service Rating

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

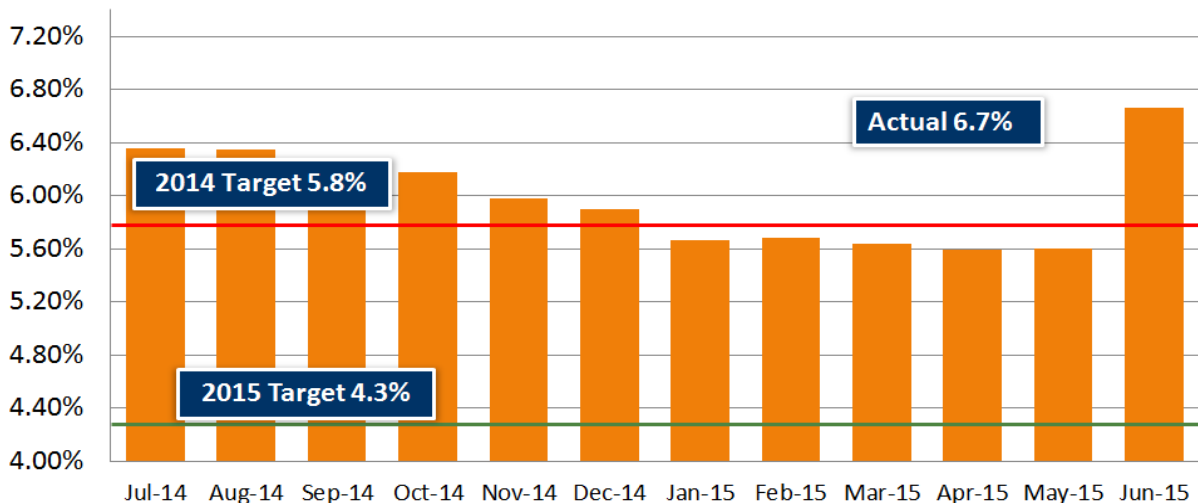


**Target: 90% customer satisfaction out of 100%**

## Unpursuable Transactions

Percent of ZipCash transactions over a rolling 12 month period that are not invoiced. Measures effectiveness of countermeasures in reducing unpursuable transactions. (Primary Departmental Objective of: Collections and Toll Enforcement, Customer Service Contact Center, Operations, and Information Technology.)

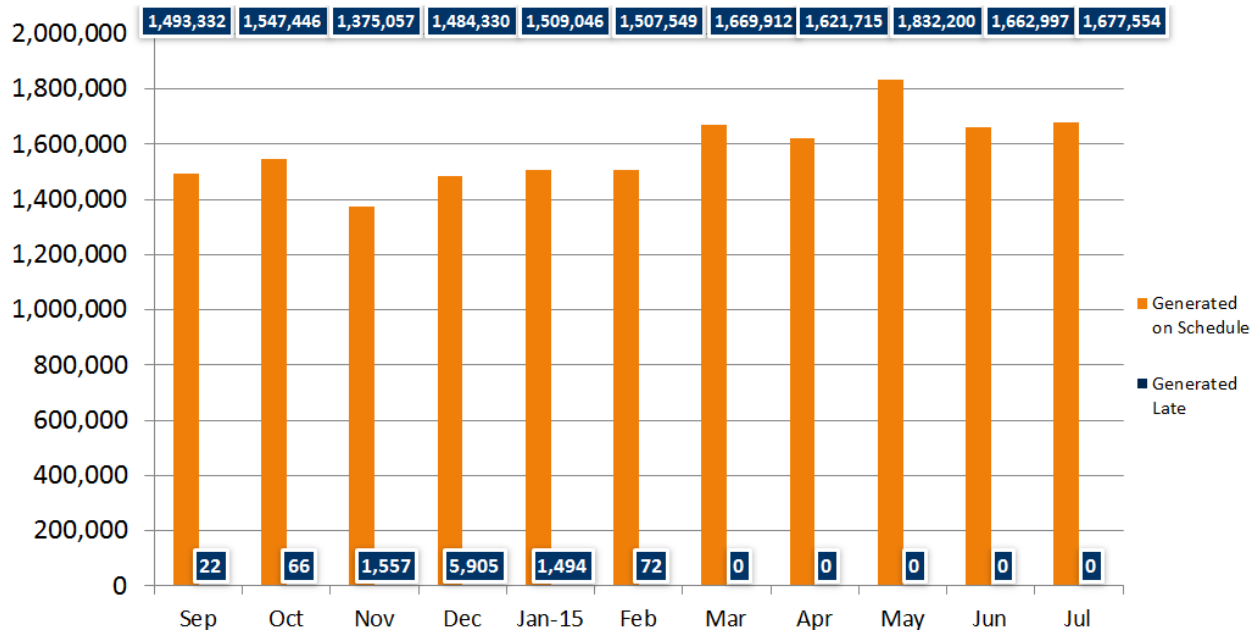
**Percent of Unpursuable Transactions**



**Target: 4.3% or less**

### ZipCash Invoicing

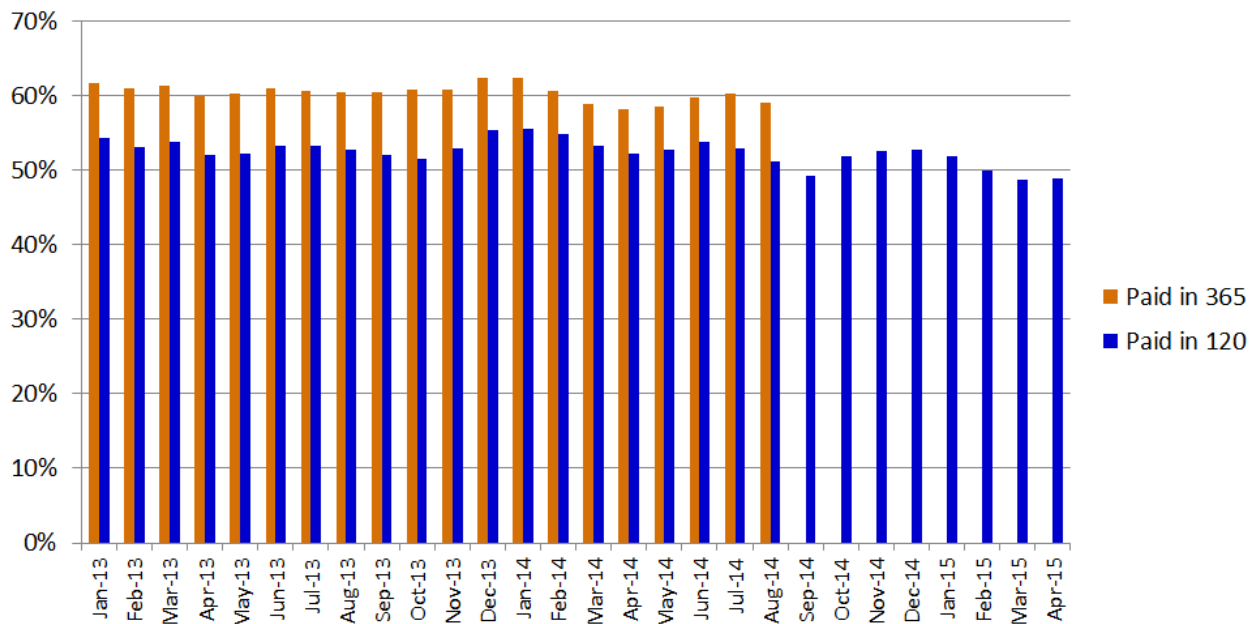
Percent of ZipCash invoices generated according to each customer's monthly invoice date. Measures the efficiency of ZipCash invoicing. (Primary Departmental Objective of: Customer Service Contact Center, Collections and Toll Enforcement, Information Technology, and Operations.)



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

### ZipCash Collection Performance

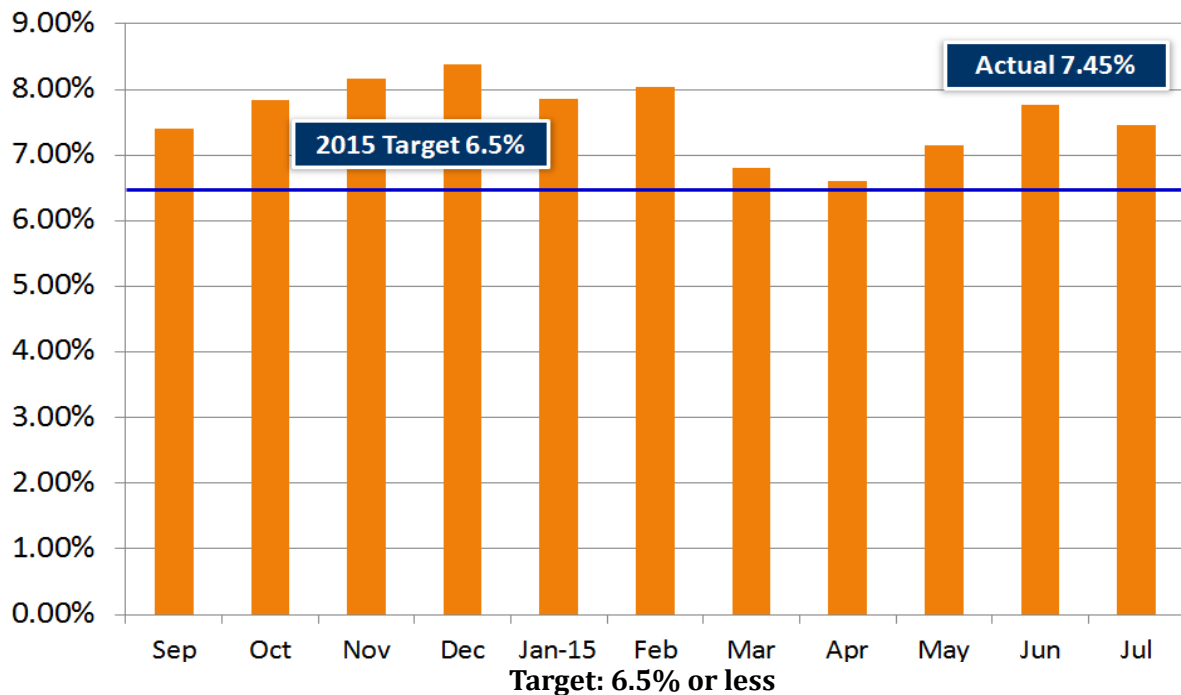
Percent of pursuable ZipCash transactions collected within the specified timeframe. Measures the efficiency in which a pursuable ZipCash transaction is collected from invoice date. (Primary Departmental Objective of: Customer Service Contact Center, Collections and Toll Enforcement, Information Technology, and Operations.)



**Target: 60% of pursuable transactions within 120 days  
70% of ZipCash transactions within one year**

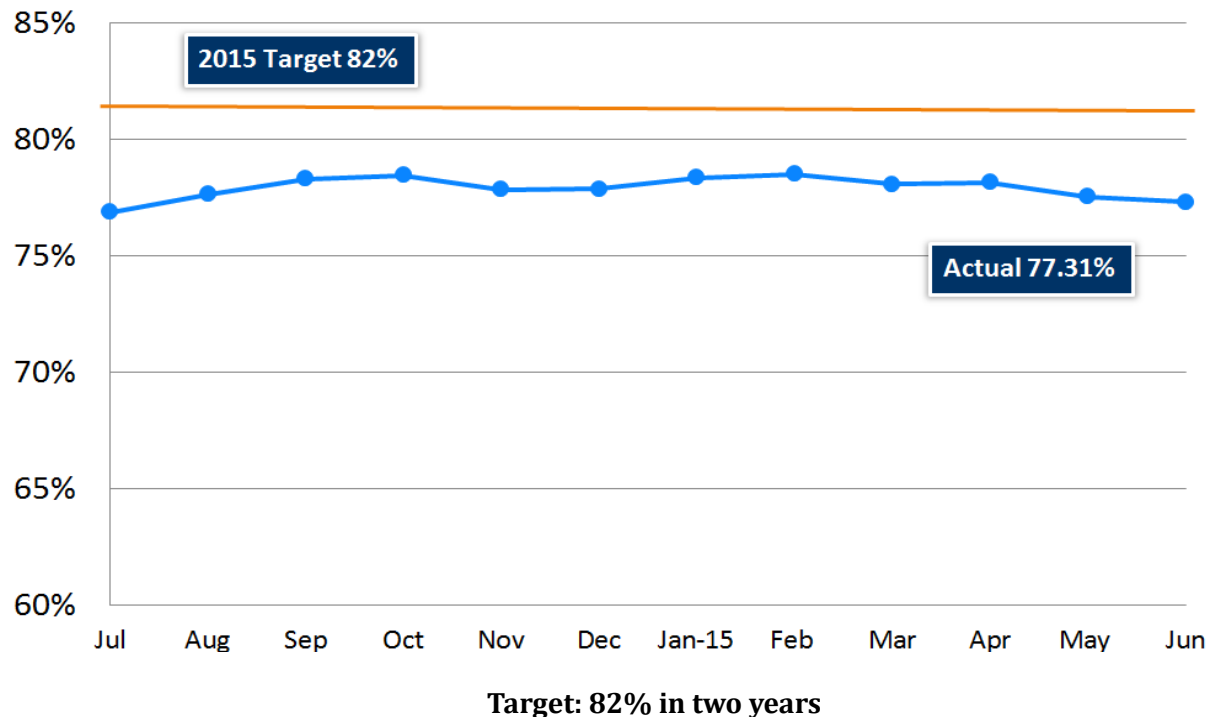
### Uncollectable Revenue

Percent of total revenue that is uncollected over a 12 month period. Measures collection efficiency. (Primary Departmental Objective of: Customer Service Contact Center, Collections and Toll Enforcement, Information Technology, and Operations.)



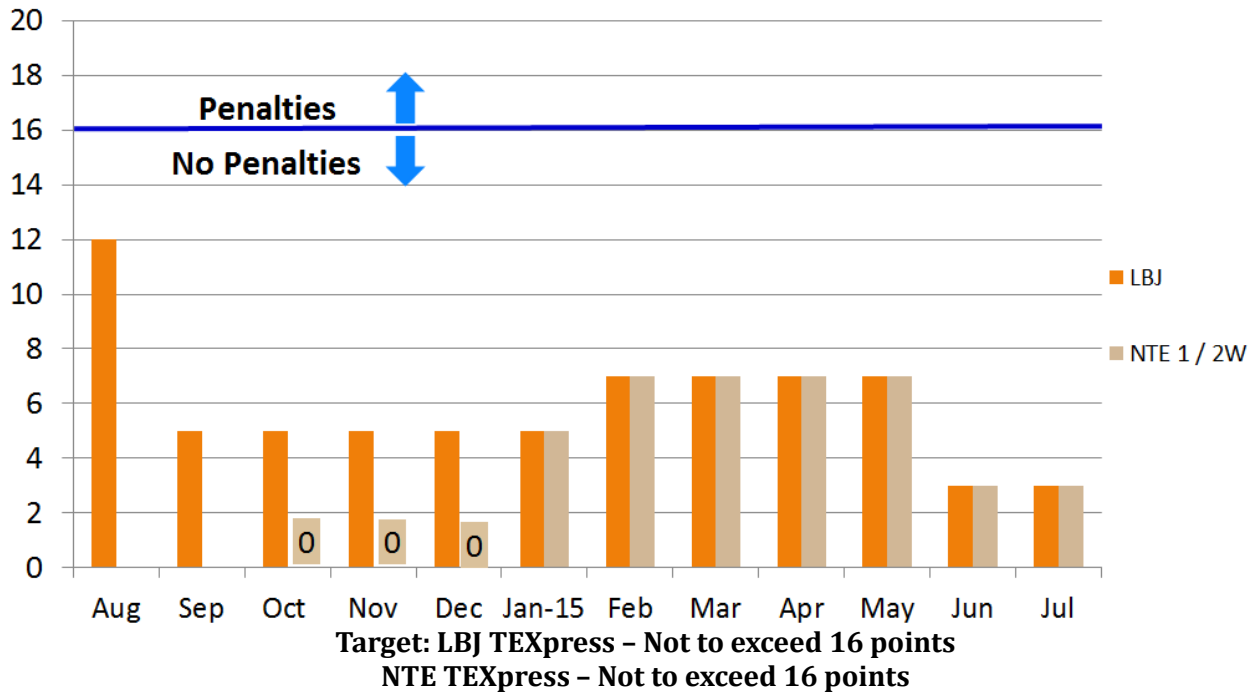
### Transponder Penetration Rate @ 90 days

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



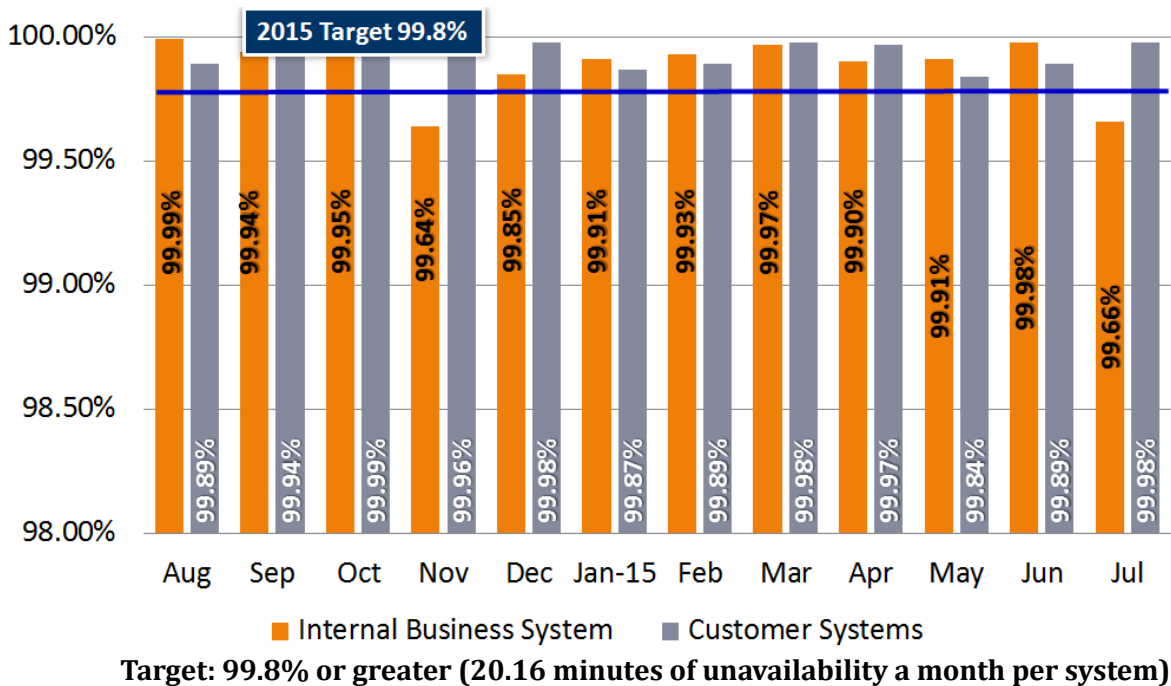
### Compliance with TSA

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



### System Reliability

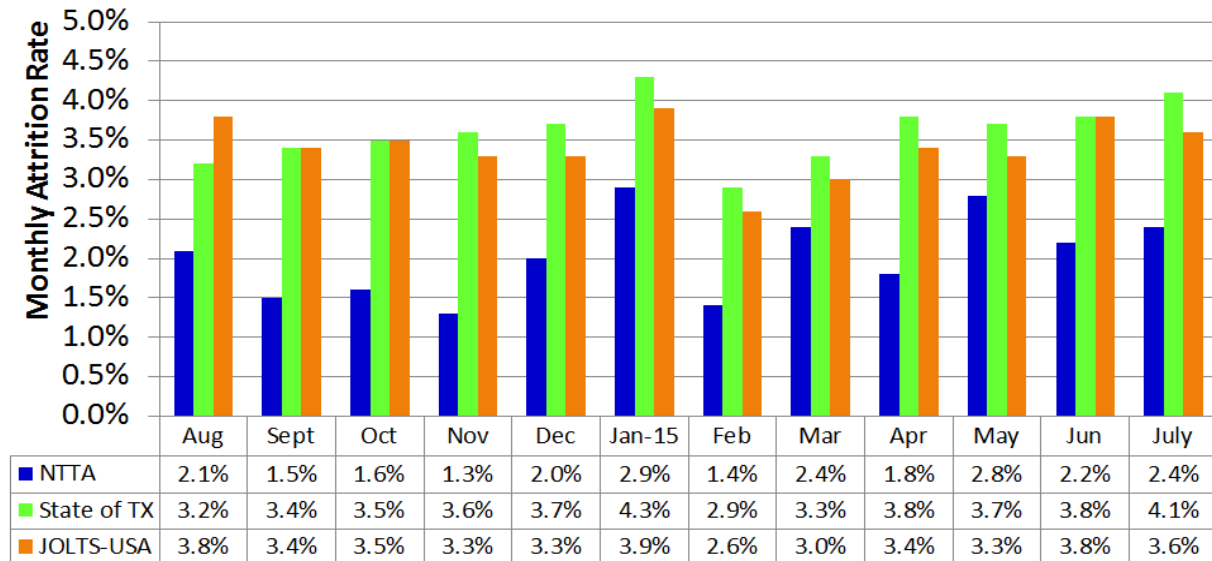
Availability of key internal and customers systems, phones, email and file servers outside of planned maintenance schedule. Measures IT's ability to provide stable systems to support business needs and serve our customers. (Primary Departmental Objective of: Information Technology.)



### Employee Turnover

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

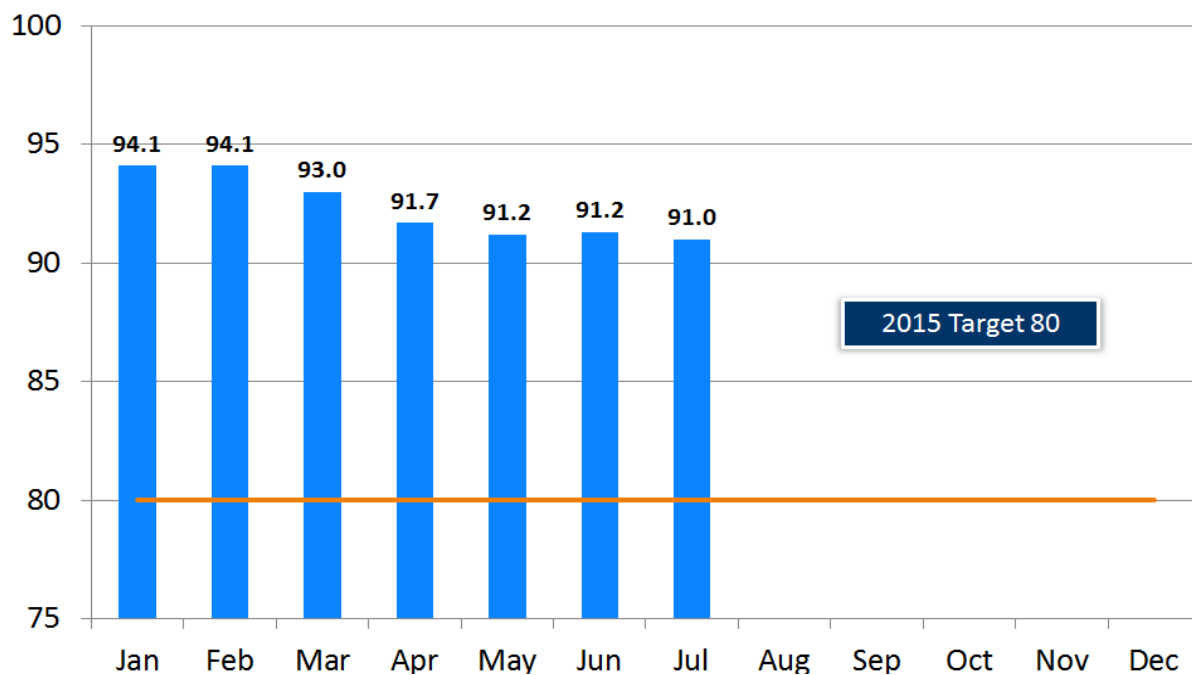
**NTTA Attrition Rate  
(As compared to State of TX and JOLTS-USA)**



**Target: At or below the industry benchmark**

### Maintenance Rating Program (MRP)

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

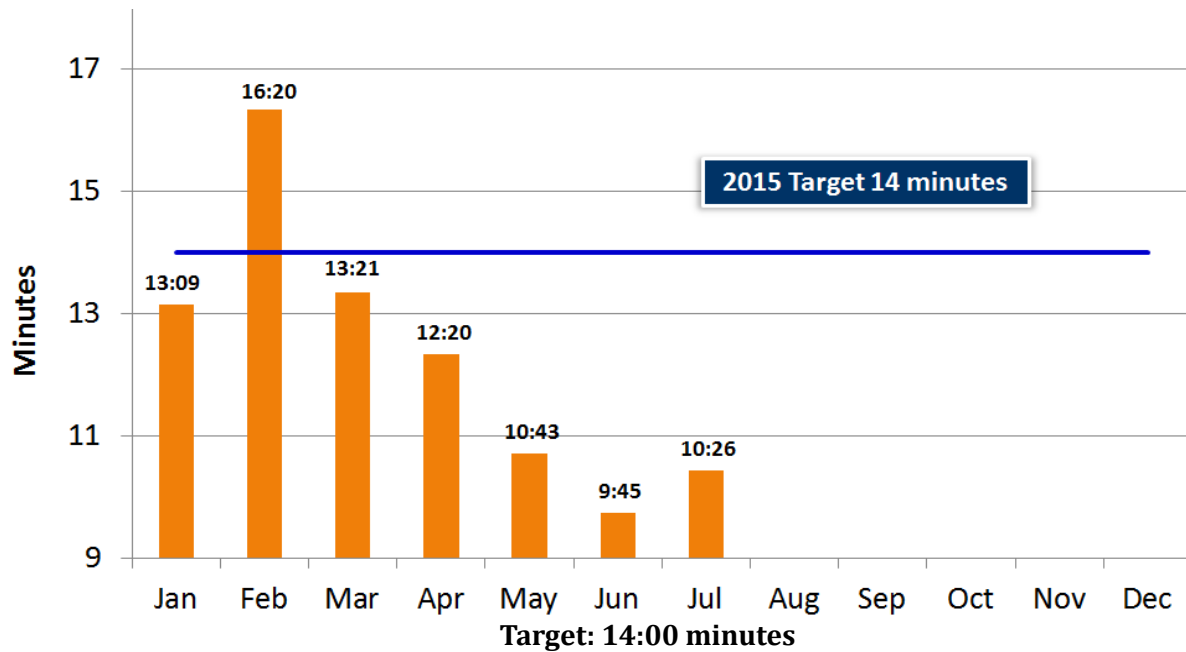


**Target: 80 monthly average**



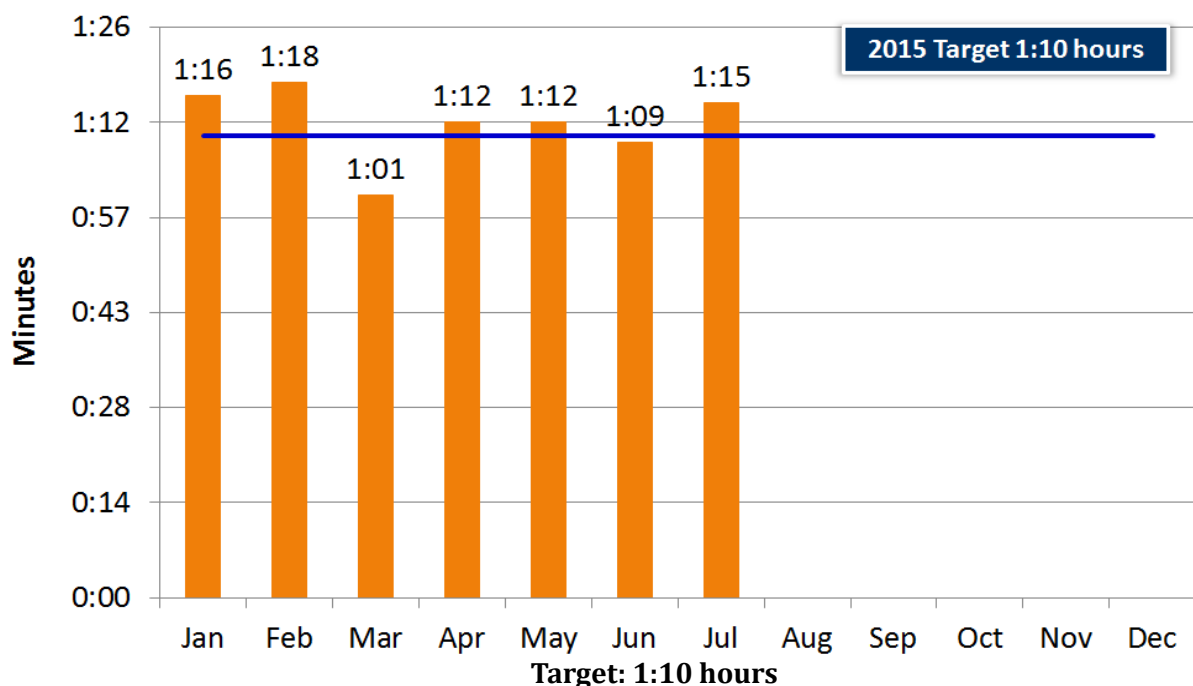
### Minor Incident Clearance Time

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



### Major Incident Clearance Time

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



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

Managing project schedules included in the bond offering documents or other commitments for each project. Managing contract changes (e.g. change orders) for each individual major construction contract. Managing actual costs vs estimates (used for financing a project) for each project. Delivering projects on schedule ensures anticipated revenue generation. Managing project scope minimizes project cost increases. Delivering projects on budget is important to ensure financial stability and reputation. (Primary Departmental Objective of: Project Delivery and Maintenance.)

Project		Budget			Project Changes			Schedule		
		Total Project Budget	NTTA Budget	Actual Spent to Date	Percent NTTA Budget Spent	Change Amount	Percent Change	Project Contingency	Scheduled Completion	Open to Traffic
Special System	Chisholm Trail Parkway	\$1,397.1B	\$859.8M	\$796.0M	92.6%	\$35.7M	4.8%	10.0%	Spring 2014	May 2014
Capital Improvement Program	DNT/PGBT interchange	\$101.4M	\$101.4M	\$9.4M	9.2%	\$0	0%	10.0%	Early 2018	On Schedule
	DNT 4 <sup>th</sup> Lane SRT to PGBT	\$113.9M	\$113.9M	\$7.4M	6.5%	\$0	0%	10.0%	Early 2018	On Schedule
	DNT 4 <sup>th</sup> Lane PGBT to LBJ	\$22.4M	\$22.4M	\$1.2M	5.5%	\$0	0%	20.0%	Early 2018	On Schedule
	PGBT 4th Lane	\$78.3M	\$78.3M	\$4.9M	6.2%	\$0	0%	10.0%	2019	On Schedule

- Targets:**
- Meet schedules in bond documents and commitments
  - Change orders to be less than amount of the contingency for each project
  - Budget to be within cost estimates used for financing the project

## GFOA Distinguished Budget Award

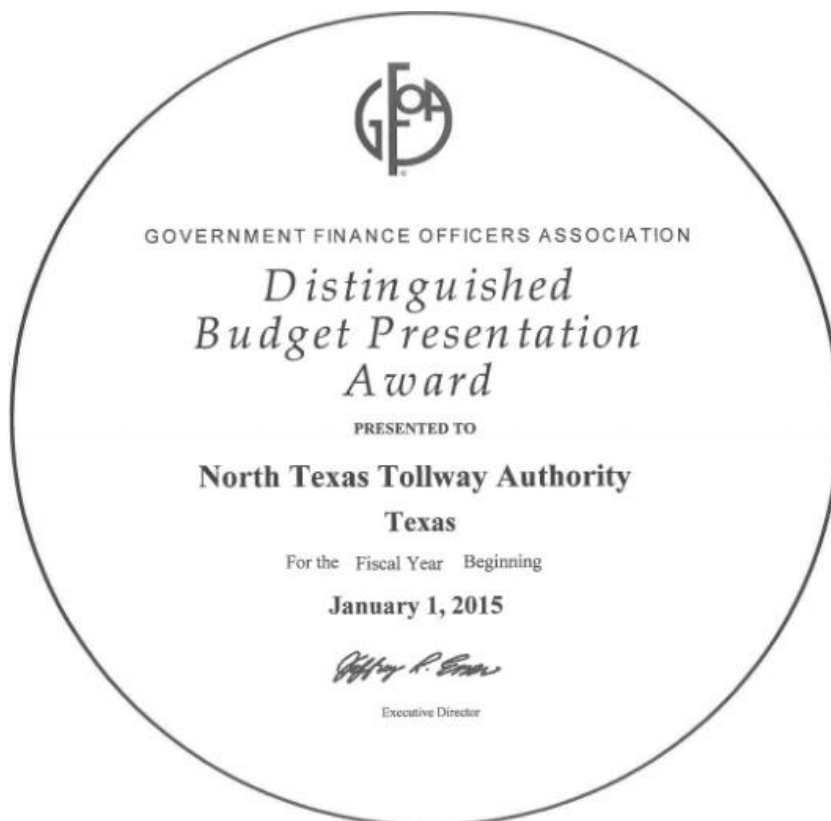
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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to North Texas Tollway Authority, Texas for its annual budget for the fiscal year beginning January 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

During FY2015 the Authority also received a Certificate of Achievement for Excellence in Financial Reporting from GFOA for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ending December 31, 2014. The certificate is presented to government units whose CAFRs achieve the highest standards in government accounting and financial reporting.

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





**Lewisville Lake Toll Bridge provides an east-west connection to destinations in Denton County and serves as a visually unique landmark.**





The area near the Dallas North Tollway and Sam Rayburn Tollway has been dubbed the “\$5-billion mile” for its impact on Frisco’s economic development.

# Appendix A: Budget Policy and Process

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## 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 and 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 a five-year capital plan with estimates of expenditures for the Construction Funds, Capital Improvement Fund, Feasibility Study Fund, and the Reserve Maintenance Fund that is approved by Board resolution. The detailed reports of the FY2016–2020 Five-Year Capital Plan are included under the Other Funds section of the FY2016 Operating Budget.

## BUDGETS OVERVIEW

The Authority uses accrual accounting for its budgets and financial information reports. The budget is established in accordance with the practices set forth in the provisions of the Trust Agreement for the North Texas Tollway Authority Revenue Bonds, as interpreted by the Authority. These practices are similar to U.S. generally accepted accounting principles (GAAP) for an enterprise fund on an accrual basis except that depreciation and amortization of certain non-infrastructure capital assets and related acquisition and revenue bond issuance costs are not included as an operating expense, 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, the 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 use 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.

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

Management determined that it is prudent to retain funds within the Capital Improvement Fund as insurance against unanticipated needs. During FY2010, the Authority's executive management requested and the Board of Directors approved a Rainy Day Fund Account in the CIF, with the goal of

accumulating a balance of \$50,000,000 over the next three years, as funds are available. Use of this balance will require specific action by the Board. With the issuance of subordinated CIF debt, a reserve has been created with an amount equal to the next three interest payments.

## **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



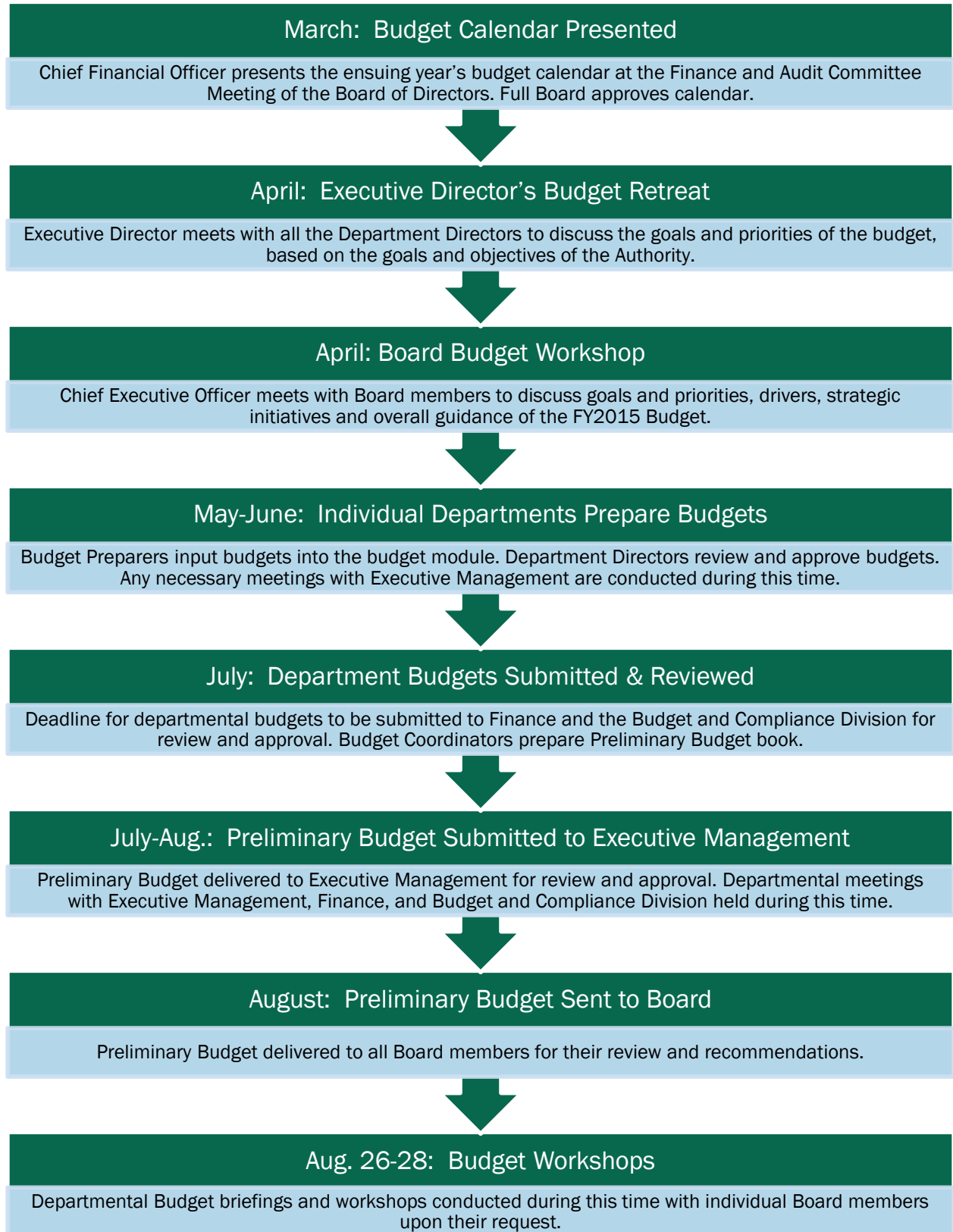
Maintenance Fund and Capital Improvement Fund. Nothing in this Section contained shall limit the amount which the Authority may expend for Current Expenses in any Fiscal Year provided any amounts expended therefore in excess of the Annual Budget shall be received by the Authority from some source other than the Net Revenues of the Tollway for such Fiscal Year.

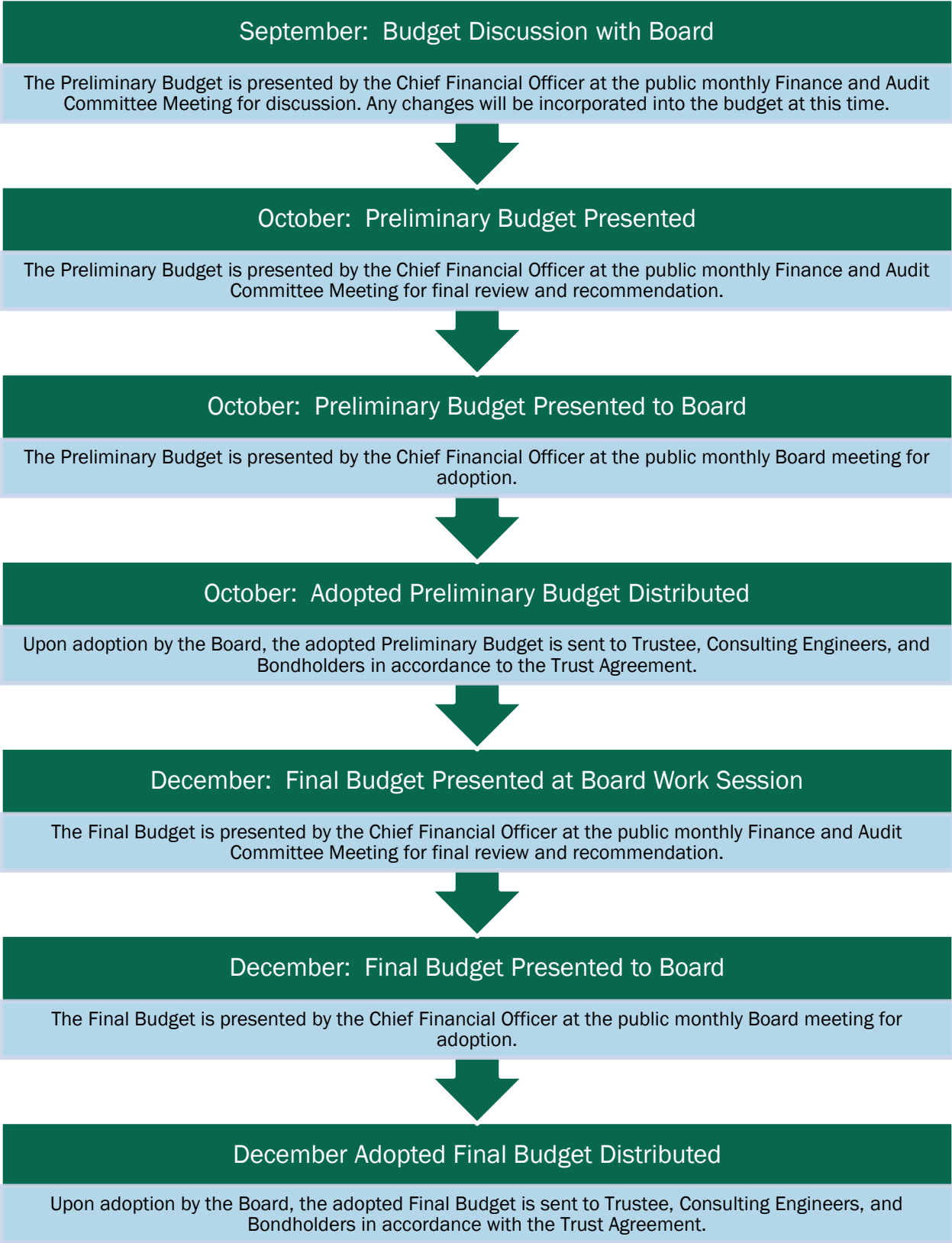
**SECTION 506. PAYMENT OF CURRENT EXPENSES FROM OPERATION AND MAINTENANCE FUND.**

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](http://www.NTTA.org)

## BUDGET PROCESS





## BUDGET CALENDAR

DATE	EVENT
<b>February 6, 2015 (Friday)</b>	Request updated revenues from Traffic and Revenue consultant
<b>March 31, 2015 (Tuesday)</b>	Executive Director's FY2016 Staff Budget Meeting to discuss budget priorities and overall direction, including compensation and benefits
<b>March 2, 2015 (Monday)</b>	Hyperion Budget module available for inputting Budget
<b>March 2 - June 1, 2015</b>	Individual departments prepare Budget
<b>April 15, 2015 (Wednesday)</b>	Updated revenues due from consultants
<b>April 15, 2015 (Wednesday)</b>	Board Budget Workshop
<b>June 1, 2015 (Monday)</b>	Department budgets due to Financial Planning And Analysis (FP&A) including FY2016 department objectives supporting the 5-Year Strategic Goals.
<b>June 8, 2015 (Monday)</b>	Preliminary budget distributed to Executive Management
<b>June 15 - June 26, 2015</b>	Departmental meetings with Executive Management and FP&A
<b>July 10, 2015 (Friday)</b>	Review by Executive Management completed
<b>August 14, 2015 (Friday)</b>	Preliminary Budget delivered to Board Members
<b>August 10 - Aug. 21, 2015</b>	Department Budget Briefings (If requested by Board Members)
<b>September 3, 2015 (Thursday)</b>	Finance and Audit Committee First Preliminary Budget Review
<b>October 1, 2015 (Thursday)</b>	Finance and Audit Committee Second Preliminary Budget Review
<b>October 21, 2015 (Wednesday)</b>	Board Meeting Preliminary Budget Approval
<b>December 3, 2015 (Thursday)</b>	Finance and Audit Committee Final Budget Review
<b>December 16, 2015 (Wednesday)</b>	Board Meeting Final Budget Approval

*Assumes Thursday Committee Meetings and Wednesday Board Meetings*

## Appendix B: Financial Policies

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### INTRODUCTION

The North Texas Tollway Authority's financial policies are mainly guided by the Trust Agreement and are developed to conform to accounting principles generally accepted in the United States 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 (RMF) was created to account for those expenses of maintaining the Authority that do not recur on an annual or shorter basis. As defined in the Trust Agreement, such items include repairs, painting, renewal, and replacements necessary for safe or efficient operation of the Authority or to prevent loss of revenues, engineering expenses relating to the functions of the Authority, equipment, maintenance expenses, and operating expenses not occurring at annual or shorter periods.
- **Capital Improvement Fund** – The Capital Improvement Fund (CIF) was created to account for the cost of repairs, enlargements, extensions, resurfacing, additions, renewals, improvements, reconstruction and replacements, capital expenditures, engineering, and other expenses relating to the powers or functions of the Authority in connection with the Authority, or for any other purpose now or hereafter authorized by law. This CIF fund will also be combined with a revolving fund, called the Feasibility Study Fund (FSF) to use exclusively for payment of studying the cost and feasibility and any other expenses relating to; (1) the preparation and issuance of bonds for the acquisition and construction of a proposed turnpike project for the Authority; (2) the financing of the improvement, extension or expansion of an existing turnpike for the Authority; (3) private participation, as authorized by law, in the financing of a proposed turnpike project for the Authority, the refinancing of an existing turnpike project for the Authority or the improvement, extension or expansion of a turnpike project for the Authority.
- **First, Second and Third Tier; Bond Interest Accounts** – The Bond Interest Accounts were created to account for the payment of the interest requirements of the revenue bonds.
- **First, Second and Third Tier; Reserve Accounts** – The Reserve Accounts were created for the purpose of paying interest and principal of the bonds whenever and to the extent that the monies held for the credit of the Bond Interest Accounts and the Redemption Accounts shall be insufficient for such purpose. The required reserve is an amount equal to the average annual debt service requirements of all bonds outstanding.
- **First, Second and Third Tier; Redemption Accounts** – The Redemption Accounts were created to account for the payment of the annual principal requirements of the revenue bonds.
- **DFW Turnpike Transition Trust Fund** – The Trust Fund is used to fund post-employment healthcare benefits for retired 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**

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

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

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

### **(g) Arbitrage Rebate Payable**

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

### **(h) Estimates**

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

### **(i) Debt Service Requirements**

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

Pursuant to the Trust Agreement, the Authority has agreed that it will at all times keep in effect a plan for toll collecting facilities and a 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 Authority will be used for any purpose other than as provided in the Trust Agreement, and no contract or contracts will be entered into or any action taken by which the rights of the Trustee or of the bondholders will be impaired or diminished, except as provided in the Trust Agreement.

### **(j) Financial Reporting Requirements**

In accordance 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 its toll roads and of the application of such tolls. Such record shall be open to the inspection of the bondholders and their agents and representatives.

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

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



- 6) the amounts of the proceeds received from any sales of property pursuant to the provisions of Section 712 of the Trust Agreement.

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

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

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### PHILOSOPHY

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

### PURPOSES FOR WHICH DEBT MAY BE ISSUED

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

### LIMITATIONS ON LEVEL OF INDEBTEDNESS

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

### CREDIT OBJECTIVES

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

### PERMISSIBLE TYPES OF DEBT

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

### ALLOWABLE DEBT STRUCTURES

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

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

**Revenue Bonds Outstanding  
As of June 30, 2015**

Description of Issue	Beginning Balance	Additions	Matured or Retired	Ending Balance
Series 2005C	\$ 178,310,000	\$ -	\$ -	\$ 178,310,000
Series 2008A	1,418,360,000	-	-	1,418,360,000
Series 2008B	226,930,000	-	-	226,930,000
Series 2008D	399,999,394	211,358,359	-	611,357,753
Series 2008I	295,165,000	-	-	295,165,000
Series 2008K	205,000,000	-	-	205,000,000
Series 2009A	373,425,000	-	-	373,425,000
Series 2009B	825,000,000	-	-	825,000,000
Series 2009C	170,730,000	-	-	170,730,000
Series 2009D	178,400,000	-	-	178,400,000
Series 2010A*	90,000,000	-	-	90,000,000
Series 2010B*	310,000,000	-	-	310,000,000
Series 2010 Rev. Refund	332,225,000	-	-	332,225,000
Series 2011A	100,000,000	-	-	100,000,000
Series 2011B	268,625,000	-	-	268,625,000
Series 2012A	25,930,000	-	-	25,930,000
Series 2012B	383,625,000	-	-	383,625,000
Series 2012C	101,775,000	-	-	101,775,000
Series 2012D	32,815,000	-	-	32,815,000
Series 2014A	310,415,000	-	-	310,415,000
Series 2014C VAR	223,895,000	-	-	223,895,000
Series 2014B	146,420,000	-	-	146,420,000
Series 2015A	862,920,000	-	-	862,920,000
	-	-	-	-
<b>Totals</b>	<b><u>\$ 7,459,964,394</u></b>	<b><u>\$ 211,358,359</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 7,671,322,753</u></b>

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

### Outstanding Debt Service

FY Ending 12/31	First Tier Net Debt Service	Second Tier Net Debt Service	Third Tier Net Debt Service	ISTEA Loan Debt Service	Subordinated Lien Bonds Debt Service	Total Net Debt Service
2015	294,276,475	57,399,701	-	8,000,000	24,115,479	383,791,655
2016	313,230,443	56,564,500	-	8,000,000	24,115,479	401,910,422
2017	315,386,114	56,565,700	-	9,000,000	24,115,479	405,067,293
2018	363,421,941	56,563,900	-	10,500,000	24,115,479	454,601,320
2019	368,928,007	56,566,150	-	12,250,000	54,540,479	492,284,636
2020	385,140,363	56,564,650	-	15,322,396	54,538,917	511,566,326
2021	410,019,668	56,563,650	-	15,322,396	54,543,604	536,449,318
2022	409,879,717	56,567,150	-	15,322,396	54,521,987	536,291,250
2023	418,715,573	56,563,900	-	15,322,396	54,412,567	545,014,436
2024	429,046,890	56,563,150	-	15,322,396	54,299,966	555,232,402
2025	455,480,844	56,563,650	-	15,322,396	54,177,046	581,543,936
2026	466,007,986	56,564,150	-	15,322,396	54,046,650	591,941,182
2027	485,361,006	55,148,400	-	15,322,396	53,911,006	609,742,808
2028	495,164,352	45,490,900	-	15,322,396	53,771,771	609,749,419
2029	468,822,594	140,925,900	-	-	-	609,748,494
2030	414,636,323	195,109,588	-	-	-	609,745,911
2031	411,509,279	198,238,900	-	-	-	609,748,179
2032	451,615,512	158,133,650	-	-	-	609,749,162
2033	463,206,027	146,541,650	-	-	-	609,747,677
2034	521,380,948	88,366,650	-	-	-	609,747,598
2035	550,077,260	59,669,900	-	-	-	609,747,160
2036	568,413,311	41,333,200	-	-	-	609,746,511
2037	608,132,540	1,574,224	-	-	-	609,706,764
2038	437,995,073	-	-	-	-	437,995,073
2039	437,995,073	-	-	-	-	437,995,073
2040	437,997,144	-	-	-	-	437,997,144
2041	437,997,496	-	-	-	-	437,997,496
2042	437,996,334	-	-	-	-	437,996,334
2043	194,996,158	-	-	-	-	194,996,158
2044	194,592,517	-	-	-	-	194,592,517
2045	157,590,536	-	-	-	-	157,590,536
2046	157,723,886	-	-	-	-	157,723,886
2047	57,488,675	-	-	-	-	57,488,675
2048	-	-	-	-	-	-
2049	-	-	-	-	-	-
2050	-	-	-	-	-	-
2051	-	-	-	-	-	-
2052	-	-	-	-	-	-
<b>Total</b>	<b>13,020,226,066</b>	<b>1,810,143,213</b>	<b>-</b>	<b>185,651,564</b>	<b>639,225,909</b>	<b>15,655,246,752</b>

## Appendix D: Major Revenue Source

Toll revenue collected on the System is the Authority's major source of revenue. It accounted for \$636,987,300 of the FY2016 Operating Budget's total estimated revenues, or 95.7%.

### 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 17.1 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 59.0 cents per one way trip on both Mountain Creek Lake Bridge and Addison Airport Toll Tunnel, and \$1.18 on Lewisville Lake Toll Bridge. ZipCash rates on all facilities are 50% more than the TollTag rates. Rates are adjusted on July 1 of every odd year by 5.6%.

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

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

Roadway	Estimated NTTA System Annual Toll Revenue				
	FY2016	FY2017	FY2018	FY2019	FY2020
DNT	\$231,131,200	\$239,990,400	\$253,380,100	\$264,899,900	\$276,114,700
PGBT	214,387,600	222,128,300	228,844,100	239,208,600	250,879,500
AATT	1,354,500	1,369,000	1,419,400	1,456,500	1,495,300
MCLB	1,242,200	1,317,300	1,394,500	1,446,800	1,500,600
LLTB	5,411,800	5,809,800	6,219,900	6,607,800	7,020,700
PGBT EE	30,336,700	32,468,200	34,580,300	36,470,500	38,539,400
SRT	153,123,300	161,526,100	169,422,500	179,541,600	190,784,100
<b>System Totals</b>	<b>\$636,987,300</b>	<b>\$664,609,100</b>	<b>\$695,260,800</b>	<b>\$729,631,700</b>	<b>\$766,334,300</b>

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 \$0.171 per mile for the DNT and PGBT starting July 1, 2015.

- Toll rate for two-axle vehicles with TollTags is \$0.59 for the MCLB and the AATT starting July 1, 2015.
- ZipCash 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.
- Tolls charged to users at any tolling location are rounded to the next highest penny.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.

## **SRT TOLLING**

- Toll rate for two-axle vehicles with TollTags is \$0.171 per mile starting July 1, 2015, and thereafter toll rates shall be determined in accordance with the SRT Project Agreement, as amended, and shall be the maximum rates allowed under the SRT Project Agreement, as amended.
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greater of (a) 50% of the TollTag toll or (b) 20 cents per transaction.
- Tolls charged to users at any tolling location are rounded to the next highest penny.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting on the SRT, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.

## **PGBT EE TOLLING**

- The Construction, Operation and Maintenance Agreement for the PGBT EE between the Authority and TxDOT dated December 5, 2007, (the "EE Project Agreement") provides for a supplemental toll on the PGBT EE (the "Regional Toll") to be collected by the Authority and held in trust 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 \$0.206 per mile as of July 1, 2015. The NTTA Toll rate for two-axle vehicles with TollTags is \$0.171 per mile for PGBT EE as of July 1, 2015. The Regional Toll rate for two-axle vehicles with TollTags is \$0.035 per mile for PGBT EE as of July 1, 2015. The Unified Toll rate for two-axle vehicles with TollTags is increased 3.0% per year thereafter, with toll adjustments made July 1 of every odd year thereafter. Unified TollTag tolls for two-axle vehicles with TollTags at any tolling location are rounded to the next highest nickel. The ratio between the NTTA Toll and the Unified Toll remains constant at 80 percent
- Toll rates shall be subject to the assumptions, qualifications and agreements set forth in Section 21 of the EE Project Agreement, as amended (as so amended, the "Amended EE Project Agreement").
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greater of (a) 50% of TollTag toll or (b) 20 cents per transaction, increased 3.0% per year and adjusted on each July 1 of odd years thereafter. The ZipCash toll for two-axle vehicles with TollTags at any tolling location is rounded to the next highest nickel.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting on the PGBT EE, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.

## REVENUE DISTRIBUTION

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

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

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

with a series of Third Tier Bonds in lieu of either of the foregoing) in the amounts due on any Third Tier Bond (including Third Tier Payment Obligations).

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





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April 10, 2015

Robert Rangel Jr.  
Director of Financial Planning and Analysis North  
Texas Tollway Authority  
5900 W. Plano Parkway, Suite 100  
Plano TX 75093

**Subject: NTTA System - 2016 Traffic and Revenue Estimates**

Dear Mr. Rangel:

To assist with NTTA's annual budgeting process, CDM Smith is pleased to submit monthly traffic and revenue (T&R) estimates for the NTTA System for calendar year 2016. The annual T&R estimates included in this letter are identical to those included in the NTTA System Bring Down Letter dated March 2015 that was developed by CDM Smith. This letter provides more granularity in the 2016 estimates specifically for budgeting purposes.

The NTTA System includes the Dallas North Tollway (DNT), President George Bush Turnpike (PGBT), Sam Rayburn Tollway (SRT), President George Bush Turnpike Eastern Extension (PGBT-EE), Addison Airport Toll Tunnel (AATT), Mountain Creek Lake Bridge (MCLB), and Lewisville Lake Toll Bridge (LLTB).

The T&R estimates for 2016, separated into TollTag and ZipCash, are shown for the NTTA System in Table 1 and for each NTTA facility in Tables 2 through 8. It should be noted that the T&R estimates categorized as "TollTag" in these tables also include T&R from V-toll transactions (transactions that are first identified as ZipCash but are subsequently determined to be valid TollTag transactions). The V-toll transactions that are included in the "TollTag" category in this letter are those that are identified in the first 90 days after a transaction has occurred. The ZipCash toll revenue estimates shown also include the ZipCash toll surcharge collected from ZipCash transactions, but they do not include the fees and fines that are collected through the ZipCash invoicing process ("fee revenue"). It should be noted that fee revenue is estimated by NTTA.

The NTTA System transaction and revenue estimates for 2016 are 670.5 million and \$637.0 million, respectively. It is assumed that about 79.6 percent of the transactions on the NTTA System in 2016 will be TollTag transactions, and the corresponding toll revenue contribution

from TollTags will be 84.9 percent. The expected transactions in 2016 are about 1.6 percent greater than the estimated annual transactions of 659.7 million in 2015. The toll revenue in 2016 is expected to be 6.6 percent greater than the estimated annual revenue of \$597.5 million in 2015. The transaction and revenue growth in 2016 is driven by the following:

- Increase in toll transactions due to continued population/employment growth
  - SRT, DNT (north of SRT), PGBT (east of US 75 and west of IH 35E) and PGBT-EE are big contributors to NTTA System-wide transaction growth
- Improvement in NTTA System-wide ZipCash invoice recovery shares
  - Assumed to be 60 percent from transactions recorded in 2015 and grow to 65 percent from transactions recorded in 2016, of the ZipCash revenue that is invoiced (within one year from the occurrence of a transaction)
- Increase in NTTA System-wide TollTag transaction share
  - Assumed to be 79.1 percent in 2015 and grow to 79.6 percent in 2016
- Toll rate increase of 5.6 percent from July 1, 2015 on all NTTA facilities

**Table 1. Estimated 2016 NTTA System Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	54,134,000	43,098,800	11,035,200	\$51,178,200	\$43,611,800	\$7,566,400
February	50,696,500	40,344,400	10,352,100	\$47,795,900	\$40,780,900	\$7,015,000
March	56,767,600	45,192,300	11,575,300	\$53,102,700	\$45,753,300	\$7,349,400
April	56,784,600	45,205,600	11,579,000	\$53,688,900	\$45,713,000	\$7,975,900
May	57,897,300	46,086,200	11,811,100	\$54,156,500	\$46,587,000	\$7,569,500
June	56,808,300	45,229,800	11,578,500	\$54,176,200	\$45,855,200	\$8,321,000
July	56,806,400	45,223,100	11,583,300	\$54,256,000	\$45,870,000	\$8,386,000
August	57,791,800	46,005,700	11,786,100	\$55,209,400	\$46,643,300	\$8,566,100
September	55,247,900	43,976,600	11,271,300	\$52,942,900	\$44,566,200	\$8,376,700
October	57,976,400	46,147,100	11,829,300	\$55,232,500	\$46,792,100	\$8,440,400
November	54,159,800	43,121,900	11,037,900	\$52,298,800	\$43,819,000	\$8,479,800
December	55,447,900	44,151,800	11,296,100	\$52,949,300	\$44,770,500	\$8,178,800
<b>Total</b>	<b>670,518,500</b>	<b>533,783,300</b>	<b>136,735,200</b>	<b>\$636,987,300</b>	<b>\$540,762,300</b>	<b>\$96,225,000</b>

As seen in Tables 2 and 3, the DNT and PGBT are expected to generate \$231.1 million and \$214.4 million in toll revenue, respectively. Transactions on the DNT in 2016 are expected to be 249.5 million, which represents a growth of 1.0 percent from the forecasted 2015 transactions. Overall, transactions on the PGBT in 2016 are expected to be 238.5 million, representing a growth of 1.1 percent between 2015 and 2016. As shown in Table 4, the PGBT-EE is expected to continue growing and generate \$30.3 million in toll revenue (NTTA's share of the PGBT-EE toll revenue) from 32.3 million transactions in 2016. The transaction growth on PGBT-EE is expected to be 3.3 percent between 2015 and 2016. The SRT (see Table 5) is expected to generate \$153.1 million in toll revenue and 140.9 million transactions in 2016, representing a transaction growth of 3.3 percent from 2015. The AATT, MCLB and LLTB (Tables 6 through 8) are anticipated to produce \$1.4 million, \$1.2 million and \$5.4 million in toll revenue, respectively. These three facilities are expected to generate a combined total of \$8.0 million in toll revenue from 9.4 million transactions in 2016.

**Table 2. Estimated 2016 DNT Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	20,578,100	16,510,600	4,067,500	\$18,897,300	\$16,470,300	\$2,427,000
February	18,993,900	15,228,500	3,765,400	\$17,445,500	\$15,208,100	\$2,237,400
March	21,328,600	17,113,700	4,214,900	\$19,491,900	\$17,120,400	\$2,371,500
April	21,277,900	17,073,800	4,204,100	\$19,682,900	\$17,065,200	\$2,617,700
May	21,407,600	17,179,200	4,228,400	\$19,587,500	\$17,137,200	\$2,450,300
June	21,000,200	16,858,600	4,141,600	\$19,568,300	\$16,867,100	\$2,701,200
July	21,010,000	16,860,100	4,149,900	\$19,567,100	\$16,851,500	\$2,715,600
August	21,358,100	17,139,700	4,218,400	\$19,867,600	\$17,133,900	\$2,733,700
September	20,392,000	16,361,700	4,030,300	\$19,056,500	\$16,382,900	\$2,673,600
October	21,453,100	17,210,700	4,242,400	\$19,952,000	\$17,257,800	\$2,694,200
November	19,946,400	16,015,500	3,930,900	\$18,779,100	\$16,075,900	\$2,703,200
December	20,722,600	16,637,400	4,085,200	\$19,235,500	\$16,621,100	\$2,614,400
<b>Total</b>	<b>249,468,500</b>	<b>200,189,500</b>	<b>49,279,000</b>	<b>\$231,131,200</b>	<b>\$200,191,400</b>	<b>\$30,939,800</b>

**Table 3. Estimated 2016 PGBT Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	19,089,200	15,229,600	3,859,600	\$17,129,200	\$14,551,800	\$2,577,400
February	18,006,900	14,359,300	3,647,600	\$16,103,700	\$13,718,000	\$2,385,700
March	20,212,500	16,120,100	4,092,400	\$17,872,700	\$15,412,100	\$2,460,600
April	20,270,000	16,167,800	4,102,200	\$18,102,800	\$15,424,800	\$2,678,000
May	20,676,600	16,492,700	4,183,900	\$18,264,500	\$15,705,900	\$2,558,600
June	20,265,600	16,164,400	4,101,200	\$18,261,900	\$15,444,200	\$2,817,700
July	20,220,900	16,129,600	4,091,300	\$18,292,800	\$15,451,400	\$2,841,400
August	20,607,800	16,439,300	4,168,500	\$18,633,200	\$15,737,800	\$2,895,400
September	19,744,800	15,750,200	3,994,600	\$17,891,600	\$15,060,100	\$2,831,500
October	20,727,600	16,534,900	4,192,700	\$18,644,600	\$15,792,400	\$2,852,200
November	19,300,900	15,395,200	3,905,700	\$17,628,300	\$14,760,700	\$2,867,600
December	19,389,000	15,466,400	3,922,600	\$17,562,300	\$14,799,200	\$2,763,100
<b>Total</b>	<b>238,511,800</b>	<b>190,249,500</b>	<b>48,262,300</b>	<b>\$214,387,600</b>	<b>\$181,858,400</b>	<b>\$32,529,200</b>

**Table 4. Estimated 2016 PGBT-EE Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	2,589,000	1,956,900	632,100	\$2,418,000	\$1,893,300	\$524,700
February	2,438,200	1,843,200	595,000	\$2,271,700	\$1,777,100	\$494,600
March	2,685,900	2,029,900	656,000	\$2,478,800	\$1,958,100	\$520,700
April	2,675,900	2,021,900	654,000	\$2,503,400	\$1,954,200	\$549,200
May	2,815,700	2,127,300	688,400	\$2,586,200	\$2,061,300	\$524,900
June	2,730,200	2,062,500	667,700	\$2,570,100	\$2,002,300	\$567,800
July	2,698,600	2,037,500	661,100	\$2,556,100	\$1,984,800	\$571,300
August	2,776,500	2,097,400	679,100	\$2,638,300	\$2,037,400	\$600,900
September	2,638,600	1,992,800	645,800	\$2,520,800	\$1,939,500	\$581,300
October	2,794,400	2,110,400	684,000	\$2,634,200	\$2,051,900	\$582,300
November	2,666,600	2,014,400	652,200	\$2,548,300	\$1,957,800	\$590,500
December	2,756,200	2,082,600	673,600	\$2,610,800	\$2,042,300	\$568,500
<b>Total</b>	<b>32,265,800</b>	<b>24,376,800</b>	<b>7,889,000</b>	<b>\$30,336,700</b>	<b>\$23,660,000</b>	<b>\$6,676,700</b>

**Table 5. Estimated 2016 SRT Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	11,113,600	8,853,700	2,259,900	\$12,089,000	\$10,182,800	\$1,906,200
February	10,542,200	8,400,500	2,141,700	\$11,374,100	\$9,594,000	\$1,780,100
March	11,754,600	9,364,800	2,389,800	\$12,607,100	\$10,729,900	\$1,877,200
April	11,749,500	9,360,300	2,389,200	\$12,713,900	\$10,718,600	\$1,995,300
May	12,167,500	9,691,400	2,476,100	\$13,025,700	\$11,119,400	\$1,906,300
June	12,022,400	9,575,800	2,446,600	\$13,096,600	\$11,001,700	\$2,094,900
July	12,081,000	9,622,500	2,458,500	\$13,149,900	\$11,036,900	\$2,113,000
August	12,236,800	9,747,900	2,488,900	\$13,371,800	\$11,183,800	\$2,188,000
September	11,673,400	9,301,000	2,372,400	\$12,796,400	\$10,647,300	\$2,149,100
October	12,174,000	9,698,700	2,475,300	\$13,302,100	\$11,133,100	\$2,169,000
November	11,509,300	9,168,800	2,340,500	\$12,699,800	\$10,525,000	\$2,174,800
December	11,842,400	9,434,000	2,408,400	\$12,896,900	\$10,805,500	\$2,091,400
<b>Total</b>	<b>140,866,700</b>	<b>112,219,400</b>	<b>28,647,300</b>	<b>\$153,123,300</b>	<b>\$128,678,000</b>	<b>\$24,445,300</b>

**Table 6. Estimated 2016 AATT Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	202,600	162,100	40,500	\$113,600	\$97,100	\$16,500
February	183,400	146,700	36,700	\$102,500	\$87,900	\$14,600
March	198,600	158,900	39,700	\$110,600	\$95,100	\$15,500
April	204,000	163,200	40,800	\$115,300	\$97,700	\$17,600
May	209,500	167,600	41,900	\$116,400	\$100,200	\$16,200
June	202,200	161,700	40,500	\$114,100	\$96,800	\$17,300
July	204,200	163,300	40,900	\$115,700	\$97,800	\$17,900
August	200,800	160,600	40,200	\$114,500	\$96,200	\$18,300
September	201,600	161,300	40,300	\$114,300	\$96,600	\$17,700
October	212,200	169,700	42,500	\$119,600	\$101,600	\$18,000
November	186,800	149,400	37,400	\$107,000	\$89,600	\$17,400
December	194,900	155,900	39,000	\$110,900	\$93,100	\$17,800
<b>Total</b>	<b>2,400,800</b>	<b>1,920,400</b>	<b>480,400</b>	<b>\$1,354,500</b>	<b>\$1,149,700</b>	<b>\$204,800</b>

**Table 7. Estimated 2016 MCLB Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	192,800	102,200	90,600	\$102,900	\$62,400	\$40,500
February	180,100	95,500	84,600	\$94,300	\$58,200	\$36,100
March	196,900	104,400	92,500	\$98,600	\$63,400	\$35,200
April	203,400	107,800	95,600	\$105,900	\$65,500	\$40,400
May	206,200	109,300	96,900	\$104,600	\$66,400	\$38,200
June	189,600	100,500	89,100	\$102,000	\$61,300	\$40,700
July	188,800	100,100	88,700	\$103,300	\$61,000	\$42,300
August	208,800	110,700	98,100	\$110,800	\$67,300	\$43,500
September	209,700	111,200	98,500	\$108,000	\$67,500	\$40,500
October	211,400	112,100	99,300	\$108,400	\$68,000	\$40,400
November	185,600	98,400	87,200	\$103,200	\$60,000	\$43,200
December	176,000	93,200	82,800	\$100,200	\$57,200	\$43,000
<b>Total</b>	<b>2,349,300</b>	<b>1,245,400</b>	<b>1,103,900</b>	<b>\$1,242,200</b>	<b>\$758,200</b>	<b>\$484,000</b>

**Table 8. Estimated 2016 LLTB Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	368,700	283,700	85,000	\$428,200	\$354,100	\$74,100
February	351,800	270,700	81,100	\$404,100	\$337,600	\$66,500
March	390,500	300,500	90,000	\$443,000	\$374,300	\$68,700
April	403,900	310,800	93,100	\$464,700	\$387,000	\$77,700
May	414,200	318,700	95,500	\$471,600	\$396,600	\$75,000
June	398,100	306,300	91,800	\$463,200	\$381,800	\$81,400
July	402,900	310,000	92,900	\$471,100	\$386,600	\$84,500
August	403,000	310,100	92,900	\$473,200	\$386,900	\$86,300
September	387,800	298,400	89,400	\$455,300	\$372,300	\$83,000
October	403,700	310,600	93,100	\$471,600	\$387,300	\$84,300
November	364,200	280,200	84,000	\$433,100	\$350,000	\$83,100
December	366,800	282,300	84,500	\$432,700	\$352,100	\$80,600
<b>Total</b>	<b>4,655,600</b>	<b>3,582,300</b>	<b>1,073,300</b>	<b>\$5,411,800</b>	<b>\$4,466,600</b>	<b>\$945,200</b>

CDM Smith has also estimated the amount of ZipCash revenue that is expected to be invoiced, the expected amount of unrecovered revenue and the resulting recovered ZipCash revenue. This information is shown in Table 9. The total ZipCash revenue invoiced is expected to be \$154.9 million and the net ZipCash revenue recovered is expected to be \$96.2 million.

**Table 9. Estimated 2016 NTTA System ZipCash Revenue Invoiced and Recovered (thousands)**

Month	Total ZipCash Revenue in Process (Invoiced)	Total ZipCash Unrecovered Revenue	Total ZipCash Revenue Recovered
January	\$12,471	\$4,905	\$7,566
February	\$11,676	\$4,661	\$7,015
March	\$13,095	\$5,746	\$7,350
April	\$13,089	\$5,113	\$7,976
May	\$13,385	\$5,816	\$7,570
June	\$13,141	\$4,820	\$8,321
July	\$13,144	\$4,758	\$8,386
August	\$13,370	\$4,804	\$8,566
September	\$12,767	\$4,390	\$8,377
October	\$13,413	\$4,972	\$8,440
November	\$12,552	\$4,072	\$8,480
December	\$12,827	\$4,649	\$8,178
<b>Total</b>	<b>\$154,931</b>	<b>\$58,706</b>	<b>\$96,225</b>

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

Sincerely,



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

**DISCLAIMER**

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

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

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

While CDM Smith believes that the projections or other forward-looking statements contained within the report are based on reasonable assumptions as of March 2015 (those that were included in the March 2015 Bring Down Letter), such forward-looking statements involve risks and uncertainties that may cause actual results to differ materially from the results predicted. Therefore, following the date of that study, CDM Smith will take no responsibility or assume any obligation to advise of changes that may affect its assumptions contained within the report, as they pertain to socioeconomic and demographic forecasts, proposed residential or commercial land use development projects and/or potential improvements to the regional transportation network.

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

## Appendix E: Long Term Financial Plan

### INTRODUCTION

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

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 FY2009 and was finalized in the third quarter of FY2010. The All Funds Long Term Financial Projections included in this section are summary pages from the FY2016-FY2020 Five-Year Capital Plan. The five-year plan is adopted by the Board, and changes to the plan require Board approval.

### REVENUE FUND LONG TERM PLAN

The majority, about 95.7%, of revenue in the long-term revenue plan is the toll revenue estimate provided by the Traffic and Revenue Engineers. The estimated other revenues, about 3.2%, are provided by the Authority and include video tolling fees and other charges, and estimated projected interest earnings at 1.1% on the First and Second Tier Debt Service Funds and an estimated balance of \$182.2 million in the Capital Improvement Fund. Total revenue growth is expected to average 4.8% per year between FY2016 and FY2020. All NTTA revenues on deposit in the Revenue Fund must be distributed to the other funds in accordance to the Trust Agreement.

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Five Year Totals FY2016 - FY2020
<b>REVENUE FUND</b>							
Estimated Beginning Available Cash Balance	-	-	-	-	-	-	-
<b>INFLOWS</b>							
Estimated Toll Revenues	597,461,300	636,987,300	664,609,100	695,260,800	729,631,700	766,334,300	3,492,823,200
Estimated Other Revenues	25,777,685	27,012,223	28,462,664	29,872,583	30,007,142	33,182,718	148,537,330
<b>TOTAL INFLOWS</b>	<b>623,238,985</b>	<b>663,999,523</b>	<b>693,071,764</b>	<b>725,133,383</b>	<b>759,638,842</b>	<b>799,517,018</b>	<b>3,641,360,530</b>
<b>OUTFLOWS</b>							
Transfer to:	-	-	-	-	-	-	-
<b>TOTAL OUTFLOWS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenues Available for Operations</b>	<b>623,238,985</b>	<b>663,999,523</b>	<b>693,071,764</b>	<b>725,133,383</b>	<b>759,638,842</b>	<b>799,517,018</b>	<b>3,641,360,530</b>

### 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 37.9% of operating cost.

The estimated operating expenses for the year are prepared by the individual departments and are compared to the General Consultant Engineer's estimated amount. The operating expenses are expected to increase an average of 3% per year between FY2016 and FY2020.

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.

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Five Year Totals FY2016 - FY2020
<b>Total Revenues Available for Operations</b>	623,238,985	663,999,523	693,071,764	725,133,383	759,638,842	799,517,018	3,641,360,530
<b>OPERATIONS AND MAINTENANCE FUND</b>							
<b>Estimated Beginning Available Cash Balance</b>	14,298,270	24,483,333	24,483,333	24,486,533	25,221,129	25,977,763	24,483,333
<b>INFLOWS</b>							
Transfer from Revenue Fund	136,163,325	135,056,370	139,111,261	144,015,861	148,336,429	147,331,181	713,851,102
Inter-Fund Transfers	6,821,738	7,583,630	7,811,139	8,045,511	8,286,784	8,535,398	40,262,462
<b>TOTAL INFLOWS</b>	142,985,063	142,640,000	146,922,400	152,061,372	156,623,213	155,866,579	754,113,565
<b>OUTFLOWS</b>							
Estimated Operating Expenses	(132,800,000)	(142,640,000)	(146,919,200)	(151,326,776)	(155,866,579)	(155,866,579)	(752,619,135)
<b>TOTAL OUTFLOWS</b>	(132,800,000)	(142,640,000)	(146,919,200)	(151,326,776)	(155,866,579)	(155,866,579)	(752,619,135)
<b>Estimated Ending Available Cash Balance</b>	24,483,333	24,483,333	24,486,533	25,221,129	25,977,763	25,977,763	25,977,763
<b>Net Revenues Available for Debt Service</b>	487,075,660	528,943,153	553,960,503	581,117,522	611,302,413	652,185,837	2,927,509,428

### DEBT SERVICE FUNDS LONG TERM PLAN

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



	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Five Year Totals FY2016 - FY2020
<b>Net Revenues Available for Debt Service</b>	<b>487,075,660</b>	<b>528,943,153</b>	<b>553,960,503</b>	<b>581,117,522</b>	<b>611,302,413</b>	<b>652,185,837</b>	<b>2,927,509,428</b>
<b>DEBT SERVICE FUNDS</b>							
<b>Estimated Beginning Available Cash Balance</b>	-	-	-	-	-	-	-
<b>INFLOWS</b>							
Transfer from Capital Improvement Fund	32,115,479	32,115,479	33,115,479	34,615,479	66,790,479	69,861,313	236,498,229
Capitalized interest transfer	-	-	-	-	-	-	-
Transfer from Revenue Fund	351,676,176	369,794,943	371,951,814	419,985,841	425,494,157	441,705,013	2,028,931,768
<b>TOTAL INFLOWS</b>	<b>383,791,655</b>	<b>401,910,422</b>	<b>405,067,293</b>	<b>454,601,320</b>	<b>492,284,636</b>	<b>511,566,326</b>	<b>2,265,429,997</b>
<b>OUTFLOWS</b>							
1st Tier Debt Service	(294,276,476)	(313,230,443)	(315,386,114)	(363,421,941)	(368,928,007)	(385,140,363)	(1,746,106,868)
2nd Tier Debt Service	(57,399,700)	(56,564,500)	(56,565,700)	(56,563,900)	(56,566,150)	(56,564,650)	(282,824,900)
3rd Tier Debt Service	-	-	-	-	-	-	-
Total Debt Service	(351,676,176)	(369,794,943)	(371,951,814)	(419,985,841)	(425,494,157)	(441,705,013)	(2,028,931,768)
Capital Improvement Fund - Subordinate Debt	(24,115,479)	(24,115,479)	(24,115,479)	(24,115,479)	(54,540,479)	(54,538,917)	(181,425,833)
Capital Improvement Fund - ISTEAL Loan	(8,000,000)	(8,000,000)	(9,000,000)	(10,500,000)	(12,250,000)	(15,322,396)	(55,072,396)
<b>TOTAL OUTFLOWS</b>	<b>(383,791,655)</b>	<b>(401,910,422)</b>	<b>(405,067,293)</b>	<b>(454,601,320)</b>	<b>(492,284,636)</b>	<b>(511,566,326)</b>	<b>(2,265,429,997)</b>
<b>Estimated Ending Available Cash Balance</b>	-	-	-	-	-	-	-
<b>Net Revenues Available for Major Maintenance Projects</b>	<b>135,399,484</b>	<b>159,148,210</b>	<b>182,008,689</b>	<b>161,131,681</b>	<b>185,808,256</b>	<b>210,480,824</b>	<b>898,577,660</b>
First Tier Debt Service Coverage	1.66	1.69	1.76	1.60	1.66	1.69	1.68
First & Second Tier Debt Service Coverage	1.39	1.43	1.49	1.38	1.44	1.48	1.44
All Debt Service Coverage	1.27	1.32	1.37	1.28	1.24	1.27	1.29
Clf Subordinated Debt Coverage	1.30	1.24	1.33	1.24	1.21	1.28	1.31

## RESERVE MAINTENANCE FUND LONG TERM PLAN

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

About 85% of the Reserve Maintenance Fund expenditures are identified through the annual inspection of the systems assets. The replacement of information technology hardware and software accounts for another 16%. The FY2016 through FY2020 projected amounts will be adjusted based on the previous year's inspection report.

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

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Five Year Totals FY2016 - FY2020
Net Revenues Available for Reserve Maintenance Projects	135,399,484	159,148,210	182,008,689	161,131,681	185,808,256	210,480,824	898,577,660
<b>RESERVE MAINTENANCE FUND</b>							
Estimated Beginning Available Cash Balance	28,269,923	7,679,941	-	-	-	-	7,679,941
<b>INFLOWS</b>							
Transfer from Revenue Fund	-	33,519,360	20,757,949	24,493,978	27,110,536	14,296,479	120,178,302
<b>TOTAL INFLOWS</b>	-	33,519,360	20,757,949	24,493,978	27,110,536	14,296,479	120,178,302
<b>OUTFLOWS</b>							
RMF Project Expenses	(17,995,524)	(38,384,207)	(17,927,698)	(21,578,820)	(24,107,923)	(11,203,788)	(113,202,436)
RMF 2013 Carryover Expenses	-	-	-	-	-	-	-
RMF 2014 Carryover Expenses	(660,000)	-	-	-	-	-	-
RMF Professional Fees and Other Expenses	(92,424)	(127,469)	(61,997)	(63,857)	(65,773)	(67,746)	(386,841)
RMF Salaries/Wages	(1,842,034)	(2,687,625)	(2,768,254)	(2,851,301)	(2,936,840)	(3,024,946)	(14,268,966)
<b>TOTAL OUTFLOWS</b>	(20,589,982)	(41,199,301)	(20,757,949)	(24,493,978)	(27,110,536)	(14,296,479)	(127,858,243)
Estimated Ending Available Cash Balance	7,679,941	-	-	-	-	-	-
<b>RMF Reserve Account</b>							
Estimated Ending Cash Balance/RMF Reserve	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Net Revenues Available for Capital Improvement Projects	135,399,484	125,628,850	161,250,740	136,637,703	158,697,720	196,184,344	778,399,357

## 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. In addition, the Authority may issue bonds to finance these costs of the Capital Improvement Fund.

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

The Capital Improvement Fund revolving account, or the Feasibility Study Fund/Corridors Under 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 for the Authority; for private participation, as authorized by law, in the financing of a proposed turnpike project for the Authority, or the refinancing of an existing turnpike project for the Authority or the improvement, extension or expansion of a turnpike project for the Authority.

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.

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Five Year Totals FY2016 - FY2020
<b>Net Revenues Available for Capital Improvement Projects</b>	<b>135,399,484</b>	<b>125,628,850</b>	<b>161,250,740</b>	<b>136,637,703</b>	<b>158,697,720</b>	<b>196,184,344</b>	<b>778,399,357</b>
<b>CAPITAL IMPROVEMENT FUND</b>							
<b>Estimated Beginning CIF Uncommitted Cash Balance</b>	<b>172,790,353</b>	<b>120,143,462</b>	<b>20,999,066</b>	<b>27,165,440</b>	<b>61,401,039</b>	<b>33,149,425</b>	<b>120,143,462</b>
<b>INFLOWS</b>							
Transfer from Revenue Fund	135,399,484	125,628,850	161,250,740	136,637,703	158,697,720	196,184,344	778,399,357
Transfer to CIF Bond Payment Account	(24,115,479)	(24,115,479)	(24,115,479)	(24,115,479)	(54,540,479)	(54,538,917)	(181,425,833)
Transfer to Debt Service Fund for ISTEPA Payment	(8,000,000)	(8,000,000)	(9,000,000)	(10,500,000)	(12,250,000)	(15,322,396)	(55,072,396)
Commercial Paper Issue	-	-	-	-	-	-	-
Reimbursement from TxDOT - SH 360	-	-	1,800,000	-	-	-	1,800,000
Reimbursement from City of Plano ILA - DNT/PGBT for Expenditures	-	-	5,000,000	-	-	-	5,000,000
<b>NET INFLOWS AVAILABLE FOR CIF EXPENSES</b>	<b>103,284,005</b>	<b>93,513,371</b>	<b>134,935,261</b>	<b>102,022,224</b>	<b>91,907,241</b>	<b>126,323,031</b>	<b>548,701,128</b>
<b>OUTFLOWS</b>							
Commercial Paper Payment	-	-	-	-	-	-	-
CIF Project Expenses	(144,741,493)	(181,409,918)	(121,189,050)	(61,164,910)	(38,765,472)	(22,873,033)	(425,402,383)
CIF Professional/LOC Fees	(5,156,782)	(5,179,724)	(2,104,269)	(733,979)	(465,186)	(274,476)	(8,757,634)
CIF Salaries/Wages	(2,941,621)	(3,736,735)	(4,003,337)	(4,123,437)	(4,247,140)	(4,374,554)	(20,485,202)
Transfer to NTTA System Construction Funds	-	-	-	-	(75,173,430)	(90,274,663)	(165,448,093)
Transfer to Corridors Under Study	(551,000)	(970,000)	(70,000)	(320,000)	(20,000)	(20,000)	(1,400,000)
Transfer to Feasibility Study Fund	(2,540,000)	(1,361,390)	(1,402,232)	(1,444,299)	(1,487,628)	(1,532,257)	(7,227,805)
<b>TOTAL OUTFLOWS</b>	<b>(155,930,896)</b>	<b>(192,657,767)</b>	<b>(128,768,887)</b>	<b>(67,786,624)</b>	<b>(120,158,855)</b>	<b>(119,348,983)</b>	<b>(628,721,117)</b>
<b>Estimated Ending CIF Uncommitted Cash Balance</b>	<b>120,143,462</b>	<b>20,999,066</b>	<b>27,165,440</b>	<b>61,401,039</b>	<b>33,149,425</b>	<b>40,123,473</b>	<b>40,123,473</b>
<b>CIF Bond Payment Account</b>							
<b>Estimated Beginning CIF Bond Payment Account Cash Balance</b>	<b>12,053,401</b>	<b>12,053,401</b>	<b>12,053,401</b>	<b>12,053,401</b>	<b>12,053,401</b>	<b>12,053,401</b>	<b>12,053,401</b>
Transfers from CIF Cash Account	24,115,479	24,115,479	24,115,479	24,115,479	54,540,479	54,538,917	181,425,833
Transfer to Debt Service Fund for CIF Subordinated Debt Payment	(24,115,479)	(24,115,479)	(24,115,479)	(24,115,479)	(54,540,479)	(54,538,917)	(181,425,833)
<b>Estimated Ending CIF Bond Payment Account Cash Balance</b>	<b>12,053,401</b>	<b>12,053,401</b>	<b>12,053,401</b>	<b>12,053,401</b>	<b>12,053,401</b>	<b>12,053,401</b>	<b>12,053,401</b>
<b>CIF Rainy Day Fund Account</b>							
<b>Estimated Beginning CIF Rainy Day Fund Account Cash Balance</b>	<b>50,000,000</b>	<b>50,000,000</b>	<b>50,000,000</b>	<b>50,000,000</b>	<b>50,000,000</b>	<b>50,000,000</b>	<b>50,000,000</b>
Transfers from CIF Cash Account	-	-	-	-	-	-	-
Transfers to CIF Cash Account	-	-	-	-	-	-	-
<b>Estimated Ending CIF Rainy Day Fund Account Cash Balance</b>	<b>50,000,000</b>	<b>50,000,000</b>	<b>50,000,000</b>	<b>50,000,000</b>	<b>50,000,000</b>	<b>50,000,000</b>	<b>50,000,000</b>
<b>Estimated Ending Total CIF Cash Balances</b>	<b>182,196,863</b>	<b>83,052,467</b>	<b>89,218,841</b>	<b>123,454,440</b>	<b>95,202,826</b>	<b>102,176,874</b>	<b>102,176,874</b>

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Five Year Totals FY2016 - FY2020
<b>REVOLVING ACCOUNT - FEASIBILITY STUDY FUND</b>							
Estimated Beginning Available Cash Balance	-	-	-	-	-	-	-
<b>INFLOWS</b>							
Bond Issues							-
Transfer from Capital Improvement Fund	2,540,000	1,361,390	1,402,232	1,444,299	1,487,628	1,532,257	7,227,805
<b>TOTAL INFLOWS</b>	<b>2,540,000</b>	<b>1,361,390</b>	<b>1,402,232</b>	<b>1,444,299</b>	<b>1,487,628</b>	<b>1,532,257</b>	<b>7,227,805</b>
<b>OUTFLOWS</b>							
Professional Fees	(685,800)	(371,775)	(378,603)	(389,961)	(401,659)	(413,709)	(1,955,707)
Legal fees	(304,800)	(158,567)	(168,268)	(173,316)	(178,515)	(183,871)	(862,537)
Traffic Engineering Fees	(1,549,400)	(831,048)	(855,361)	(881,022)	(907,453)	(934,677)	(4,409,561)
<b>TOTAL OUTFLOWS</b>	<b>(2,540,000)</b>	<b>(1,361,390)</b>	<b>(1,402,232)</b>	<b>(1,444,299)</b>	<b>(1,487,628)</b>	<b>(1,532,257)</b>	<b>(7,227,805)</b>
Estimated Ending Available Cash Balance	-	-	-	-	-	-	-

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Five Year Totals FY2016 - FY2020
<b>Corridors Under Study Fund</b>							
Estimated Beginning Available Cash Balance	-	-	-	-	-	-	-
<b>INFLOWS</b>							
Reimbursement Agreements:							
TxDOT - Trinity Parkway	-	-	-	-	-	-	-
TxDOT - SH360	-	-	-	-	-	-	-
Denton County	-	-	-	-	-	-	-
Transfer from Capital Improvement Fund	551,000	970,000	70,000	320,000	20,000	20,000	1,400,000
Bond Issues	-	-	-	-	-	-	-
<b>TOTAL INFLOWS</b>	<b>551,000</b>	<b>970,000</b>	<b>70,000</b>	<b>320,000</b>	<b>20,000</b>	<b>20,000</b>	<b>1,400,000</b>
<b>OUTFLOWS</b>							
SH 360	(100,000)	-	-	-	-	-	-
SH 170	(381,000)	(260,000)	(10,000)	(10,000)	(10,000)	(10,000)	(300,000)
SH 190/PGBT EE - East Branch	-	-	-	(250,000)	-	-	(250,000)
DNT Phase 4A	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
DNT Phase 4B-5A	-	-	-	-	-	-	-
Trinity Parkway	(60,000)	(450,000)	(50,000)	(50,000)	-	-	(550,000)
Outer Loop Southeast (Loop 9)	-	(250,000)	-	-	-	-	(250,000)
Collin County Outer Loop Southwest	-	-	-	-	-	-	-
<b>TOTAL OUTFLOWS</b>	<b>(551,000)</b>	<b>(970,000)</b>	<b>(70,000)</b>	<b>(320,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(1,400,000)</b>
Estimated Ending Available Cash Balance	-	-	-	-	-	-	-

## NTTA SYSTEM CONSTRUCTION FUNDS 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.

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Five Year Totals FY2016 - FY2020
<b>CONSTRUCTION FUNDS - NTTA SYSTEM</b>							
<b>Estimated Beginning Available Cash Balance</b>	<b>76,604,404</b>	<b>71,514,006</b>	<b>60,293,736</b>	<b>52,737,556</b>	<b>14,148,893</b>	<b>0</b>	<b>71,514,006</b>
<b>INFLOWS</b>							
Reimbursement Agreements:							-
Denton County ILA - DNT Phase 4B	1,600,000	6,675,000	8,675,000	4,267,000	-	-	19,617,000
TxDOT - SRT	-	-	-	-	-	-	-
Transfer from Capital Improvement Fund			-	-	75,173,430	90,274,663	165,448,093
Bond Issues						-	-
<b>TOTAL INFLOWS</b>	<b>1,600,000</b>	<b>6,675,000</b>	<b>8,675,000</b>	<b>4,267,000</b>	<b>75,173,430</b>	<b>90,274,663</b>	<b>185,065,093</b>
<b>OUTFLOWS</b>							
Allocated Cost: Salaries, Professional Fees, Legal Fees	(1,364,598)	(1,009,270)	(1,056,180)	(2,788,663)	(2,872,323)	(2,909,663)	(10,636,099)
LOC Fees	(2,385,000)	(2,385,000)	-	-	-	-	(2,385,000)
LLTB Expenses	-	-	-	-	-	-	-
SRT Expenses	(957,200)	(3,106,000)	(6,500,000)	(35,800,000)	(46,450,000)	(38,365,000)	(130,221,000)
PGBT EE Expenses	(293,600)	(3,410,000)	-	-	-	-	(3,410,000)
Trinity Parkway Expenses	-	-	-	-	(40,000,000)	(49,000,000)	(89,000,000)
SH 170 Expenses	-	-	-	-	-	-	-
SH 190 Expenses	-	-	-	-	-	-	-
DNT Phase 4A Expenses	-	-	-	-	-	-	-
DNT Phase 4B/5A Expenses	(1,600,000)	(6,675,000)	(8,675,000)	(4,267,000)	-	-	(19,617,000)
DNT Phase 3 Expenses	(90,000)	(1,310,000)	-	-	-	-	(1,310,000)
<b>TOTAL OUTFLOWS</b>	<b>(6,690,398)</b>	<b>(17,895,270)</b>	<b>(16,231,180)</b>	<b>(42,855,663)</b>	<b>(89,322,323)</b>	<b>(90,274,663)</b>	<b>(256,579,099)</b>
<b>Estimated Ending Available Cash Balance</b>	<b>71,514,006</b>	<b>60,293,736</b>	<b>52,737,556</b>	<b>14,148,893</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>

## Appendix F: Impact of Capital Expenditures on Operations

### INTRODUCTION

Capital expenditures can have a major impact on both the cost of operations and the operations themselves. The North Texas Tollway Authority (NTTA) is active in investing in capital projects that will allow the NTTA to operate efficiently while providing our customers with the transportation solutions they need.

### NEW ROADWAY CONSTRUCTION/FACILITIES

As the NTTA grows, new road construction and existing road expansions are expected to occur. When additional lane miles are added, a significant increase in operations cost is also expected. NTTA budgets approximately \$155,000 for each lane mile. This cost represents the marginal increase for adding an additional lane mile and has remained relatively steady.

NTTA currently has three major widening projects in various stages of planning and construction. The DNT widening will add a fourth lane in each direction from I-635 to SRT. A fourth lane will be added to PGBT in each direction from I-35E to SH 78. The third widening will add a fourth lane in each direction to SRT from Business 121 to us 75.

Estimated Impact of Capital Improvements on Operating Budget					
Construction Project	Years				
	FY2016	FY2017	FY2018	FY2019	FY2020
DNT Fourth Lane	\$ -	\$ 1,422,900	\$ 2,089,400	\$ -	\$ -
PGBT Fourth Lane	\$ -	\$ 2,833,400	\$ -	\$ 2,833,400	\$ -
SRT Fourth Lane	\$ -	\$ -	\$ -	\$ -	\$ 3,972,650
<b>Total</b>	<u>\$ -</u>	<u>\$ 4,256,300</u>	<u>\$ 2,089,400</u>	<u>\$ 2,833,400</u>	<u>\$ 3,972,650</u>

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

Beginning in FY2008, the NTTA began converting its existing toll collection system into a cashless tolling or all-electronic (all-ETC) system. The main conversion was completed in early FY2011, providing customers with improved traffic flow, improved air quality, reduced travel time and enhanced safety. This project had a major impact on the operations of the NTTA. The Toll Collection and Vault departments were eliminated, and some of the employees transitioned into new positions. The Customer and Support Services Department saw a significant increase in the number and type of customer contacts and has been restructured to accommodate the changes into the Customer Service Contact Center Department and Collection and Toll Enforcement Department. Currently, these two departments comprise 40.7% of the total operating budget.

The conversion to all-ETC was estimated to result in net present value savings of \$350.0 to \$507.0 million in operations and infrastructure maintenance cost between FY2011 and FY2045.

## EQUIPMENT/HARDWARE/SOFTWARE ENHANCEMENTS

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

<b>Estimated Impact of Software and Enhancement Capital Expenditures on Operating Budget</b>					
<b>Project</b>	<b>Years</b>				
	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2018</b>	<b>FY2020</b>
Annual Support and Maintenance	\$ 1,001,400	\$ 200,000	\$ 210,000	\$ 220,500	\$ 231,525
<p>2016 shows the initial impact of the purchase or development of software, with the subsequent years showing the estimated increases required.</p>					

## Appendix G: Operation and Maintenance Fund FY2015 Estimated Costs

Account	Administration	Board	Cash and Debt Management	Finance	Financial Planning & Analysis	Human Resources
Salaries and Wages-Direct - (511101)	\$277,344	\$54,187	\$212,918	\$882,449	\$408,790	\$650,968
Salaries and Wages-Comp Adj. - (511103)	0	0	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	0	0	23,917
Salaries and Wage-Overtime - (511301)	0	0	0	580	0	1,551
Group Insurance - (512101)	0	0	0	0	0	0
Retirement Contributions - (512401)	31,561	7,174	27,147	110,412	55,551	89,087
Retirement Contr.-Internship - (512402)	0	0	0	0	0	3,167
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	0	29,510
Unemployment Insurance - (512601)	0	0	0	0	0	0
OPEB Annual Req'd Contribution - (512602)	0	0	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0	0	0
Meeting Expense - (521101)	2,228	45,541	0	2,000	0	5,321
Consulting/Professional - (521201)	114,190	0	370,000	870	76,940	292,526
Legal Fees - (521202)	0	0	0	0	0	0
Auditing Fees - (521203)	0	0	0	0	0	0
Trustee Fees - (521204)	0	0	360,000	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0	646,266	0
Police Services (DPS) - (521208)	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	0	0	0	0
Outside Maintenance Services - (521212)	0	0	0	0	0	0
Landscaping - (522202)	0	0	0	0	0	0
Rentals - Land - (522301)	0	0	0	0	0	0
Rentals - Equipment - (522302)	0	0	0	0	0	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0
Postage - (523201)	0	0	0	0	0	0
Telecommunications - (523202)	0	0	0	0	0	0
Recruitment - (523301)	0	0	0	0	0	96,048
Magazine and Newspaper - (523302)	0	0	1,407	0	0	0
Television & Radio - (523303)	0	0	0	0	0	0
Promotional Expenses - (523304)	14,189	0	0	220	0	58,214
Printing and Photographic - (523401)	0	0	0	0	0	0
Maps & Pamphlets - (523402)	0	0	0	0	0	0
Travel - (523501)	12,000	11,914	3,509	6,772	4,279	4,191
Dues & Subscriptions - (523601)	39,818	0	2,885	3,140	644	18,405
Education and Training - (523701)	2,865	0	2,295	4,479	2,195	78,336
Licenses - (523801)	0	0	0	1,020	0	0
Temporary Contract Labor - (523851)	0	0	0	0	0	44,192
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	533	3,421	540	5,412	433	7,995
Other Materials and Supplies - (531102)	0	0	0	0	0	0
Mobile Equipment Expense - (531103)	0	0	0	0	0	0
Freight and Express - (531105)	132	804	715	796	53	583
Motor Fuel Expense - (531107)	0	0	0	0	0	0
Water - (531211)	0	0	0	0	0	0
Gas - (531221)	0	0	0	0	0	0
Electricity - (531231)	0	0	0	0	0	0
Books & Periodicals - (531401)	0	0	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0
Software - (531651)	0	0	0	0	0	0
Uniforms - (531701)	0	0	0	0	0	0
Bank Charges - (573001)	0	0	41,067	0	0	0
Credit Card Fees - (573002)	0	0	0	0	0	0
Contingency-Restricted - (579002)	0	0	0	0	0	0
<b>Totals</b>	<b>\$494,860</b>	<b>\$123,042</b>	<b>\$1,022,484</b>	<b>\$1,018,148</b>	<b>\$1,195,149</b>	<b>\$1,404,010</b>



## Appendix G: Operation and Maintenance Fund FY2015 Estimated Costs (continued)

Account	Internal Audit	Legal Services	Procurement and Business Diversity	Public Affairs	Strategy and Innovation	Shared Services
Salaries and Wages-Direct - (511101)	\$524,030	\$549,416	\$672,327	\$981,537	\$495,157	\$0
Salaries and Wages-Comp Adj. - (511103)	0	0	0	0	0	779,957
Salaries and Wages-Internship - (511202)	0	0	0	0	21,000	0
Salaries and Wage-Overtime - (511301)	0	0	1,525	1,574	0	0
Group Insurance - (512101)	0	0	0	0	0	5,311,984
Retirement Contributions - (512401)	75,043	70,538	89,674	131,822	56,663	0
Retirement Contr.-Internship - (512402)	0	0	0	0	2,709	0
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	0	0	148,080
Tuition Reimbursement - (512501)	0	0	0	0	0	0
Unemployment Insurance - (512601)	0	0	0	0	0	114,167
OPEB Annual Req'd Contribution - (512602)	0	0	0	0	0	1,919,780
Worker's Comp Ins - (512701)	0	0	0	0	0	323,723
Meeting Expense - (521101)	819	0	1,743	13,620	7,500	0
Consulting/Professional - (521201)	35,470	0	1,818	584,488	150,000	0
Legal Fees - (521202)	0	1,689,490	0	0	0	0
Auditing Fees - (521203)	102,281	0	0	0	0	0
Trustee Fees - (521204)	0	0	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0	0	0
Police Services (DPS) - (521208)	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	0	0	0	0
Outside Maintenance Services - (521212)	0	0	0	0	0	0
Landscaping - (522202)	0	0	0	0	0	0
Rentals - Land - (522301)	0	0	0	0	0	0
Rentals - Equipment - (522302)	0	0	0	0	0	85,649
Insurance Expense - Other - (523101)	0	0	0	0	0	0
Postage - (523201)	77	0	0	0	0	0
Telecommunications - (523202)	0	0	0	0	0	0
Recruitment - (523301)	0	0	0	0	0	0
Magazine and Newspaper - (523302)	307	0	6,500	361,775	0	0
Television & Radio - (523303)	0	0	0	244,965	0	0
Promotional Expenses - (523304)	0	0	60,602	517,821	20,000	0
Printing and Photographic - (523401)	0	0	0	5,869	0	0
Maps & Pamphlets - (523402)	0	0	0	92,308	0	0
Travel - (523501)	4,246	12,174	14,209	35,372	15,011	0
Dues & Subscriptions - (523601)	5,502	43,007	44,642	8,513	3,997	825
Education and Training - (523701)	6,364	2,378	17,900	1,691	9,168	0
Licenses - (523801)	774	0	4,000	0	0	0
Temporary Contract Labor - (523851)	0	0	40,710	0	0	0
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	1,819	30,387	3,699	4,257	1,905	55,939
Other Materials and Supplies - (531102)	0	0	0	3,468	0	0
Mobile Equipment Expense - (531103)	0	0	0	0	0	0
Freight and Express - (531105)	185	373	273	284	76	0
Motor Fuel Expense - (531107)	0	0	0	0	0	0
Water - (531211)	0	0	0	0	0	0
Gas - (531221)	0	0	0	0	0	0
Electricity - (531231)	0	0	0	0	0	0
Books & Periodicals - (531401)	47	0	1,167	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0
Software - (531651)	0	0	0	0	5,000	0
Uniforms - (531701)	0	0	0	1,167	0	0
Bank Charges - (573001)	0	0	0	0	0	0
Credit Card Fees - (573002)	0	0	0	0	0	0
Contingency-Restricted - (579002)	0	0	0	0	0	0
<b>Totals</b>	<b>\$756,964</b>	<b>\$2,397,762</b>	<b>\$960,788</b>	<b>\$2,990,531</b>	<b>\$788,185</b>	<b>\$8,740,104</b>



## Appendix G: Operation and Maintenance Fund FY2015 Estimated Costs (continued)

Account	System & Incident Mgmt	FY15 Estimated Costs	FY15 Budget	Increase (Decrease) to FY15 Budget	
				Amount	Percent
Salaries and Wages-Direct - (511101)	\$3,532,957	\$31,761,364	\$32,665,273	(\$903,909)	(2.8%)
Salaries and Wages-Comp Adj. - (511103)	0	779,957	779,957	0	0.0%
Salaries and Wages-Internship - (511202)	0	44,917	23,917	21,000	46.8%
Salaries and Wage-Overtime - (511301)	10,375	885,601	611,286	274,315	31.0%
Group Insurance - (512101)	0	5,311,984	6,022,538	(710,554)	(13.4%)
Retirement Contributions - (512401)	465,310	4,195,460	4,331,346	(135,886)	(3.2%)
Retirement Contr.-Internship - (512402)	0	5,876	3,167	2,709	46.1%
Retirement Contr.-Comp. Adj. - (512403)	0	148,080	148,080	0	0.0%
Tuition Reimbursement - (512501)	0	29,510	32,000	(2,490)	(8.4%)
Unemployment Insurance - (512601)	0	114,167	200,000	(85,833)	(75.2%)
OPEB Annual Req'd Contribution - (512602)	0	1,919,780	3,933,001	(2,013,221)	(104.9%)
Worker's Comp Ins - (512701)	0	323,723	323,960	(237)	(0.1%)
Meeting Expense - (521101)	20	99,527	105,718	(6,191)	(6.2%)
Consulting/Professional - (521201)	29,163	13,989,338	14,347,235	(357,897)	(2.6%)
Legal Fees - (521202)	0	1,689,490	1,700,000	(10,510)	(0.6%)
Auditing Fees - (521203)	0	102,281	100,891	1,390	1.4%
Trustee Fees - (521204)	0	360,000	360,000	(1)	(0.0%)
Traffic Engineering Fees - (521207)	0	646,266	870,000	(223,734)	(34.6%)
Police Services (DPS) - (521208)	5,321,989	5,321,989	4,876,351	445,638	8.4%
Armored Car Services - (521209)	0	19,503	19,592	(89)	(0.5%)
Outside Maintenance Services - (521212)	3,435	11,683,611	11,885,519	(201,908)	(1.7%)
Landscaping - (522202)	0	33,565	35,000	(1,435)	(4.3%)
Rentals - Land - (522301)	0	36,042	41,191	(5,149)	(14.3%)
Rentals - Equipment - (522302)	0	159,748	152,916	6,832	4.3%
Insurance Expense - Other - (523101)	1,204,638	1,204,633	1,281,853	(77,220)	(6.4%)
Postage - (523201)	3,796	7,964,568	7,971,457	(6,889)	(0.1%)
Telecommunications - (523202)	0	825,075	848,181	(23,106)	(2.8%)
Recruitment - (523301)	0	96,048	153,380	(57,332)	(59.7%)
Magazine and Newspaper - (523302)	0	378,812	486,595	(107,783)	(28.5%)
Television & Radio - (523303)	0	244,965	175,500	69,465	28.4%
Promotional Expenses - (523304)	4,619	675,730	637,835	37,895	5.6%
Printing and Photographic - (523401)	0	5,869	8,230	(2,361)	(40.2%)
Maps & Pamphlets - (523402)	0	92,308	116,964	(24,656)	(26.7%)
Travel - (523501)	5,104	211,224	251,467	(40,243)	(19.1%)
Dues & Subscriptions - (523601)	1,715	200,754	219,284	(18,530)	(9.2%)
Education and Training - (523701)	11,387	342,815	403,700	(60,885)	(17.8%)
Licenses - (523801)	0	20,705	20,969	(264)	(1.3%)
Temporary Contract Labor - (523851)	0	3,814,027	4,043,786	(229,759)	(6.0%)
Liability Claims - (523902)	8,246	8,246	10,864	(2,618)	(31.8%)
Office Supplies - (531101)	6,566	466,869	484,594	(17,725)	(3.8%)
Other Materials and Supplies - (531102)	52,653	2,656,315	2,421,455	234,860	8.8%
Mobile Equipment Expense - (531103)	0	978,813	1,010,198	(31,385)	(3.2%)
Freight and Express - (531105)	216	5,906	7,804	(1,898)	(32.1%)
Motor Fuel Expense - (531107)	0	1,212,028	1,274,902	(62,874)	(5.2%)
Water - (531211)	0	593,294	592,864	430	0.1%
Gas - (531221)	0	65,550	70,560	(5,010)	(7.6%)
Electricity - (531231)	0	2,063,497	2,092,577	(29,080)	(1.4%)
Books & Periodicals - (531401)	0	1,214	2,682	(1,468)	(121.0%)
Inven for resale(toll tags) - (531501)	0	9,966,020	10,000,000	(33,980)	(0.3%)
Small Tools and Shop Supplies - (531601)	0	63,676	70,640	(6,964)	(10.9%)
Software - (531651)	0	4,844,043	4,866,746	(22,703)	(0.5%)
Uniforms - (531701)	43,079	225,801	240,269	(14,468)	(6.4%)
Bank Charges - (573001)	0	565,935	857,301	(291,366)	(51.5%)
Credit Card Fees - (573002)	0	13,380,196	13,321,925	58,271	0.4%
Contingency-Restricted - (579002)	0	0	0	0	(100.0%)
<b>Totals</b>	<b>\$10,705,268</b>	<b>\$132,836,715</b>	<b>\$137,513,520</b>	<b>(\$4,676,805)</b>	<b>(3.5%)</b>

## Appendix H: Glossary of Terms and Acronyms

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### A

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

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

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

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

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

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

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

### B

**Balanced Budget** – The recurring revenues meet or exceed the recurring expenses of operations, debt service and asset maintenance. Per the Trust Agreement, all payments for maintenance, repair and operations will not exceed the reasonable and necessary amount required, and it will not exceed amounts in the Annual Budget.

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

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

### C

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

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

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

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

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

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

**Covenants** – To promise by covenant; pledge.

**CTP** – Chisholm Trail Parkway, an approximately 27.6-mile toll road that is being constructed as part of the Special Projects System.

## D

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

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

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

**DMV** – the Department of Motor Vehicles

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

**DNT** – the Dallas North Tollway, an approximately 31-mile portion of the System.

**DPS** – Department of Public Safety, which is 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.

## F

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

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

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

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

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

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

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

## G

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

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

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

## I

**IBTTA** – International Bridge, Tunnel and Turnpike Association

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

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

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

## L

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

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

## M

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

## N

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

## O

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

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

## P

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

**PGBT** – the President George Bush Turnpike, an approximately 30-mile long portion of the System.

**PGBT-EE** – the President George Bush Turnpike Eastern Extension, an approximately 9.9-mile portion of the System.

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

## R

**Ramp-up** – term used for potential traffic on new toll facilities to account for the time

needed for travelers to become aware of the new toll roads and the benefits of using them.

**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 NTTA's toll roads or to prevent loss of revenues, for engineering expenses relating to the functions of the Authority, for equipment, expenses of maintenance, and operating expenses not occurring at annual or shorter periods.

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

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

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

**RTC** – the Regional Transportation Council.

## S

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

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

**SRT** – the Sam Rayburn Tollway, an approximately 26-mile portion of the System.

**SWP** - Southwest Parkway, the former name for Chisholm Trail Parkway, an approximately 27.2-mile tollway being built as part of the Special Projects System.

## T

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

**TELA** – Toll Equity Loan Agreement between NTTA and TxDOT to construct PGBT-WE and CTP.

**TER** – Toll Enforcement Remedies which are tools the Authority is using to collect ZipCash transactions.

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

**TIFIA** – the Transportation Infrastructure Finance and Innovation Act of 1998, which secured loan agreement between NTTA and United States Department of Transportation to construct PGBT-WE and CTP.

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

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

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

## U

**USDOT** - United States Department of Transportation

## Z

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

