

# NTTA SYSTEM

FINAL BUDGET  
FY2017



**NTTA**<sup>®</sup>

NORTH TEXAS TOLLWAY AUTHORITY

*Get there smarter*<sup>SM</sup>



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## DNT/PGBT Interchange

## NTTA Mission

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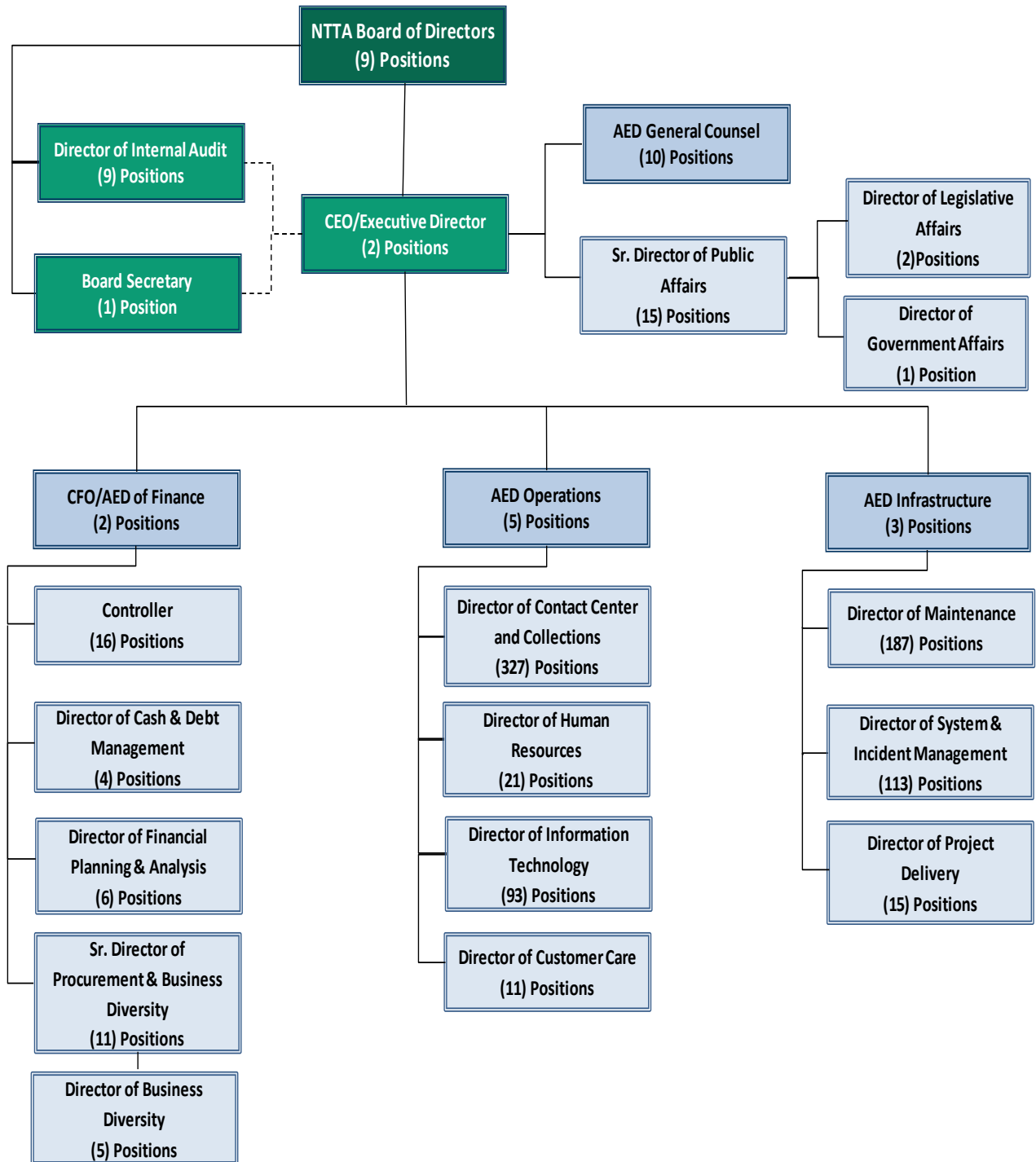
To provide a safe and reliable toll road system, increase value and mobility options for our customers, operate the Authority in a businesslike manner, protect our bondholders, and partner to meet our region's growing need for transportation infrastructure.

## 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>Carl O. Sherman</b> Director	<b>Mojoy Haddad</b> Director	<b>John Mahalik</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 FY2017

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Gerald E. Carrigan	CEO/Executive Director
Lorelei Griffith	Board Secretary
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
David Evans	Senior Director, Procurement and Business Diversity
Kimberly Jackson	Senior Director, Public Affairs
Arturo Ballesteros	Director, Legislative Affairs
John Bannerman	Director, Customer Care
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
Robert Hurmence	Director, Financial Planning & Analysis
Craig Lockett	Director, Human Resources
Mark Pavageau, P.E.	Director, Maintenance
Brian Reich, CPA	Director, Controller
Yosvany Rodriguez	Director, Contact Center and Collections
Carrie Rogers	Director, Government Affairs
Sabu Stephen	Director, Information Technology
VACANT	Director, Project Delivery



# Letter of Transmittal

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We are pleased to submit for your review the FY2017 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 FY2017 Budget with a comparison to the FY2016 Final Budget.

<b>North Texas Tollway Authority</b>		
	<b>FY2017 Budget</b>	<b>FY2016 Budget</b>
<b>Estimated Revenues</b>	<b>\$735,088,415</b>	<b>\$663,999,523</b>
<b>Operating Budget</b>	<b>\$155,100,000</b>	<b>\$142,640,000</b>
<b>Total Net Debt Service</b>	<b>\$371,854,285</b>	<b>\$369,794,943</b>
<b>Estimated Coverage First Tier</b>	<b>1.87</b>	<b>1.69</b>
<b>Estimated Coverage All Debt</b>	<b>1.45</b>	<b>1.32</b>
<b>Reserve Maintenance Deposit</b>	<b>\$32,796,968</b>	<b>\$33,519,360</b>
<b>Estimated Capital Improvement Fund Deposit</b>	<b>\$183,855,825</b>	<b>\$125,628,850</b>

If you have any questions, or need additional information, please let us know. We look forward to presenting and discussing the FY2017 Budget at the December Board meeting.

Very truly yours,



Gerald Carrigan, *Executive Director*



Horatio Porter, *Chief Financial Officer*



**DNT main lane deck pour at southbound Chapel Hill Blvd**





**Asphalt in place for the base of the new 4<sup>th</sup> lane westbound PGBT near Jupiter Road**

## NTTA Overview

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Founded in FY1997, the 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' 2040 Metropolitan Transportation Plan. The NTTA operates two separate enterprise systems. The original NTTA System facilities are: Dallas North Tollway (DNT), 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 FY2011, NTTA created the Special Projects System (SPS) that consists of the President George Bush Turnpike Western Extension (PGBTWE) and 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.

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

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

- With a TollTag: Electronic receptors at each tollway gantry scan vehicles TollTags, and toll payment is automatically deducted from users' accounts. TollTag customers pay the lowest rates.
- Through ZipCash: High-speed cameras photograph the license plates of vehicles passing under each tollway gantry 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, which boasts 5.1 million registered vehicles and an estimated FY2015 population of 6.2 million that has grown by 22.3 percent in the last 10 years.

# Strategic Plan

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## FIVE-YEAR STRATEGIC GOALS

### GOALS

### OBJECTIVES



## FY2017 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>Maintain primacy in region</b>	Respected leader and partner in the region's transportation network
<b>Elevate NTTA brand</b>	Customer-driven organization Financially sound and vibrant organization
<b>Continue to relieve congestion</b>	Delivering transportation solutions
<b>Develop collections breakthrough</b>	Financially sound and vibrant organization
<b>Enhance safety</b>	Customer-driven organization Delivering transportation solutions
<b>Continue to improve diversity</b>	Respected leader and partner in the region's transportation network
<b>Improve vendor quality</b>	Respected leader and partner in the region's transportation network
<b>Execute Capital Plan</b>	Respected leader and partner in the region's transportation network
<b>Continue to bolster staff development</b>	Highly qualified, energized and engaged team



**PGBT Fourth Lane looking eastbound at Preston Road**







DNT night work to repair barrier wall

# FY2017 Budget Executive Summary

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## INTRODUCTION

The North Texas region is experiencing vibrant growth due to relocation of major businesses and economic opportunities. This growth shows no sign of slowing down in FY2017, and most of it is occurring along NTTA corridors. NTTA helps ease traffic flow by providing safe and reliable toll road options for millions of customers. The FY2017 budget enables the Authority to increase customer service while maintaining the 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 FY2017 Budget is the Authority's continued focus on customer service, collections and construction. This budget allocates resources to improve operating results and add capacity to the NTTA System. Specifically, NTTA is investing in priorities aimed at bolstering customer satisfaction while increasing collections across all customer groups. The strategic priority focus for FY2017 includes:

- Elevate the NTTA brand by increasing TollTag promotions and marketing, including videos and infographics, to reach the increasing number of customers who rely on mobile technology and new social media channels
- Develop collections breakthrough by: (a) Bolstering the ability to invoice more transactions by continuing to invest in "out-of-state" lookup services and expanding the vehicle registration block and other programs (b) Improving customer response time by augmenting staffing with a temporary contract service program for maximum flexibility (c) Strengthening early-stage cash collections through continued implementation of legislation
- Enhance safety by adding resources to roadway safety services
- Continue to relieve congestion and execute the capital plan by adding capacity to the System and maintaining it to the Authority's standards in order to enhance the customer driving experience.

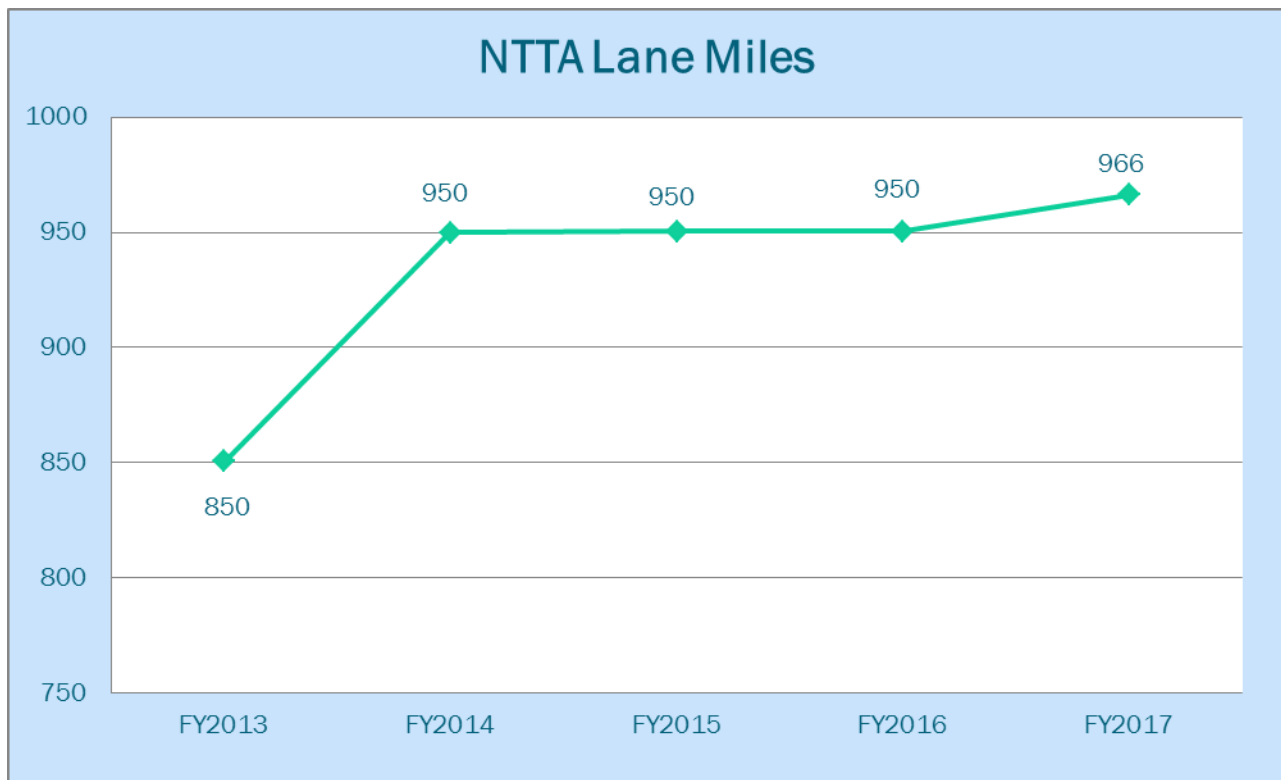
As NTTA continues to advance these efforts, there are critical assumptions about drivers and components that shape the FY2017 Budget:

1. Revenues are growing due to anticipated traffic growth and a scheduled rate increase.
2. Debt service payments 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 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.
4. The Reserve Maintenance Fund increases for scheduled maintenance of roads, facilities and equipment.

- The Construction and Capital Improvement Funds are increasing, primarily because of the ongoing construction to add a fourth lane to the DNT, PGBT and SRT. These additional lanes will help mitigate congestion along the corridors.

The following pages offer details on the key components of the FY2017 Budget. Also provided is a summary of each department's strategic efforts and significant variance explanations (see pages 53-128).

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 and adding 16 lane miles of capacity to the PGBT in late FY2016, total lane miles have increased by 13.6% during the last five years, from 850 lane miles in FY2013 to 966 lane miles in FY2017.

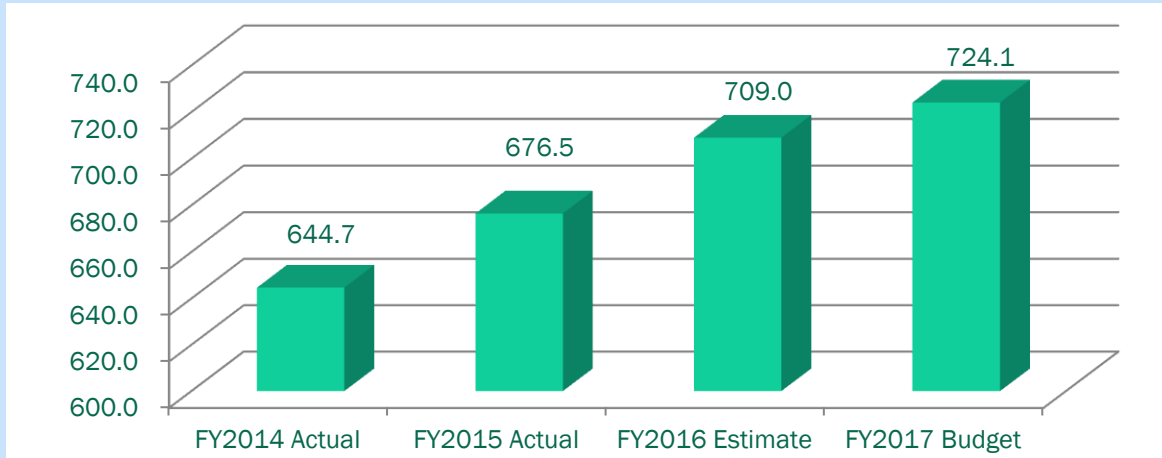


### FY2017 TRANSACTIONS

The FY2017 Budget primarily focuses on increasing the number of TollTag customers and also efficiently processing, invoicing and collecting non-TollTag (ZipCash) transactions.

Overall, the toll transactions for the NTTA System are estimated to increase to 724.1 million in FY2017. Separately, the Special Projects System has 99.2 million transactions. In addition, the TSAs, discussed later, will add an estimated 110.0 million transactions in FY2017.

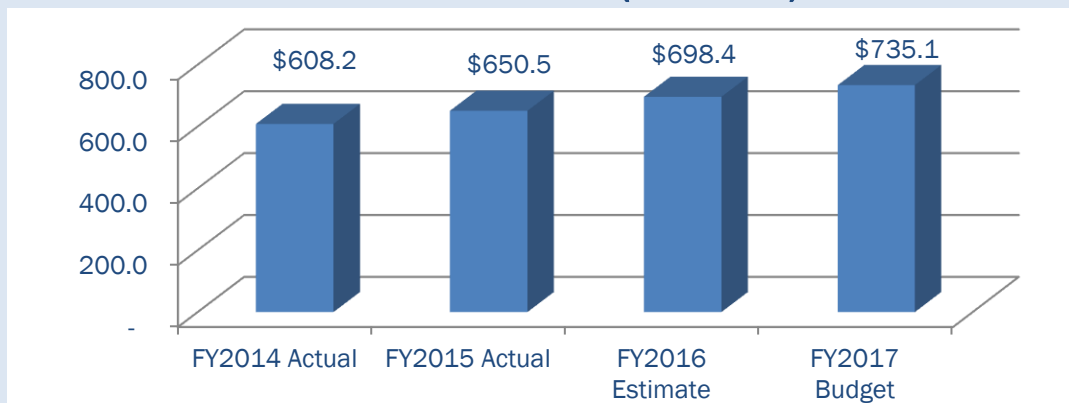
## Transactions Trends (millions)



## FY2017 REVENUES

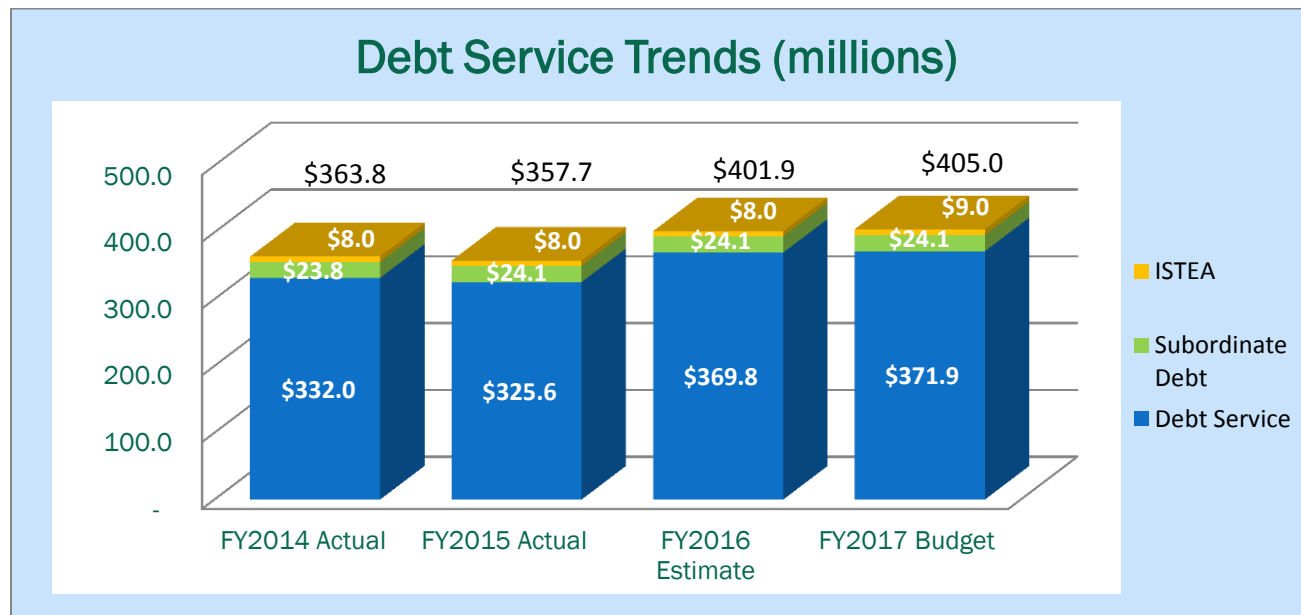
Uniquely positioned, NTTA brings a businesslike approach to a traditional government sector, providing transportation alternatives to customers for a reasonable fee. The business model approach of fee for service requires a keen focus on customers to ensure they continue to use the roads. As a business entity, NTTA does not receive taxes to support its operations. Revenues are derived from tolls, service fees and interest income. Total FY2017 estimated revenues for the NTTA System are \$735.1 million. The primary source is toll revenues from TollTag account customers and ZipCash invoices. The toll revenue budget of \$703.9 million is split: \$586.3 million for TollTag account revenue and \$117.6 million for ZipCash revenue (see CDM Smith projection on pages 217-223). Estimated toll revenues increase by \$38.0 million from FY2016 estimates. Other income consists of administrative fees, miscellaneous fees and claims recovery for a combined estimate of \$23.0 million, or approximately 3.1% of total revenue. The administrative fees are based on business rules that include a \$10 fee for the first notice of nonpayment and a \$25 fee for the second notice of nonpayment. Finally, projected interest income is \$8.2 million, or approximately 1.1% of total revenue.

## Revenue Trends (millions)



## FY2017 DEBT SERVICE AND LOAN REPAYMENT

Total net debt service will increase to \$405.0 million in FY2017, or 0.8%, from \$401.9 million estimated for FY2016. 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 due for the loan is \$24.1 million. There is also an ISTEAL loan payment of \$9.0 million due for the financing of 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 FY2017 total bond debt service coverage is 1.87 times first-tier debt service, above the 1.35 times as required by the Trust Agreement. Estimated coverage for all debt service, including the CIF-funded subordinated debt payment and the ISTEAL loan, is 1.45 times compared to the required 1.00 times.



## FY2017 EXPENDITURES (OPERATING AND CAPITAL RELATED FUNDS)

The overall anticipated expenditures total \$442.5 million for all funds. Those funds include Operation 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 \$207.0 million, the capital related funds are \$223.2 million, and the TSAs budgets are \$12.3 million.

### OPERATION AND MAINTENANCE FUND (OMF)

The FY2017 OMF budget is \$155.1 million. Detailed variance explanations as compared to the FY2016 budget are on the department budget and information documents (see pages 53-128). For FY2017 the Finance Department has been renamed to the Accounting Department. The Collections and Toll Enforcement and the Customer Service Contact Center departments have been reorganized into the Contact Center and Collections and the Customer Care departments. All of the NTTA System labor costs are budgeted in the Operation 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.

Operation and maintenance costs directly associated with operational services of the NTTA System (Contact Center and Collections, Customer Care, Information Technology, Maintenance, Operations,

System and Incident Management, and Project Delivery departments) are \$129.9 million, or 83.8% of the total budget.

Costs directly associated with the Administrative Services of the NTTA System (Accounting Administration, Board, Cash and Debt Management, Financial Planning and Analysis, Human Resources, Internal Audit, Legal, Procurement and Business Diversity, Public Affairs and Shared Services departments) are \$25.2 million, or 16.2% of the total budget.

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

The Contact Center and Collections Department is responsible for delivering high-quality customer service to more than 7 million customers and implementing collection strategies for the organization. The FY2017 budget increases by approximately \$9.5 million, mainly due to addition of \$6.1 million for contract staffing, \$2.6 million for credit card processing and \$0.6 million for costs necessary to accelerate early stage collections and pursue more transactions for invoicing. The contract staffing will be used as part of an initiative to answer 70% of all calls within 30 seconds. The other additional costs are necessary to fund growth in TollTag accounts and revenue transactions.

The newly created Customer Care Department is responsible for ensuring customer satisfaction through service and support. The department has an operating budget of \$0.8 million for FY2017.

The Information Technology Department budget is increasing by \$0.9 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 traffic congestion for our customers. The budget is increasing by \$0.6 million for roadway customer service-related costs.

Overall, the FY2017 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 effectively. Annual inspections and the asset management program guide NTTA's budgeted investment in RMF. Estimated project expenditures for FY2017 are \$51.9 million (see pages 140-145). The estimated expenditures include the Project Delivery and Maintenance departments' \$41.1 million for infrastructure maintenance requirements and the IT Department's \$10.8 million primarily to replace outdated servers, computers and equipment. The estimated starting balance in the RMF is \$22.0 million. Therefore, a deposit of \$32.8 million is required to cover FY2017 project expenditures, the \$2.9 million transfers for overhead to OMF and to maintain the \$5.0 million required reserve (see calculation on page 141).

## **CAPITAL FUNDS**

The following funds correspond directly to the FY2017 - FY2021 Five-Year Capital Plan. Summary explanations are provided below.

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

Estimated expenditures for FY2017 are \$20.6 million (see pages 132-139). This includes \$18.7 million for project construction costs for DNT, PGBTEE and SRT, \$1.5 million for Letter of Credit (LOC) fees for the SRT, and \$0.4 million for professional and legal fees.

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

FY2017 estimated expenditures are \$200.9 million (see pages 146-157). It contains \$143.0 million for Project Delivery expansion projects; mainly \$77.6 million for expansion of the DNT and \$33.9 million for PGBT expansion and improvements. It also includes \$2.7 million for Maintenance infrastructure reconstruction and repairs, \$4.6 million for System and Incident Management safety improvement projects; and \$44.6 million for Information Technology system upgrades, enhancements and replacements. The remaining expenditures of \$6.1 million are from various departments, which include: \$2.0 million LOC fees for commercial paper, \$2.2 million for professional fees, traffic and revenue studies and legal fees; and \$1.9 million for TollTag promotions on SH 360 South. The estimated revenue deposit to the CIF is \$183.6 million.

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

Estimated expenditures for FY2017 are \$1.7 million (see pages 158-165). This includes \$1.0 million for projects under study and \$0.7 million for professional fees, traffic and revenue studies, and legal fees. The primary focus is environmental studies of various projects.

## **ENTERPRISE FUND/TOLLING SERVICES AGREEMENTS**

The region provides a transportation option with the introduction of TEXpress Lanes or “managed lanes”, which offer an alternative that helps relieve traffic congestion in the region. 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 tolling 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 Regional TSAs (DFWConnector, I-30, I-35E, SH 114 and LBJ East). The Enterprise Fund has a FY2017 budget of \$12.3 million (see pages 166-168). This includes \$0.8 million for software maintenance, \$1.5 million for professional and legal fees, and \$10.0 million for allocated salaries, benefits and transaction processing-related costs.

## **PERSONNEL**

Total budgeted full-time employee (FTEs) positions for FY2017 are 819 (see Staffing Summary page 45). Contact Center and Collections (CCC) added nine FTE’s, System and Incident Management added five, Information Technology added three, and Project Delivery added one. These employees give the departments the resources to address service levels and increase customer service. The CCC is implementing voice-recognition software that will eliminate five FTE positions. The FY2017 Budget has \$40.4 million for salaries and wages. Continuing the pay-for-performance program, the salaries and wages amount includes \$1.3 million, equal to 3.5% of total base salaries and wages, for compensation adjustments or increases.

## **HEALTHCARE AND RETIREMENT BENEFITS**

NTTA offers a comprehensive health care plan for its employees, which is managed by Public Employees Benefit Cooperative (PEBC). NTTA and employees jointly share in the cost of health insurance. Currently, NTTA pays approximately 80% of the cost and the employee, through payroll deductions, pays the remaining 20%. At present, 756 employees are expected to be covered by NTTA’s plan in FY2017. 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 15 individuals participating in the program. NTTA also participates in the Employees Retirement System of Texas Group Benefit Program for employees prior to FY1997 that remain eligible to retire under the State’s plan. Currently 48 individuals participate in this plan. The FY2017 Budget includes \$8.9 million for overall group insurance costs. Based on historical experience, this amount will cover claims and provisions of the Affordable Care Act. Insurance accrual rates increased by a modest 3.8% for FY2017.



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, NTTA created a mandatory 401(K) because NTTA opted out of Social Security. The opt-out did not include the hospital insurance portion of the Federal Insurance Contribution Act so NTTA also contributes 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 as follows: 8.09% to TCDRS, 3.50% to 401(K) and 1.45% to Medicare. The FY2017 Budget includes \$5.3 million for overall retirement benefits. This amount includes an additional \$0.2 million due to TCDRS contribution rate increases from a rate of 7.63% in FY2016 to 8.09% in FY2017.

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 FY2017 Budget positions NTTA to deliver a safe and reliable toll road system to more than 7 million customers annually while operating as a financially sound and vibrant organization. It allows the Authority to continue its commitment to bond holders by maintaining a 1.87 debt service coverage ratio. The budget also provides for strategic investments in operating departments as NTTA enhances the customer experience and accelerates invoicing and collections. Overall, it is a balanced budget, with estimated revenues exceeding the operational expenses, debt service and asset maintenance. The FY2017 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 external independent auditors. The Authority is a non-appropriated, political subdivision of the state of Texas with no Authority funds subject to appropriations.

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

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

The Revenue Fund accounts for all revenues (all tolls, other revenues, and 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 213-215)

### **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 viable. While the Feasibility Study Fund is being separately identified, it is defined as a revolving fund in Chapter 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. The Authority is responsible for the collection of tolls on all tolled projects in the North Texas region.

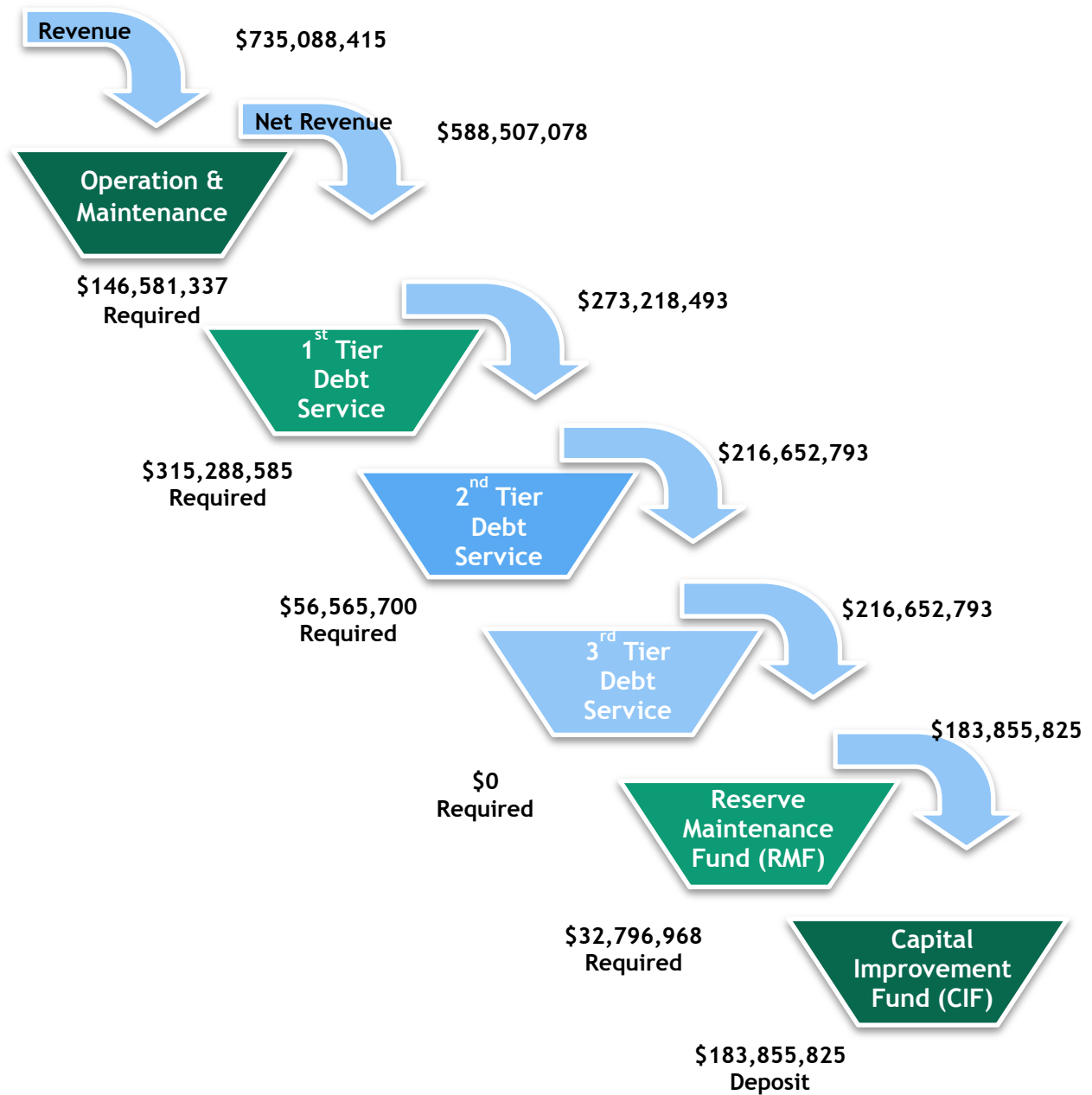
## Departments and Funds Matrix

The relationship between the Authority's departments and the major funds is illustrated below in a matrix format. The 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 167.

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>							
Accounting	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	1.7%
Administration	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
Board	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Cash and Debt Management	0.6%	8.5%	0.0%	1.0%	0.0%	100.0%	0.3%
Financial Planning & Analysis	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%
Human Resources	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
Internal Audit	0.6%	0.3%	0.0%	0.0%	0.0%	0.0%	0.9%
Legal Services	1.8%	0.2%	0.1%	1.0%	8.8%	0.0%	1.1%
Procurement and Business Diversity	0.9%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%
Public Affairs	2.3%	0.0%	0.0%	0.9%	0.0%	0.0%	12.5%
Shared Services	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	6.0%
<b>Total Administrative Services</b>	<b>16.3%</b>	<b>9.1%</b>	<b>0.1%</b>	<b>3.0%</b>	<b>8.8%</b>	<b>100.0%</b>	<b>24.4%</b>
<b>Operational Services:</b>							
Contact Center and Collections	44.6%	0.0%	0.0%	0.0%	0.0%	0.0%	60.6%
Customer Care	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%
Information Technology	11.8%	0.0%	20.8%	22.0%	0.0%	0.0%	13.7%
Maintenance	17.1%	0.0%	7.4%	1.3%	0.0%	0.0%	0.0%
Operations	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%
Project Delivery	1.2%	90.9%	71.5%	70.6%	91.2%	0.0%	0.0%
System and Incident Mgmt.	8.0%	0.0%	0.2%	3.1%	0.0%	0.0%	0.0%
<b>Total Operational Services</b>	<b>83.7%</b>	<b>90.9%</b>	<b>99.9%</b>	<b>97.0%</b>	<b>91.2%</b>	<b>0.0%</b>	<b>75.7%</b>
<b>FY2017 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 FY2017 Revenue

The following graph shows the distribution of the FY2017 projected revenue to the various funds in accordance with the Amended and Restated Trust Agreement.



## FY2014 to FY2017 Revenue Detail

	FY2014	FY2015	FY2016
	Actual	Actual	Budget
<b>TOLL REVENUE</b>			
Dallas North Tollway (DNT)	\$ 219,721,032	\$ 226,314,157	\$ 231,131,200
President George Bush Turnpike (PGBT)	223,168,738	237,665,201	244,724,300
Sam Rayburn Tollway (SRT)	129,922,251	145,850,305	153,123,300
Mountain Creek Lake Bridge (MCLB)	1,237,973	1,181,416	1,242,200
Addison Airport Tunnel Tollway (AATT)	1,167,072	1,321,665	1,354,500
Lewisville Lake Toll Bridge (LLTB)	4,828,149	5,155,300	5,411,800
<b>Total Toll Revenues</b>	<b>580,045,215</b>	<b>617,488,044</b>	<b>636,987,300</b>
<b>INVESTMENT INCOME</b>	<b>6,954,822</b>	<b>7,606,661</b>	<b>7,358,000</b>
<b>OTHER INCOME</b>			
Statement Fees	3,054,543	2,310,808	1,956,164
Rents & Miscellaneous Revenues	2,129,638	1,641,870	774,302
Administrative and Late Fees (3)	16,031,788	21,460,344	16,923,757
	<b>21,215,969</b>	<b>25,413,022</b>	<b>19,654,223</b>
<b>TOTAL REVENUES</b>	<b>\$ 608,216,006</b>	<b>\$ 650,507,727</b>	<b>\$ 663,999,523</b>

(1) Projected FY2016 based on CDM Smith revised estimates as of May 27, 2016.

(2) Estimated FY2017 toll revenue per CDM Smith Traffic and Toll Revenue Study; investment and other revenue estimated by staff.

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

FY2016	FY2016	FY2017	Variance	
Projection (1)	Variance Projection to Budget	Budget (2)	Increase/(Decrease) to FY2016 Projections	% Change
\$ 243,842,800	\$ 12,711,600	\$ 257,260,400	\$ 13,417,600	5.5%
248,919,700	4,195,400	260,126,300	11,206,600	4.5%
164,365,800	11,242,500	177,003,200	12,637,400	7.7%
1,442,700	200,500	1,543,900	101,200	7.0%
1,310,300	(44,200)	1,332,800	22,500	1.7%
6,010,600	598,800	6,598,700	588,100	9.8%
<b>665,891,900</b>	<b>28,904,600</b>	<b>703,865,300</b>	<b>37,973,400</b>	<b>5.7%</b>
<b>7,856,000</b>	<b>498,000</b>	<b>8,190,500</b>	<b>334,500</b>	<b>4.3%</b>
2,000,000	43,836	2,054,922	54,922	2.7%
1,640,000	865,698	1,640,000	0	0.0%
21,000,000	4,076,243	19,337,693	(1,662,307)	(7.9%)
<b>24,640,000</b>	<b>4,985,777</b>	<b>23,032,615</b>	<b>(1,607,385)</b>	<b>(6.5%)</b>
<b>\$698,387,900</b>	<b>\$ 34,388,377</b>	<b>\$735,088,415</b>	<b>\$ 36,700,515</b>	<b>5.3%</b>

## Revenue and Coverage Calculation FY2015 to FY2017

	FY2015	FY2016	FY2017	FY2016 to FY2017 Variance	
	Actual	Budget	Budget	Amount	% Change
Gross Toll Revenue	\$ 684,257,538	\$ 695,687,300	\$ 774,055,300	\$ 78,368,000	11.3%
Bad Debt Expense	(66,769,494)	(58,700,000)	(70,190,000)	(11,490,000)	19.6%
Net Toll Revenue (1)	617,488,044	636,987,300	703,865,300	66,878,000	10.5%
Investment Income	7,606,661	7,358,000	8,190,500	832,500	11.3%
Other Income (2)	25,413,022	19,654,223	23,032,615	3,378,392	17.2%
<b>Total Revenues</b>	<b>650,507,277</b>	<b>663,999,523</b>	<b>735,088,415</b>	<b>71,088,892</b>	<b>10.7%</b>
<b>REVENUE TRANSFERS TO OPERATION AND MAINTENANCE FUND</b>					
Operating Expenses (3)	128,107,355	\$142,640,000	\$155,100,000	12,460,000	8.7%
Inter-Fund Transfers (3)	(5,801,711)	(7,583,630)	(8,518,663)	(935,033)	12.3%
<b>Net Operating Expenses (3)</b>	<b>122,305,644</b>	<b>135,056,370</b>	<b>146,581,337</b>	<b>11,524,967</b>	<b>8.5%</b>
<b>Net Revenues for Debt Service</b>	<b>528,202,083</b>	<b>528,943,153</b>	<b>588,507,078</b>	<b>59,563,925</b>	<b>11.3%</b>
<b>DEBT SERVICE</b>					
First Tier Debt Service	286,173,602	331,212,598	333,270,740	2,058,142	0.6%
First Tier Capitalized Interest and Credit	(17,982,155)	(17,982,155)	(17,982,155)	-	0.0%
Second Tier Debt Service	57,401,231	56,564,500	56,565,700	1,200	0.0%
<b>Total Net Debt Service</b>	<b>325,592,678</b>	<b>369,794,943</b>	<b>371,854,285</b>	<b>2,059,342</b>	<b>0.6%</b>
Revenues Available after Debt Service	202,609,405	159,148,210	216,652,793	57,504,583	36.1%
Reserve Maintenance Fund	-	33,519,360	32,796,968	(722,392)	(2.2%)
Required Deposit					
<b>Revenues Available for Capital Improvement Fund</b>	<b>202,609,405</b>	<b>125,628,850</b>	<b>183,855,825</b>	<b>58,226,975</b>	<b>46.3%</b>
CIF Subordinated Debt	24,115,479	24,115,479	24,067,580	(47,899)	(0.2%)
ISTEA Payment	8,000,000	8,000,000	9,000,000	1,000,000	12.5%
<b>Revenues Available for Capital Projects</b>	<b>\$170,493,926</b>	<b>\$ 93,513,371</b>	<b>\$ 150,788,245</b>	<b>\$57,274,874</b>	<b>61.2%</b>
<b>DEBT SERVICE COVERAGE</b>				<b>TRUST AGREEMENT REQUIREMENT</b>	
First Tier Coverage	1.97	1.69	1.87	1.35	
First & Second Tier Coverage	1.62	1.43	1.58	1.20	
All Debt Coverage	1.48	1.32	1.45	1.00	

(1) FY2017 Toll Revenue Estimates are based on CDM Smith estimates. (See page 217)

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

(3) Budgeted Operating Expenses include 100% of the total salaries, retirement and healthcare costs. For FY2017, transfers from Construction Fund, Reserve Maintenance Fund and Capital Improvement Fund will be made to cover approximately \$8.5 million of these costs.



## FY2017 Estimated Revenue and Debt Service Fund Requirements

Revenue Fund Balance	
<b>Estimated Available Balance as of 1/1/2017</b>	<b>\$ -</b>
Estimated FY2017 Revenues	
Toll Revenue	703,865,300
Other Revenue	23,032,615
Interest Earnings	8,190,500
Total Estimated FY2017 Revenues	735,088,415
Required Transfers per Trust Agreement	
Operation and Maintenance Fund	(146,581,337)
Debt Service Fund	(371,854,285)
Reserve Maintenance Fund	(32,796,968)
Capital Improvement Fund	(183,855,825)
Total Estimated FY2017 Transfers	(735,088,415)
<b>Estimated Available Balance as of 12/31/2017</b>	<b>\$ -</b>

Debt Service Fund Balance	
<b>Debt Service Fund Available Balance as of 1/1/2017</b>	<b>\$ -</b>
Debt Service Payments	
First Tier Debt Service	(315,288,585)
Second Tier Debt Service	(56,565,700)
Third Tier Debt Service	-
Capital Improvement Fund Subordinated Debt	(24,067,580)
Capital Improvement Fund ISTEAL Loan	(9,000,000)
Total Debt Service FY2017 Payments	(404,921,865)
Required Transfers per Trust Agreement	
Revenue Fund	\$ 371,854,285
Capital Improvement Fund	33,067,580
Total Estimated FY2017 Transfers	404,921,865
<b>Estimated Available Balance as of 12/31/2017</b>	<b>\$ -</b>

Bond Reserve Account Balance*	
<b>Estimated Available Balance as of 1/1/2017</b>	<b>\$ 390,489,331</b>
Estimated Interest Earnings	5,500,000
Required Transfers per Trust Agreement	
First Tier Debt Service	-
Total Estimated FY2017 Transfers	-
<b>Estimated Available Balance as of 12/31/2017</b>	<b>\$ 395,989,331</b>

\* The Bond Reserve Account balance shall be used to retire the last of the Outstanding Bonds, and/or for paying interest and principal of the Bonds if the Debt Service Fund balance is insufficient for that purpose.

## Summary of Fund Budgets FY2014 to FY2017

FUND	FY2014	FY2015
Operation and Maintenance Fund (1)(2)	\$ 122,700,000	\$ 137,513,520
NTTA System Construction Fund (2)	12,341,590	9,527,799
Reserve Maintenance Fund (2)	27,394,112	22,572,948
Capital Improvement Fund (2)	87,670,977	184,843,775
CIF/Feasibility Study Fund (2)	8,194,000	3,091,000
Enterprise Fund (TSA's)	3,947,097	4,645,394
<b>Total Budgets</b>	<b>\$ 262,247,776</b>	<b>\$ 362,194,436</b>

(1) FY2017 detail by account on pages 39-41.

(2) FY2017 detail by account for all funds combined on pages 42-44.

(3) Change due mainly to \$10.2 million associated with increased customer service efforts and transaction processing (see page 95); and \$2.0 million for maintenance and safety (see pages 106 and 112).

(4) Change due mainly to the construction of DNT Phase 4B and SRT widening (see page 132-139).

(5) Change mainly due to system-wide Roadway Improvements (see pages 140-145).

(6) Minor change due to capacity and safety improvement projects (see pages 146-157).

(7) Change mainly due to reduction in traffic and revenue studies (see pages 158-165).

(8) Change mainly due to increase in transactions and adding Regional TSAs (see pages 166-168).

**Increase (Decrease)**

FY2016		FY2017		Variance	
\$	142,640,000	\$	155,100,000	12,460,000	(3)
	16,886,000		20,605,205	3,719,205	(4)
	38,511,676		51,912,636	13,400,960	(5)
	190,031,782		200,888,879	10,857,097	(6)
	2,331,390		1,700,000	(631,390)	(7)
	9,170,178		12,328,630	3,158,452	(8)
\$	399,571,026	\$	442,535,350	42,964,324	

# Actual, Projections, & Budget Information FY2014 to FY2017

	FY2014	FY2015	FY2016
	ACTUAL	ACTUAL	BUDGET
Toll Revenue (1)	\$ 580,045,215	\$ 617,488,044	\$ 636,987,300
Investment Income	6,954,822	7,606,661	7,358,000
Other Income	21,215,969	25,413,022	19,654,223
<b>Total Revenues</b>	<b>608,216,006</b>	<b>650,507,727</b>	<b>663,999,523</b>
<b>ADMINISTRATIVE SERVICES (2)</b>			
Accounting (3)	-	-	-
Administration	431,711	376,749	546,903
Board	137,258	114,371	137,715
Cash and Debt	687,047	870,937	1,093,962
Finance (3)	2,414,383	1,000,044	1,489,641
Financial Planning and Analysis	404,877	858,753	1,142,991
Human Resources	1,321,718	1,283,348	1,374,414
Internal Audit	723,194	659,105	878,347
Legal Services	2,498,417	1,978,240	2,560,694
Procurement and Business Diversity	919,704	1,020,172	1,233,270
Public Affairs	2,747,259	3,146,518	3,516,240
Shared Services	8,761,359	8,939,609	12,020,650
Strategic & Innovative Solutions (4)	245,344	-	-
Strategy and Innovation (4)	-	611,476	696,992
<b>Sub-total</b>	<b>21,292,271</b>	<b>20,859,322</b>	<b>26,691,819</b>
<b>OPERATIONAL SERVICES (2)</b>			
Collections and Toll Enforcement (5)	-	11,105,545	13,104,810
Contact Center and Collections (5)	-	-	-
Customer Care (5)	-	-	-
Customer Service Contact Center (5)	47,091,453	46,337,731	46,542,573
Information Technology	13,438,966	15,556,089	17,447,699
Maintenance	23,153,564	23,019,925	25,057,513
Operations	718,324	586,125	574,827
Project Delivery	239,869	798,993	1,411,373
System & Incident Management	9,531,529	9,843,625	11,809,386
<b>Sub-total</b>	<b>94,173,705</b>	<b>107,248,033</b>	<b>115,948,181</b>
<b>Total Expenses</b>	<b>\$115,465,976</b>	<b>\$128,107,355</b>	<b>\$142,640,000</b>

(1) FY2016 Budget, FY2016 Projection and FY2017 Budget toll revenue numbers per CDM Smith Traffic and Toll Revenue Estimate. (See page 213 for FY2017 Budget toll revenue)

(2) FY2016 projections based on 7 months actuals. FY2016 projected cost presented by account on Appendix E, pages 224-227.

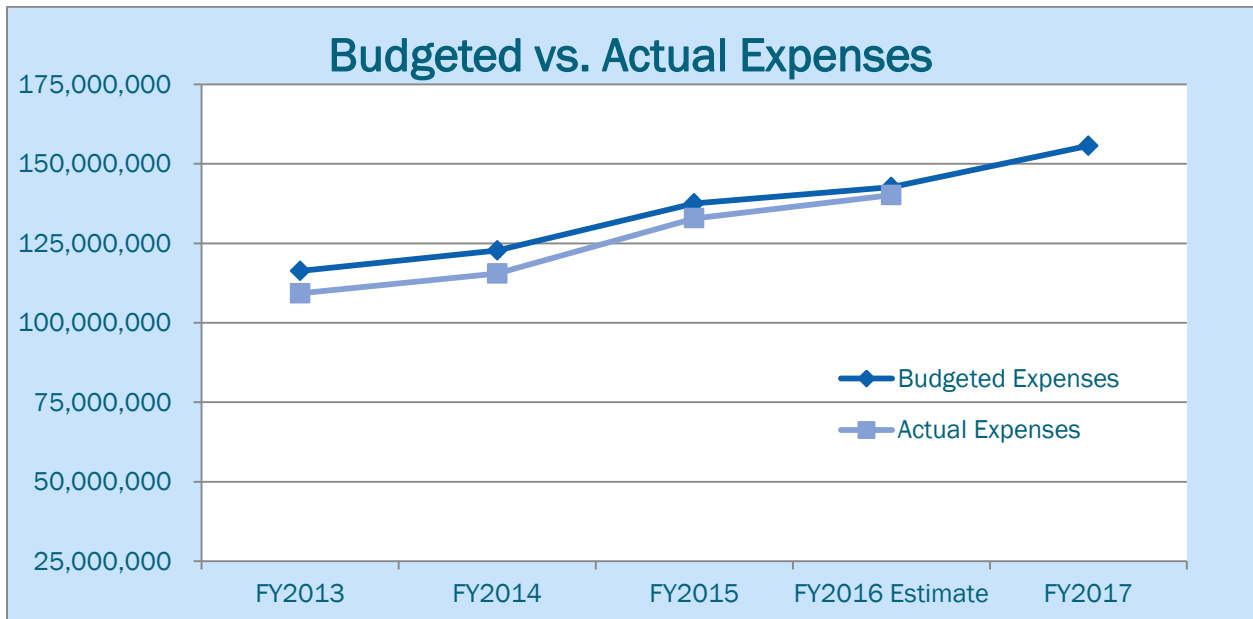
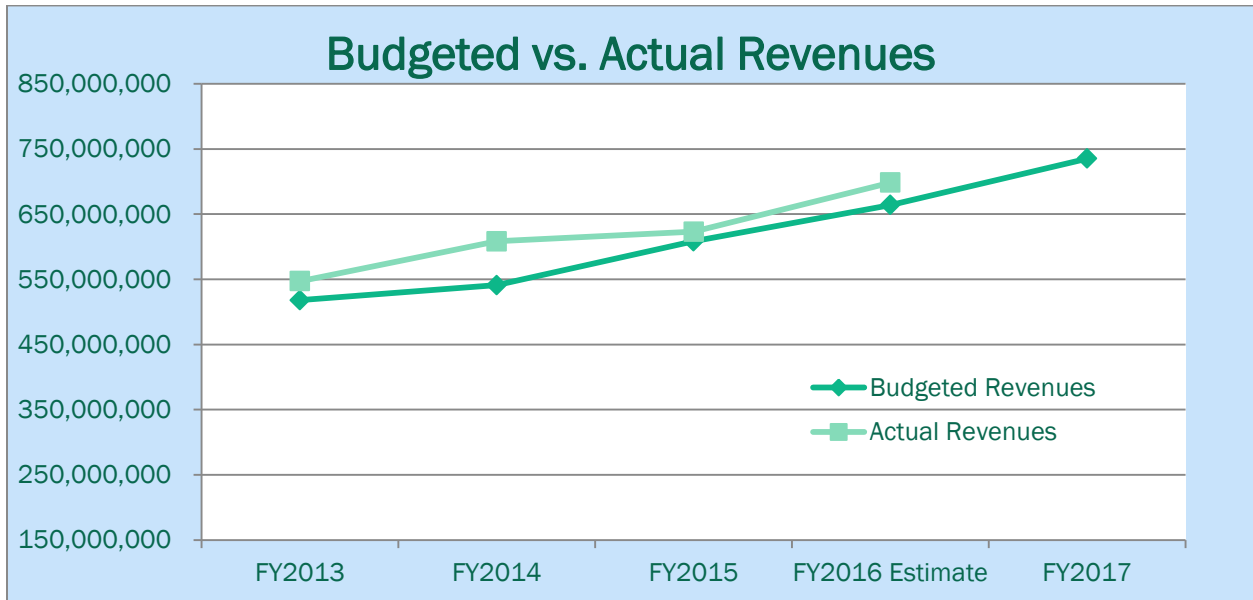
(3) The Finance department was renamed to Accounting in FY2017.

(4) The Strategic & Innovative Solutions Department was re-organized into the Strategy and Innovation Department in FY2015. Strategy and Innovations was dissolved for FY2017.

(5) The Collections & Toll Enforcement and Customer Service Contact Center departments were reorganized as the Contact Center and Collections and the Customer Care departments.

<b>FY2016</b>	<b>FY2016</b>	<b>FY2017</b>	<b>Variance</b>
<b>PROJECTION</b>	<b>VARIANCE PROJECTION to BUDGET</b>	<b>BUDGET</b>	<b>Increase (Decrease) to FY2016 Projections</b>
\$ 665,891,900	\$ 28,904,600	\$ 703,865,300	\$ 37,973,400
7,856,000	498,000	8,190,500	334,500
24,640,000	4,985,777	23,032,615	(1,607,385)
<u>698,387,900</u>	<u>34,388,377</u>	<u>735,088,415</u>	<u>36,700,515</u>
-	-	1,310,817	1,310,817
466,102	(80,801)	676,188	210,086
136,657	(1,058)	143,509	6,852
939,808	(154,154)	979,359	39,551
1,451,732	(37,909)	-	(1,451,732)
1,365,878	222,887	1,161,334	(204,544)
1,319,150	(55,264)	1,397,167	78,017
748,815	(129,532)	925,168	176,353
2,501,577	(59,117)	2,720,139	218,562
1,243,540	10,270	1,363,649	120,109
3,288,435	(227,805)	3,575,521	287,086
9,539,305	(2,481,345)	10,962,970	1,423,665
-	-	-	-
400,850	(296,142)	-	(400,850)
<u>23,401,849</u>	<u>(3,289,970)</u>	<u>25,215,821</u>	<u>503,155</u>
13,163,143	58,333	-	(13,163,143)
-	-	69,210,601	69,210,601
-	-	835,554	835,554
51,494,646	4,952,073	-	(51,494,646)
17,272,753	(174,946)	18,356,303	1,083,550
22,679,827	(2,377,686)	26,568,538	3,888,711
538,922	(35,905)	699,500	160,578
1,361,841	(49,532)	1,841,766	479,925
10,213,428	(1,595,958)	12,371,917	2,158,489
<u>116,724,560</u>	<u>776,379</u>	<u>129,884,179</u>	<u>13,159,619</u>
<u>\$ 140,126,409</u>	<u>\$ (2,513,591)</u>	<u>\$155,100,000</u>	<u>\$ 13,662,774</u>

## Budget vs. Actual Revenues and Expenses Graphs



# Operation and Maintenance Fund Budget by Account FY2017

Account	Accounting	Administration	Board	Cash and Debt Management	Financial Planning & Analysis	Human Resources	Internal Audit	Legal Services
Salaries and Wages-Direct - (511101)	\$1,124,402	\$288,760	\$69,440	\$218,141	\$397,026	\$748,854	\$638,835	\$572,018
Salaries and Wages-Comp Adj. - (511103)	0	0	0	0	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	0	0	51,528	0	128,040
Salaries and Wage-Overtime - (511301)	456	0	0	0	0	2,396	0	0
Group Insurance - (512101)	0	0	0	0	0	0	0	0
Retirement Contributions - (512401)	150,480	32,123	9,229	29,984	54,688	101,158	85,432	77,511
Retirement Contr.-Internship - (512402)	0	0	0	0	0	6,712	0	16,696
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	0	27,913	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>1,275,338</b>	<b>320,883</b>	<b>78,669</b>	<b>248,125</b>	<b>451,714</b>	<b>938,561</b>	<b>724,267</b>	<b>794,265</b>
Consulting/ Professional - (521201)	900	270,667	0	370,000	50,700	141,258	42,177	0
Legal Fees - (521202)	0	0	0	0	0	0	0	1,820,000
Auditing Fees - (521203)	0	0	0	0	0	0	127,930	0
Trustee Fees - (521204)	0	0	0	300,000	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0	648,200	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	138,856	0	0
Magazine and Newspaper - (523302)	0	0	0	1,000	0	0	342	0
Television & Radio - (523303)	0	0	0	0	0	0	0	0
Promotional Expenses - (523304)	247	14,956	0	0	0	72,180	0	0
Employee Appreciation - (523305)	0	0	0	0	0	0	0	0
Freight and Express - (531105)	475	250	925	390	170	679	0	484
Temporary Contract Labor - (523851)	0	0	0	0	0	5,000	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	0	46,890	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>1,622</b>	<b>285,873</b>	<b>925</b>	<b>718,280</b>	<b>699,070</b>	<b>357,973</b>	<b>170,449</b>	<b>1,820,484</b>
Travel - (523501)	13,264	13,812	13,711	5,122	5,200	5,740	9,873	11,652
Dues & Subscriptions - (523601)	2,862	43,739	0	2,563	650	5,568	4,508	53,034
Education and Training - (523701)	7,823	9,000	0	4,675	2,500	77,339	10,766	3,038
Licenses - (523801)	566	0	0	0	0	0	713	0
Meeting Expense - (521101)	2,017	2,081	47,723	0	0	7,525	575	600
Liability Claims - (523902)	0	0	0	0	0	0	0	0
Office Supplies - (531101)	7,325	800	2,481	594	2,200	4,460	2,498	37,066
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	89	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	1,430	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>33,857</b>	<b>69,432</b>	<b>63,915</b>	<b>12,954</b>	<b>10,550</b>	<b>100,632</b>	<b>30,452</b>	<b>105,390</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>\$1,310,817</b>	<b>\$676,188</b>	<b>\$143,509</b>	<b>\$979,359</b>	<b>\$1,161,334</b>	<b>\$1,397,167</b>	<b>\$925,168</b>	<b>\$2,720,139</b>

Account	Procurement and Business Diversity	Public Affairs	Shared Services	Strategy and Innovation	Contact Center and Collections	Customer Care	Information Technology	Maintenance
Salaries and Wages-Direct - (511101)	\$1,036,959	\$1,178,134	\$0	\$0	\$9,298,677	\$534,506	\$6,397,323	\$8,433,226
Salaries and Wages-Comp Adj. - (511103)	0	0	0	0	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	0	0	0	0	0
Salaries and Wage-Overtime - (511301)	1,947	1,554	0	0	262,841	0	85,663	340,000
Group Insurance - (512101)	0	0	8,349,010	0	0	0	0	0
Retirement Contributions - (512401)	137,618	159,299	0	0	1,255,175	53,158	854,741	1,102,311
Retirement Contr.-Internship - (512402)	0	0	0	0	0	0	0	0
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	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	331,395	0	0	0	0	0
<b>Salaries &amp; Benefits</b>	<b>1,176,524</b>	<b>1,338,987</b>	<b>10,800,405</b>	<b>0</b>	<b>10,816,693</b>	<b>587,664</b>	<b>7,337,727</b>	<b>9,875,537</b>
Consulting/ Professional - (521201)	1,809	1,015,292	0	0	8,833,292	243,000	93,449	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	26,883	0	0	0
Outside Maintenance Services - (521212)	0	0	0	0	0	0	4,185,823	7,835,333
Rentals - Land - (522301)	0	0	0	0	37,664	0	0	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0	0	0
Telecommunications - (523202)	0	0	0	0	0	0	927,703	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	511,841	0	0	5,718	0	0	8,700
Television & Radio - (523303)	0	201,737	0	0	0	0	0	0
Promotional Expenses - (523304)	56,783	335,842	0	0	0	0	0	0
Employee Appreciation - (523305)	0	1,568	0	0	0	0	0	0
Freight and Express - (531105)	119	291	0	0	1,136	0	0	300
Temporary Contract Labor - (523851)	0	0	0	0	11,901,323	0	0	11,520
Water - (531211)	0	0	0	0	0	0	0	600,000
Gas - (531221)	0	0	0	0	0	0	0	70,600
Electricity - (531231)	0	0	0	0	0	0	0	2,200,000
Software - (531651)	0	0	0	0	0	0	5,436,608	0
Bank Charges - (573001)	0	0	0	0	856,078	0	0	0
Credit Card Fees - (573002)	0	0	0	0	17,257,181	0	0	0
Contingency-Restricted - (579002)	0	0	0	0	0	0	0	0
<b>Services</b>	<b>63,995</b>	<b>2,066,571</b>	<b>0</b>	<b>0</b>	<b>38,919,275</b>	<b>243,000</b>	<b>10,643,583</b>	<b>10,826,453</b>
Travel - (523501)	13,052	55,891	0	0	11,497	2,621	23,223	27,850
Dues & Subscriptions - (523601)	76,904	26,538	980	0	3,023	599	5,421	20,355
Education and Training - (523701)	23,316	2,584	0	0	52,969	0	107,112	71,010
Licenses - (523801)	3,540	0	0	0	0	0	0	27,280
Meeting Expense - (521101)	1,329	11,364	0	0	20,843	250	0	2,100
Liability Claims - (523902)	0	0	0	0	0	0	0	0
Office Supplies - (531101)	3,989	6,119	51,585	0	204,044	1,420	170,729	21,100
Other Materials and Supplies - (531102)	0	2,500	0	0	0	0	68,508	2,913,580
Landscaping - (522202)	0	0	0	0	0	0	0	40,900
Postage - (523201)	0	0	0	0	9,710,388	0	0	0
Maps & Pamphlets - (523402)	0	55,936	0	0	0	0	0	0
Printing and Photographic - (523401)	1,000	7,259	0	0	0	0	0	0
Books & Periodicals - (531401)	0	0	0	0	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0	9,400,237	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0	0	160,509
Uniforms - (531701)	0	1,772	0	0	16,566	0	0	189,610
<b>Materials &amp; Supplies</b>	<b>123,130</b>	<b>169,963</b>	<b>52,565</b>	<b>0</b>	<b>19,419,567</b>	<b>4,890</b>	<b>374,993</b>	<b>3,474,294</b>
Mobile Equipment Expense - (531103)	0	0	0	0	0	0	0	1,085,400
Rentals - Equipment - (522302)	0	0	110,000	0	55,065	0	0	144,350
Motor Fuel Expense - (531107)	0	0	0	0	0	0	0	1,162,505
<b>Equipment Expense</b>	<b>0</b>	<b>0</b>	<b>110,000</b>	<b>0</b>	<b>55,065</b>	<b>0</b>	<b>0</b>	<b>2,392,255</b>
<b>Totals</b>	<b>\$1,363,649</b>	<b>\$3,575,521</b>	<b>\$10,962,970</b>	<b>\$0</b>	<b>\$69,210,600</b>	<b>\$835,554</b>	<b>\$18,356,303</b>	<b>\$26,568,538</b>



Account	Operations	Project Delivery	System & Incident Mgmt.	FY17 Budget	FY16 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
Salaries and Wages-Direct - (511101)	\$578,350	\$1,582,446	\$4,354,970	\$37,452,067	\$35,840,757	\$1,611,310	4.5%
Salaries and Wages-Comp Adj. - (511103)	0	0	0	0	1,137,601	(1,137,601)	(100.0%)
Salaries and Wages-Internship - (511202)	0	0	0	179,568	223,481	(43,913)	(19.6%)
Salaries and Wage-Overtime - (511301)	0	0	22,974	717,831	657,671	60,160	9.1%
Group Insurance - (512101)	0	0	0	8,349,010	9,042,372	(693,362)	(7.7%)
Retirement Contributions - (512401)	78,385	208,193	576,965	4,966,450	4,487,924	478,526	10.7%
Retirement Contr.-Internship - (512402)	0	0	0	23,408	28,688	(5,280)	(18.4%)
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	0	143,090	(143,090)	(100.0%)
Tuition Reimbursement - (512501)	0	0	0	27,913	25,894	2,019	7.8%
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	1,920,000	0	0.0%
Worker's Comp Ins - (512701)	0	0	0	331,395	350,524	(19,129)	(5.5%)
<b>Salaries &amp; Benefits</b>	<b>656,735</b>	<b>1,790,639</b>	<b>4,954,909</b>	<b>54,167,642</b>	<b>54,058,002</b>	<b>109,640</b>	<b>0.2%</b>
Consulting/ Professional - (521201)	0	29,480	79,394	11,271,418	10,158,812	1,112,606	11.0%
Legal Fees - (521202)	0	0	0	1,820,000	1,820,000	0	0.0%
Auditing Fees - (521203)	0	0	0	127,930	102,281	25,649	25.1%
Trustee Fees - (521204)	0	0	0	300,000	300,000	0	0.0%
Traffic Engineering Fees - (521207)	0	0	0	648,200	620,000	28,200	4.5%
Police Services (DPS) - (521208)	0	0	5,602,076	5,602,076	5,602,076	0	0.0%
Armored Car Services - (521209)	0	0	0	26,883	19,503	7,380	37.8%
Outside Maintenance Services - (521212)	0	0	94,547	12,115,703	11,555,053	560,650	4.9%
Rentals - Land - (522301)	0	0	0	37,664	36,042	1,622	4.5%
Insurance Expense - Other - (523101)	0	0	1,389,562	1,389,562	1,448,637	(59,075)	(4.1%)
Telecommunications - (523202)	0	0	0	927,703	838,078	89,625	10.7%
Public Information Fees - (523203)	0	0	0	0	0	0	100.0%
Recruitment - (523301)	0	0	0	138,856	130,661	8,195	6.3%
Magazine and Newspaper - (523302)	0	0	0	532,885	510,695	22,190	4.3%
Television & Radio - (523303)	0	0	0	201,737	193,050	8,687	4.5%
Promotional Expenses - (523304)	0	0	7,445	487,453	481,477	5,976	1.2%
Employee Appreciation - (523305)	0	0	0	1,568	1,500	68	4.5%
Freight and Express - (531105)	194	404	137	5,954	6,121	(167)	(2.7%)
Temporary Contract Labor - (523851)	0	0	0	11,917,843	5,903,913	6,013,930	101.9%
Water - (531211)	0	0	0	600,000	593,000	7,000	1.2%
Gas - (531221)	0	0	0	70,600	70,600	0	0.0%
Electricity - (531231)	0	0	0	2,200,000	2,100,000	100,000	4.8%
Software - (531651)	0	0	45,000	5,481,608	4,992,470	489,138	9.8%
Bank Charges - (573001)	0	0	0	902,968	838,686	64,282	7.7%
Credit Card Fees - (573002)	0	0	0	17,257,181	14,696,169	2,561,012	17.4%
Contingency-Restricted - (579002)	0	0	0	0	0	0	100.0%
<b>Services</b>	<b>194</b>	<b>29,884</b>	<b>7,218,161</b>	<b>74,065,792</b>	<b>63,018,824</b>	<b>11,046,968</b>	<b>17.5%</b>
Travel - (523501)	28,185	10,208	14,080	264,981	236,886	28,095	11.9%
Dues & Subscriptions - (523601)	9,890	3,324	3,027	262,985	259,393	3,592	1.4%
Education and Training - (523701)	2,718	5,537	25,987	406,374	403,608	2,766	0.7%
Licenses - (523801)	0	600	0	32,699	35,943	(3,244)	(9.0%)
Meeting Expense - (521101)	880	0	0	97,287	99,857	(2,570)	(2.6%)
Liability Claims - (523902)	0	0	5,730	5,730	11,000	(5,270)	(47.9%)
Office Supplies - (531101)	898	1,574	10,037	528,919	537,967	(9,048)	(1.7%)
Other Materials and Supplies - (531102)	0	0	79,381	3,063,969	2,510,507	553,462	22.0%
Landscaping - (522202)	0	0	0	40,900	35,000	5,900	16.9%
Postage - (523201)	0	0	0	9,710,477	9,361,629	348,848	3.7%
Maps & Pamphlets - (523402)	0	0	0	55,936	53,428	2,508	4.7%
Printing and Photographic - (523401)	0	0	0	8,259	7,946	313	3.9%
Books & Periodicals - (531401)	0	0	0	1,430	3,378	(1,948)	(57.7%)
Inven for resale(toll tags) - (531501)	0	0	0	9,400,237	8,921,481	478,756	5.4%
Small Tools and Shop Supplies - (531601)	0	0	0	160,509	216,634	(56,125)	(25.9%)
Uniforms - (531701)	0	0	60,605	268,553	272,387	(3,834)	(1.4%)
<b>Materials &amp; Supplies</b>	<b>42,571</b>	<b>21,243</b>	<b>198,847</b>	<b>24,309,245</b>	<b>22,967,044</b>	<b>1,342,201</b>	<b>5.8%</b>
Mobile Equipment Expense - (531103)	0	0	0	1,085,400	1,086,466	(1,066)	(0.1%)
Rentals - Equipment - (522302)	0	0	0	309,415	334,158	(24,743)	(7.4%)
Motor Fuel Expense - (531107)	0	0	0	1,162,505	1,175,507	(13,002)	(1.1%)
<b>Equipment Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,557,320</b>	<b>2,596,131</b>	<b>(38,811)</b>	<b>(1.5%)</b>
<b>Totals</b>	<b>\$699,500</b>	<b>\$1,841,766</b>	<b>\$12,371,917</b>	<b>\$155,100,000</b>	<b>\$142,640,000</b>	<b>\$12,460,000</b>	<b>8.7%</b>

# All Funds Budget by Account FY2017

Account	Accounting	Administration	Board	Cash and Debt Management	Financial Planning & Analysis	Human Resources	Internal Audit	Legal Services
Salaries and Wages-Direct - (511101)	\$1,306,437	\$335,191	\$69,440	\$251,961	\$458,201	\$859,057	\$713,540	\$644,633
Salaries and Wages-Comp Adj. - (511103)	0	0	0	0	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	0	0	51,528	0	128,040
Salaries and Wage-Overtime - (511301)	556	0	0	0	0	2,396	0	0
Group Insurance - (512101)	0	0	0	0	0	0	0	0
Retirement Contributions - (512401)	172,800	36,763	9,229	33,950	61,859	114,033	94,303	85,800
Retirement Contr.-Internship - (512402)	0	0	0	0	0	6,712	0	16,696
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	0	27,913	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
Meeting Expense - (521101)	2,017	2,081	47,723	0	0	7,525	575	600
Consulting/Professional - (521201)	900	270,667	0	419,865	50,700	141,258	42,177	0
Legal Fees - (521202)	0	0	0	0	0	0	0	4,120,000
Auditing Fees - (521203)	0	0	0	0	0	0	262,600	0
Trustee Fees - (521204)	0	0	0	483,500	0	0	0	0
Rating Agency Fees - (521205)	0	0	0	100,000	0	0	0	0
Remarketing/Loc Provider Fees - (521206)	0	0	0	3,500,000	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0	648,200	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
General Engineering - (521213)	0	0	0	0	0	0	0	0
Consulting/Profess Serv Tech - (521301)	0	0	0	0	0	0	0	0
Landscaping - (522202)	0	0	0	0	0	0	0	0
Signing Expense - (522203)	0	0	0	0	0	0	0	0
Pavement Markings - (522204)	0	0	0	0	0	0	0	0
Pavement & Shoulders - (522205)	0	0	0	0	0	0	0	0
Bridge Repairs - (522206)	0	0	0	0	0	0	0	0
Rentals - Land - (522301)	0	0	0	0	0	0	0	0
Rentals - Equipment - (522302)	0	0	0	0	0	0	0	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0	0	0
Postage - (523201)	0	0	0	0	0	0	89	0
Telecommunications - (523202)	0	0	0	0	0	0	0	0
Recruitment - (523301)	0	0	0	0	0	138,856	0	0
Magazine and Newspaper - (523302)	0	0	0	1,000	0	0	342	0
Television & Radio - (523303)	0	0	0	0	0	0	0	0
Promotional Expenses - (523304)	247	14,956	0	0	0	72,180	0	0
Employee Appreciation - (523305)	0	0	0	0	0	0	0	0
Printing and Photographic - (523401)	0	0	0	0	0	0	0	0
Maps & Pamphlets - (523402)	0	0	0	0	0	0	0	0
Travel - (523501)	13,264	13,812	13,711	5,122	5,200	5,740	9,873	11,652
Dues & Subscriptions - (523601)	2,862	43,739	0	2,563	650	5,568	4,508	53,034
Education and Training - (523701)	7,823	9,000	0	4,675	2,500	77,339	10,766	3,038
Licenses - (523801)	566	0	0	0	0	0	713	0
Temporary Contract Labor - (523851)	0	0	0	0	0	5,000	0	0
Liability Claims - (523902)	0	0	0	0	0	0	0	0
Office Supplies - (531101)	7,325	800	2,481	594	2,200	4,460	2,498	37,066
Other Materials and Supplies - (531102)	0	0	0	0	0	0	0	0
Mobile Equipment Expense - (531103)	0	0	0	0	0	0	0	0
Freight and Express - (531105)	475	250	925	390	170	679	0	484
Electronic Supplies - (531106)	0	0	0	0	0	0	0	0
Motor Fuel Expense - (531107)	0	0	0	0	0	0	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
Books & Periodicals - (531401)	0	0	0	0	0	0	1,430	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
Machinery - (531611)	0	0	0	0	0	0	0	0
Vehicles - (531621)	0	0	0	0	0	0	0	0
Computers - (531641)	0	0	0	0	0	0	0	0
Software - (531651)	0	0	0	0	0	0	0	0
Uniforms - (531701)	0	0	0	0	0	0	0	0
Building Improvements - (541302)	0	0	0	0	0	0	0	0
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	0	0	0	0	0	0
Infrastructure - Other - (541403)	0	0	0	0	0	0	0	0
Bank Charges - (573001)	0	0	0	46,890	0	0	0	0
Credit Card Fees - (573002)	0	0	0	0	0	0	0	0
Deferred Charges (153001)	0	0	0	0	0	0	0	0
Right-of-Way (06)	0	0	0	0	0	0	0	0
Administration (01)	0	0	0	0	0	0	0	0
Planning (02)	0	0	0	0	0	0	0	0
Design (03)	0	0	0	0	0	0	0	0
Construction (04)	0	0	0	0	0	0	0	0
Equipment/Hardware (05)	0	0	0	0	0	0	0	0
Other (176999)	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>\$1,515,272</b>	<b>\$727,259</b>	<b>\$143,509</b>	<b>\$4,850,510</b>	<b>\$1,229,680</b>	<b>\$1,520,244</b>	<b>\$1,143,414</b>	<b>\$5,101,043</b>

Account	Procurement	Public	Shared	Contact	Customer	Information	Maintenance	Operations
	and Business			Center and				
	Diversity	Affairs	Services	Collections	Care	Technology		
Salaries and Wages-Direct - (511101)	\$1,036,959	\$1,308,544	\$0	\$10,691,020	\$606,502	\$7,062,104	\$8,433,226	\$651,351
Salaries and Wages-Comp Adj. - (511103)	0	0	0	0	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	0	0	0	0	0
Salaries and Wage-Overtime - (511301)	1,947	1,554	0	337,594	0	90,000	340,000	0
Group Insurance - (512101)	0	0	9,081,415	0	0	0	0	0
Retirement Contributions - (512401)	137,618	174,579	0	1,414,193	71,419	931,338	1,102,311	86,888
Retirement Contr.-Internship - (512402)	0	0	0	0	0	0	0	0
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	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	331,395	0	0	0	0	0
Meeting Expense - (521101)	1,329	11,364	0	20,843	250	0	2,100	880
Consulting/Professional - (521201)	151,809	1,988,252	0	10,168,299	243,000	2,343,449	100,000	0
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
Rating Agency Fees - (521205)	0	0	0	0	0	0	0	0
Remarketing/Loc Provider Fees - (521206)	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	26,883	0	0	0	0
Outside Maintenance Services - (521212)	0	0	0	0	0	4,185,823	7,835,333	0
General Engineering - (521213)	0	0	0	0	0	0	0	0
Consulting/Profess Serv Tech - (521301)	0	0	0	0	0	8,794,400	0	0
Landscaping - (522202)	0	0	0	0	0	0	40,900	0
Signing Expense - (522203)	0	0	0	0	0	0	0	0
Pavement Markings - (522204)	0	0	0	0	0	0	0	0
Pavement & Shoulders - (522205)	0	0	0	0	0	0	0	0
Bridge Repairs - (522206)	0	0	0	0	0	0	0	0
Rentals - Land - (522301)	0	0	0	37,664	0	0	0	0
Rentals - Equipment - (522302)	0	0	110,000	57,213	0	0	144,350	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0	0	0
Postage - (523201)	0	0	0	10,781,046	0	0	0	0
Telecommunications - (523202)	0	0	0	0	0	927,703	0	0
Recruitment - (523301)	0	0	0	0	0	0	0	0
Magazine and Newspaper - (523302)	5,284	1,312,983	0	5,718	0	0	8,700	0
Television & Radio - (523303)	0	933,554	0	0	0	0	0	0
Promotional Expenses - (523304)	56,783	1,085,842	0	0	0	0	0	0
Employee Appreciation - (523305)	0	1,568	0	0	0	0	0	0
Printing and Photographic - (523401)	1,000	7,259	0	0	0	0	0	0
Maps & Pamphlets - (523402)	0	55,936	0	0	0	0	0	0
Travel - (523501)	13,052	55,891	0	11,497	2,621	23,223	27,850	28,185
Dues & Subscriptions - (523601)	76,904	26,538	980	3,023	599	5,421	20,355	9,890
Education and Training - (523701)	23,316	2,584	0	52,969	0	107,112	71,010	2,718
Licenses - (523801)	3,540	0	0	0	0	0	27,280	0
Temporary Contract Labor - (523851)	0	0	0	12,177,280	0	0	11,520	0
Liability Claims - (523902)	0	0	0	0	0	0	0	0
Office Supplies - (531101)	3,989	6,119	58,307	206,736	1,420	170,729	21,100	898
Other Materials and Supplies - (531102)	0	2,500	0	0	0	68,508	2,913,580	0
Mobile Equipment Expense - (531103)	0	0	0	0	0	0	1,085,400	0
Freight and Express - (531105)	119	291	0	1,147	0	0	300	194
Electronic Supplies - (531106)	0	0	0	0	0	1,939,500	0	0
Motor Fuel Expense - (531107)	0	0	0	0	0	0	1,162,505	0
Water - (531211)	0	0	0	0	0	0	600,000	0
Gas - (531221)	0	0	0	0	0	0	70,600	0
Electricity - (531231)	0	0	0	0	0	0	2,200,000	0
Books & Periodicals - (531401)	0	0	0	0	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	10,620,815	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0	160,509	0
Machinery - (531611)	0	0	0	0	0	0	544,100	0
Vehicles - (531621)	0	0	0	0	0	0	1,367,046	0
Computers - (531641)	0	0	0	0	0	9,347,000	0	0
Software - (531651)	0	0	0	0	0	32,175,814	0	0
Uniforms - (531701)	0	1,772	0	16,566	0	0	189,610	0
Building Improvements - (541302)	0	0	0	0	0	0	4,275,000	0
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	0	0	0	3,225,000	200,000	0
Infrastructure - Other - (541403)	0	0	0	0	0	4,100,000	0	0
Bank Charges - (573001)	0	0	0	897,247	0	0	0	0
Credit Card Fees - (573002)	0	0	0	19,150,762	0	0	0	0
Deferred Charges (153001)	0	0	0	0	0	0	0	0
Right-of-Way (06)	0	0	0	0	0	0	0	0
Administration (01)	0	0	0	0	0	0	0	0
Planning (02)	0	0	0	0	0	0	0	0
Design (03)	0	0	0	0	0	0	0	0
Construction (04)	0	0	0	0	0	0	0	0
Equipment/Hardware (05)	0	0	0	0	0	0	0	0
Other (176999)	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>\$1,513,649</b>	<b>\$6,977,130</b>	<b>\$11,702,097</b>	<b>\$76,678,515</b>	<b>\$925,811</b>	<b>\$75,497,124</b>	<b>\$32,954,685</b>	<b>\$781,004</b>

Account	Project Delivery	System & Incident Mgmt.	FY17 Budget	FY16 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
Salaries and Wages-Direct - (511101)	\$1,582,446	\$4,354,970	\$40,365,582	\$37,100,157	\$3,265,425	8.8%
Salaries and Wages-Comp Adj. - (511103)	0	0	0	1,137,601	(1,137,601)	(100.0%)
Salaries and Wages-Internship - (511202)	0	0	179,568	95,439	84,129	88.1%
Salaries and Wage-Overtime - (511301)	0	22,974	797,021	657,671	139,350	21.2%
Group Insurance - (512101)	0	0	9,081,415	9,347,587	(266,172)	(2.8%)
Retirement Contributions - (512401)	208,193	576,965	5,312,241	4,652,273	659,968	14.2%
Retirement Contr.-Internship - (512402)	0	0	23,408	12,158	11,250	92.5%
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	143,090	(143,090)	(100.0%)
Tuition Reimbursement - (512501)	0	0	27,913	25,894	2,019	7.8%
Unemployment Insurance - (512601)	0	0	200,000	200,000	0	0.0%
OPEB Annual Req'd Contribution - (512602)	0	0	1,920,000	1,920,000	0	0.0%
Worker's Comp Ins - (512701)	0	0	331,395	350,524	(19,129)	(5.5%)
Meeting Expense - (521101)	0	0	97,287	99,857	(2,570)	(2.6%)
Consulting/Professional - (521201)	29,480	79,394	16,029,250	16,687,242	(657,992)	(3.9%)
Legal Fees - (521202)	0	0	4,120,000	4,720,000	(600,000)	(12.7%)
Auditing Fees - (521203)	0	0	262,600	228,239	34,361	15.1%
Trustee Fees - (521204)	0	0	483,500	468,500	15,000	3.2%
Rating Agency Fees - (521205)	0	0	100,000	94,000	6,000	6.4%
Remarketing/Loc Provider Fees - (521206)	0	0	3,500,000	3,821,713	(321,713)	(8.4%)
Traffic Engineering Fees - (521207)	0	750,000	1,398,200	2,151,390	(753,190)	(35.0%)
Police Services (DPS) - (521208)	0	5,602,076	5,602,076	5,602,076	0	0.0%
Armored Car Services - (521209)	0	0	26,883	19,503	7,380	37.8%
Outside Maintenance Services - (521212)	0	94,547	12,115,703	11,955,053	160,650	1.3%
General Engineering - (521213)	2,252,200	0	2,252,200	2,134,500	117,700	5.5%
Consulting/Profess Serv Tech - (521301)	1,033,606	0	9,828,006	14,185,804	(4,357,798)	(30.7%)
Landscaping - (522202)	190,000	0	230,900	95,000	135,900	143.1%
Signing Expense - (522203)	2,907,000	0	2,907,000	1,213,000	1,694,000	139.7%
Pavement Markings - (522204)	2,921,754	0	2,921,754	6,930,000	(4,008,246)	(57.8%)
Pavement & Shoulders - (522205)	20,325,000	0	20,325,000	7,283,395	13,041,605	179.1%
Bridge Repairs - (522206)	4,330,000	0	4,330,000	1,065,000	3,265,000	306.6%
Rentals - Land - (522301)	0	0	37,664	36,042	1,622	4.5%
Rentals - Equipment - (522302)	0	0	311,563	334,158	(22,595)	(6.8%)
Insurance Expense - Other - (523101)	0	1,389,562	1,389,562	1,448,637	(59,075)	(4.1%)
Postage - (523201)	0	0	10,781,135	9,881,479	899,656	9.1%
Telecommunications - (523202)	0	0	927,703	848,078	79,625	9.4%
Recruitment - (523301)	0	0	138,856	130,661	8,195	6.3%
Magazine and Newspaper - (523302)	0	0	1,334,027	760,695	573,332	75.4%
Television & Radio - (523303)	0	0	933,554	443,050	490,504	110.7%
Promotional Expenses - (523304)	0	7,445	1,237,453	481,477	755,976	157.0%
Employee Appreciation - (523305)	0	0	1,568	1,500	68	4.5%
Printing and Photographic - (523401)	0	0	8,259	7,946	313	3.9%
Maps & Pamphlets - (523402)	0	0	55,936	53,428	2,508	4.7%
Travel - (523501)	10,208	14,080	264,981	236,886	28,095	11.9%
Dues & Subscriptions - (523601)	3,324	3,027	262,985	259,393	3,592	1.4%
Education and Training - (523701)	5,537	25,987	406,374	403,608	2,766	0.7%
Licenses - (523801)	600	0	32,699	35,943	(3,244)	(9.0%)
Temporary Contract Labor - (523851)	0	0	12,193,800	6,163,744	6,030,056	97.8%
Liability Claims - (523902)	0	5,730	5,730	11,000	(5,270)	(47.9%)
Office Supplies - (531101)	1,574	10,037	538,333	541,534	(3,201)	(0.6%)
Other Materials and Supplies - (531102)	0	79,381	3,063,969	2,510,507	553,462	22.0%
Mobile Equipment Expense - (531103)	0	0	1,085,400	1,086,466	(1,066)	(0.1%)
Freight and Express - (531105)	404	137	5,965	6,121	(156)	(2.5%)
Electronic Supplies - (531106)	0	0	1,939,500	1,939,500	0	0.0%
Motor Fuel Expense - (531107)	0	0	1,162,505	1,175,507	(13,002)	(1.1%)
Water - (531211)	0	0	600,000	593,000	7,000	1.2%
Gas - (531221)	0	0	70,600	70,600	0	0.0%
Electricity - (531231)	0	0	2,200,000	2,100,000	100,000	4.8%
Books & Periodicals - (531401)	0	0	1,430	3,378	(1,948)	(57.7%)
Inven for resale(toll tags) - (531501)	0	0	10,620,815	9,571,099	1,049,716	11.0%
Small Tools and Shop Supplies - (531601)	0	75,000	235,509	341,449	(105,940)	(31.0%)
Machinery - (531611)	0	0	544,100	701,500	(157,400)	(22.4%)
Vehicles - (531621)	0	0	1,367,046	1,974,500	(607,454)	(30.8%)
Computers - (531641)	0	25,000	9,372,000	16,615,500	(7,243,500)	(43.6%)
Software - (531651)	0	45,000	32,220,814	28,211,391	4,009,423	14.2%
Uniforms - (531701)	0	60,605	268,553	272,387	(3,834)	(1.4%)
Building Improvements - (541302)	0	400,000	4,675,000	8,307,000	(3,632,000)	(43.7%)
Infrastructure Rdway/Hwy/Bridg - (541401)	32,037,800	3,150,000	38,612,800	36,030,000	2,582,800	7.2%
Infrastructure - Other - (541403)	0	300,000	4,400,000	4,480,000	(80,000)	(1.8%)
Bank Charges - (573001)	0	0	944,137	888,856	55,281	6.2%
Credit Card Fees - (573002)	0	0	19,150,762	15,550,341	3,600,421	23.2%
Deferred Charges (153001)	1,050,000	0	1,050,000	970,000	80,000	8.2%
Right-of-Way (06)	1,848,360	0	1,848,360	2,000,000	(151,640)	(7.6%)
Administration (01)	6,256,500	0	6,256,500	3,578,000	2,678,500	74.9%
Planning (02)	270,100	0	270,100	1,600,000	(1,329,900)	(83.1%)
Design (03)	10,122,100	0	10,122,100	4,883,000	5,239,100	107.3%
Construction (04)	108,725,300	0	108,725,300	89,110,000	19,615,300	22.0%
Equipment/Hardware (05)	3,091,000	0	3,091,000	3,155,000	(64,000)	(2.0%)
Other (176999)	3,000,000	0	3,000,000	5,370,000	(2,370,000)	(44.1%)
<b>Totals</b>	<b>\$202,202,486</b>	<b>\$17,071,917</b>	<b>\$442,535,350</b>	<b>\$399,571,026</b>	<b>\$42,964,324</b>	<b>10.8%</b>

# FY2017 Staffing Summary

	FY2016 Budget			FY2017 Budget			
	Approved	Changes	Ending	Additions	Full Time	Part Time	Interns
<b>ADMINISTRATIVE SERVICES</b>							
Accounting	-	-	-	18	18	-	-
Administration	2	-	2	-	2	-	-
Board	1	-	1	-	1	-	-
Cash and Debt Management	4	-	4	-	4	-	-
Finance	18	-	18	(18)	-	-	-
Financial Planning and Analysis	6	-	6	-	6	-	-
Human Resources	13	-	13	-	13	-	8
Internal Audit	9	-	9	-	9	-	-
Legal Services	5	1	6	1	7	-	3
Procurement and Business Diversity	16	-	16	-	16	-	-
Public Affairs	18	-	18	-	18	-	-
Strategy and Innovation	3	(3)	-	-	-	-	-
<b>Total Administrative Services</b>	<b>95</b>	<b>(2)</b>	<b>93</b>	<b>1</b>	<b>94</b>	<b>-</b>	<b>11</b>
<b>OPERATIONAL SERVICES</b>							
Collections and Toll Enforcement	103	2	105	(11)	-	-	-
Contact Center and Collections	-	-	-	3	298	29	-
Customer Care	-	-	-	11	11	-	-
Customer Service Contact Center	202	(1)	201	-	-	-	-
Information Technology	90	-	90	3	93	-	-
Maintenance	187	-	187	-	187	-	-
Operations	5	-	5	-	5	-	-
Project Delivery	17	-	17	1	18	-	-
System & Incident Management	108	-	108	5	113	-	-
<b>Total Operational Services</b>	<b>712</b>	<b>1</b>	<b>713</b>	<b>12</b>	<b>725</b>	<b>29</b>	<b>-</b>
<b>Total</b>	<b>807</b>	<b>(1)</b>	<b>806</b>	<b>13</b>	<b>819</b>	<b>29</b>	<b>11</b>

## No Changes

Administration, Board, Cash and Debt, Human Resources, Internal Audit, Procurement and Business Diversity, Public Affairs, Maintenance and Operations staffing remains the same.

## Detail of changes are on the Executive Summaries of the following departments;

Finance renamed to Accounting.

Legal: See Position Summary page 81.

Strategy and Innovation has been dissolved.

Contact Center and Collections: See Position Summary page 98.

Customer Care: See Position Summary page 103.

Information Technology: See Position Summary pages 108-109.

Project Delivery: See Position Summary page 122.

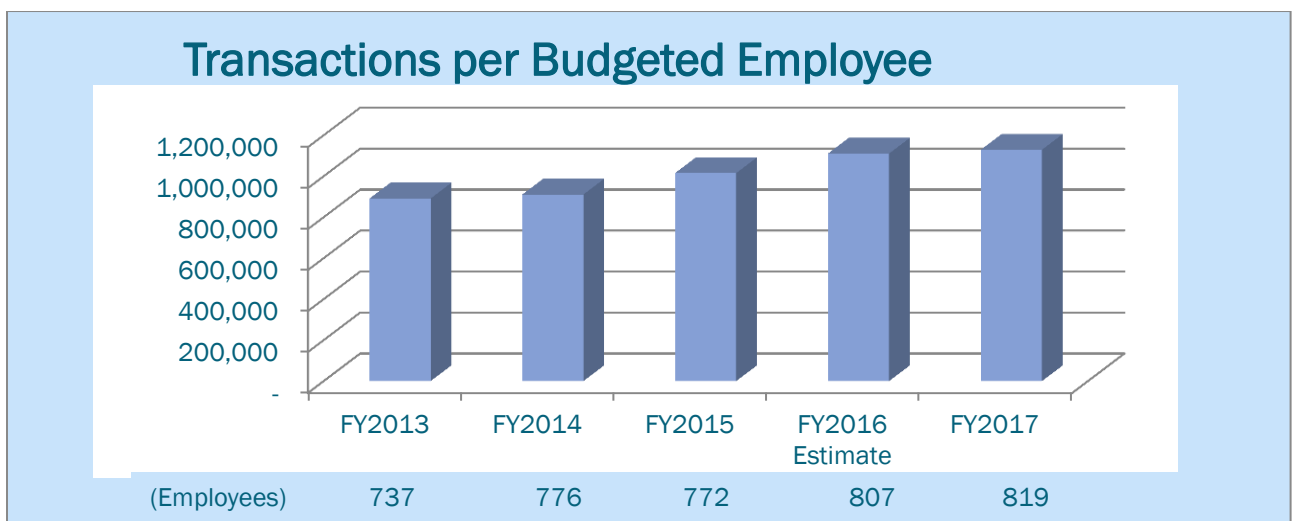
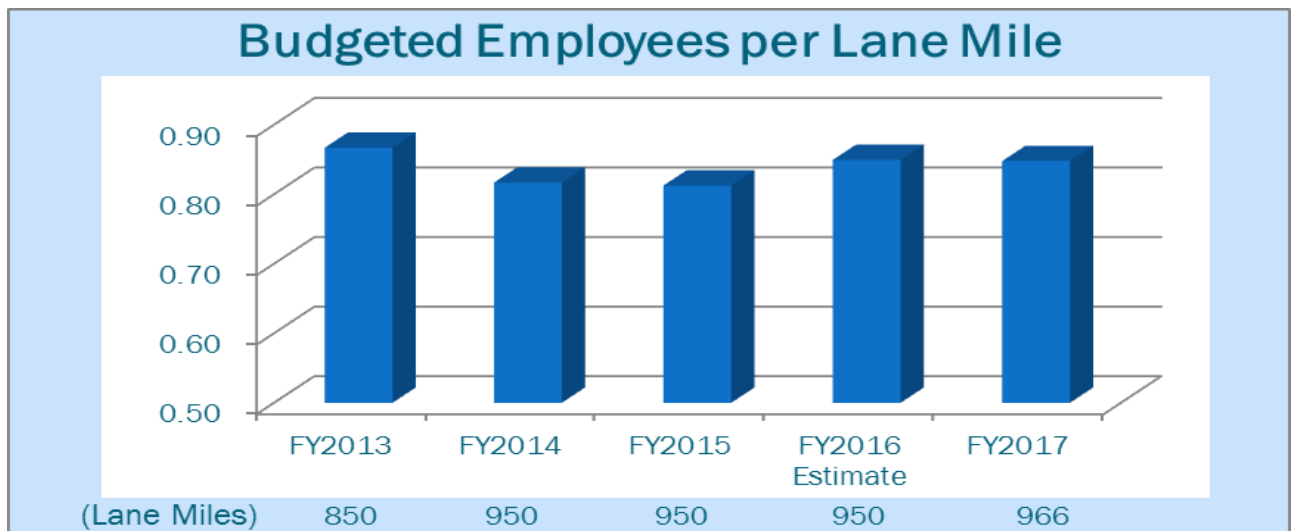
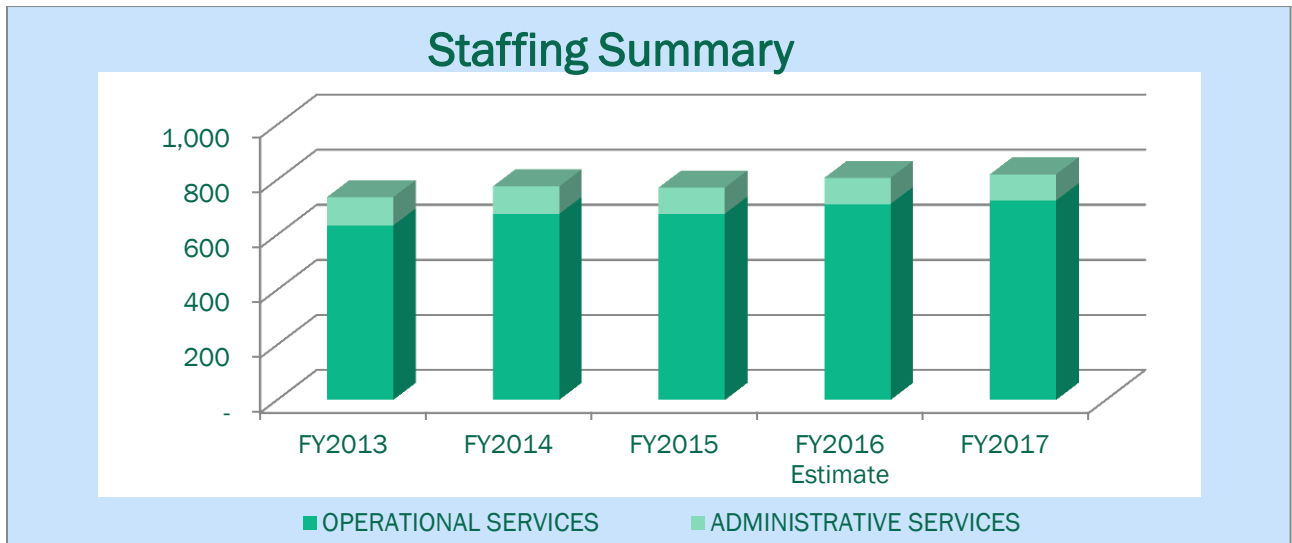
System & Incident Management: See Position Summary page 127.

## FY2013 to FY2017 FTE Staffing Summary History

	FY2013 Budget	FY2014 Budget	FY2015 Budget	FY2016 Budget	FY2017 Budget	Change in Budgeted FTEs Variance
<b>ADMINISTRATIVE SERVICES</b>						
Accounting	-	-	-	-	18	18
Administration	4	2	2	2	2	-
Board	2	1	1	1	1	-
Cash and Debt Management	4	4	4	4	4	-
Finance	23	24	18	18	-	(18)
Financial Planning and Analysis	-	-	7	6	6	-
Human Resources	13	13	13	13	13	-
Internal Audit	8	7	9	9	9	-
Legal Services	5	5	5	5	7	2
Procurement and Business Diversity	17	17	15	16	16	-
Public Affairs	18	18	18	18	18	-
Strategic and Innovative Solutions	9	9	-	-	-	-
Strategy and Innovation	-	-	3	3	-	(3)
<b>Total Administrative Services</b>	<b>103</b>	<b>100</b>	<b>95</b>	<b>95</b>	<b>94</b>	<b>(1)</b>
<b>OPERATIONAL SERVICES</b>						
Collections and Toll Enforcement	-	-	95	103	-	(103)
Contact Center and Collections	-	-	-	-	298	298
Customer Care	-	-	-	-	11	11
Customer Service Contact Center	262	289	177	202	-	(202)
Information Technology	78	81	90	90	93	3
Maintenance	193	194	195	187	187	-
Operations	1	3	5	5	5	-
Project Delivery	13	11	11	17	18	1
System & Incident Management	87	98	104	108	113	5
<b>Total Operational Services</b>	<b>634</b>	<b>676</b>	<b>677</b>	<b>712</b>	<b>725</b>	<b>13</b>
<b>Grand Total</b>	<b>737</b>	<b>776</b>	<b>772</b>	<b>807</b>	<b>819</b>	<b>12</b>

FTEs - Full Time Employees

# Informational Graphs FY2017





Pouring the new cast in place wall along the southbound main lanes



# DEPARTMENTAL BUDGETS AND INFORMATION



**Looking north, an aerial view of the DNT of the direct-connector ramps from PGBT**

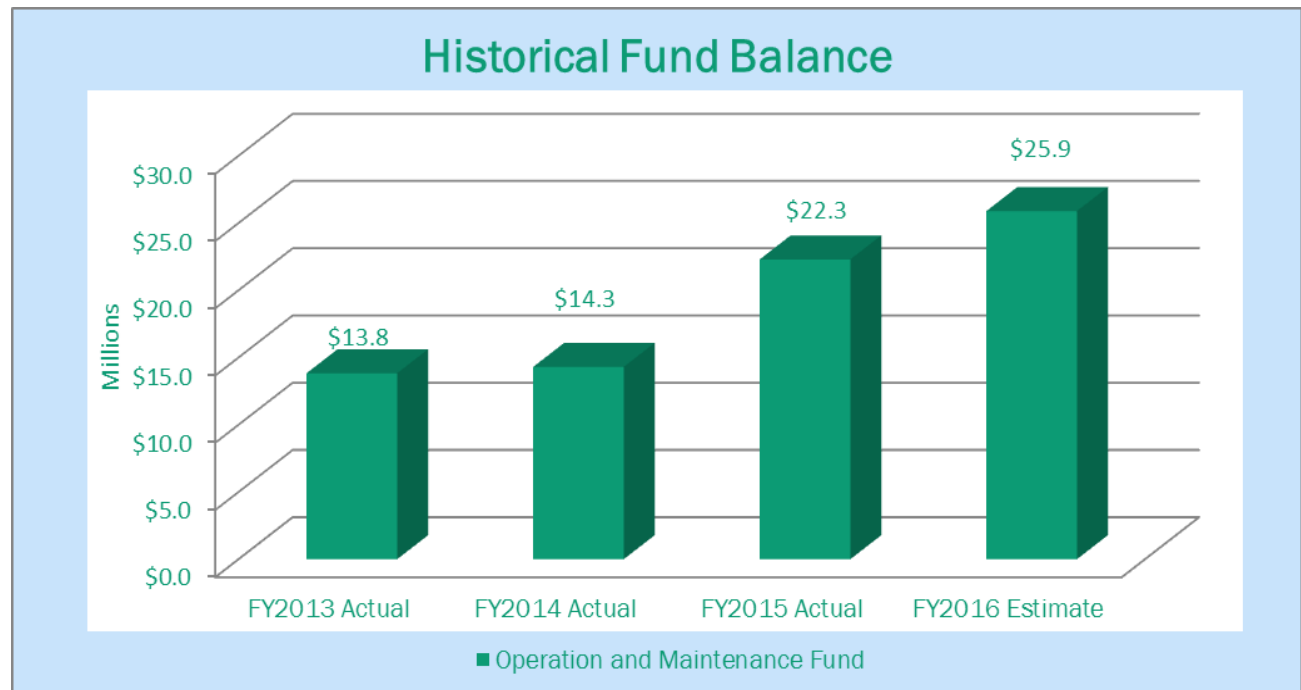
## Operation and Maintenance Fund FY2017 Budget Comparisons to FY2016 Budget

Department	FY2016 Budget	FY2017 Budget	Variance Amount	Percent
<b>Administrative Services:</b>				
Accounting	\$0	\$1,310,817	\$1,310,817	100.0%
Administration	546,903	676,188	129,285	23.6%
Board	137,715	143,509	5,794	4.2%
Cash and Debt Management	1,093,962	979,359	(114,603)	(10.5%)
Finance	1,489,641	0	(1,489,641)	(100.0%)
Financial Planning & Analysis	1,142,991	1,161,334	18,343	1.6%
Human Resources	1,374,414	1,397,167	22,753	1.7%
Internal Audit	878,347	925,168	46,821	5.3%
Legal Services	2,560,694	2,720,139	159,445	6.2%
Procurement and Business Diversity	1,233,270	1,363,649	130,379	10.6%
Public Affairs	3,516,240	3,575,521	59,281	1.7%
Shared Services	12,020,650	10,962,970	(1,057,680)	(8.8%)
Strategy and Innovation	696,992	0	(696,992)	(100.0%)
<b>Total Administrative Services</b>	<b>26,691,819</b>	<b>25,215,821</b>	<b>(1,475,998)</b>	<b>(5.5%)</b>
<b>Operational Services:</b>				
Collections and Toll Enforcement	13,104,810	0	(13,104,810)	(100.0%)
Contact Center and Collections	0	69,210,601	69,210,601	0.0%
Customer Care	0	835,554	835,554	100.0%
Customer Service Contact Center	46,542,573	0	(46,542,573)	(100.0%)
Information Technology	17,447,699	18,356,303	908,604	5.2%
Maintenance	25,057,513	26,568,538	1,511,025	6.0%
Operations	574,827	699,500	124,673	21.7%
Project Delivery	1,411,373	1,841,766	430,393	30.5%
System & Incident Mgmt.	11,809,386	12,371,917	562,531	4.8%
<b>Total Operational Services</b>	<b>115,948,181</b>	<b>129,884,179</b>	<b>13,935,998</b>	<b>12.0%</b>
<b>Grand Totals</b>	<b>\$142,640,000</b>	<b>\$155,100,000</b>	<b>\$12,460,000</b>	<b>8.7%</b>

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

# Estimated Operation and Maintenance Fund Requirements FY2017

<b>Operation Maintenance Fund Estimated Balance as of 1/1/2017</b>		<b>\$25,850,000</b>
Estimated Transfers:		
Revenue Distribution	146,581,337	
Other Funds - Salary Allocations	<u>8,518,663</u>	
Total Transfers		155,100,000
Estimated Expenditures FY2017 Operating Budget		<u>(155,100,000)</u>
<b>Estimated Balance at 12/31/2017</b>		<b><u>\$25,850,000</u></b>
<b>Required Balance per Trust Agreement (1/6 of FY2017 Operating Budget)</b>		<b>\$25,850,000</b>



## Accounting Department

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### OVERVIEW

As the foundation for a fiscally sound organization, the Accounting Department provides comprehensive financial strategies and solutions, oversight of debt service covenants and compliance with trust agreements. The department is responsible for measuring the Authority's profitability and financial performance with integrity, accuracy, timeliness and transparency. In partnership with its internal and external stakeholders, Accounting will continue its focus in FY2017 on managing costs, performing rigorous financial analyses and delivering tangible results that advance the strategic goal of being a financially sound and vibrant organization. The Accounting Department was previously known as the Finance Department.

### FY2017 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

#### Financially Sound & Vibrant Organization

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

#### Delivering Transportation Solutions

- Begin back office processing of payments to TSAs partners for new facilities opening in FY2017, which include NTE 3A/3B, I-35, and SH114 projects.

#### 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 FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET – ACCOUNTING**

Account	FY2016 Budget	FY2017 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,296,098	\$1,124,402	(\$171,696)	(13.2)%
Salaries and Wage-Overtime - (511301)	700	456	(244)	(34.9)%
Retirement Contributions - (512401)	160,840	150,480	(10,360)	(6.4)%
Meeting Expense - (521101)	2,200	2,017	(183)	(8.3)%
Consulting/Professional - (521201)	900	900	0	0.0%
Promotional Expenses - (523304)	260	247	(13)	(5.0)%
Travel - (523501)	10,751	13,264	2,513	23.4%
Dues & Subscriptions - (523601)	3,711	2,862	(849)	(22.9)%
Education and Training - (523701)	5,300	7,823	2,523	47.6%
Licenses - (523801)	600	566	(34)	(5.7)%
Office Supplies - (531101)	7,800	7,325	(475)	(6.1)%
Freight and Express - (531105)	481	475	(6)	(1.2)%
<b>Total Expenses</b>	<b>\$1,489,641</b>	<b>\$1,310,817</b>	<b>(\$178,824)</b>	<b>(12.0)%</b>

**MAJOR FY2017 OMF BUDGET ITEMS**

**Accounting**

The department's OMF budget decreased by **(\$178,824)**; from FY2016 budget of \$1,489,641 to FY2017 budget of \$1,310,817. The reduction is mainly due to the cost allocations to SPS and the Enterprise Fund. 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 net decreased by **(\$171,696)** due to the allocation to SPS and Enterprise Fund for financial management of these funds.

**FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET – SHARED SERVICES**

Account	FY2016 Budget	FY2017 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	(\$840,800)	\$0	\$840,800	(100.0)%
Salaries and Wages-Comp Adj. - (511103)	1,137,601	0	(1,137,601)	(100.0)%
Group Insurance - (512101)	9,042,372	8,349,010	(693,362)	(7.7)%
Retirement Contributions - (512401)	(104,550)	0	104,550	(100.0)%
Retirement Contr.-Comp. Adj. - (512403)	143,090	0	(143,090)	(100.0)%
Unemployment Insurance - (512601)	200,000	200,000	0	0.0%
OPEB Annual Req'd Contribution - (512602)	1,920,000	1,920,000	0	0.0%
Worker's Comp Ins - (512701)	350,524	331,395	(19,129)	(5.5)%
Rentals - Equipment - (522302)	110,000	110,000	0	0.0%
Dues & Subscriptions - (523601)	980	980	0	0.0%
Office Supplies - (531101)	61,433	51,585	(9,848)	(16.0)%
<b>Total Expenses</b>	<b>\$12,020,650</b>	<b>\$10,962,970</b>	<b>(\$1,057,680)</b>	<b>(8.8)%</b>

## MAJOR FY2017 OMF BUDGET ITEMS

### Shared Services

Shared Services is a division within Finance where agency-wide expenditures are budgeted. The division's OMF budget decreased by **(\$1,057,680)**; from FY2016 budget of \$12,020,650 to FY2017 budget of \$10,962,970. The net reduction is mainly due to a change in recording some line items as agency-wide to recording them as individual department costs for FY2017. 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 were agency-wide adjustments for all positions not being hired on January 1<sup>st</sup> and to account for vacancies throughout the year. This amount has been recorded at the department level for FY2017.
- Salaries and Wages-Compensation Adjustments and Retirement Contributions-Compensation adjustments which is the pay-for-performance program decreased by **(\$1,280,691)** due to this amount being recorded at the department level for FY2017.
- The following agency-wide budget items reported in the Shared Services budget are the responsibility of the Human Resources department:
  - Group Insurance decreased by **(\$692,362)** mainly due to SPS and Enterprise Fund allocations of \$660,000.

### ALL FUNDS – ACCOUNTING

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2017 Budget (see Other Funds section pages 132-165).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$1,124,402	\$0	\$0	\$0	\$0	\$1,124,402
Salaries and Wage-Overtime - (511301)	456	0	0	0	0	456
Retirement Contributions - (512401)	150,480	0	0	0	0	150,480
Meeting Expense - (521101)	2,017	0	0	0	0	2,017
Consulting/Professional - (521201)	900	0	0	0	0	900
Promotional Expenses - (523304)	247	0	0	0	0	247
Travel - (523501)	13,264	0	0	0	0	13,264
Dues & Subscriptions - (523601)	2,862	0	0	0	0	2,862
Education and Training - (523701)	7,823	0	0	0	0	7,823
Licenses - (523801)	566	0	0	0	0	566
Office Supplies - (531101)	7,325	0	0	0	0	7,325
Freight and Express - (531105)	475	0	0	0	0	475
<b>FY2017 Totals</b>	<b>\$1,310,817</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,310,817</b>
<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>Increase/(Decrease)</b>	<b>(\$178,824)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$178,824)</b>

### OTHER FUNDS VARIANCE – ACCOUNTING

- **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
Group Insurance - (512101)	\$8,349,010	\$0	\$0	\$0	\$0	\$8,349,010
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)	331,395	0	0	0	0	331,395
Rentals - Equipment - (522302)	110,000	0	0	0	0	110,000
Dues & Subscriptions - (523601)	980	0	0	0	0	980
Office Supplies - (531101)	51,585	0	0	0	0	51,585
<b>FY2017 Totals</b>	<b>\$10,962,970</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,962,970</b>
<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>Increase/(Decrease)</b>	<b>(\$1,057,680)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,057,680)</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 166-168).

- EF - \$943,582 consists of \$204,455 in salaries allocated for the accounting and financial functions associated with the fund and \$739,127 from Shared Services for employee group insurance.

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2017 Special Projects System Budget for Accounting and Shared Services.

- PGBT-WE OF \$844,306
- PGBT-WE CF \$15,293
- PGBT-WE MMF \$47,679
- PGBT-WE CEF \$28,786
- CTP OF \$711,886
- CTP MMF \$28,786
- CTP CEF \$0
- CTP CF \$154,727



## POSITION SUMMARY

Accounting Department			
Full-Time Positions	FY2016	FY2017	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 Finance Analyst	3	3	0
<b>Total Full-Time Positions</b>	<b>18</b>	<b>18</b>	<b>0</b>

- No changes in FTE's.

## MAJOR BUSINESS FUNCTIONS

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

- **Accounting** – The division is responsible for maintaining the general ledger; producing monthly financial statements and ensuring ethical and accurate accounting of the Authority's finances. Accounting is responsible for the completion of the annual external audit and the preparation of the 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.
- **Accounts Payable** – The division is responsible for timely and accurate payments to NTTA's vendors and customer refunds via twice weekly check runs.
- **Financial Services** – The division is responsible for daily distribution of funds as per NTTA's Trust Agreement as well as processing of payments to TSAs partners.

# 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.

## FY2017 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 NTTA's mission to meet the region's growing need for transportation infrastructure.

### Highly Qualified, Energized & Engaged Team

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

## DEPARTMENTAL FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2016 Budget	FY2017 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$316,095	\$288,760	(\$27,335)	(8.6)%
Retirement Contributions - (512401)	33,023	32,123	(900)	(2.7)%
Meeting Expense - (521101)	2,046	2,081	35	1.7%
Consulting/Professional - (521201)	120,176	270,667	150,491	125.2%
Promotional Expenses - (523304)	11,666	14,956	3,290	28.2%
Travel - (523501)	12,013	13,812	1,799	15.0%
Dues & Subscriptions - (523601)	43,775	43,739	(36)	(0.1)%
Education and Training - (523701)	7,282	9,000	1,718	23.6%
Office Supplies - (531101)	626	800	174	27.8%
Freight and Express - (531105)	201	250	49	24.4%
<b>Total Expenses</b>	<b>\$546,903</b>	<b>\$676,188</b>	<b>\$129,285</b>	<b>23.6%</b>

### MAJOR FY2017 OMF BUDGET ITEMS

The department's OMF budget increased by \$129,285; from FY2016 budget of \$546,903 to FY2017 budget of \$676,188. 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 by (\$27,335) due to allocation to Enterprise Fund for management of TSAs.
- Consulting and Professional fees increased by \$150,491 due to re-allocation of costs to SPS of \$23,491 and \$127,000 for services previously budgeted in Strategy and Innovations.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2017 Budget (see Other Funds section pages 132-165).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$288,760	\$0	\$0	\$0	\$0	\$288,760
Retirement Contributions - (512401)	32,123	0	0	0	0	32,123
Meeting Expense - (521101)	2,081	0	0	0	0	2,081
Consulting/Professional - (521201)	270,667	0	0	0	0	270,667
Promotional Expenses - (523304)	14,956	0	0	0	0	14,956
Travel - (523501)	13,812	0	0	0	0	13,812
Dues & Subscriptions - (523601)	43,739	0	0	0	0	43,739
Education and Training - (523701)	9,000	0	0	0	0	9,000
Office Supplies - (531101)	800	0	0	0	0	800
Freight and Express - (531105)	250	0	0	0	0	250
<b>FY2017 Totals</b>	<b>\$676,188</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$676,188</b>
<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>Increase/(Decrease)</b>	<b>\$129,285</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$129,285</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 166-168).

- EF \$51,071

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2017 Special Projects System Budget.

- OMF PGBT-WE \$43,637
- OMF CTP \$40,222
- MMF PGBT-WE \$4,446
- CEF PGBT-WE \$4,446
- CF CTP \$4,446

## POSITION SUMMARY

Administration Department			
Full-Time Positions	FY2016	FY2017	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 NTTA's assets and directs governance policies and practices. Through its allocation of resources, the Board will continue to advocate and monitor progress to achieve strategic goals and objectives and to position the Authority as a partner in meeting the region's growing transportation infrastructure needs.

## FY2017 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 Authority growth.

### Delivering Transportation Solutions

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

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

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

## DEPARTMENTAL FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2016 Budget	FY2017 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$67,570	\$69,440	\$1,870	2.8%
Retirement Contributions - (512401)	8,419	9,229	810	9.6%
Meeting Expense - (521101)	45,842	47,723	1,881	4.1%
Travel - (523501)	12,395	13,711	1,316	10.6%
Office Supplies - (531101)	2,439	2,481	42	1.7%
Freight and Express - (531105)	1,050	925	(125)	(11.9)%
<b>Total Expenses</b>	<b>\$137,715</b>	<b>\$143,509</b>	<b>\$5,794</b>	<b>4.2%</b>

## MAJOR FY2017 OMF BUDGET ITEMS

The department's OMF budget increased by \$5,794; from FY2016 budget of \$137,715 to \$143,509 in FY2017 budget. 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 FY2017 Budget (see Other Funds section pages 132-165).

Account	OMF	CF	RMF	CIF	CIF/FSF	Total
	1001	3700	1201	1501	1601	Budget
Salaries and Wages-Direct - (511101)	\$69,440	\$0	\$0	\$0	\$0	\$69,440
Retirement Contributions - (512401)	9,229	0	0	0	0	9,229
Meeting Expense - (521101)	47,723	0	0	0	0	47,723
Travel - (523501)	13,711	0	0	0	0	13,711
Office Supplies - (531101)	2,481	0	0	0	0	2,481
Freight and Express - (531105)	925	0	0	0	0	925
<b>FY2017 Totals</b>	<b>\$143,509</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$143,509</b>
<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>Increase/(Decrease)</b>	<b>\$5,794</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,794</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 166-168).

- EF \$0

### SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2017 Special Projects System Budget.

- OMF PGBT-WE \$13,877
- OMF CTP \$12,791
- MMF PGBT-WE \$912
- CEF PGBT-WE \$912
- CF CTP \$912

## POSITION SUMMARY

Board Department			
Full-Time Positions	FY2016	FY2017	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- and long-term financing for the Authority and coordinates post-issuance administrative functions. In addition, the department 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.

## FY2017 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.
- Work with consultants to capitalize on favorable market conditions to lower the cost of borrowing.

### Delivering Transportation Solutions

- Assist with renegotiation of the performance security provision in the LBJ TSAs.

### Highly Qualified, Energized & Engaged Team

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

## DEPARTMENTAL FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2016 Budget	FY2017 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$232,565	\$218,141	(\$14,424)	(6.2)%
Retirement Contributions - (512401)	28,467	29,984	1,517	5.3%
Consulting/Professional - (521201)	450,000	370,000	(80,000)	(17.8)%
Trustee Fees - (521204)	300,000	300,000	0	0.0%
Magazine and Newspaper - (523302)	1,100	1,000	(100)	(9.1)%
Travel - (523501)	4,200	5,122	922	22.0%
Dues & Subscriptions - (523601)	2,500	2,563	63	2.5%
Education and Training - (523701)	4,200	4,675	475	11.3%
Office Supplies - (531101)	600	594	(6)	(1.0)%
Freight and Express - (531105)	330	390	60	18.2%
Bank Charges - (573001)	70,000	46,890	(23,110)	(33.0)%
<b>Total Expenses</b>	<b>\$1,093,962</b>	<b>\$979,359</b>	<b>(\$114,603)</b>	<b>(10.5)%</b>



## MAJOR FY2017 OMF BUDGET ITEMS

The department's OMF budget decreased by **(\$114,603)**; from FY2016 budget of \$1,093,962 to FY2017 budget of \$979,359. 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 by **(\$14,424)** due to allocation to Enterprise Fund for cash management of TSAs.
- Consulting/Professional decreased **(\$80,000)** for financial advisor fees not needed in FY2017.
- Bank Charges decreased by **(\$23,110)** due to 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 FY2017 Budget (see Other Funds section pages 132-165).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$218,141	\$0	\$0	\$0	\$0	\$218,141
Retirement Contributions - (512401)	29,984	0	0	0	0	29,984
Consulting/Professional - (521201)	370,000	37,465	0	12,400	0	419,865
Trustee Fees - (521204)	300,000	181,500	0	2,000	0	483,500
Rating Agency Fees - (521205)	0	40,000	0	60,000	0	100,000
Remarketing/Loc Provider Fees - (521206)	0	1,500,000	0	2,000,000	0	3,500,000
Magazine and Newspaper - (523302)	1,000	0	0	0	0	1,000
Travel - (523501)	5,122	0	0	0	0	5,122
Dues & Subscriptions - (523601)	2,563	0	0	0	0	2,563
Education and Training - (523701)	4,675	0	0	0	0	4,675
Office Supplies - (531101)	594	0	0	0	0	594
Freight and Express - (531105)	390	0	0	0	0	390
Bank Charges - (573001)	46,890	0	0	0	0	46,890
<b>FY2017 Totals</b>	<b>\$979,359</b>	<b>\$1,758,965</b>	<b>\$0</b>	<b>\$2,074,400</b>	<b>\$0</b>	<b>\$4,812,724</b>
<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>Increase/(Decrease)</b>	<b>(\$114,603)</b>	<b>(\$512,063)</b>	<b>\$0</b>	<b>\$216,000</b>	<b>\$0</b>	<b>(\$410,666)</b>

## OTHER FUNDS VARIANCE

- **CF - (\$512,063)** The Construction Fund decrease from FY2016 budget, primarily due to the reduction in estimated fees related to the Letter of Credit.
- **RMF - \$0**
- **CIF - \$216,000** The Capital Improvement Fund increase from FY2016 budget, mainly due to \$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 166-168).

- EF \$37,786

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2016 Special Projects System Budget.

- OF PGBT-WE \$138,791
- OF CTP \$75,436
- CF PGBT-WE \$51,449
- CF CTP \$51,449
- MMF PGBT-WE \$4,323
- MMF CTP \$2,162
- CEF PGBT-WE \$2,162

## POSITION SUMMARY

Cash and Debt Department			
Full-Time Positions	FY2016	FY2017	Difference
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- and long-term financing for NTTA.
- Administer all post-issuance administrative functions including continuing disclosure.
- Manage all banking relationships, cash management and investment portfolio management.
- Establish and monitor all investment, debt and continuing disclosure policies and procedures.

# Financial Planning and Analysis Department

## OVERVIEW

The department is responsible for the planning, development 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 to all departments to help forecast and manage departmental operational and project budgets and to ensure continuing feedback on financial matters.

## FY2017 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 future planning.
- 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 procedures.

### Highly Qualified, Energized & Engaged Team

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

## DEPARTMENTAL FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2016 Budget	FY2017 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$410,130	\$397,026	(\$13,104)	(3.2)%
Retirement Contributions - (512401)	51,441	54,688	3,247	6.3%
Consulting/Professional - (521201)	50,700	50,700	0	0.0%
Traffic Engineering Fees - (521207)	620,000	648,200	28,200	4.5%
Travel - (523501)	5,200	5,200	0	0.0%
Dues & Subscriptions - (523601)	650	650	0	0.0%
Education and Training - (523701)	2,500	2,500	0	0.0%
Office Supplies - (531101)	2,200	2,200	0	0.0%
Freight and Express - (531105)	170	170	0	0.0%
<b>Total Expenses</b>	<b>\$1,142,991</b>	<b>\$1,161,334</b>	<b>\$18,343</b>	<b>1.6%</b>

## MAJOR FY2017 OMF BUDGET ITEMS

The department's OMF budget increased by \$18,343; from FY2016 budget of \$1,142,991 to FY2017 budget of \$1,161,334. 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 FY2017 Budget (see Other Funds section pages 132-165).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$397,026	\$0	\$0	\$0	\$0	\$397,026
Retirement Contributions - (512401)	54,688	0	0	0	0	54,688
Consulting/Professional - (521201)	50,700	0	0	0	0	50,700
Traffic Engineering Fees - (521207)	648,200	0	0	0	0	648,200
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>FY2017 Totals</b>	<b>\$1,161,334</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,161,334</b>
<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>Increase/(Decrease)</b>	<b>\$18,343</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$200,000)</b>	<b>(\$1,061,390)</b>	<b>(\$1,243,047)</b>

## OTHER FUNDS VARIANCE

- **CF - \$0**
- **RMF - \$0**
- **CIF - (\$200,000)** The Capital Improvement Fund decreased due to no longer needing traffic engineering fees previously budgeted for possible studies.
- **CIF/FSF - (\$1,061,390)** - The Capital Improvement Fund/Feasibility Study Fund decreased due to financial consulting fees of **(\$480,000)** becoming direct costs of SPS and traffic engineering fees of **(\$580,000)** being budgeted in Project Delivery for FY2017.

## ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 166-168).

- EF - \$68,346 consists of salaries allocated for the financial planning and analysis functions associated with the fund.

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2017 Special Projects System Budget.

- PGBT-WE OF \$201,747
- PGBT-WE CF \$6,310
- PGBT-WE MMF \$6,310
- PGBT-WE CEF \$3,155
- CTP OF \$197,713
- CTP MMF \$3,155
- CTP CF \$18,930

## POSITION SUMMARY

Financial Planning and Analysis Department			
Full-Time Positions	FY2016	FY2017	Difference
Administrative Assistant	1	1	0
Budget & Compliance Manager	1	1	0
Director of Financial Planning and Analysis	1	1	0
Finance Planning Manager	1	1	0
Senior Finance Analyst	2	2	0
<b>Total Full-Time Positions</b>	<b>6</b>	<b>6</b>	<b>0</b>

- No changes in FTE's.

## MAJOR BUSINESS FUNCTIONS

- Plan develop and maintain the Authority's annual budgets and Five-Year-Capital Plans
- Serves as the liaison with all departments to help forecast and manage departmental operational and project budgets and to ensure continuing feedback on financial matters
- Maintain cash flow module
- Maintain financial planning models
- Create monthly financial reports for Board presentation
- Analysis of the Authority's financial data

# Human Resources Department

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## OVERVIEW

The Human Resources Department supports the mission of NTTA by administering comprehensive and high-quality employee programs and services to prospective, current and former employees. The FY2017 budget will enable the department to provide a greater level of service in employee and labor relations, compensation and benefits, recruiting and retaining top talent, training and development, organizational design and process improvement and maintaining a high level of employee engagement and satisfaction.

## FY2017 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Highly Qualified, Energized & Engaged Team

- Conduct 2017 employee engagement survey. Work with each department to develop, communicate and implement action plans based on survey results. Work with the Executive Director and Assistant Executive Directors to create a “three-deep bench” succession plan for directors and above.
- Enhance the performance review process by changing to a goals-based instead of competency-based merit system for 2018 performance reviews.
- 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 job description content for all NTTA positions.
- 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 and remedy skills gaps and improve bench strength through training, succession planning and other developmental strategies.
- Rollout a new Applicant Tracking System to enhance NTTA’s ability to attract and retain highly-qualified staff and create bench strength for future roles. This system will integrate with other HR systems.

## DEPARTMENTAL FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2016 Budget	FY2017 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$772,263	\$748,854	(\$23,409)	(3.0)%
Salaries and Wages-Internship - (511202)	32,439	51,528	19,089	58.8%
Salaries and Wage-Overtime - (511301)	2,047	2,396	349	17.0%
Retirement Contributions - (512401)	100,194	101,158	964	1.0%
Retirement Contr.-Internship - (512402)	4,056	6,712	2,656	65.5%
Tuition Reimbursement - (512501)	25,894	27,913	2,019	7.8%
Meeting Expense - (521101)	6,643	7,525	882	13.3%
Consulting/Professional - (521201)	127,644	141,258	13,614	10.7%
Recruitment - (523301)	130,661	138,856	8,195	6.3%
Promotional Expenses - (523304)	66,370	72,180	5,810	8.8%
Travel - (523501)	4,906	5,740	834	17.0%
Dues & Subscriptions - (523601)	20,136	5,568	(\$14,568)	(72.3)%
Education and Training - (523701)	71,939	77,339	5,400	7.5%
Temporary Contract Labor - (523851)	4,714	5,000	286	6.1%
Office Supplies - (531101)	3,925	4,460	535	13.6%
Freight and Express - (531105)	583	679	96	16.5%
<b>Total Expenses</b>	<b>\$1,374,414</b>	<b>\$1,397,167</b>	<b>\$22,753</b>	<b>1.7%</b>

### MAJOR FY2017 BUDGET ITEMS

The department's OMF budget increased by \$22,753 from FY2016 budget of \$1,374,414 to FY2017 budget of \$1,397,167. 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-Internship increased by \$19,089 due to three additional intern positions.
- Dues and Subscriptions decreased by (\$14,568) because dues are being reclassified in Consulting/Professional fees for FY2017.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2017 Budget (see Other Funds section pages 132-165).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$748,854	\$0	\$0	\$0	\$0	\$748,854
Salaries and Wages-Internship - (511202)	51,528	0	0	0	0	51,528
Salaries and Wage-Overtime - (511301)	2,396	0	0	0	0	2,396
Retirement Contributions - (512401)	101,158	0	0	0	0	101,158
Retirement Contr.-Internship - (512402)	6,712	0	0	0	0	6,712
Tuition Reimbursement - (512501)	27,913	0	0	0	0	27,913
Meeting Expense - (521101)	7,525	0	0	0	0	7,525
Consulting/Professional - (521201)	141,258	0	0	0	0	141,258
Recruitment - (523301)	138,856	0	0	0	0	138,856
Promotional Expenses - (523304)	72,180	0	0	0	0	72,180
Travel - (523501)	5,740	0	0	0	0	5,740
Dues & Subscriptions - (523601)	5,568	0	0	0	0	5,568
Education and Training - (523701)	77,339	0	0	0	0	77,339
Temporary Contract Labor - (523851)	5,000	0	0	0	0	5,000
Office Supplies - (531101)	4,460	0	0	0	0	4,460
Freight and Express - (531105)	679	0	0	0	0	679
<b>FY2017 Totals</b>	<b>\$1,397,167</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,397,167</b>
<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>Increase/(Decrease)</b>	<b>\$22,753</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,753</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 166-168).

- **EF - \$123,078** - Salaries allocated for the employee and benefits functions associated with the fund.

### SPECIAL SYSTEMS PROJECTS

The following amounts were budgeted in the FY2017 Special Projects System Budget.

- PGBT-WE OF \$150,869
- CTP OF \$139,060



## POSITION SUMMARY

Human Resources Department			
Full-Time Positions	FY2016	FY2017	Difference
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
HR Training Manager	1	1	0
HRIS Systems Analyst	1	1	0
Human Resources Coordinator	1	1	0
Human Resources Generalist I	1	1	0
Receptionist	1	1	0
Recruiter	1	1	0
Senior Human Resources Generalist	1	2	1
Senior Recruiter	1	0	(1)
<b>Total Full-Time Positions</b>	<b>13</b>	<b>13</b>	<b>0</b>
Temporary Positions	FY2016	FY2017	Difference
Interns	5	8	3
<b>Total Part-Time Positions</b>	<b>5</b>	<b>8</b>	<b>3</b>

- The Senior Recruiter position was reclassified to a Senior Human Resource Generalist to align the position with the duties.
- Three additional interns were added for FY2017.

## 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 and perquisites).
- **Employee Development and Training Services** – The framework for helping employees develop their personal and organizational skills, knowledge and abilities. Training focuses on developing a workforce where the organization and individual employee can accomplish their work goals in service to both internal and external customers.
- **Employment Sourcing and Recruitment Services** – Commitment to attract and retain top talent to increase productivity and help drive the business forward. Commitment to the continuous refinement of recruitment strategies that enable the organization to build bench strength.
- **Employee Relations** – The outreach, plan and process of developing, implementing, administering and analyzing the employer-employee relationship, and providing management and employees with professional, discreet and timely counsel regarding the interpretation and consistent application of policy.

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

# Internal Audit Department

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## OVERVIEW

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

## FY2017 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

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

### Financially Sound & Vibrant Organization

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

### Highly Qualified, Energized & Engaged Team

- Continue to monitor the NTTA's ethics hotline.

## DEPARTMENTAL FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2016 Budget	FY2017 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$622,608	\$638,835	\$16,227	2.6%
Retirement Contributions - (512401)	77,324	85,432	8,108	10.5%
Meeting Expense - (521101)	565	575	10	1.8%
Consulting/Professional - (521201)	42,995	42,177	(818)	(1.9)%
Auditing Fees - (521203)	102,281	127,930	25,649	25.1%
Postage - (523201)	85	89	4	4.7%
Magazine and Newspaper - (523302)	339	342	3	0.9%
Travel - (523501)	12,229	9,873	(2,356)	(19.3)%
Dues & Subscriptions - (523601)	4,074	4,508	434	10.7%
Education and Training - (523701)	11,071	10,766	(305)	(2.8)%
Licenses - (523801)	700	713	13	1.9%
Office Supplies - (531101)	2,544	2,498	(46)	(1.8)%
Freight and Express - (531105)	154	0	(154)	(100.0)%
Books & Periodicals - (531401)	1,378	1,430	52	3.8%
<b>Total Expenses</b>	<b>\$878,347</b>	<b>\$925,168</b>	<b>\$46,821</b>	<b>5.3%</b>

### MAJOR FY2017 OMF BUDGET ITEMS

The department's OMF budget increased by \$46,821; from FY2016 budget of \$878,347 to FY2017 budget of \$925,168. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15.0% and \$5,000 are further explained.

- Auditing Fees increased \$25,649 due to external audit services being rebid and increasing the scope of services to include additional work in order to comply with the NTTA Investment Policy and the 360 project needing a separate audit.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2017 Budget (see Other Funds section pages 132-165).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$638,835	\$0	\$0	\$0	\$0	\$638,835
Retirement Contributions - (512401)	85,432	0	0	0	0	85,432
Meeting Expense - (521101)	575	0	0	0	0	575
Consulting/Professional - (521201)	42,177	0	0	0	0	42,177
Auditing Fees - (521203)	127,930	69,780	11,630	23,260	0	232,600
Postage - (523201)	89	0	0	0	0	89
Magazine and Newspaper - (523302)	342	0	0	0	0	342
Travel - (523501)	9,873	0	0	0	0	9,873
Dues & Subscriptions - (523601)	4,508	0	0	0	0	4,508
Education and Training - (523701)	10,766	0	0	0	0	10,766
Licenses - (523801)	713	0	0	0	0	713
Office Supplies - (531101)	2,498	0	0	0	0	2,498
Books & Periodicals - (531401)	1,430	0	0	0	0	1,430
<b>FY2017 Totals</b>	<b>\$925,168</b>	<b>\$69,780</b>	<b>\$11,630</b>	<b>\$23,260</b>	<b>\$0</b>	<b>\$1,029,838</b>
<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>Increase/(Decrease)</b>	<b>\$46,821</b>	<b>\$5,808</b>	<b>\$968</b>	<b>\$1,936</b>	<b>\$0</b>	<b>\$55,533</b>

### OTHER FUNDS VARIANCE

- **CF - \$5,808** The Construction Fund outside auditor's fees increased due to work effort on the fund.
- **RMF- \$968** The Reserve Maintenance Fund outside auditor's fees increased due to work effort on the fund.
- **CIF - \$1,936** 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 166-168).

- EF \$113,576

### SPECIAL PROJECT SYSTEM

The following amounts were budgeted in the FY2017 Special Projects System Budget.

- PGBT-WE OF \$103,314
- CTP OF \$91,711

## POSITION SUMMARY

Internal Audit Department			
Full-Time Positions	FY2016	FY2017	Difference
Administrative Assistant	1	1	0
Assistant Director of Internal Audit	1	1	0
Director of Internal Audit	1	1	0
Information Technology Auditor	2	2	0
Internal Audit Analyst	1	1	0
Internal Audit Manager	1	1	0
Internal Auditor	1	1	0
Senior Internal Auditor	1	1	0
<b>Total Full-Time Positions</b>	<b>9</b>	<b>9</b>	<b>0</b>

- No changes to FTEs.

## MAJOR BUSINESS FUNCTIONS

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

- **Annual risk assessment** – Performed to identify the higher risk areas.
- **Assurance audits** – Provide an objective examination of evidence to provide an independent assessment on governance, risk management and control processes.
- **Consulting services** – Intended to add value and improve NTTA's governance, risk assessment, and control processes without internal audit assuming management responsibilities.
- **Ethics and Fraud Hotline** – Monitors to ensure items are resolved.
- **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 the prudent and monitored use of highly skilled outside legal experts, an array of high-quality legal services at reasonable expense for NTTA.

## FY2017 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

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

### Financially Sound and Vibrant Organization

- Ensure that NTTA is receiving legal services commensurate with outside counsel expenditures.
- 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.
- Protect NTTA's intellectual property from misuse, appropriation, or diminution.

### Delivering Transportation Solutions

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

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

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

### Highly Qualified, Energized and Engaged Team

- Evaluate and implement legal training as needed or requested.
- Develop a comprehensive and easily accessible repository of legal research and forms.
- Oversee, evaluate, coordinate, and manage existing and pending NTTA policies and procedures.
- Work with the Board and staff related to conflicts-of-interest and other ethics-related duties under NTTA's Ethics Policies, applicable statutes, and common law.

## DEPARTMENTAL FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2016	FY2017	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$444,609	\$572,018	\$127,409	28.7%
Salaries and Wages-Internship - (511202)	128,042	128,040	(2)	(0.0)%
Retirement Contributions - (512401)	56,931	77,511	20,580	36.1%
Retirement Contr.-Internship - (512402)	16,530	16,696	166	1.0%
Meeting Expense - (521101)	0	600	600	100.0%
Legal Fees - (521202)	1,820,000	1,820,000	0	0.0%
Travel - (523501)	9,613	11,652	2,039	21.2%
Dues & Subscriptions - (523601)	45,664	53,034	7,370	16.1%
Education and Training - (523701)	2,841	3,038	197	6.9%
Office Supplies - (531101)	36,040	37,066	1,026	2.8%
Freight and Express - (531105)	424	484	60	14.2%
<b>Total Expenses</b>	<b>\$2,560,694</b>	<b>\$2,720,139</b>	<b>\$159,445</b>	<b>6.2%</b>

### MAJOR FY2017 BUDGET ITEMS

The department's OMF budget increased by \$159,445; from the FY2016 budget of \$2,560,694 to \$2,720,139 in FY2017 budget. 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 \$127,409 due primarily to one position moving from the Strategy and Innovation department and one position from Collections and Toll Enforcement.
- Retirement Contributions increased \$20,580 commensurate with salaries.
- Dues and Subscriptions increased \$7,370 due to a new contract for online research.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2017 Budget (see Other Funds section, pages 132-165).

Account	OMF	CF	RMF	CIF	CIF/FSF	Total
	1001	3700	1201	1501	1601	Budget
Salaries and Wages-Direct - (511101)	\$530,774	\$0	\$0	\$0	\$0	\$530,774
Salaries and Wages-Internship - (511202)	128,040	0	0	0	0	128,040
Retirement Contributions - (512401)	72,133	0	0	0	0	72,133
Retirement Contr.-Internship - (512402)	16,696	0	0	0	0	16,696
Meeting Expense - (521101)	600	0	0	0	0	600
Legal Fees - (521202)	1,820,000	50,000	50,000	2,000,000	150,000	4,070,000
Travel - (523501)	11,652	0	0	0	0	11,652
Dues & Subscriptions - (523601)	53,034	0	0	0	0	53,034
Education and Training - (523701)	3,038	0	0	0	0	3,038
Office Supplies - (531101)	37,066	0	0	0	0	37,066
Freight and Express - (531105)	484	0	0	0	0	484
<b>FY2017 Totals</b>	<b>\$2,673,517</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$2,000,000</b>	<b>\$150,000</b>	<b>\$4,923,517</b>
<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>Increase/(Decrease)</b>	<b>\$112,823</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$150,000)</b>	<b>(\$37,177)</b>



## OTHER FUNDS VARIANCE

- CF – \$0
- RMF – \$0
- CIF – \$0
- CIF/FSF – **(\$150,000)** decreased due to historical spend.

## ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section, pages 166-168).

- EF – **\$130,904** – This amount is for legal fees associated with TSAs.

## SPECIAL SYSTEMS PROJECTS

The following amounts were budgeted in the FY2017 Special Projects System Budget.

- PGBT-WE OF \$ 2,538,056
- PGBT-WE CF \$ 0
- CTP OF \$ 5,170,782
- CTP CF \$ 0

## POSITION SUMMARY

Legal Services Department			
Full-Time Positions	FY2016	FY2017	Difference
Assist Executive Director General Counsel	1	1	0
Asst. Director General Counsel	1	1	0
Bankruptcy Specialist	0	1	1
Executive Assistant	0	1	1
Executive Assistant to AED	1	1	0
Paralegal	1	1	0
Records Retention Coordinator	1	1	0
<b>Total Full-Time Positions</b>	<b>5</b>	<b>7</b>	<b>2</b>
Part-Time & Temporary Positions	FY2016	FY2017	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>

- 1 Executive Assistant moved from Strategy and Innovation.
- 1 Bankruptcy Specialist moved from Collections and Toll Enforcement.

## MAJOR BUSINESS FUNCTIONS

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

- Provide legal advice and counsel on a wide variety of issues for all departments
- Assist in negotiating and drafting agreements
- Conduct ethics training for new employees
- Respond to Public Information Act requests, subpoenas, search warrants, and court orders
- Support collections and toll enforcement efforts

- Direct, coordinate, and oversee outside legal counsel services
- Oversee policies and procedures
- Supervise litigation matters (including dispute resolution)
- Provide prompt and effective counsel 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 Authority supplies, services and construction purchases; ensuring fairness is maintained throughout the purchasing process; 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.

## FY2017 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

- Collaborate with other departments to develop the necessary contracts and procurement strategies that best support operations while delivering a high-quality level of customer service.
- 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.
- Evaluate each procurement for cost savings and fiscal reasonability. This is accomplished by evaluating total spend of the Authority and analyzing the market analysis to determine the best procurement methods.
- Monitor and report progress toward achieving business diversity goals and objectives with an emphasis on continuous improvement.
- Communicate business diversity metrics on a regular basis. The defined metrics are: diversity spends compliance, prime performance, outreach, certification and organizational performance.

### Delivering Transportation Solutions

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

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

- Elevate 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 FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2016	FY2017	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$931,321	\$1,036,959	\$105,638	11.3%
Salaries and Wage-Overtime - (511301)	1,984	1,947	(37)	(1.9)%
Retirement Contributions - (512401)	116,059	137,618	21,559	18.6%
Meeting Expense - (521101)	1,349	1,329	(20)	(1.5)%
Consulting/Professional - (521201)	1,809	1,809	0	0.0%
Magazine and Newspaper - (523302)	5,284	5,284	0	0.0%
Promotional Expenses - (523304)	56,783	56,783	0	0.0%
Printing and Photographic - (523401)	1,000	1,000	0	0.0%
Travel - (523501)	12,681	13,052	371	2.9%
Dues & Subscriptions - (523601)	76,913	76,904	(9)	(0.0)%
Education and Training - (523701)	19,280	23,316	4,036	20.9%
Licenses - (523801)	2,878	3,540	662	23.0%
Office Supplies - (531101)	3,803	3,989	186	4.9%
Freight and Express - (531105)	126	119	(7)	(5.6)%
Books & Periodicals - (531401)	2,000	0	(2,000)	(100.0)%
<b>Total Expenses</b>	<b>\$1,233,270</b>	<b>\$1,363,649</b>	<b>\$130,379</b>	<b>10.6%</b>

### MAJOR FY2017 OMF BUDGET ITEMS

The department's OMF budget increased by \$130,379; from FY2016 budget of \$1,233,270 to FY2017 budget of \$1,363,649. 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 \$105,638 due to the addition of a Procurement Analyst position, and the reclassification of one buyer position to a senior buyer position.
- Retirement Contributions increased by \$21,559 commensurate with salaries.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2017 Budge (see Other Funds section pages 132-165).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$1,036,959	\$0	\$0	\$0	\$0	\$1,036,959
Salaries and Wage-Overtime - (511301)	1,947	0	0	0	0	1,947
Retirement Contributions - (512401)	137,618	0	0	0	0	137,618
Meeting Expense - (521101)	1,329	0	0	0	0	1,329
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)	13,052	0	0	0	0	13,052
Dues & Subscriptions - (523601)	76,904	0	0	0	0	76,904
Education and Training - (523701)	23,316	0	0	0	0	23,316
Licenses - (523801)	3,540	0	0	0	0	3,540
Office Supplies - (531101)	3,989	0	0	0	0	3,989
Freight and Express - (531105)	119	0	0	0	0	119
<b>FY2017 Totals</b>	<b>\$1,363,649</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$1,513,649</b>
<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>Increase/(Decrease)</b>	<b>\$130,379</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$130,379</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 166-168).

- EF \$0

### SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2017 Special Projects System Budget.

- PGBT-WE OF \$107,176
- PGBT-WE CF \$0
- PGBT-WE MMF \$13,994
- PGBT-WE CEF \$6,997
- CTP OF \$98,789
- CTP MMF \$0
- CTP CF \$13,994
- CTP CEF \$0

## POSITION SUMMARY

Procurement and Business Diversity Department			
Full-Time Positions	FY2016	FY2017	Difference
Procurement Services	11	11	0
Assistant Director of Procurement	1	1	0
Buyer	2	0	(2)
Procurement Analyst	0	1	1
Procurement Specialist	0	2	2
Purchase Order Specialist	1	1	0
Purchasing Coordinator	1	0	(1)
Senior Buyer	4	0	(4)
Senior Director Procurement and Business Diversity	1	1	0
Senior Procurement Specialist	0	4	4
Senior Purchase Order Specialist	1	1	0
Business Diversity Department	5	5	0
Asst. Director B/D	1	1	0
Business Diversity Compliance Analyst	1	1	0
Bus. Diversity Liaison	1	1	0
Director of Business Diversity	1	1	0
Outreach Coordinator	1	1	0
<b>Total Full-Time Positions</b>	<b>16</b>	<b>16</b>	<b>0</b>

- The Procurement Services changes were done to align the duties with the positions.

## MAJOR BUSINESS FUNCTIONS

- Procurement of all supplies, services and construction needs of the Authority.
- Ensuring fairness is maintained throughout the purchasing process.
- Inclusion and reporting of Disadvantaged, Minority, 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 amplifies the Authority's strategic goals and objectives through quantifiable communications and marketing to customers, stakeholders, elected officials, bondholders, business leaders, media and employees. The department's FY2017 budget is tailored to meet three strategic communications goals:

1. Get a TollTag on every windshield and a payment for every toll.
2. Elevate NTTA's brand as the top regional transportation provider.
3. Empower all NTTA employees to boost their job performance to advance NTTA and its mission.
  - a. Tell the NTTA story by fostering a positive image to humanize NTTA's brand by featuring clever advertising campaigns, creating robust programs that immerse NTTA in the communities we serve and developing advocates to carry the NTTA story forward.
  - b. Tap into Public Affairs' marketing, communications, legislative and government affairs, media and public relations resources to build a fully integrated plan to increase TollTag penetration by one percent and strengthen TollTag distribution.
  - c. Support customer service enhancements and toll collection initiatives to improve the customer journey.
  - d. Fill every communications channel with information focused on our customers to help create the ultimate toll road experience.
  - e. Renew our employee "HERO" series by combining it with compelling communications to sustain employee engagement and each individual employee's personal connection to achieve NTTA's goals.
  - f. Magnify NTTA's story and value proposition to new markets with augmented and focused public relations, promotions and an aggressive external speaker's bureau outreach plan.
  - g. Deepen relationships and improve advocacy among elected stakeholders.

## FY2017 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

- Expand TollPerks, NTTA's customer loyalty program, with incentives to reward NTTA's 4 million best customers and convert ZipCash customers into TollTag customers. We will increase TollPerks enrollment with inventive marketing promotions and public relations programs, adding refer-a-friend program and incentivizing customer service and the rest of our employees as enrollment advocates.
- Execute a creative public relations campaign to support and promote new downloads of the Tollmate mobile app and notification systems that inform customers about account status and traffic conditions. Bundle Tollmate and the cash-backed TollTag as a solution to customers who want to control their toll spend.
- Produce visually engaging communications, including videos and infographics, to reach the increasing number of customers who rely on mobile technology. Share this content in new social media channels, via NTTA.org, with news media and public relations.

- Creatively and effectively redesign NTTA.org as a more customer-friendly experience and valuable tool. Take similar customer-first steps with our mobile website. Get closer to our customers and learn more about their preferences through research, analytics and other relevant data, including valuable information from the biennial customer survey to help shape how we work with our customers; develop new service options and products.

### Financially Sound & Vibrant Organization

- Employ unique marketing and communications tactics, such as a referral program and strategic partnerships, to target new and high-potential markets in an aggressive effort to increase TollTag penetration to 82%.
- Boldly pursue non-toll revenue through business partnerships and asset sales (e.g., specialty TollTags, advertising in NTTA e-newsletters, mobile app and on website).
- Put the customer in control of their account and help increase ZipCash payment rates and reduced costs through higher adoption of self-service options, including online and mobile channels.

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

- To increase TollTag use on managed lanes and to further enhance cooperative alliances with operational partners (airports, toll managed-lane developers, tolling entities, TxDOT, DMV and others), Public Affairs will launch cooperative advertising and promotions and coordinated messaging to the public.
- 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. The FY2017 Government Affairs budget supports the department's strategic planning goals and collaboration with Public Affairs to:
  - Preserve NTTA tools and priorities during the 2017 legislative session through robust outreach to member counties, the Texas Legislature and other affected stakeholders.
  - Reconnect and develop effective relationships with area legislators to enhance the delegation's understanding of NTTA's role in the region.
  - Share the NTTA story of value to the region with local, state and federal officials and other stakeholders. Focus on major initiatives identified for 2017, which include:
    - Leverage relationships with elected officials to promote TollTags for new hires and new businesses in under-tapped communities.
    - Identify opportunities to share information learned from the biennial survey.
    - Improve communications to all stakeholders.
    - Promote NTTA's strong financial position.
    - Foster additional transparency opportunities.
    - Elevate NTTA's role as a resource in transportation planning with corridor cities to improve communications.
    - Implement any actions necessary following the 2017 legislative session.
    - Continue general advocacy for NTTA's role as the toll road provider in the region.

### Highly Qualified & Engaged Team

- Foster understanding and alignment of strategic priorities through compelling executive communication and engage employees with creative programs and communications.



- Empower employees to inspire and motivate by strategically helping them understand how each of them contribute to NTTA's success.
- Increase NTTA leadership team interaction and communications with employees.

## DEPARTMENTAL FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2016 Budget	FY2017 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,211,587	\$1,178,134	(\$33,453)	(2.8)%
Salaries and Wage-Overtime - (511301)	2,714	1,554	(1,160)	(42.7)%
Retirement Contributions - (512401)	154,513	159,299	4,786	3.1%
Meeting Expense - (521101)	11,688	11,364	(324)	(2.8)%
Consulting/Professional - (521201)	1,014,637	1,015,292	655	0.1%
Magazine and Newspaper - (523302)	489,800	511,841	22,041	4.5%
Television & Radio - (523303)	193,050	201,737	8,687	4.5%
Promotional Expenses - (523304)	322,389	335,842	13,453	4.2%
Employee Appreciation - (523305)	1,500	1,568	68	4.5%
Printing and Photographic - (523401)	6,946	7,259	313	4.5%
Maps & Pamphlets - (523402)	53,428	55,936	2,508	4.7%
Travel - (523501)	28,855	55,891	27,036	93.7%
Dues & Subscriptions - (523601)	11,625	26,538	14,913	128.3%
Education and Training - (523701)	2,473	2,584	111	4.5%
Office Supplies - (531101)	6,650	6,119	(531)	(8.0)%
Other Materials and Supplies - (531102)	2,392	2,500	108	4.5%
Freight and Express - (531105)	297	291	(6)	(2.0)%
Uniforms - (531701)	1,696	1,772	76	4.5%
<b>Total Expenses</b>	<b>\$3,516,240</b>	<b>\$3,575,521</b>	<b>\$59,281</b>	<b>1.7%</b>

### MAJOR FY2017 OMF BUDGET ITEMS

The department's OMF budget increased by \$59,281, from FY2016 budget of \$3,516,240 to FY2017 budget of \$3,575,521. 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 by **(\$33,453)** due to allocation to the SPS and Enterprise Fund.
- Travel increased by \$27,036 due to legislative session travel.
- Dues & Subscriptions increased by \$14,913 due to implementation of legislative tracking tool.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2017 Budget (see Other Funds section pages 132-165).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$1,178,134	\$0	\$0	\$0	\$0	\$1,178,134
Salaries and Wage-Overtime - (511301)	1,554	0	0	0	0	1,554
Retirement Contributions - (512401)	159,299	0	0	0	0	159,299
Meeting Expense - (521101)	11,364	0	0	0	0	11,364
Consulting/Professional - (521201)	1,015,292	0	0	932,960	0	1,948,252
Magazine and Newspaper - (523302)	511,841	0	0	451,142	0	962,983
Television & Radio - (523303)	201,737	0	0	231,817	0	433,554
Promotional Expenses - (523304)	335,842	0	0	250,000	0	585,842
Employee Appreciation - (523305)	1,568	0	0	0	0	1,568
Printing and Photographic - (523401)	7,259	0	0	0	0	7,259
Maps & Pamphlets - (523402)	55,936	0	0	0	0	55,936
Travel - (523501)	55,891	0	0	0	0	55,891
Dues & Subscriptions - (523601)	26,538	0	0	0	0	26,538
Education and Training - (523701)	2,584	0	0	0	0	2,584
Office Supplies - (531101)	6,119	0	0	0	0	6,119
Other Materials and Supplies - (531102)	2,500	0	0	0	0	2,500
Freight and Express - (531105)	291	0	0	0	0	291
Uniforms - (531701)	1,772	0	0	0	0	1,772
<b>FY2017 Totals</b>	<b>\$3,575,521</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,865,919</b>	<b>\$0</b>	<b>\$5,441,440</b>
<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>Increase/(Decrease)</b>	<b>\$59,281</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,865,919</b>	<b>\$0</b>	<b>\$1,925,200</b>

## OTHER FUNDS VARIANCE

- CF-\$0
- RMF-\$0
- CIF - \$1,865,919: This amount is for the pre-opening promotion and advertisement for TollTags on the SH 360 South project.
- 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 166-168).

- **EF - \$1,535,690** consists of \$95,000 of salaries allocated and \$1,400,000 for advertising, customer outreach and marketing campaigns for managed lanes in cooperation with Cintra and TxDOT.

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2017 Special Projects System Budget.

- PGBT-WE OF \$506,656
- CTP OF \$1,134,090
- CTP CF \$78,523

## POSITION SUMMARY

Public Affairs Department			
Full-Time Positions	FY2016	FY2017	Difference
Communications/Marketing	15	15	0
Administrative Assistant	1	1	0
Assistant Director Public Affairs	1	1	0
Digital Communications Specialist	1	1	0
Graphic Communications Specialist	1	1	0
Internal Communications Manager	1	1	0
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	1	1	0
Strategic Marketing Specialist	1	1	0
TollTag Marketing Specialist	1	1	0
Web Content Specialist	1	1	0
Government Affairs	3	3	0
Director of Government Affairs	1	1	0
Director of Legislative Affairs	1	1	0
Government Affairs Analyst	1	1	0
<b>Total Full-Time Positions</b>	<b>18</b>	<b>18</b>	<b>0</b>

- No change to positions.

## MAJOR BUSINESS FUNCTIONS – PUBLIC AFFAIRS

With the FY2017 budget, the Public Affairs Department will successfully support the Authority’s strategic goals and objectives through:

- **Strategy and Planning** – Develop innovative strategies to take NTTA to the next level by identifying trends, using data analytics and market research to craft new products and programs to support operations.
- **Media Relations** – Spread the NTTA story and value proposition throughout North Texas by developing strong relationships with reporters and influencers across all media outlets in the region. Create stories that lead to placement of positive news. Control and effectively communicate NTTA messaging. Leverage new tools to provide more depth and data around media placements and effectiveness of new media plan.
- **Marketing and Advertising** – Customer data and related analytics will serve as our roadmap for developing dynamic and clever advertising campaigns with an aggressive “Get a Tag” and savings messages. Imaginative promotions and events, including one-of-a-kind, branded experiences, will draw in new customers and help convert ZipCash customers.
  - Draw on NTTA best practices from previous new toll road openings for a triumphant opening of SH 360 South. Develop widespread and geo-targeted promotional campaigns featuring NTTA’s value proposition, products, services and customer appreciation programs to help increase TollTag distribution and penetration.

- **Project Communications** – Create and widely disseminate communications using online and traditional communication channels to notify customers of ongoing construction and maintenance activity including the Fourth Lane and SH 360 South projects. Communications will include toll road value and safety program messaging.
- **Speakers' Bureau** – Educate and expand external audiences through grassroots community outreach, including staff presentations and meetings with community leaders, businesses and industry groups. Further engage the business community to be advocates for transportation.
- **Public Relations** – Expansive public relations (branding) campaigns to share the NTTA story and value proposition across North Texas, including new markets. Develop new partnerships in communities NTTA serves, including safe-driving organizations.
- **Internal Communications** – Reinforce NTTA culture and business goals with employees. Create imaginative campaigns to help each employee understand their direct contribution to the organization's success and how they can take their performance to the next level.
- **Government/Legislative Affairs** – Cultivate and maintain powerful relationships with elected officials and stakeholders to advance public policy that supports NTTA's mission and role in the region.

## Contact Center and Collections Department

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### OVERVIEW

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

### FY2017 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

#### Customer-Driven Organization

- Focus on improving key drivers of customer satisfaction, which include reducing wait times and increasing the number of full-service locations where customers may register for new TollTag accounts or pay ZipCash invoices.
- Expand 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.
- Sell and promote TollTag benefits at targeted events, such as corporate events, sporting games, and university events.
- Foster relationships with car dealerships to distribute TollTags and increase ability to collect transactions for car sales, fleet and loaner vehicles.
- Implement speech analytics to analyze contact volumes and build efficiencies.
- Implement screen pops to reduce average call and handling times.
- Implement virtual queueing and automated call backs to improve customer satisfaction.
- Improve contact with customers through targeted customer outreach campaigns to include outbound dialing, text 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

- Continue to increase TollTag penetration to the FY2017 goal of 82%.
- Leverage business intelligence tools for more advanced analysis of cause and effect.
- Explore smart-IVR technology with alphanumeric capabilities to be rolled out in 2018.
- Implement appropriate actions to reduce call talk time by 10%.
- Continue focus on payments from out-of-state drivers.

- Improve pursuable transactions to achieve a FY2017 goal of 95.7%.
- Drive collectables to the FY2017 goal of 93% collected within 24 months.
- 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 the early stage of collections through customer outreach programs.
- Work with counties for one consistent billing rate on vehicle registration block submittals.
- Leverage business intelligence environment for more advanced analysis of cause and effect.
- Explore smart-IVR technology with alphanumeric capabilities to be rolled out in 2018.

#### 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 supervisors and management staff to drive efficiencies.
- Formalize a department succession plan for management strength and career pathing.

## DEPARTMENTAL FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2016	FY2017	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$10,205,776	\$9,298,677	(\$907,099)	(8.9)%
Salaries and Wage-Overtime - (511301)	196,805	262,841	66,036	33.6%
Retirement Contributions - (512401)	1,289,296	1,255,176	(34,120)	(2.6)%
Meeting Expense - (521101)	20,184	20,843	659	3.3%
Consulting/Professional - (521201)	7,960,410	8,833,292	872,882	11.0%
Armored Car Services - (521209)	19,503	26,883	7,380	37.8%
Rentals - Land - (522301)	36,042	37,664	1,622	4.5%
Rentals - Equipment - (522302)	52,808	55,065	2,257	4.3%
Postage - (523201)	9,358,986	9,710,388	351,402	3.8%
Magazine and Newspaper - (523302)	5,472	5,718	246	4.5%
Travel - (523501)	13,511	11,497	(2,014)	(14.9)%
Dues & Subscriptions - (523601)	3,466	3,023	(443)	(12.8)%
Education and Training - (523701)	50,688	52,969	2,281	4.5%
Temporary Contract Labor - (523851)	5,834,399	11,901,323	6,066,924	104.0%
Office Supplies - (531101)	196,760	204,044	7,284	3.7%
Freight and Express - (531105)	1,088	1,136	48	4.4%
Inven for resale(toll tags) - (531501)	8,921,481	9,400,237	478,756	5.4%
Uniforms - (531701)	15,853	16,566	713	4.5%
Bank Charges - (573001)	768,686	856,078	87,392	11.4%
Credit Card Fees - (573002)	14,696,169	17,257,181	2,561,012	17.4%
<b>Total Expenses</b>	<b>\$59,647,383</b>	<b>\$69,210,601</b>	<b>\$9,563,218</b>	<b>16.0%</b>

### MAJOR FY2017 OMF BUDGET ITEMS

The department's OMF budget increased by \$9,563,218; from FY2016 budget of \$59,647,383 to FY2017 budget of \$69,210,601. The increase is directly related to an increased volume of transactions and improvements to customer service, additionally the Agency's vehicle registration block (VRB) initiative. This initiative keeps a habitual toll violator from registering a vehicle until outstanding tolls are paid. 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 net decreased by (\$907,099) mainly due to adding nine new positions for \$360,000, transferring positions to other departments, 8 to the new Customer Care and 1 to the Legal for (\$484,656) and allocations to SPS and Enterprise Fund of (\$680,847).
- Salaries and Wages-Overtime increased by \$66,036 because of the need to cover workflow with overtime.
- Consulting/Professional Fees increased \$872,882 due to the VRB initiative. The increase will allow the department to handle the increased volume of blocks and standardize the fees paid to the participating counties.
- Armored Car Services increased by \$7,380, mainly due to adding an additional TollTag store location.
- Postage increased by \$351,402 due to the increase in invoicing for out-of-state drivers and notices to habitual violators, in order to improve contact rates, combined with an increase in transactions.

- Temporary Contract Labor increased by \$6,066,924 due to anticipated growth in call volumes and the addition of approximately 110 call center positions and supervisors to answer 70 percent of calls within 30 seconds.
- TollTags and Supplies increased by \$478,756 due to the sticker tag purchase for the phase-out of existing hard-case TollTags by mid-FY2018.
- Bank Charges increased by \$87,392 due to the expected increase in lockbox payment volumes, which are based on T&R estimates and TSAs projects.
- Credit Card Fees increased by \$2,561,012 due to the increased volumes of payment processing based on growth in invoices and 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 FY2017 Budget (see Other Funds section pages 132-165).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$9,298,677	\$0	\$0	\$0	\$0	\$9,298,677
Salaries and Wage-Overtime - (511301)	262,841	0	0	0	0	262,841
Retirement Contributions - (512401)	1,255,176	0	0	0	0	1,255,176
Meeting Expense - (521101)	20,843	0	0	0	0	20,843
Consulting/Professional - (521201)	8,833,292	0	0	0	0	8,833,292
Armored Car Services - (521209)	26,883	0	0	0	0	26,883
Rentals - Land - (522301)	37,664	0	0	0	0	37,664
Rentals - Equipment - (522302)	55,065	0	0	0	0	55,065
Postage - (523201)	9,710,388	0	0	0	0	9,710,388
Magazine and Newspaper - (523302)	5,718	0	0	0	0	5,718
Travel - (523501)	11,497	0	0	0	0	11,497
Dues & Subscriptions - (523601)	3,023	0	0	0	0	3,023
Education and Training - (523701)	52,969	0	0	0	0	52,969
Temporary Contract Labor - (523851)	11,901,323	0	0	0	0	11,901,323
Office Supplies - (531101)	204,044	0	0	0	0	204,044
Freight and Express - (531105)	1,136	0	0	0	0	1,136
Inven for resale(toll tags) - (531501)	9,400,237	0	0	0	0	9,400,237
Uniforms - (531701)	16,566	0	0	0	0	16,566
Bank Charges - (573001)	856,078	0	0	0	0	856,078
Credit Card Fees - (573002)	17,257,181	0	0	0	0	17,257,181
<b>FY2017 Totals</b>	<b>\$69,210,601</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$69,210,601</b>
<b>FY2016 Totals</b>	<b>\$59,647,383</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$59,647,383</b>
<b>Increase/(Decrease)</b>	<b>\$9,563,218</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,563,218</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 166-168).

- **EF - \$7,467,914** for salaries and expenses allocated to handle the increasing transactions for TSAs projects.

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2017 Special Projects System Budget.

- PGBT-WE OF \$4,376,420
- CTP OF \$4,240,275

## POSITION SUMMARY

Contact Center and Collections Department			
Full-Time Positions	FY2016	FY2017	Difference
Customer Service Call Center	154	143	(11)
Admin. Assistant	1	1	0
Assistant Director of CSC	1	0	(1)
Call Center Manager	1	1	0
Contact Center Manager	1	0	(1)
Contact Center Supervisor	13	10	(3)
CSS II	85	87	2
CSS III	0	6	6
CSS II Bilingual	34	23	(11)
Director of Contact Center & Collections	0	1	1
Director of Customer Service	1	0	(1)
Senior - CSS	12	9	(3)
Senior – CSS Bilingual	5	5	0
Front Counter	41	53	12
CC Lobby Coordinator	1	1	0
Contact Center Supervisor	6	7	1
CSS II	22	30	8
CSS II Bilingual	7	7	0
Customer Center Manager	1	1	0
Receptionist	1	1	0
Senior – CSS Bilingual	1	0	(1)
Senior Customer Service Specialist	2	6	4
Workforce	5	5	0
Sr. Workforce Manager	0	1	1
Workforce Analyst	4	4	0
Workforce Manager	1	0	(1)
Regional Toll Partners	2	2	0
Manager - Key Accounts	0	1	1
Regional Toll Partners Manager	1	0	(1)
Regional Toll Partners Supervisor	1	1	0

## POSITION SUMMARY (CONTINUED)

Contact Center and Collections Department			
Collections	6	6	0
Analytics Manager	1	1	0
Assistant Director of Collections	1	1	0
Collections Manager	1	1	0
Collections Supervisor	1	0	(1)
Collections Team Lead	1	0	(1)
Contact Center Supervisor	0	2	2
Director of Collections	1	0	(1)
Project Coordinator I	0	1	1
Toll Enforcement Remedies	21	22	1
Admin. Team Lead	1	1	0
Admin. Technician	3	3	0
Court Coordinator	3	3	0
Senior TER Manager	0	1	1
TER Manager	1	0	(1)
TER Specialist	8	8	0
TER Specialist - Bilingual	4	4	0
TER Supervisor	0	1	1
TER Team Leader	1	1	0
Cash Posting	59	58	(1)
CSSI	53	52	(1)
Mail Specialist	1	1	0
Support Services Process Manager	1	1	0
Support Services Supervisor	4	4	0
QA/QC Training	17	9	(8)
QA/QC Coordinator I	5	5	0
QA/QC Coordinator I - Bilingual	1	1	0
QA/QC Coordinator II	6	0	(6)
QA/QC Manager	1	0	(1)
QA/QC Supervisor	1	0	(1)
Senior Training Coordinator	1	1	0
Training Coordinator	2	2	0
<b>Total Full Time Positions</b>	<b>305</b>	<b>298</b>	<b>(7)</b>
<b>Part-Time Positions</b>	<b>FY2016</b>	<b>FY2017</b>	<b>Difference</b>
CSS P/T	4	0	(4)
CSSI P/T	20	20	0
CSSII - P/T	0	4	4
TER Specialist P/T	1	1	0
TollTag Event Specialist	4	4	0
<b>Total Part-Time Positions</b>	<b>29</b>	<b>29</b>	<b>0</b>

- For FY2017 the Collections and Toll Enforcement and the Customer Service Contact Center Departments are being combined into the Contact Center and Collections Department.
- The Customer Service Call Center Division transferred the Asst. Dir. of CSC position to the Operations Department. Transferred the Call Center Manager and Dir. of Customer Service to the new Customer Care Department. It added the Dir. of Contact Center & Collections by reclassifying the Dir. of Collections. The deployment of a web chat function added 6 CSS III

positions. The implementation of voice recognition software will eliminate 3 Senior CSS and 1 Contact Center Supervisor. The other 2 Contact Center Supervisor positions transferred to Collections. The changes with the CSS II positions is due to the normal process of assigning personal to the areas they are needed.

- The Front Counter Division additional store front is adding 2 Senior Customer Service Specialist and 1 Contact Center Supervisor.
- The Workforce Division reclassified the Workforce Manager to Sr. Workforce Manager to align the duties with the position.
- The Regional Toll Partners Division added 1 Manager of Key accounts to oversee activities of the team.
- The Collections Division reclassified the Collections Supervisor into one CSS II positions and moved it to the Call Center. The Dir. of Collections position was transferred to Customer Service Call Center. A Bankruptcy Specialist position created during FY2016 has been moved to the Legal Department for FY2017. Within the Toll Enforcement Remedies Division 1 TER Manager was reclassified into a Sr. TER Manager and 1 TER Supervisor position was created by reclassifying a CSS II position. The 2 Contact Center Supervisor positions were transferred from the Customer Service Call Center. The Collections Team Lead position was reclassified to the Project Coordinator I to align the duties with the position.
- The Cash Posting Division transferred 1 CSSI to the Customer Service Call Center.
- The QA/QC Manager, QA/QC Supervisor, and 6 QA/QC coordinator II's were transferred to the newly created Customer Care Department.

## MAJOR BUSINESS FUNCTIONS

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

- **Customer Service Call Center** – Serves more than 4 million customers each year through 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 three retail locations in Fort Worth, Irving, Plano and the new South Dallas location planned in 2017.
- **Workforce** – Serves as the command center for the Customer Service Call Center division and the Collections and Toll Enforcement Department. Their primary functions include scheduling work shifts analysis and projection of contact volumes, and real-time assignments of 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 and Minyards in addition to 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. Breadth of the division has been expanded to focus on increasing TollTag awareness for large employers in proximity to NTTA roadways, increasing NTTA's fleet TollTag program and enhancing NTTA's car dealership relationships.
- **Collections** – Provides strategic direction for collections efforts on outstanding ZipCash invoices, from first notice of nonpayment through assignment to external collection agencies. Manages internal staff as well as collection agencies.

- **Toll Enforcement Remedies** – Implements tools provided by the Legislature to encourage equitable payment from all drivers. 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 all customer-facing contact agents.
  - Ensure the ZipCash invoices are quality reviewed for the utmost accuracy.

# Customer Care Department

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## OVERVIEW

The Customer Care Department solidifies the reputation and financial strength of NTTA as a best-in-class service provider by anticipating and responding to increasing customer demands. The department supports NTTA's mission by striving to ensure customer satisfaction, soliciting customer feedback and providing guidance and coaching for improved customer relationships. The department handles customer contact escalations and oversees quality assurance and quality control for all customer service specialists (CSSs). The department is responsible for reporting and trend analysis for internal customers and facilitates process improvement. The department enhances NTTA's relationship with customers and embraces innovative technology that will strengthen NTTA's ability to provide exceptional customer service.

## FY2017 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

- Improve the customer experience by serving as the “Voice of the Customer” through robust customer communications and the provision of customer feedback opportunities.
- Implement speech analytics to enhance the reporting of customer experiences, assist with quality assurance and quality control, and provide a clearer understanding of our customers' end-to-end experience.
- In the role of Ombudsman, collaborate with all departments regarding customer feedback and disputes.
- Actively seek and identify industry best practices.
- Leverage Mystery Driver program to gain insight of our customers' experience with departments across the organization, including road maintenance and safety.
- Develop a closed-loop process that ensures customer escalations are resolved in a timely fashion and root causes are addressed to prevent re-occurrence.

### Financially Sound & Vibrant Organization

- Ensure CSSs receive coaching to enhance our customers' experience. Coaching may include:
  - Specialized, targeted training to CSSs based on customer feedback and recommendations.
  - Coaching supervisors regarding customer feedback and recommendations.
  - Building a library of exemplary customer calls featuring escalation-prevention techniques for training.

### Highly Qualified, Energized & Engaged Team

- Collaborate with the Public Affairs Department to develop outreach communications and survey data.
- Collaborate with the Customer Service Contact Center and the Collections and Toll Enforcement departments regarding evaluation of front line staff and quality assurance/quality control.
- Cross-train staff to handle multiple departmental functions.
- Ensure that reporting and trend analysis targets key areas and meets the needs of internal customers.
- Facilitate process improvements.
- Formalize departmental succession plan for management strength and career pathing.

## DEPARTMENTAL FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2016	FY2017	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$0	\$534,506	\$534,506	100.0%
Retirement Contributions - (512401)	0	53,158	53,158	100.0%
Meeting Expense - (521101)	0	250	250	100.0%
Consulting/Professional - (521201)	0	243,000	243,000	100.0%
Travel - (523501)	0	2,621	2,621	100.0%
Dues & Subscriptions - (523601)	0	599	599	100.0%
Office Supplies - (531101)	0	1,420	1,420	100.0%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$835,554</b>	<b>\$835,554</b>	<b>100.0%</b>

### MAJOR FY2017 OMF BUDGET ITEMS

The Customer Care Department is a new department in FY2017.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2017 Budget (see Other Funds section pages 132-165).

Account	OMF	CF	RMF	CIF	CIF/FSF	Total Budget
	1001	3700	1201	1501	1601	
Salaries and Wages-Direct - (511101)	\$534,506	\$0	\$0	\$0	\$0	\$534,506
Retirement Contributions - (512401)	53,158	0	0	0	0	53,158
Meeting Expense - (521101)	250	0	0	0	0	250
Consulting/Professional - (521201)	243,000	0	0	0	0	243,000
Travel - (523501)	2,621	0	0	0	0	2,621
Dues & Subscriptions - (523601)	599	0	0	0	0	599
Office Supplies - (531101)	1,420	0	0	0	0	1,420
<b>FY2017 Totals</b>	<b>\$835,554</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$835,554</b>
<b>FY2016 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>\$835,554</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$835,554</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 166-168).

- EF \$90,258

### SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2017 Special Projects System Budget.

- PGBT-WE OF \$52,781
- CTP OF \$27,018

## POSITION SUMMARY

Customer Care Department			
Full-Time Positions	FY2016	FY2017	Difference
Customer Care Coordinator	0	1	1
Customer Care Manager	0	1	1
Director of Customer Care	0	1	1
QA/QC Coordinator II	0	5	5
QA/QC Coordinator II - Bilingual	0	2	2
QA/QC Supervisor	0	1	1
<b>Total Full-Time Positions</b>	<b>0</b>	<b>11</b>	<b>11</b>

- The positions for the Customer Care department were transferred from the Collections & Toll Enforcement, Operations and the Customer Service Contact Center departments. Some were renamed to match the new department.

## MAJOR BUSINESS FUNCTIONS

With the FY2017 budget, the Customer Care Department will successfully support the Authority's strategic goals and objectives through:

- **Voice of the Customer** – Ensure customers receive exceptional service and support, which generates loyalty and respect from customers, by gathering and analyzing feedback from customers and developing appropriate action plans.
- **Quality Assurance/Quality Control** – Provide in-depth QA/QC of all customer/agent interactions. Review key processes to ensure NTTA standards are met or exceeded and work with Internal Audit to implement new quality control initiatives to minimize risk to the organization. Identify root causes or key drivers of customer contact escalations and work with the applicable departments to resolve those issues. Closed-loop metrics include:
  - Time to resolve issues
  - Time to deliver coaching
  - Training delivered and completed to prevent recurrence
  - Identification of root causes
  - Survey results from post-escalation resolution
- **Ombudsman** – Review customer concerns in an unbiased and impartial manner. Ensure fairness and consistency by reviewing and responding to disputes received by customers regarding their experience with NTTA
- **Reporting/Trend Analysis** –
  - **Effortless Customer Experience - All Levels**
    - Focusing on reducing the customer effort required to use self-help channels to encourage use of those channels and reduce use of higher-cost channels.
    - Measure and track the number of customer attempts needed to resolve a dispute. This extends current focus on first-call resolution to include all contact channels, including use of multiple contact channels.
  - **Closing the Loop**

- Follow up with customers after escalation resolution and provide internal after-action reports.
- **Net Promoter Score**
  - Provide customers with a positive experience to increase their willingness to recommend NTTA services to other customers including:
    - Recommending self-help channels
    - Recommending TollTags to ZipCash customers
- **Deploy SMS/Text surveys**
  - Gain better insight into the motivations of ZipCash users and their experiences with NTTA.
- **Establish Service-Level Objectives**
  - Time required to resolve customer escalations
  - Time required to deliver training that closes the loop on opportunities for improvement
  - Time required to deliver coaching to CSSs for calls that have escalated



# 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's Strategic Plan. The department installs, integrates, manages, maintains and supports hardware, software, telecommunications and network functions. In FY2017, 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.

## FY2017 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 four-year Intelligent Transportation Systems(ITS) program to further customer safety and service by increasing camera and dynamic message sign coverage across NTTA facilities. This project includes the addition of 45 new cameras and six new dynamic message signs.
- 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.
- Replace the current back office toll system with a new system that will streamline business processes and enable NTTA to provide better customer service to our internal and external customers.

### Financially Sound & Vibrant Organization

- Complete implementation of the IT business continuity plan to minimize impact to the NTTA revenue stream and service to customers 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 to ensure the equitable collection of tolls.
- Continue the expansion and adoption of Business Intelligence program to meet the analytical reporting needs of the organization, including Operations, Collections, Toll Enforcement, Public Affairs, Finance, System and Incident Management and the Call Center. Leveraging analytics optimizes internal processes and maintains NTTA's leadership role in driving industry-wide initiatives like revenue management, traffic optimization, and interoperability.

### Delivering Transportation Solutions

- Continue participating in National Interoperability Committees of the International Bridge, Tunnel and Turnpike Association(IBTTA) and leading statewide interoperability programs. Implement central and southern states interoperability, and begin system modifications to support national interoperability that will provide a seamless tolling experience for customers throughout the United States.

- Continue 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, the North Central Texas Council of Governments (NCTCOG) Managed Lanes Committee, and regional geographic information systems (GIS) through the NCTCOG.
- Continue to partner with Dallas/Fort Worth International and Dallas Love Field airports for processing parking transactions. Implement modifications to the RITE System to support Dallas Love Field's parking system upgrade.
- 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 that their skills are kept fresh through continued training.

## DEPARTMENTAL FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2016	FY2017	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$6,081,450	\$6,397,323	\$315,873	5.2%
Salaries and Wage-Overtime - (511301)	90,000	85,663	(4,337)	(4.8)%
Retirement Contributions - (512401)	760,940	854,741	93,801	12.3%
Consulting/Professional - (521201)	93,402	93,449	47	0.1%
Outside Maintenance Services - (521212)	4,196,611	4,185,823	(10,788)	(0.3)%
Telecommunications - (523202)	838,078	927,703	89,625	10.7%
Travel - (523501)	22,219	23,223	1,004	4.5%
Dues & Subscriptions - (523601)	5,544	5,421	(123)	(2.2)%
Education and Training - (523701)	103,678	107,112	3,434	3.3%
Office Supplies - (531101)	178,349	170,729	(7,620)	(4.3)%
Other Materials and Supplies - (531102)	89,958	68,508	(21,450)	(23.8)%
Software - (531651)	4,987,470	5,436,608	449,138	9.0%
<b>Total Expenses</b>	<b>\$17,447,699</b>	<b>\$18,356,303</b>	<b>\$908,604</b>	<b>5.2%</b>

### MAJOR FY2017 OMF BUDGET ITEMS

The department's OMF budget increased by \$908,604; from FY2016 budget of \$17,447,699 to FY2017 budget of \$18,356,303. 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 \$315,873 due to adding three core-competency positions.
- Retirement Contributions increased by \$93,801 commensurate with an increase in salaries.
- Telecommunications increased by \$89,625 due to the addition of new communication circuits for the Fort Worth TollTag store and DPS offices. NTTA implemented a new phone service

technology called Session Interface Protocol(SIP) to handle incoming and outgoing calls more efficiently.

- Other Materials and Supplies decreased by **(\$21,450)** after adjusting to historical spending.
- Software increased by \$449,138 due to anticipated increases in software maintenance costs.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2017 Budget (see Other Funds section pages 132-165).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$6,397,323	\$0	\$0	\$0	\$0	\$6,397,323
Salaries and Wage-Overtime - (511301)	85,663	0	0	0	0	85,663
Retirement Contributions - (512401)	854,741	0	0	0	0	854,741
Consulting/Professional - (521201)	93,449	0	0	2,250,000	0	2,343,449
Outside Maintenance Services - (521212)	4,185,823	0	0	0	0	4,185,823
Consulting/Profess Serv Tech - (521301)	0	0	0	8,794,400	0	8,794,400
Telecommunications - (523202)	927,703	0	0	0	0	927,703
Travel - (523501)	23,223	0	0	0	0	23,223
Dues & Subscriptions - (523601)	5,421	0	0	0	0	5,421
Education and Training - (523701)	107,112	0	0	0	0	107,112
Office Supplies - (531101)	170,729	0	0	0	0	170,729
Other Materials and Supplies - (531102)	68,508	0	0	0	0	68,508
Electronic Supplies - (531106)	0	0	1,939,500	0	0	1,939,500
Computers - (531641)	0	0	5,367,000	3,980,000	0	9,347,000
Software - (531651)	5,436,608	0	285,000	25,515,000	0	31,236,608
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	3,225,000	0	0	3,225,000
Infrastructure - Other - (541403)	0	0	0	4,100,000	0	4,100,000
<b>FY2017 Totals</b>	<b>\$18,356,303</b>	<b>\$0</b>	<b>\$10,816,500</b>	<b>\$44,639,400</b>	<b>\$0</b>	<b>\$73,812,203</b>
<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>Increase/(Decrease)</b>	<b>\$908,604</b>	<b>\$0</b>	<b>(\$2,819,500)</b>	<b>(\$5,952,158)</b>	<b>\$0</b>	<b>(\$7,863,054)</b>

## OTHER FUNDS VARIANCE

- CF - \$0
- RMF – **(\$2,819,500)** The Reserve Maintenance Fund decreased mainly due to the replacement of aging cameras and unlimited power supplies (UPS) on the system, which were completed in FY2016.
- CIF – **(\$5,952,158)** The Capital Improvement Fund decreased due to the scheduling of projects and achieved milestones earlier than expected.
- 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 166-168).

- EF - \$1,684,921 including \$939,206 for software development and \$745,715 of allocated salaries.

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2017 Special Projects System Budget.

- PGBT-WE OF \$1,287,036
- PGBT-WE CF \$0
- PGBT-WE MMF \$385,821
- CTP OF \$1,799,732
- CTP CF \$0

## POSITION SUMMARY

Information Technology			
Full-Time Positions	FY2016	FY2017	Difference
Administrative Assistant IT	1	1	0
Applications Administrator	4	4	0
Assistant Director Business Applications	1	1	0
Assistant Director of IT	0	1	1
Assistant Director of IT Enterprise Systems and Operations	1	0	(1)
Backup Engineer	1	1	0
Business Intelligence Analyst	1	1	0
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	0	1	1
Enterprise Applications Manager	1	1	0
Enterprise Applications Support Analyst III	1	0	(1)
Enterprise Communications Manager	1	1	0
Enterprise Systems Manager	1	1	0
GIS Analyst	3	3	0
GIS Manager	1	1	0
Information Security Manager	1	1	0
Sr. Storage Architect	0	1	1
Data Integration Architect	0	1	1
ServiceNow System Administrator	0	1	1
IT Manager - Business Intelligence	1	1	0
IT Operations and Service Manager	1	1	0
IT Program Manager	1	1	0
ITS Support Specialist	1	1	0
Lead Warehouse Technician	1	1	0
Network Engineer	2	2	0
Parking Systems Lead	1	1	0
Parking Systems Manager	1	1	0
RITE Applications Lead Support Analyst	1	1	0
RITE Apps DW/BI Analyst	1	0	(1)
RITE Systems Support Analyst	1	1	0
RITE Systems Support Analyst II	1	1	0
Roadway Systems Lead	1	1	0
Roadway Systems Manager	1	1	0
Roadway Systems Supervisor	2	2	0
Security Engineer	3	3	0

Server Administrator	1	1	0
Service Desk Manager	1	1	0
Sr. Application Manager	1	1	0
Sr. BI Architect	1	1	0
Sr. Business Analyst	3	3	0
Sr. Business Intelligence Analyst	1	1	0
Sr. Communications Engineer	1	1	0
Sr. Database Administrator	2	2	0
Sr. Desktop Support Technician	3	3	0
Sr. ITS Manager	1	1	0
Sr. Network Engineer	2	2	0
Sr. Oracle DBA	0	1	1
Sr. Project Manager	3	3	0
Sr. Server Administrator	2	2	0
Sr. Systems Engineer	4	4	0
Sr. Web Applications Developer	2	2	0
Systems Support Tech II	3	3	0
Systems Support Tech II – HD	2	2	0
Systems Support Tech II – PS	2	2	0
Systems Support Tech III	1	1	0
Systems Support Tech III - PS	3	3	0
Systems Support Tech III RW	7	7	0
Technical Architect	1	1	0
<b>Total Full-Time Positions</b>	<b>90</b>	<b>93</b>	<b>3</b>

- The IT Department has added three new positions for FY2017: Sr. Storage Architect, Data Integration Architect and ServiceNow System Administrator. The positions are being added to bring core competency duties in-house.
- The other changes are reclassifications to align the duties with the positions.

## MAJOR BUSINESS FUNCTIONS

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

- **Business Applications** – Focused on all tolling back-office systems: Toll Enforcement Remedies application; PeopleSoft HR and financials; 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 network of 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 to ensure assets are maintained in accordance with trust and project agreements. The department uses a balance of in-house and contracted maintenance to create a competitive environment in which the cost and quality of work being performed is measured.

## FY2017 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

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

### Financially Sound & Vibrant Organization

- Optimize inventory by limiting on-hand products and storage of items to support a lean yet responsive operation.

### Delivering Transportation Solutions

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

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

- Collaborate with 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.
- Use the in-field capabilities of the computerized maintenance management software to get crews more involved in the work order process.

## DEPARTMENTAL FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2016	FY2017	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$8,013,123	\$8,433,226	\$420,103	5.2%
Salaries and Wage-Overtime - (511301)	340,000	340,000	0	0.0%
Retirement Contributions - (512401)	1,007,889	1,102,311	94,422	9.4%
Meeting Expense - (521101)	2,100	2,100	0	0.0%
Consulting/Professional - (521201)	100,000	100,000	0	0.0%
Outside Maintenance Services - (521212)	7,353,917	7,835,333	481,416	6.5%
Landscaping - (522202)	35,000	40,900	5,900	16.9%
Rentals - Equipment - (522302)	171,350	144,350	(27,000)	(15.8)%
Magazine and Newspaper - (523302)	8,700	8,700	0	0.0%
Travel - (523501)	21,500	27,850	6,350	29.5%
Dues & Subscriptions - (523601)	19,544	20,355	811	4.1%
Education and Training - (523701)	80,675	71,010	(9,665)	(12.0)%
Licenses - (523801)	31,765	27,280	(4,485)	(14.1)%
Temporary Contract Labor - (523851)	64,800	11,520	(53,280)	(82.2)%
Office Supplies - (531101)	21,100	21,100	0	0.0%
Other Materials and Supplies - (531102)	2,360,844	2,913,580	552,736	23.4%
Mobile Equipment Expense - (531103)	1,086,466	1,085,400	(1,066)	(0.1)%
Freight and Express - (531105)	300	300	0	0.0%
Motor Fuel Expense - (531107)	1,175,507	1,162,505	(13,002)	(1.1)%
Water - (531211)	593,000	600,000	7,000	1.2%
Gas - (531221)	70,600	70,600	0	0.0%
Electricity - (531231)	2,100,000	2,200,000	100,000	4.8%
Small Tools and Shop Supplies - (531601)	216,634	160,509	(56,125)	(25.9)%
Uniforms - (531701)	182,700	189,610	6,910	3.8%
<b>Total Expenses</b>	<b>\$25,057,513</b>	<b>\$26,568,538</b>	<b>\$1,511,025</b>	<b>6.0%</b>

### MAJOR FY2017 OMF BUDGET ITEMS

The department's OMF budget increased by \$1,511,025; from FY2016 budget of \$25,057,513 to FY2017 budget of \$26,568,538. 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 \$420,103 due to compensation adjustments of \$300,000 previously recorded in Shared Services department.
- Retirement Contributions increased by \$94,422 commensurate with increase in salaries.
- Outside Maintenance Services increased by \$481,416 in order to contract maintenance on specialized equipment and repairs of assets.
- Landscaping increased \$5,900 due to adding 12 acres of new landscaping beds.
- Rentals – Equipment decreased by (\$27,000) based on historical data and current usage rates.
- Travel increased by \$6,350 to send personnel to specialty training and conferences to improve skills and knowledge as it relates to snow/ice response and concrete maintenance.
- Temporary Contract Labor decreased (\$53,280) due to innovative ways to make ready RSS trucks that reduces required man power.
- Other Materials and Supplies increased \$552,736 due to fully funding the five-year average for purchase of de-icing materials needed for the 2017 snow and ice plan.
- Electricity increased by \$100,000 based on historical data and current usage rates.



- Small Tools and Shop Supplies decreased **(\$56,125)** due to recent replacement in tools and purchases of specialty tools that result in less wear and tear.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2017 Budget (see Other Funds section pages 132-165).

Account	OMF	CF	RMF	CIF	CIF/FSF	Total
	1001	3700	1201	1501	1601	Budget
Salaries and Wages-Direct - (511101)	\$8,433,226	\$0	\$0	\$0	\$0	\$8,433,226
Salaries and Wage-Overtime - (511301)	340,000	0	0	0	0	340,000
Retirement Contributions - (512401)	1,102,311	0	0	0	0	1,102,311
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)	7,835,333	0	0	0	0	7,835,333
Landscaping - (522202)	40,900	0	0	0	0	40,900
Rentals - Equipment - (522302)	144,350	0	0	0	0	144,350
Magazine and Newspaper - (523302)	8,700	0	0	0	0	8,700
Travel - (523501)	27,850	0	0	0	0	27,850
Dues & Subscriptions - (523601)	20,355	0	0	0	0	20,355
Education and Training - (523701)	71,010	0	0	0	0	71,010
Licenses - (523801)	27,280	0	0	0	0	27,280
Temporary Contract Labor - (523851)	11,520	0	0	0	0	11,520
Office Supplies - (531101)	21,100	0	0	0	0	21,100
Other Materials and Supplies - (531102)	2,913,580	0	0	0	0	2,913,580
Mobile Equipment Expense - (531103)	1,085,400	0	0	0	0	1,085,400
Freight and Express - (531105)	300	0	0	0	0	300
Motor Fuel Expense - (531107)	1,162,505	0	0	0	0	1,162,505
Water - (531211)	600,000	0	0	0	0	600,000
Gas - (531221)	70,600	0	0	0	0	70,600
Electricity - (531231)	2,200,000	0	0	0	0	2,200,000
Small Tools and Shop Supplies - (531601)	160,509	0	0	0	0	160,509
Machinery - (531611)	0	0	544,100	0	0	544,100
Vehicles - (531621)	0	0	1,367,046	0	0	1,367,046
Uniforms - (531701)	189,610	0	0	0	0	189,610
Building Improvements - (541302)	0	0	1,925,000	2,350,000	0	4,275,000
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	0	200,000	0	200,000
<b>FY2017 Totals</b>	<b>\$26,568,538</b>	<b>\$0</b>	<b>\$3,836,146</b>	<b>\$2,550,000</b>	<b>\$0</b>	<b>\$32,954,684</b>
<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>Increase/(Decrease)</b>	<b>\$1,511,025</b>	<b>\$0</b>	<b>(\$20,379,053)</b>	<b>(\$32,715,500)</b>	<b>\$0</b>	<b>(\$51,583,528)</b>

## OTHER FUNDS VARIANCE

- **CF - \$0**
- **RMF - (\$20,379,053)** 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 decrease is due to most projects being managed by Project Delivery in FY2017.
- **CIF - (\$32,715,500)** 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. The decrease is due to most projects being managed by Project Delivery in FY2017.
- **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 166-168).

- EF \$0

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2017 Special Projects System Budget.

- PGBT-WE OF \$2,539,056
- PGBT-WE MMF \$0
- CTP OF \$5,170,782
- CTP MMF \$0

## POSITION SUMMARY

Maintenance Department			
Full-Time Positions	FY2016	FY2017	Difference
Roadway	115	115	0
CSR/Maintenance	2	2	0
Laborer/Maintenance Technician	77	77	0
Lead Roadway Maintenance Tech	8	8	0
Roadway Maintenance Supervisor	8	8	0
Roadway Manager	2	2	0
Senior Maintenance Technician	18	18	0
Facilities	24	24	0
Bldg. Maintenance Supervisor	1	1	0
CSR Maintenance	1	1	0
Custodian	2	2	0
Electrician	4	4	0
Electrician Maintenance Technician	2	2	0
Electrician Senior	2	2	0
Electrician Supervisor	1	1	0
Facilities Manager	1	1	0
GE Bldg. Maintenance Specialist	1	1	0
HVAC&R Technician	1	2	1
Lead Bldg. Maintenance Technician	2	1	(1)
Lead Electrician	1	1	0

Maintenance Technician	5	5	0
Landscape	14	14	0
Asst. Landscape Manager/ Landscape Supervisor	1	1	0
Irrigation Maintenance Specialist	1	1	0
Laborer	2	2	0
Laborer - Landscape	1	1	0
Landscape Maintenance Technician	6	6	0
Landscape Manager/Architect	1	1	0
Lead Landscape Maintenance Technician	1	1	0
Senior Landscape Maintenance Technician	1	1	0
Support Services	24	24	0
Fleet Manager	1	1	0
Fleet Supervisor	2	2	0
Lead Mechanic	2	2	0
Lead Warehouse Technician	1	1	0
Maintenance Support Manager	1	1	0
Maintenance Technician	1	1	0
Mechanic	7	7	0
Physical Assets Supervisor	1	1	0
Senior Sign Specialist	1	1	0
Senior Warehouse Technician	1	1	0
Sign & Fabrication Supervisor	1	1	0
Sign Specialist	1	1	0
Signing Coordinator	1	1	0
Warehouse Technician	3	3	0
Administration	10	10	0
Admin Asst. Maintenance	1	1	0
Asst. Director / Maintenance Ops	1	1	0
Capital Improvement Manager	1	1	0
CMMS App Administrator	1	1	0
Director of Maintenance	1	1	0
Maintenance Safety & Training Admin	1	1	0
Project Coordinator	1	1	0
Roadway Project Engineer	1	1	0
Roadway Special Project Manager	2	2	0
<b>Total Full-Time Positions</b>	<b>187</b>	<b>187</b>	<b>0</b>

- One Lead Bldg. Maintenance Technician was reclassified to a HVAC&R Technician.

## 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, increase the percentage of pursued transactions, streamline operational processes, advance interoperability both regionally and nationally, and manage NTTA's provision of toll services.

## FY2017 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

- Implement programs to improve customers' experience through projects intended to reduce the need for customers to contact NTTA (e.g., update credit card expiration dates), improve average speed of answer to 70/30, reduce talk times by 10%, and solicit customer feedback across more contact channels.
- Increase pursuable transactions to 95.7% of total transactions and collection rate to 93% within 24 months.
- Implement alternative payment options, with a focus on expanding current options and locations to handle cash-backed TollTag accounts and ZipCash payments.
- Working with Public Affairs, 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 a new toll collection system.
- Implement an alternative payment option, which leverages mobile phones as a payment device and consolidates payment of toll charges with a customer's mobile phone bill.
- Implement a full business continuity program.

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

- Implement toll services for NTE Segment 3B and IH-35E.
- Participate on the NCTCOG managed lanes committee and in the implementation of a pilot project for regional HOV occupancy technology.
- Implement central- and southern-states interoperability programs thereby extending payment of tolls through a TollTag to include Kansas and Gulf Coast states to Florida and North Carolina.
- Actively participate in state, regional and national interoperability efforts.

### Highly Qualified, Energized & Engaged Team

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

## DEPARTMENTAL FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2016	FY2016	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$476,701	\$578,350	\$101,649	21.3%
Retirement Contributions - (512401)	58,984	78,385	19,401	32.9%
Meeting Expense - (521101)	880	880	0	0.0%
Travel - (523501)	25,278	28,185	2,907	11.5%
Dues & Subscriptions - (523601)	9,535	9,890	355	3.7%
Education and Training - (523701)	2,456	2,718	262	10.7%
Office Supplies - (531101)	827	898	71	8.6%
Freight and Express - (531105)	166	194	28	16.9%
<b>Total Expenses</b>	<b>\$574,827</b>	<b>\$699,500</b>	<b>\$124,673</b>	<b>21.7%</b>

### MAJOR FY2017 OMF BUDGET ITEMS

The department's OMF budget increased by \$124,673 from FY2016 budget of \$574,827 to FY2017 budget of \$699,500. 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 \$101,649 due to adding one position.
- Retirement Contributions increased by \$19,401 commensurate with salaries.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2017 Budget (see Other Funds section pages 132-165).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$578,350	\$0	\$0	\$0	\$0	\$578,350
Retirement Contributions - (512401)	78,385	0	0	0	0	78,385
Meeting Expense - (521101)	880	0	0	0	0	880
Travel - (523501)	28,185	0	0	0	0	28,185
Dues & Subscriptions - (523601)	9,890	0	0	0	0	9,890
Education and Training - (523701)	2,718	0	0	0	0	2,718
Office Supplies - (531101)	898	0	0	0	0	898
Freight and Express - (531105)	194	0	0	0	0	194
<b>FY2017 Totals</b>	<b>\$699,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$699,500</b>
<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>Increase/(Decrease)</b>	<b>\$124,673</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$950,000)</b>	<b>\$0</b>	<b>(\$825,327)</b>

### OTHER FUNDS VARIANCE

- **CF - \$0**
- **RMF - \$0**
- **CIF - (\$950,000)** The Capital Improvement Fund decreased due to the completion of the lane assessment study, completion of a revised cost model and hiring a data analyst.
- **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 166-168).

- EF \$81,504

## SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2017 Special Projects System Budget.

- PGBT-WE OF \$67,883
- PGBT-WE CF \$0
- CTP OF \$60,882
- CTP CF \$0

## POSITION SUMMARY

Operations			
Full-Time Positions	FY2016	FY2017	Difference
Asst. Exec. Director Operations	1	1	0
Exec. Asst. to AED Ops	1	0	(1)
Business Ops Manager	0	1	1
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>

- The Executive Assistant position was transferred to the Customer Care Department.
- The Business Operations Manager was added in FY2016 by transferring the Asst. Dir. of CSC from the Customer Service Contact Center Department.

## 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, Customer Care, Information Technology and Human Resources departments.

# Project Delivery Department

## OVERVIEW

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

## FY2017 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Delivering Transportation Solutions

- Continue construction of the Dallas North Tollway improvements and the President George Bush Turnpike fourth lane project.
- 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.
- Continue development of Sam Rayburn Tollway fourth lane project.

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

- Collaborate with the Texas Department of Transportation on the design and construction of SH 360.

## DEPARTMENTAL FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2016 Budget	FY2017 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,213,162	\$1,582,446	\$369,284	30.4%
Retirement Contributions - (512401)	147,084	208,193	61,109	41.5%
Consulting/Professional - (521201)	29,480	29,480	0	0.0%
Travel - (523501)	10,208	10,208	0	0.0%
Dues & Subscriptions - (523601)	3,924	3,324	(600)	(15.3)%
Education and Training - (523701)	5,537	5,537	0	0.0%
Licenses - (523801)	0	600	600	0.0%
Office Supplies - (531101)	1,574	1,574	0	0.0%
Freight and Express - (531105)	404	404	0	0.0%
<b>Total Expenses</b>	<b>\$1,411,373</b>	<b>\$1,841,766</b>	<b>\$430,393</b>	<b>30.5%</b>

## MAJOR FY2017 OMF BUDGET ITEMS

The department’s OMF budget increased \$430,393 from FY2016 budget of \$1,411,373 to FY2017 budget of \$1,841,766. 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 increased \$369,284 due to reduction in allocation to SPS of \$125,000; about \$75,000 for compensation adjustments previously recorded in Shared Service department; and on additional Director of Project Delivery position.
- Retirement Contributions increased \$61,109 commensurate with salaries.



## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2017 Budget (see Other Funds section pages 132-165).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$1,582,446	\$0	\$0	\$0	\$0	\$1,582,446
Retirement Contributions - (512401)	208,193	0	0	0	0	208,193
Consulting/Professional - (521201)	29,480	0	0	0	0	29,480
General Engineering - (521213)	0	0	2,027,200	225,000	0	2,252,200
Consulting/Profess Serv Tech - (521301)	0	0	1,033,606	0	0	1,033,606
Landscaping - (522202)	0	0	190,000	0	0	190,000
Signing Expense - (522203)	0	0	2,907,000	0	0	2,907,000
Pavement Markings - (522204)	0	0	2,921,754	0	0	2,921,754
Pavement & Shoulders - (522205)	0	0	20,325,000	0	0	20,325,000
Bridge Repairs - (522206)	0	0	4,330,000	0	0	4,330,000
Travel - (523501)	10,208	0	0	0	0	10,208
Dues & Subscriptions - (523601)	3,324	0	0	0	0	3,324
Education and Training - (523701)	5,537	0	0	0	0	5,537
Licenses - (523801)	600	0	0	0	0	600
Office Supplies - (531101)	1,574	0	0	0	0	1,574
Freight and Express - (531105)	404	0	0	0	0	404
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	3,363,800	28,674,000	0	32,037,800
Deferred Charges (153001)	0	0	0	0	1,050,000	1,050,000
Right-of-Way (06)	0	1,788,360	0	60,000	0	1,848,360
Administration (01)	0	1,891,500	0	3,865,000	500,000	6,256,500
Planning (02)	0	159,600	0	110,500	0	270,100
Design (03)	0	7,911,700	0	2,210,400	0	10,122,100
Construction (04)	0	5,725,300	0	103,000,000	0	108,725,300
Equipment/Hardware (05)	0	250,000	0	2,841,000	0	3,091,000
Other (176999)	0	1,000,000	0	2,000,000	0	3,000,000
<b>FY2017 Totals</b>	<b>\$1,841,766</b>	<b>\$18,726,460</b>	<b>\$37,098,360</b>	<b>\$142,985,900</b>	<b>\$1,550,000</b>	<b>\$202,202,486</b>
<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>Increase/(Decrease)</b>	<b>\$430,393</b>	<b>\$4,225,460</b>	<b>\$37,098,360</b>	<b>\$47,790,900</b>	<b>\$580,000</b>	<b>\$90,125,113</b>

## OTHER FUND VARIANCE

- **CF - \$4,225,460** The Construction Fund increased due mainly to the anticipated start of construction of SRT Widening.
- **RMF - \$37,098,360** Reserve Maintenance Fund projects were previously managed in the Maintenance department.
- **CIF - \$47,790,900** The Capital Improvement Fund increase is mainly due to the addition of \$37.9 million worth of projects previously managed by the Maintenance department. The rest is the normal scheduling of projects. Some of the major projects are as follows:
  - DNT Fourth lane (PGBT to SRT) - \$36,416,000
  - DNT Improvements (I-635 to PGBT) - \$12,986,000
  - DNT/PGBT Interchange Modification - \$28,202,000
  - PGBT Fourth Lane (Belt Line Road (Irving) to SH 78) - \$33,887,900
- **CIF/FSF - \$580,000** The Feasibility Study Fund increase is due mainly to general feasibility of potential projects.

## ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 166-168).

- EF \$0

## SPECIAL PROJECT SYSTEM

The following amounts were budgeted in the FY2017 Special Projects System Budget.

- CTP OF \$70,626
- CTP CF \$6,560,464
- CTP MMF \$1,087,106
- CTP CEF \$0
- PGBT-WE OF \$76,625
- PGBT-WE CF \$199,073
- PGBT-WE MMF \$2,699,939
- PGBT-WE CEF \$647,419

## POSITION SUMMARY

Project Delivery			
Full-Time Positions	FY2016	FY2017	Difference
AD Infrastructure Engineer	1	1	0
AED Infrastructure	1	1	0
Chief Engineer Construction	1	1	0
Civil Engineering Technician	1	1	0
Construction Manager	1	1	0
Contracts Manager	1	1	0
Design Manager	1	0	(1)
Director of Project Delivery	0	1	1
Executive Assistant	1	1	0
Program Controls Manager	1	1	0
Project Engineer	2	2	0
Project Manager	2	2	0
Right of Way Manager	1	1	0
Roadway Project Manager	1	1	0
Senior Corridor Manager	1	1	0
Senior Manager of Project Delivery	0	1	1
Senior Project Manager Design Guidelines	1	1	0
<b>Total Full-Time Positions</b>	<b>17</b>	<b>18</b>	<b>1</b>

- Adding the position of Director of Project Delivery. Reclassified the Design Manager to Sr. Manager of Project Delivery to align the duties with the position.

## MAJOR BUSINESS FUNCTIONS

With the carefully considered FY2017 budget, the Project Delivery Department will continue to benefit the Authority and the people of North Texas by performing a number of key functions:

- **Project Management** - Overall management of all planning, design and construction of NTTA projects, ensuring a consistent application of 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, TxDOT, and FHWA and AASHTO guidelines. Plan review through all phases of projects.
- **Construction** - Implement safe and efficient toll road systems within budget and schedule requirements without compromising quality, ensuring a consistent application of standards across all corridors.

# System and Incident Management Department

## OVERVIEW

The System and Incident Management Department supports the mission of the NTTA through enhanced traffic, safety and emergency operations.

## FY2017 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

- Continue to implement Roadside Safety Services delivery strategies to remove vehicles and debris from NTTA roadways allowing for reduced congestion and lane closures.
- Implement a Traffic Safety Program that evaluates crash patterns and causes to identify ways to reduce the severity of or eliminate crashes.

### Financially Sound & Vibrant Organization

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

### Delivering Transportation Solutions

- Increase the use of NTTA's traffic management software and 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 NTTA Safety Committee activities and safety fairs.

## DEPARTMENTAL FY2017 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2016 Budget	FY2017 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$3,994,487	\$4,354,970	\$360,483	9.0%
Salaries and Wage-Overtime - (511301)	23,421	22,974	(447)	(1.9)%
Retirement Contributions - (512401)	491,628	576,965	85,337	17.4%
Consulting/Professional - (521201)	39,461	79,394	39,933	101.2%
Police Services (DPS) - (521208)	5,602,076	5,602,076	0	0.0%
Outside Maintenance Services - (521212)	4,525	94,547	90,022	1,989.4%
Insurance Expense - Other - (523101)	1,448,637	1,389,562	(59,075)	(4.1)%
Postage - (523201)	2,558	0	(2,558)	(100.0)%
Promotional Expenses - (523304)	6,610	7,445	835	12.6%
Travel - (523501)	14,367	14,080	(287)	(2.0)%
Dues & Subscriptions - (523601)	4,861	3,027	(1,834)	(37.7)%
Education and Training - (523701)	26,861	25,987	(874)	(3.3)%
Liability Claims - (523902)	11,000	5,730	(5,270)	(47.9)%
Office Supplies - (531101)	9,177	10,037	860	9.4%
Other Materials and Supplies - (531102)	57,313	79,381	22,068	38.5%
Freight and Express - (531105)	266	137	(129)	(48.5)%
Software - (531651)	0	45,000	45,000	100.0%
Uniforms - (531701)	72,138	60,605	(11,533)	(16.0)%
<b>Total Expenses</b>	<b>\$11,809,386</b>	<b>\$12,371,917</b>	<b>\$562,531</b>	<b>4.8%</b>

## MAJOR FY2017 OMF BUDGET ITEMS

The department's OMF budget increased \$562,531, from FY2016 budget of \$11,809,386 to FY2017 budget of \$12,371,917. 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 \$360,483 due to adding five new positions in the amount of \$273,000. The remainder is for compensation adjustments previously recorded in Shared Service.
- Retirement Contributions increased by \$85,337 commensurate with salaries.
- Consulting and Professional Fees increased \$39,933 for anticipated need in FY2017.
- Outside Maintenance Services increased by \$90,022 due to the transfer of maintenance of the facility's security system from the IT Department to SIM.
- Insurance Expense decreased **(\$59,075)** due to expected insurance premiums being reduced.
- Liability Claims decreased **(\$5,270)** primarily due to adjustment of historical spend.
- Other Materials and Supplies increased by \$22,068 due to the increase of tools and supplies for the RSS trucks.
- Software increased by \$45,000 due to the transfer of maintenance of the facility's security system from IT to SIM.
- Uniforms decreased **(\$11,533)** primarily due to adjustment of historical spend.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2017 Budget (see Other Funds section pages 132-165).

Account	OMF	CF	RMF	CIF	CIF/FSF	Total
	1001	3700	1201	1501	1601	
Salaries and Wages-Direct - (511101)	\$4,354,970	\$0	\$0	\$0	\$0	\$4,354,970
Salaries and Wage-Overtime - (511301)	22,974	0	0	0	0	22,974
Retirement Contributions - (512401)	576,965	0	0	0	0	576,965
Consulting/Professional - (521201)	79,394	0	0	0	0	79,394
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)	94,547	0	0	0	0	94,547
Insurance Expense - Other - (523101)	1,389,562	0	0	0	0	1,389,562
Promotional Expenses - (523304)	7,445	0	0	0	0	7,445
Travel - (523501)	14,080	0	0	0	0	14,080
Dues & Subscriptions - (523601)	3,027	0	0	0	0	3,027
Education and Training - (523701)	25,987	0	0	0	0	25,987
Liability Claims - (523902)	5,730	0	0	0	0	5,730
Office Supplies - (531101)	10,037	0	0	0	0	10,037
Other Materials and Supplies - (531102)	79,381	0	0	0	0	79,381
Freight and Express - (531105)	137	0	0	0	0	137
Small Tools and Shop Supplies - (531601)	0	0	75,000	0	0	75,000
Computers - (531641)	0	0	25,000	0	0	25,000
Software - (531651)	45,000	0	0	0	0	45,000
Uniforms - (531701)	60,605	0	0	0	0	60,605
Building Improvements - (541302)	0	0	0	400,000	0	400,000
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	0	3,150,000	0	3,150,000
Infrastructure - Other - (541403)	0	0	0	300,000	0	300,000
<b>FY2017 Totals</b>	<b>\$12,371,917</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$4,600,000</b>	<b>\$0</b>	<b>\$17,071,917</b>
<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>Increase/(Decrease)</b>	<b>\$562,531</b>	<b>\$0</b>	<b>(\$499,815)</b>	<b>\$800,000</b>	<b>\$0</b>	<b>\$862,716</b>

### OTHER FUNDS VARIANCE

- CF - \$0
- RMF - **(\$499,815)** decreased due to projects expected to be completed in 2017.
- CIF - \$800,000 increase is due to the normal scheduling of projects.
- 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 166-168).

- EF \$0

### SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the FY2017 Special Projects System Budget.

- PGBT-WE OF \$1,032,169
- CTP OMF \$3,667,397

## POSITION SUMMARY

System & Incident Management			
Full-Time Positions	FY2016	FY2017	Difference
Administration	11	10	(1)
Administrative Assistant	1	1	0
Assistant Director SIM	1	0	(1)
Assistant Director SIM Operations	1	1	0
Assistant Traffic Engineer	1	1	0
Director SIM	1	1	0
Facility Security Administrator	1	1	0
Loss Prevention Manager	1	1	0
Safety Coordinator	1	1	0
Safety Manager	1	1	0
Traffic & Emergency Management Coordinator	1	1	0
Traffic Operations Engineer	1	1	0
Safety Operations Center	43	43	0
Safety Ops Center Service Specialist II	16	16	0
Safety Ops Center (DPS) Administrative Assistant	1	1	0
Safety Ops Center Manager	1	1	0
Safety Ops Center Service Specialist I	6	5	(1)
Safety Ops Center Supervisor	5	5	0
Safety Ops Center Team Lead	7	7	0
Safety Ops Center Technician	7	8	1
Insurance	2	2	0
Claims Coordinator	1	1	0
Insurance Program Administrator	1	1	0
Roadway Safety Services	52	58	6
Roadway Safety Service Admin Technician	1	1	0
Roadway Safety Service Manager	1	1	0
Roadway Safety Service Specialist	45	41	(4)
Roadway Safety Service Specialist II	0	4	4
Roadway Safety Service Supervisor	5	6	1
Roadway Safety Service Team Lead	0	5	5
<b>Total Full-Time Positions</b>	<b>108</b>	<b>113</b>	<b>5</b>

- The Asst. Dir. SIM position was reclassified as Roadway Safety Service Supervisor.
- The Roadside Safety Services position count increased by five RSS Team Leads. The positions will allow RSS to provide service when calls and traffic increase on the system.
- All other changes were done to align the duties with the positions.

## MAJOR BUSINESS FUNCTIONS

To help get NTTA customers to their destination in a safe and timely manner, and to protect NTTA employees and property, the SIM Department operates the following:

- **Administration Division** – Includes 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 Authority.

- **Safety Operations Center Division** – Oversees the activities of Roadway Safety Services, police, fire, EMS, HAZMAT, wrecker service and security at NTTA facilities. The team uses Intelligent Transportation Systems and provides traveler notifications on dynamic message signs and on NTTA's website. They also handle emergency and non-emergency incidents.
- **Insurance Division** – Collects on NTTA property damage caused by third parties; assess insurance needs and manages NTTA's coverages.
- **Roadside Safety Services Division** – NTTA's 24/7 on-the-road customer 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.





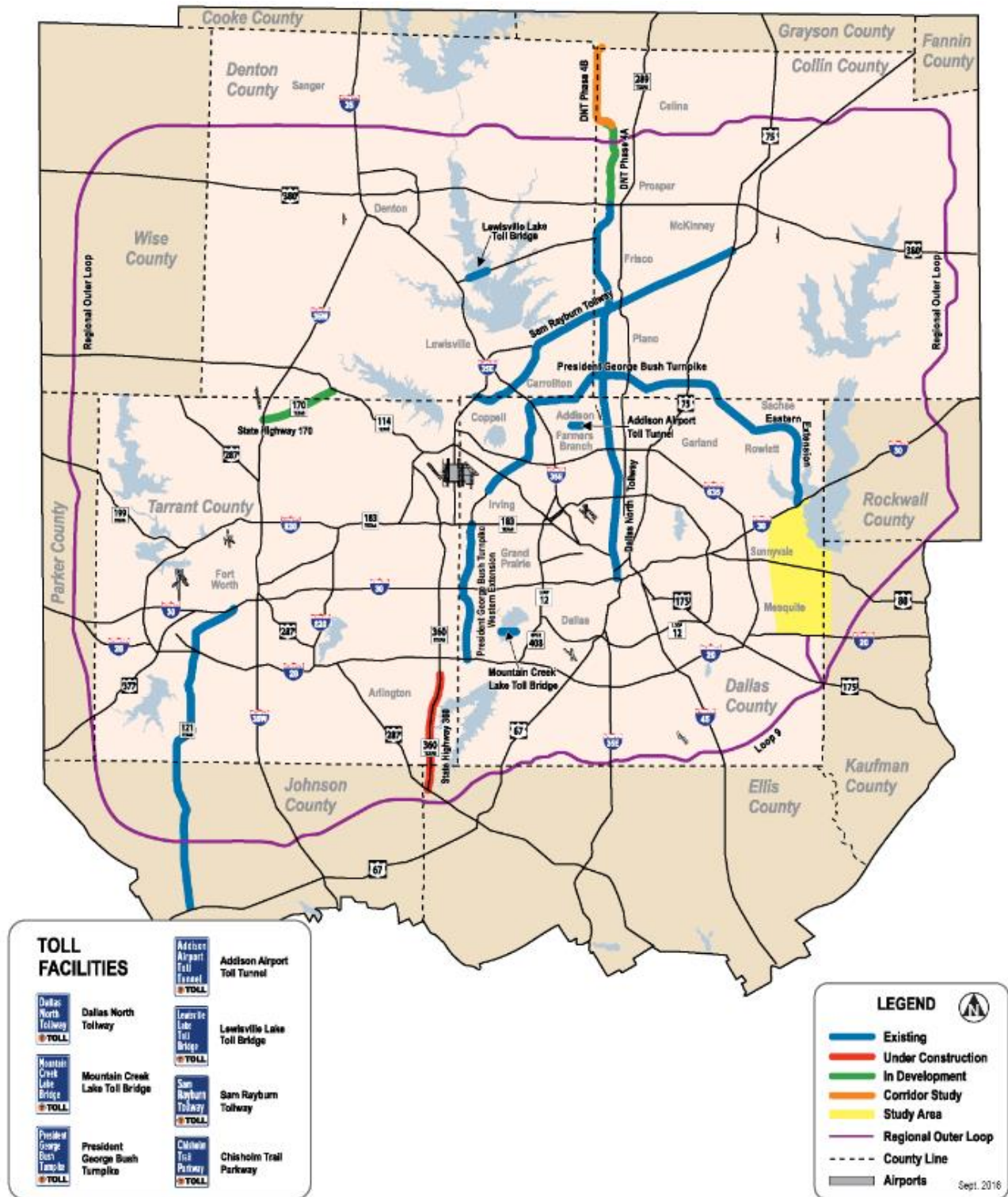


**DNT**

**Demolition of the north portion of the Tennyson Parkway bridge continues**

# Facility Map of the North Texas Region

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



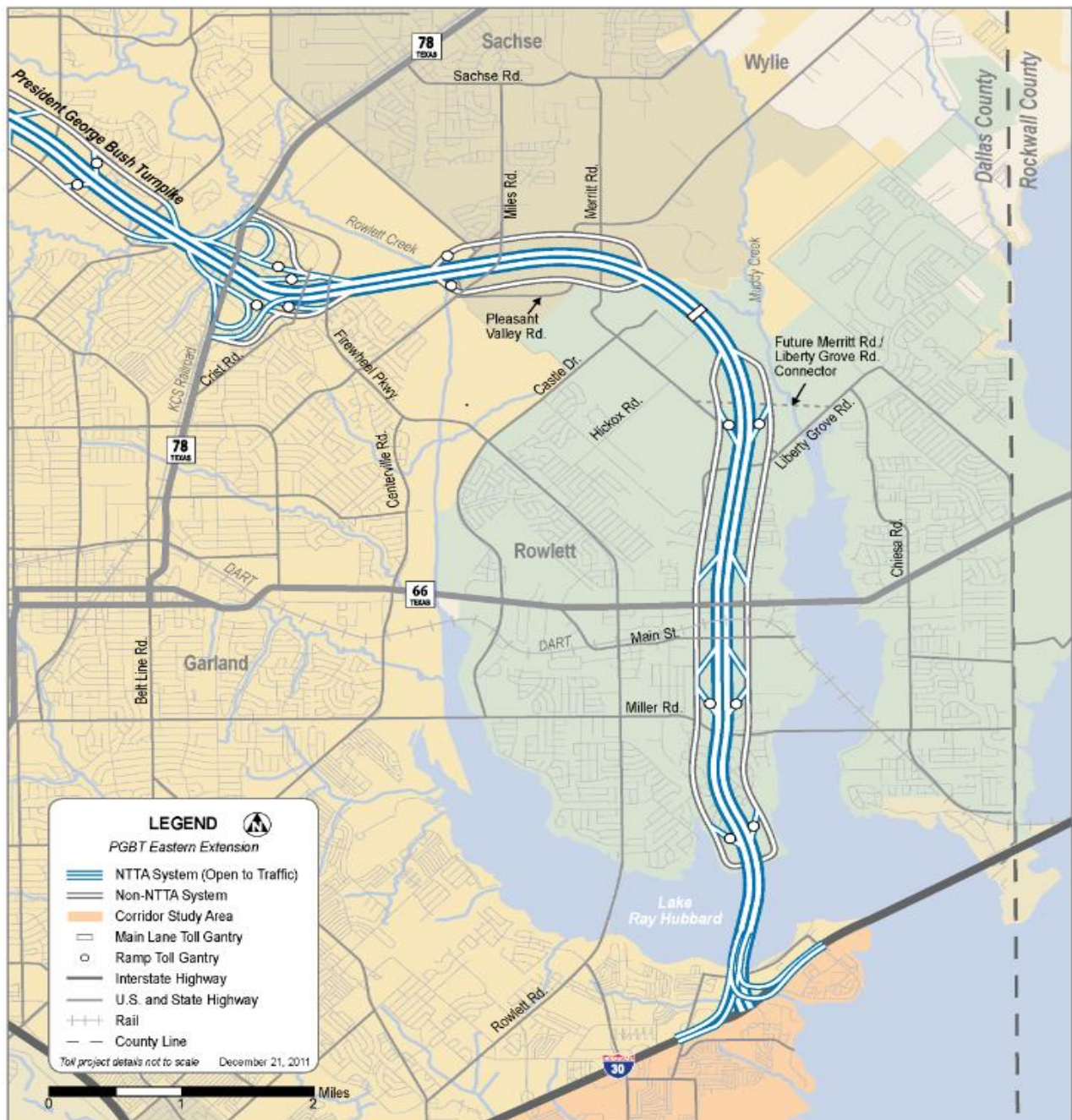
# Construction Fund

## FY2017 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 FY2017 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 FY2017 of \$1.8 million for right-of-way obligations.



## 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 estimated costs for FY2017 are for the design services for the addition of a fourth lane in each direction from Business 121 to U.S. 75. Construction scheduled to begin in mid-FY2018; open to traffic in FY2020

The FY2017 - FY2021 Capital Plan includes \$162.6 million for this project. The total project construction costs are estimated at \$165.7 million.



### DALLAS NORTH TOLLWAY PHASE 3

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 FY2017 for the construction of the Rockhill Road ramp gantries to and from Panther Creek Parkway. The estimate for the gantries is \$1.1 million.



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

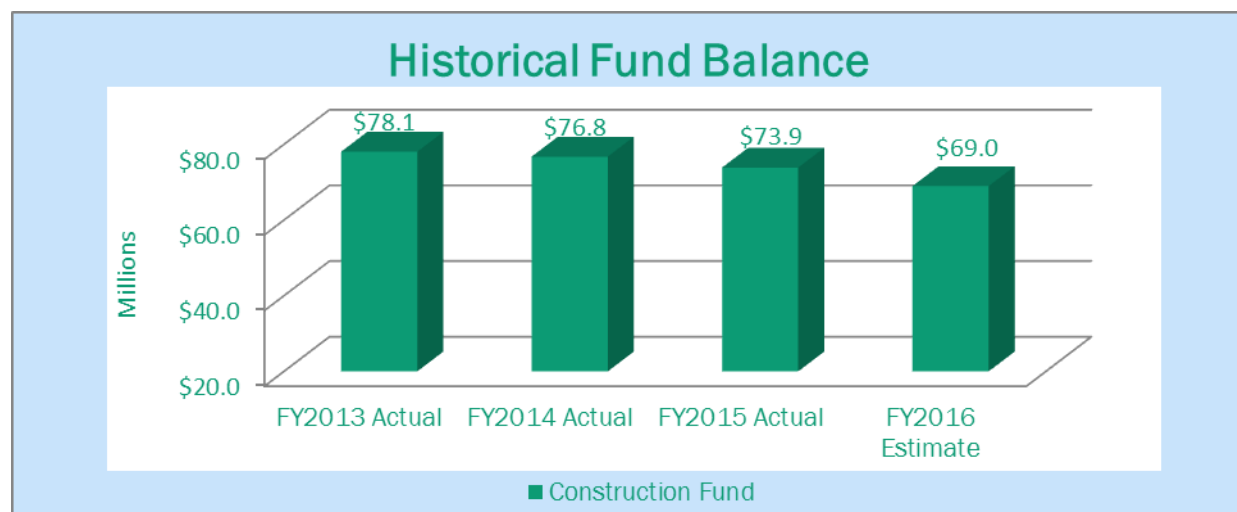
DNT Phase 4B extension straddles the Collin-Denton county line and extends from FM 428 in Collin County to the Grayson County line. Through an interlocal agreement with Denton County, NTTA is advancing the southbound frontage road through the design and construction phases. Costs associated with this project are reimbursed by Denton County. (See project map on page 161)

## PROJECT COSTS FOR FY2017

ESTIMATED NTTA SYSTEM EXPENDITURES FOR FY2017	
PGBT Eastern Extension Construction	\$1,855,060
Sam Rayburn Tollway Construction	8,940,800
Dallas North Tollway Phase 3	1,126,800
Dallas North Tollway Phase 4B	6,803,800
Professional Fees, Legal Fee	1,878,745
<b>Estimated FY2017 Construction Project Cost</b>	<b>20,605,205</b>
Cash Transfer to OMF – Overhead Cost	1,166,114
<b>Total Estimated FY2017 Construction Cost</b>	<b>\$21,771,319</b>

## ESTIMATED CONSTRUCTION FUND REQUIREMENTS FY2017

NTTA System Construction Fund Estimated Balance as of 1/1/2017		\$68,968,574
Denton County ILA Reimbursement		6,803,800
Estimated Expenditures for FY2017		
PGBT Eastern Extension Construction	(1,855,060)	
Sam Rayburn Tollway Construction	(8,940,800)	
Dallas North Tollway Phase 3	(1,126,800)	
DNT Phase 4B	(6,803,800)	
Professional Fees, Audit Fees, Legal Fees	(1,878,745)	
Estimated FY2017 Construction Project Costs		(20,605,205)
Transfer to OMF for Overhead Costs		(1,166,114)
Total Estimated FY2017 Construction Cost		(21,771,319)
<b>Estimated NTTA System Available Balance as of 12/31/2017</b>		<b>\$54,001,056</b>



**CONSOLIDATED NTTA SYSTEM CONSTRUCTION FUND (3700) BUDGET COMPARISONS FY2017 TO FY2016**

Department	FY2016	FY2017	Variance	
	Budget	Budget	Amount	Percent
<b>Administrative Services:</b>				
Accounting	\$0	\$0	\$0	0.0%
Administration	0	0	0	0.0%
Board	0	0	0	0.0%
Cash and Debt Management	2,271,028	1,758,965	(512,063)	(22.5%)
Finance	0	0	0	0.0%
Financial Planning & Analysis	0	0	0	0.0%
Human Resources	0	0	0	0.0%
Internal Audit	63,972	69,780	5,808	9.1%
Legal Services	50,000	50,000	0	0.0%
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>2,385,000</b>	<b>1,878,745</b>	<b>(506,255)</b>	<b>(21.2%)</b>
<b>Operational Services:</b>				
Collections and Toll Enforcement	0	0	0	0.0%
Contact Center and Collections	0	0	0	0.0%
Customer Care	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	14,501,000	18,726,460	4,225,460	29.1%
System & Incident Mgmt.	0	0	0	0.0%
<b>Total Operational Services</b>	<b>14,501,000</b>	<b>18,726,460</b>	<b>4,225,460</b>	<b>29.1%</b>
<b>Grand Totals</b>	<b>\$16,886,000</b>	<b>\$20,605,205</b>	<b>\$3,719,205</b>	<b>22.0%</b>



**CONSOLIDATED NTTA SYSTEM CONSTRUCTION FUNDS - (3700) ESTIMATE FY2017**

<b>Department</b>	<b>Account</b>	
<b>Cash and Debt Management</b>	Consulting/Professional - (521201)	37,465
	Trustee Fees - (521204)	181,500
	Rating Agency Fees - (521205)	40,000
	Remarketing/Loc Provider Fees - (521206)	1,500,000
	<b>Cash and Debt Management Total</b>	<b>1,758,965</b>
<b>Internal Audit</b>	Auditing Fees - (521203)	69,780
	<b>Internal Audit Total</b>	<b>69,780</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)	1,788,360
	Administration (01)	1,891,500
	Planning (02)	159,600
	Design (03)	7,911,700
	Construction (04)	5,725,300
	Equipment/Hardware (05)	250,000
	Other (176999)	1,000,000
	<b>Project Delivery Total</b>	<b>18,726,460</b>
<b>Total</b>		<b>\$20,605,205</b>

**CONSOLIDATED NTA SYSTEM CONSTRUCTION FUND (3700) PROJECT LIST FY2017 - FY2021**

Department	Project	Estimated FY2016	FY2017
Project Delivery - (20511)	2000410 - PGBT-EE-Const-CW	\$3,410,000	\$1,855,060
Project Delivery - (20511)	2100008 - DNT PH4B/5A-Plan-CW	6,675,000	6,803,800
Project Delivery - (20511)	2110410 - DNT PH3-Const-CW	1,310,000	1,126,800
Project Delivery - (20511)	2500000 - SRT-Const-CW	156,000	113,200
Project Delivery - (20511)	2500003 - SRT Widening-Const-CW	2,950,000	8,827,600
Project Delivery - (20511)	2700000 - Trinity Pkwy-Plan-CW	0	0
	<b>Project Delivery - (20511) Total</b>	<b>14,501,000</b>	<b>18,726,460</b>
<b>Totals</b>		<b>\$14,501,000</b>	<b>\$18,726,460</b>

**FY2016 Project Adjustments**

Project Delivery - (20511)	2000410 - PGBT-EE-Const-CW	(3,252,471)	0
Project Delivery - (20511)	2100008 - DNT PH4B/5A-Plan-CW	(6,428,920)	0
Project Delivery - (20511)	2110410 - DNT PH3-Const-CW	(1,126,800)	0
Project Delivery - (20511)	2500000 - SRT-Const-CW	(56,550)	0
Project Delivery - (20511)	2500003 - SRT Widening-Const-CW	(1,292,016)	0
<b>Totals</b>		<b>(\$12,156,757)</b>	<b>\$0</b>
<b>Total FY2017 - FY2021 Construction Project Costs</b>		<b>\$2,344,243</b>	<b>\$18,726,460</b>

Report contains only project costs.

<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>Five Year Total FY2017 - FY2021</b>
\$0	\$0	\$0	\$0	\$1,855,060
10,465,900	7,101,220	0	0	24,370,920
0	0	0	0	1,126,800
0	0	0	0	113,200
40,349,630	64,389,500	48,923,500	0	162,490,230
0	40,000,000	49,000,000	100,000,000	189,000,000
<b>50,815,530</b>	<b>111,490,720</b>	<b>97,923,500</b>	<b>100,000,000</b>	<b>378,956,210</b>
<b>\$50,815,530</b>	<b>\$111,490,720</b>	<b>\$97,923,500</b>	<b>\$100,000,000</b>	<b>\$378,956,210</b>
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>\$50,815,530</b>	<b>\$111,490,720</b>	<b>\$97,923,500</b>	<b>\$100,000,000</b>	<b>\$378,956,210</b>

## Reserve Maintenance Fund

### FY2017 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 FY2017.

### 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.

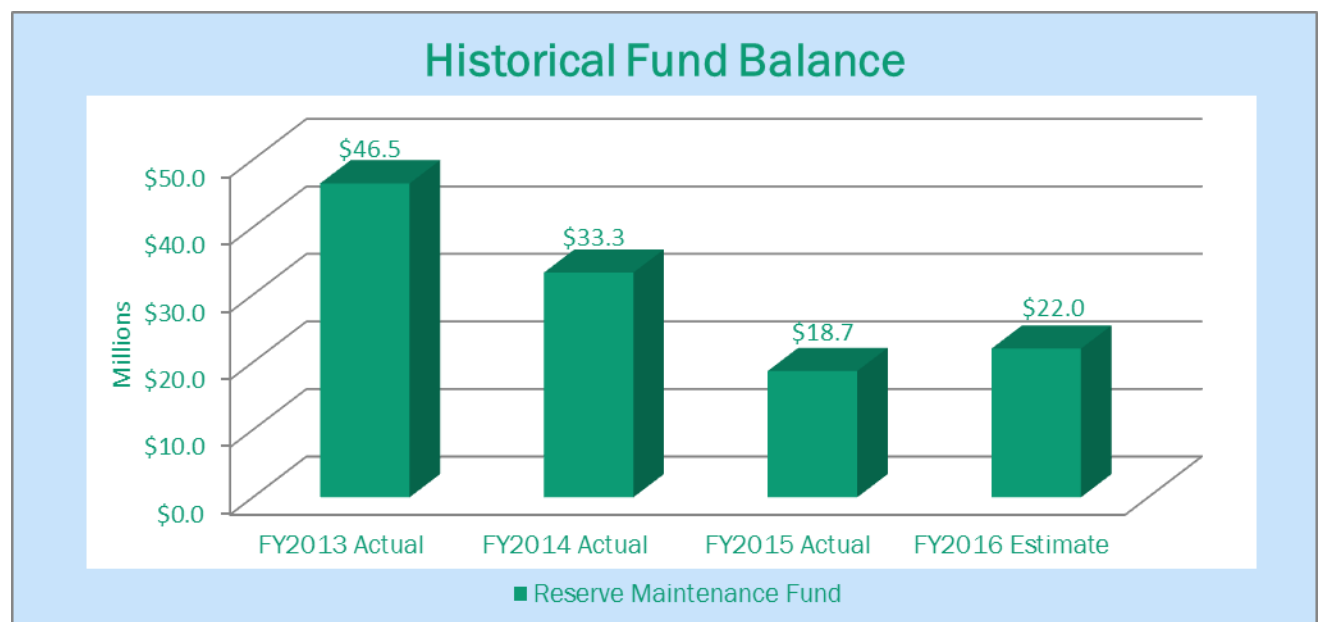
### HARDWARE/SOFTWARE REPLACEMENTS AND UPGRADES

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.

FY2017 Projects	
Annual Inspection - Required by GASB 34 Modified Approach	\$1,033,606
General Engineering Fees	2,027,200
Systemwide Roadway Improvements	10,790,800
Pavement Restriping	2,921,754
Pavement Repairs	20,325,000
Trucks, Fleet & Equipment - New & Replacement	1,986,146
Facility Improvements	1,925,000
Computer, Servers and Equipment - New & Replacement, including software	10,841,500
Professional, Audit and Legal Fees	61,630
<b>Total FY2017 RMF Projects</b>	<b>51,912,636</b>
Cash Transfer to OMF - Overhead Costs	2,896,480
<b>Total FY2017 Reserve Maintenance Fund Cost</b>	<b>\$54,809,116</b>

## CALCULATION OF DEPOSIT TO RESERVE MAINTENANCE FUND FY2017

Reserve Maintenance Fund Uncommitted Balance 1/1/2017		\$22,012,148
Estimated FY2017 Project Costs		
Software / Licensing	(285,000)	
Computer / Servers / Equipment	(7,306,500)	
Facility Improvements / Fleet	(3,836,146)	
Roadway Maintenance	(40,423,360)	
Professional Fees, Audit Fees, Legal Fees	(61,630)	
<b>FY2017 Projects Cost</b>		<b>(51,912,636)</b>
<b>Total RMF Projects Cost</b>		<b>(51,912,636)</b>
Cash Transfer to OMF for Overhead Costs		(2,896,480)
<b>Total Estimated FY2017 RMF Cost</b>		<b>(54,809,116)</b>
Estimated FY2017 Balance before Deposit		(32,796,968)
Estimated FY2017 Deposit to Reserve Maintenance Fund		32,796,968
Estimated Uncommitted Cash Account Balance at 12/31/2017		-
RMF Required Reserve Balance at 12/31/2017		5,000,000
<b>Reserve Maintenance Fund Balance as of 12/31/2017</b>		<b>\$ 5,000,000</b>
FY2017 Required Deposit to Reserve Maintenance Fund Calculation		
Estimated Fund Balance at 12/31/17	\$5,000,000	
Required Trust Agreement Balance	5,000,000	
Fully Funded no additional Deposit Required for FY2017	\$ -	



The Reserve Maintenance Fund was pre-funded in FY2011. The remaining pre-funded amount is expected to be utilized in FY2017, leaving the required balance of \$5,000,000.

**RESERVE MAINTENANCE FUND – (1201) BUDGET COMPARISONS FY2017 TO FY2016**

Department	FY2016	FY2017	Variance	
	Budget	Budget	Amount	Percent
<b>Administrative Services:</b>				
Accounting	\$0	\$0	\$0	0.0%
Administration	0	0	0	0.0%
Board	0	0	0	0.0%
Cash and Debt Management	0	0	0	0.0%
Finance	0	0	0	0.0%
Financial Planning & Analysis	0	0	0	0.0%
Human Resources	0	0	0	0.0%
Internal Audit	10,662	11,630	968	9.1%
Legal Services	50,000	50,000	0	0.0%
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>60,662</b>	<b>61,630</b>	<b>968</b>	<b>0.0%</b>
<b>Operational Services:</b>				
Collections and Toll Enforcement	0	0	0	0.0%
Contact Center and Collections	0	0	0	0.0%
Customer Care	0	0	0	0.0%
Customer Service Contact Center	0	0	0	0.0%
Information Technology	13,636,000	10,816,500	(2,819,500)	(20.7%)
Maintenance	24,215,199	3,836,146	(20,379,053)	(84.2%)
Operations	0	0	0	0.0%
Project Delivery	0	37,098,360	37,098,360	0.0%
System & Incident Mgmt.	599,815	100,000	(499,815)	(83.3%)
<b>Total Operational Services</b>	<b>38,451,014</b>	<b>51,851,006</b>	<b>13,399,992</b>	<b>34.8%</b>
<b>Grand Totals</b>	<b>\$38,511,676</b>	<b>\$51,912,636</b>	<b>\$13,400,960</b>	<b>34.8%</b>

## RESERVE MAINTENANCE FUND – (1201) ESTIMATE FY2017

Department	Account	
<b>Internal Audit</b>	Auditing Fees - (521203)	11,630
	<b>Internal Audit Total</b>	<b>11,630</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)	5,367,000
	Software - (531651)	285,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	3,225,000
	<b>Information Technology Total</b>	<b>10,816,500</b>
<b>Maintenance</b>	Machinery - (531611)	544,100
	Vehicles - (531621)	1,367,046
	Building Improvements - (541302)	1,925,000
	<b>Maintenance Total</b>	<b>3,836,146</b>
<b>Project Delivery</b>	General Engineering - (521213)	2,027,200
	Consulting/Profess Serv Tech - (521301)	1,033,606
	Landscaping - (522202)	190,000
	Signing Expense - (522203)	2,907,000
	Pavement Markings - (522204)	2,921,754
	Pavement & Shoulders - (522205)	20,325,000
	Bridge Repairs - (522206)	4,330,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	3,363,800
<b>Project Delivery Total</b>	<b>37,098,360</b>	
<b>System &amp; Incident Mgmt.</b>	Small Tools and Shop Supplies - (531601)	75,000
	Computers - (531641)	25,000
	<b>System &amp; Incident Mgmt. Total</b>	<b>100,000</b>
<b>Total</b>		<b>\$51,912,636</b>

**RESERVE MAINTENANCE FUND – (1201) PROJECT LIST FY2017 - FY2021 CAPITAL PLAN**

Department	Project	Estimated FY2016	FY2017
Information Technology - (20111)	1000431 - Systemwide Roadway Improvements	\$5,790,000	\$3,225,000
Information Technology - (20111)	1000825 - Server Hardware Upgrades and Replacements	4,000,000	3,032,000
Information Technology - (20111)	1000826 - Computer Hardware Upgrades and Replacements	1,427,500	2,135,000
Information Technology - (20111)	1000827 - Printer Hardware Upgrades and Replacements	199,000	200,000
Information Technology - (20111)	1000828 - Network Equip. & Comm. Systems Replacement	1,939,500	1,939,500
Information Technology - (20111)	1000829 - Software and Licensing	280,000	285,000
	<b>Information Technology - (20111) Total</b>	<b>13,636,000</b>	<b>10,816,500</b>
Admin Infrastructure - (20221)	1000835 - Systemwide Facility Improvements	552,000	1,625,000
Admin Infrastructure - (20221)	1000840 - RMF - Fleet	2,676,000	1,911,146
	<b>Admin Infrastructure - (20221) Total</b>	<b>3,228,000</b>	<b>3,536,146</b>
Project Delivery - (20511)	1000431 - Systemwide Roadway Improvements	18,150,395	26,477,954
Project Delivery - (20511)	1000831 - Systemwide Wall Repair	50,000	1,950,000
Project Delivery - (20511)	1000833 - Systemwide Bridge Repair	1,065,000	4,330,000
Project Delivery - (20511)	1000836 - Annual Inspection Program	1,404,812	1,033,606
	<b>Project Delivery - (20511) Total</b>	<b>20,670,207</b>	<b>33,791,560</b>
System & Incdnt Mngmt - (20611)	1000431 - Systemwide Roadway Improvements	550,000	100,000
	<b>System &amp; Incdnt Mngmt - (20611) Total</b>	<b>550,000</b>	<b>100,000</b>
<b>Totals</b>		<b>\$38,084,207</b>	<b>\$48,244,206</b>

**FY2016 Carryover Projects and Adjustments**

Admin Infrastructure - (20221)	1000835 - Systemwide Facility Improvements	16,992	300,000
Project Delivery - (20511)	1000431 - Systemwide Roadway Improvements	(9,864,195)	3,306,800
Project Delivery - (20511)	1000833 - Systemwide Bridge Repair	(550,000)	0
System & Incdnt Mngmt - (20611)	1000431 - Systemwide Roadway Improvements	(300,000)	0
<b>Totals</b>		<b>(\$10,697,203)</b>	<b>\$3,606,800</b>
<b>Total FY2017 - FY2021 Reserve Maintenance Project Costs</b>		<b>\$27,387,004</b>	<b>\$51,851,006</b>

Report contains only project costs.



<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>Five Year Total FY2017 - FY2021</b>
\$2,575,000	\$1,755,000	\$650,000	\$850,000	\$9,055,000
2,032,000	2,032,000	1,000,000	5,000,000	13,096,000
690,000	748,000	750,000	480,000	4,803,000
209,000	213,000	218,000	221,400	1,061,400
774,500	1,729,500	774,500	729,500	5,947,500
210,000	210,000	210,000	210,000	1,125,000
<b>6,490,500</b>	<b>6,687,500</b>	<b>3,602,500</b>	<b>7,490,900</b>	<b>35,087,900</b>
775,000	1,106,000	960,000	110,000	4,576,000
1,930,800	1,877,948	1,890,998	1,811,800	9,422,692
<b>2,705,800</b>	<b>2,983,948</b>	<b>2,850,998</b>	<b>1,921,800</b>	<b>13,998,692</b>
15,860,810	13,298,051	9,079,153	23,582,914	88,298,882
350,000	375,000	425,000	375,000	3,475,000
1,825,000	2,600,000	2,375,000	1,700,000	12,830,000
1,405,852	1,573,907	1,747,056	1,622,377	7,382,798
<b>19,441,662</b>	<b>17,846,958</b>	<b>13,626,209</b>	<b>27,280,291</b>	<b>111,986,680</b>
95,000	90,000	75,000	75,000	435,000
<b>95,000</b>	<b>90,000</b>	<b>75,000</b>	<b>75,000</b>	<b>435,000</b>
<b>\$28,732,962</b>	<b>\$27,608,406</b>	<b>\$20,154,707</b>	<b>\$36,767,991</b>	<b>\$161,508,272</b>
0	0	0	0	300,000
0	0	0	0	<b>3,306,800</b>
0	0	0	0	0
0	0	0	0	0
<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,606,800</b>
<b>\$28,732,962</b>	<b>\$27,608,406</b>	<b>\$20,154,707</b>	<b>\$36,767,991</b>	<b>\$165,115,072</b>

# Capital Improvement Fund

## FY2017 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. The estimated FY2017 costs for this project are \$36.4 million. The FY2017 - FY2021 Capital Plan includes \$43.1 million. Total project construction costs are estimated at \$113.9 million.

### DALLAS NORTH TOLLWAY FOURTH LANE (I-635 TO PGBT)

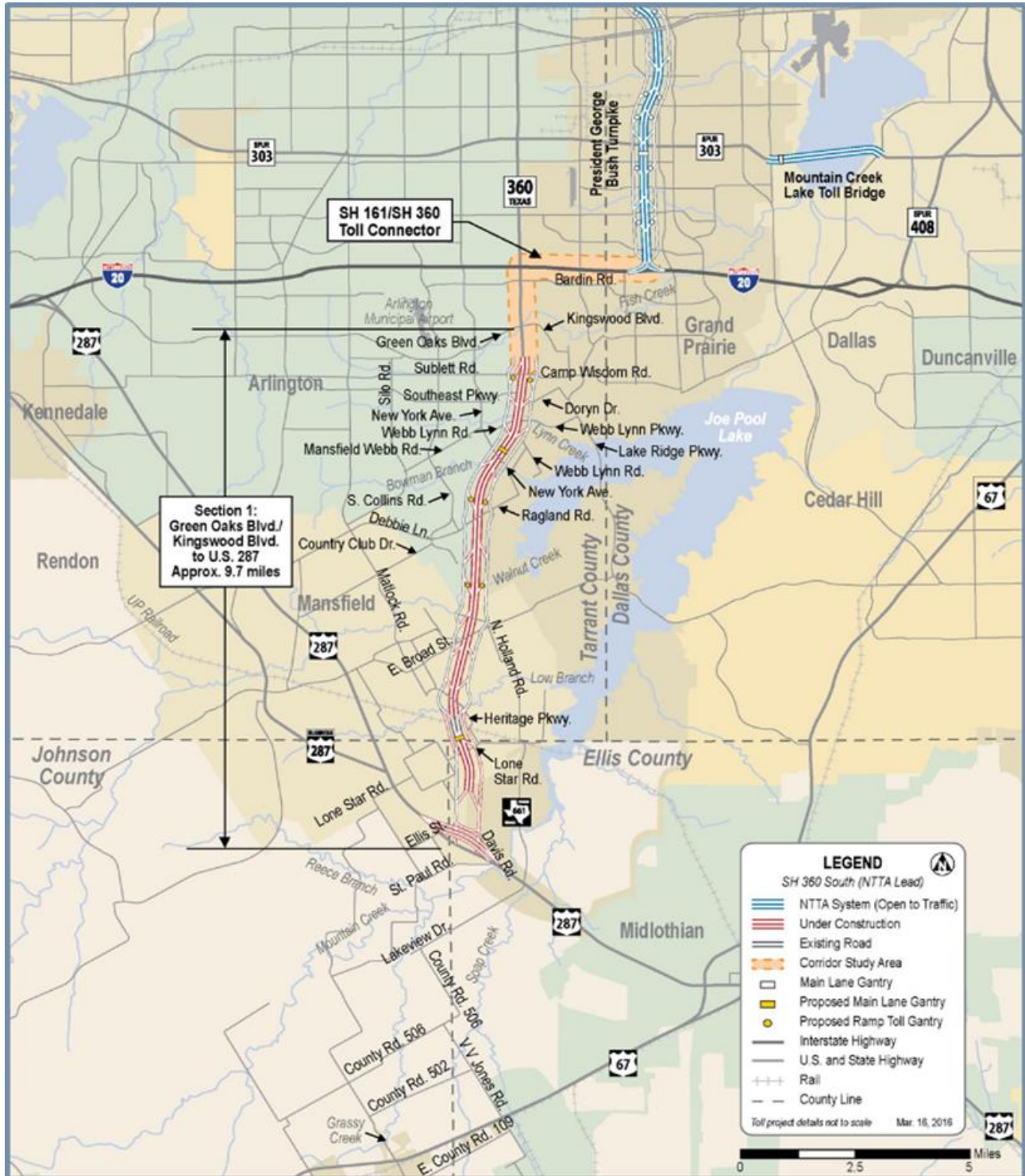
The NTTA will add a fourth lane in each direction of the DNT from Belt Line Road to the PGBT within the existing right of way. Construction is underway and scheduled for completion in early FY2018. The estimated FY2017 costs are \$13.0 million for this project. The FY2017 - FY2021 Capital Plan includes \$14.0 million. Total project construction costs are estimated at \$25.0 million.





## 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 U.S. 287 in northwestern Ellis County and northeastern Johnson County. TxDOT will develop the project through an agreement with NTTA; TxDOT will fund, design and build the SH 360 project and give the project to NTTA upon construction completion to own, operate and maintain. Construction on the project began in November FY2015 and is anticipated to be substantially completed in December 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 north side direct connectors and through the interchange. Construction is underway and is anticipated to be complete in early FY2018. The estimated FY2017 costs are \$28.2 for this project. The FY2017 - FY2021 Capital Plan includes \$33.9 million. Total project construction costs are estimated at \$101.4 million. See project map on page 146.

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

The NTTA is planning to extend the DNT north by constructing mainlane bridges over U.S. 380. Construction is anticipated to begin in FY2019 and is scheduled for completion in FY2021. The FY2017 - FY2021 Capital Plan includes the total estimated project construction cost of \$102.0 million. See map on page 161.

## **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. The estimated FY2017 costs are \$44.6 million. The FY2017 - FY2021 Capital Plan includes \$139.0 million for this category.

## **REPAIR OF RETAINING WALLS**

Several retaining wall projects are being developed to address identified issues. The estimated FY2017 costs are \$13.2 million for this project. The FY2017 - FY2021 Capital Plan includes \$38.0 million.

## **ROADWAYS**

Various improvement projects are planned across the NTTA System including but not limited to repairs, resurfacing, reconstruction and replacements. The estimated FY2017 costs are \$22.0 million. The FY2017 - FY2021 Capital Plan includes \$41.2 million for this category.

## **BUILDINGS**

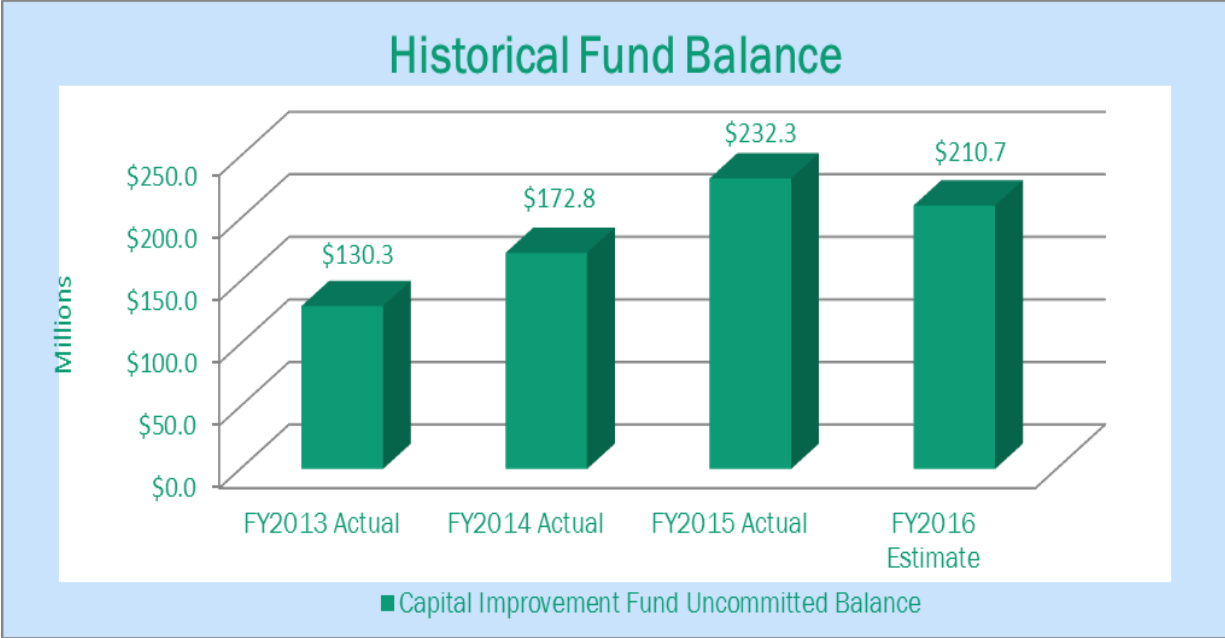
Buildings are being constructed, modified, improved or expanded as the NTTA System expands. Annual reviews are conducted to identify any required improvements. The estimated FY2017 costs are \$2.4 million. The FY2017 - FY2021 Capital Plan includes \$5.5 million for this category.

**THE FOLLOWING IS THE LIST OF PROJECTS AND PURCHASES FOR FY2017:**

<b>Capital Improvement Fund Projects</b>	
Document Management and Imaging System	\$850,000
Intelligent Transportation Systems Retrofit	4,150,000
Business Analytics	400,000
Business Diversity Tracking	320,000
PCI Compliance	1,928,000
Disaster Recovery	2,000,000
System Enhancements	4,115,000
EPDS Enhancements	1,090,000
Redesign of Internet and Intranet	850,000
National Interoperability.	2,500,000
PeopleSoft HR HCM Enhancements	530,000
Digital Aerial Photography	148,200
Toll Collection Sys Software Enhancemnts/Replacement	16,000,000
Microsoft Enterprise Agreement	1,800,000
Oracle Unlimited License Agrmt	3,600,000
Multi-Channel Communications	2,000,000
GIS Enhancement	258,200
Safety Center Radio Upgrade	850,000
Application Testing Suite	500,000
Service Desk Software Enhancements	250,000
Systemwide Roadway Improvements	20,499,000
Systemwide Facility Improvements	2,350,000
MSE Wall Stabilization and Maintenance Program	13,200,000
Dallas North Tollway 4th Lane	36,416,000
DNT/PGBT Interchange & Ramp Modifications	28,202,000
PGBT 4th Lane Widening	33,887,900
SH 360	2,230,000
IH 35E	15,000
Dallas North Tollway Improvements	13,336,000
Toll Enforcement Remedies	500,000
Professional, Audit, Legal Fees	6,113,579
<b>Total Project Costs</b>	<b>200,888,879</b>
Cash Transfer to OMF – Overhead Costs	4,456,069
<b>Total Expenditures</b>	<b>\$205,344,948</b>

**ESTIMATED CAPITAL IMPROVEMENT FUND REQUIREMENTS FY2017**

<b>Capital Improvement Fund Uncommitted Balance 1/1/2017</b>		<b>\$210,679,845</b>
<b>FY2017 Estimated Cash Inflows</b>		
Estimated Deposit from Revenue Fund	183,855,825	
Reimbursement Agreement - TxDOT	<u>2,130,000</u>	
<b>Total Cash Inflows</b>		<b>185,985,825</b>
<b>FY2017 Estimated Cash Outflows</b>		
ISTEA Payment	(9,000,000)	
CIF Subordinate Debt	<u>(24,067,580)</u>	
<b>Total Debt Service Payments</b>		<b>(33,067,580)</b>
Estimated CIF Projects Cost	(194,775,300)	
LOC Professional Fees, Audit Fees, Legal Fees	<u>(6,113,579)</u>	
<b>CIF Projects Cost</b>		<b>(200,888,879)</b>
Cash Transfer to OMF for Overhead Costs		<u>(4,456,068)</u>
<b>Total CIF Estimated Costs</b>		<b>(238,412,527)</b>
Estimated Expenditures CIF/Revolving Acct. FSF Projects	(1,050,000)	
Professional Fees, Audit Fees, Legal Fees	<u>(650,000)</u>	
<b>Total CIF/Revolving Account -FSF Projects Cost</b>		<b>(1,700,000)</b>
Estimated Uncommitted Cash Account Balance at 12/31/2017		156,553,143
FY2017 CIF Bond Payment Account balance		12,057,942
FY2017 CIF Rainy Day Fund Account balance		50,000,000
<b>Estimated Total CIF Cash Balances at 12/31/2017</b>		<b>\$218,611,085</b>



**CAPITAL IMPROVEMENT FUND - (1501) BUDGET COMPARISONS FY2017 TO FY2016**

Department	FY2016	FY2017	Variance	
	Budget	Budget	Amount	Percent
<b>Administrative Services:</b>				
Accounting	\$0	\$0	\$0	0.0%
Administration	0	0	0	0.0%
Board	0	0	0	0.0%
Cash and Debt Management	1,858,400	2,074,400	216,000	11.6%
Finance	0	0	0	0.0%
Financial Planning & Analysis	200,000	0	(200,000)	(100.0%)
Human Resources	0	0	0	0.0%
Internal Audit	21,324	23,260	1,936	9.1%
Legal Services	2,000,000	2,000,000	0	0.0%
Procurement and Business Diversity	150,000	150,000	0	0.0%
Public Affairs	0	1,865,919	1,865,919	0.0%
Shared Services	0	0	0	0.0%
Strategy and Innovation	0	0	0	0.0%
<b>Total Administrative Services</b>	<b>4,229,724</b>	<b>6,113,579</b>	<b>1,883,855</b>	<b>44.5%</b>
<b>Operational Services:</b>				
Collections and Toll Enforcement	0	0	0	0.0%
Contact Center and Collections	0	0	0	0.0%
Customer Care	0	0	0	0.0%
Customer Service Contact Center	0	0	0	0.0%
Information Technology	50,591,558	44,639,400	(5,952,158)	(11.8%)
Maintenance	35,265,500	2,550,000	(32,715,500)	(92.8%)
Operations	950,000	0	(950,000)	(100.0%)
Project Delivery	95,195,000	142,985,900	47,790,900	50.2%
System & Incident Mgmt.	3,800,000	4,600,000	800,000	21.1%
<b>Total Operational Services</b>	<b>185,802,058</b>	<b>194,775,300</b>	<b>8,973,242</b>	<b>4.8%</b>
<b>Grand Totals</b>	<b>\$190,031,782</b>	<b>\$200,888,879</b>	<b>\$10,857,097</b>	<b>5.7%</b>



## CAPITAL IMPROVEMENT FUND – (1501) ESTIMATE FY2017

Department	Account	
<b>Cash and Debt Management</b>	Consulting/Professional - (521201)	12,400
	Trustee Fees - (521204)	2,000
	Rating Agency Fees - (521205)	60,000
	Remarketing/Loc Provider Fees - (521206)	2,000,000
	<b>Cash and Debt Management Total</b>	<b>2,074,400</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)	23,260
	<b>Internal Audit Total</b>	<b>23,260</b>
<b>Legal Services</b>	Legal Fees - (521202)	2,000,000
	<b>Legal Services Total</b>	<b>2,000,000</b>
<b>Public Affairs</b>	Consulting/Professional - (521201)	932,960
	Magazine and Newspaper - (523302)	451,142
	Television & Radio - (523303)	231,817
	Promotional Expenses - (523304)	250,000
	<b>Public Affairs Total</b>	<b>1,865,919</b>
<b>Information Technology</b>	Consulting/Professional - (521201)	2,250,000
	Consulting/Profess Serv Tech - (521301)	8,794,400
	Computers - (531641)	3,980,000
	Software - (531651)	25,515,000
	Infrastructure - Other - (541403)	4,100,000
	<b>Information Technology Total</b>	<b>44,639,400</b>
<b>Maintenance</b>	Building Improvements - (541302)	2,350,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	200,000
	<b>Maintenance Total</b>	<b>2,550,000</b>
<b>Project Delivery</b>	General Engineering - (521213)	225,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	28,674,000
	Right-of-Way (06)	60,000
	Administration (01)	3,865,000
	Planning (02)	110,500
	Design (03)	2,210,400
	Construction (04)	103,000,000
	Equipment/Hardware (05)	2,841,000
	Other (176999)	2,000,000
	<b>Project Delivery Total</b>	<b>142,985,900</b>
<b>System &amp; Incident Mgmt.</b>	Traffic Engineering Fees - (521207)	750,000
	Building Improvements - (541302)	400,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	3,150,000
	Infrastructure - Other - (541403)	300,000
	<b>System &amp; Incident Mgmt. Total</b>	<b>4,600,000</b>
<b>Total</b>		<b>\$200,888,879</b>

**CAPITAL IMPROVEMENT FUND - (1501) PROJECT LIST FY2017 - FY2021 CAPITAL PLAN**

Department	Project	Estimated FY2016	FY2017
Information Technology - (20111)	1000030 - Facility Improvements	500,000	0
Information Technology - (20111)	7000002 - Document Management and Imaging System	700,000	850,000
Information Technology - (20111)	7000005 - Business Analytics	500,000	400,000
Information Technology - (20111)	7000006 - PCI Compliance	1,798,000	1,928,000
Information Technology - (20111)	7000008 - Disaster Recovery	10,000,000	2,000,000
Information Technology - (20111)	7000011 - Intelligent Transportation Systems Retrofit	3,400,000	4,150,000
Information Technology - (20111)	7000013 - Syst. Enhancements-PS-FIN	100,000	0
Information Technology - (20111)	7000015 - Syst. Enhancements-MMS	100,000	0
Information Technology - (20111)	7000017 - EPDS Enhancements	100,000	1,090,000
Information Technology - (20111)	7000018 - Redesign of Internet and Intranet	1,000,000	850,000
Information Technology - (20111)	7000020 - GPS Navigation	20,000	0
Information Technology - (20111)	7000021 - PeopleSoft HR HCM Enhancements	400,000	530,000
Information Technology - (20111)	7000022 - Digital Aerial Photography	100,000	148,200
Information Technology - (20111)	7000024 - Toll Collection Sys Software Enhancemnts/Maint	8,100,000	6,000,000
Information Technology - (20111)	7000026 - Workload Automation	0	200,000
Information Technology - (20111)	7000033 - Microsoft Enterprise Agreement	1,000,000	1,800,000
Information Technology - (20111)	7000034 - Oracle Unlimited License Agrmt	3,703,558	3,600,000
Information Technology - (20111)	7000036 - VoIP Upgrades	200,000	0
Information Technology - (20111)	7000040 - Virtualization/Hardware Reduction	500,000	300,000
Information Technology - (20111)	7000047 - Toll Enforcement Remedies	2,000,000	500,000
Information Technology - (20111)	7000050 - GIS Enhancement	150,000	258,200
Information Technology - (20111)	7000051 - Mobile App Enhancements	1,200,000	150,000
Information Technology - (20111)	7000052 - Application Testing Suite	500,000	500,000
Information Technology - (20111)	7000053 - Reconciliation Sys Enhancements	75,000	50,000
Information Technology - (20111)	7000054 - Service Desk Software Enhancements	400,000	250,000
Information Technology - (20111)	7000056 - Toll Collection System Implementation	5,000,000	10,000,000
Information Technology - (20111)	7000057 - Cloud Computing	0	200,000
Information Technology - (20111)	7000058 - Infrastructure Professional Service	900,000	600,000
Information Technology - (20111)	7000059 - Monitoring 24x7	400,000	280,000
Information Technology - (20111)	7000062 - Conf Rooms Display Enhancement	250,000	250,000
Information Technology - (20111)	7000063 - Video Conferencing-visual Enhancement	195,000	0
Information Technology - (20111)	7000064 - Board Room Video/Presentation Enhancement	125,000	0
Information Technology - (20111)	7000065 - At Your Service	150,000	0
Information Technology - (20111)	7000066 - Customer Correspondence	200,000	310,000
Information Technology - (20111)	7000067 - DataLogger	425,000	0
Information Technology - (20111)	7000068 - National IOP	400,000	2,500,000
Information Technology - (20111)	7000069 - PMIS Development	200,000	150,000
Information Technology - (20111)	7000070 - Multi-Channel Communications - CSC	4,000,000	2,000,000
Information Technology - (20111)	7000071 - LoneStar Module Expansion	200,000	200,000
Information Technology - (20111)	7000073 - Policy Procedure Manual Replacement	0	275,000
Information Technology - (20111)	7000074 - PCM Application Upgrade	0	330,000
Information Technology - (20111)	7000075 - Procurement Project Workflow Manager	0	350,000
Information Technology - (20111)	7000076 - Hyperion Upgrade/Forecasting Tool	0	470,000
Information Technology - (20111)	7000150 - Business Diversity Tracking	0	320,000
Information Technology - (20111)	7000964 - Planimetrics	750,000	0
Information Technology - (20111)	7001253 - Command Center Radio Upgrade	850,000	850,000
<b>Information Technology - (20111) Total</b>		<b>50,591,558</b>	<b>44,639,400</b>

<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>Five Year Total FY2017 - FY2021</b>
0	0	0	0	0
500,000	0	0	300,000	1,650,000
400,000	500,000	250,000	250,000	1,800,000
1,000,000	1,000,000	1,000,000	1,000,000	5,928,000
3,000,000	2,500,000	2,500,000	0	10,000,000
3,400,000	1,400,000	900,000	600,000	10,450,000
0	0	180,000	0	180,000
0	100,000	350,000	50,000	500,000
300,000	0	0	240,000	1,630,000
200,000	0	0	0	1,050,000
0	0	0	0	0
0	0	180,000	0	710,000
0	148,200	0	148,200	444,600
3,000,000	2,000,000	2,000,000	0	13,000,000
200,000	0	0	0	400,000
1,900,000	1,000,000	1,000,000	1,000,000	6,700,000
3,600,000	4,200,000	4,200,000	4,200,000	19,800,000
0	0	0	0	0
0	0	0	0	300,000
500,000	0	0	0	1,000,000
85,000	10,000	10,000	158,200	521,400
150,000	1,500,000	0	0	1,800,000
0	0	0	0	500,000
0	0	0	0	50,000
0	0	0	0	250,000
23,500,000	10,500,000	3,000,000	0	47,000,000
0	0	0	0	200,000
200,000	0	0	0	800,000
0	0	0	0	280,000
0	0	0	0	250,000
0	0	0	0	0
0	0	0	0	0
0	100,000	0	0	100,000
0	0	290,000	0	600,000
100,000	0	100,000	0	200,000
200,000	100,000	100,000	100,000	3,000,000
0	0	150,000	0	300,000
700,000	500,000	100,000	0	3,300,000
100,000	230,000	50,000	50,000	630,000
0	0	0	0	275,000
0	0	30,000	0	360,000
0	0	0	28,000	378,000
0	0	470,000	0	940,000
0	0	0	0	320,000
0	0	0	0	0
175,000	175,000	175,000	0	1,375,000
<b>43,210,000</b>	<b>25,963,200</b>	<b>17,035,000</b>	<b>8,124,400</b>	<b>138,972,000</b>

**CAPITAL IMPROVEMENT FUND - (1501) PROJECT LIST FY2017 - FY2021 CAPITAL PLAN  
(CONTINUED)**

Department	Project	Estimated FY2016	FY2017
Admin Infrastructure - (20221)	1000835 - Systemwide Facility Improvements	7,595,000	1,350,000
	<b>Admin Infrastructure - (20221) Total</b>	<b>7,595,000</b>	<b>1,350,000</b>
Project Delivery - (20511)	1000431 - Systemwide Roadway Improvements	9,670,500	15,699,000
Project Delivery - (20511)	2000417 - PGBT 4th Lane Widening (CIF)	11,950,000	33,887,900
Project Delivery - (20511)	2000430 - MSE Wall Stabilization and Maintenance Program	18,000,000	13,200,000
Project Delivery - (20511)	2000434 - IH 35E	15,000	15,000
Project Delivery - (20511)	2100003 - DNT 4th Lane	40,650,000	36,416,000
Project Delivery - (20511)	2100004 - DNT/PGBT IC & Ramp Mods	30,210,000	28,202,000
Project Delivery - (20511)	2100007 - DNT PH4A	0	350,000
Project Delivery - (20511)	2100310 - DNT Seqment 1 SWDG Implementation	0	0
Project Delivery - (20511)	2900000 - SH 360	100,000	2,230,000
Project Delivery - (20511)	7000055 - DNT Improvements	12,270,000	12,986,000
	<b>Project Delivery - (20511) Total</b>	<b>122,865,500</b>	<b>142,985,900</b>
System & Incdnt Mngmt - (20611)	1000431 - Systemwide Roadway Improvements	3,800,000	4,600,000
	<b>System &amp; Incdnt Mngmt - (20611) Total</b>	<b>3,800,000</b>	<b>4,600,000</b>
<b>Totals</b>		<b>\$184,852,058</b>	<b>\$193,575,300</b>
<b>FY2016 Project Adjustments</b>			
Information Technology - (20111)	1000030 - Facility Improvements	(500,000)	0
Information Technology - (20111)	7000002 - Document Management and Imaging System	(500,000)	0
Information Technology - (20111)	7000008 - Disaster Recovery	3,700,000	0
Information Technology - (20111)	7000011 - Intelligent Transportation Systems Retrofit	(2,000,000)	0
Information Technology - (20111)	7000015 - Syst. Enhancements-MMS	(100,000)	0
Information Technology - (20111)	7000018 - Redesign of Internet and Intranet	(1,000,000)	0
Information Technology - (20111)	7000024 - Toll Collection Sys Software Enhancemnts/Maint	(2,100,000)	0
Information Technology - (20111)	7000040 - Virtualization	(300,000)	0
Information Technology - (20111)	7000047 - Toll Enforcement Remedies	(1,800,000)	0
Information Technology - (20111)	7000051 - Mobile App Enhancements	(1,050,000)	0
Information Technology - (20111)	7000052 - Application Testing Suite	(500,000)	0
Information Technology - (20111)	7000053 - Reconciliation Sys Enhancements	(75,000)	0
Information Technology - (20111)	7000054 - Service Desk Software Enhancements	(100,000)	0
Information Technology - (20111)	7000056 - Toll Collection System Implementation	(4,000,000)	0
Information Technology - (20111)	7000059 - Monitoring 24x7	(120,000)	0
Information Technology - (20111)	7000063 - Video Conferencing-visual Enhancement	(195,000)	0
Information Technology - (20111)	7000065 - At Your Service	(150,000)	0
Information Technology - (20111)	7000067 - DataLogger	(165,000)	0
Information Technology - (20111)	7000068 - National IOP	(400,000)	0
Information Technology - (20111)	7000070 - Multi-Channel Communications - CSC	(3,300,000)	0
Information Technology - (20111)	7000964 - Planimetrics	(297,550)	0
Admin Infrastructure - (20221)	1000835 - Systemwide Facility Improvements	(6,870,000)	1,000,000
Project Delivery - (20511)	1000431 - Systemwide Roadway Improvements	(9,010,000)	200,000
Project Delivery - (20511)	2000430 - MSE Wall Stabilization and Maintenance Program	(9,000,000)	0
Project Delivery - (20511)	2000434 - IH 35E	(15,000)	0
Project Delivery - (20511)	2100003 - DNT 4th Lane	(4,860,000)	0
Project Delivery - (20511)	7000055 - DNT Improvements	(3,956,067)	0
System & Incdnt Mngmt - (20611)	1000431 - Systemwide Roadway Improvements	(1,050,000)	0
<b>Totals</b>		<b>(\$49,713,617)</b>	<b>\$1,200,000</b>
<b>Total FY2017 - FY2021 Capital Improvement Project Costs</b>		<b>\$135,138,441</b>	<b>\$194,775,300</b>

Report contains only project costs.

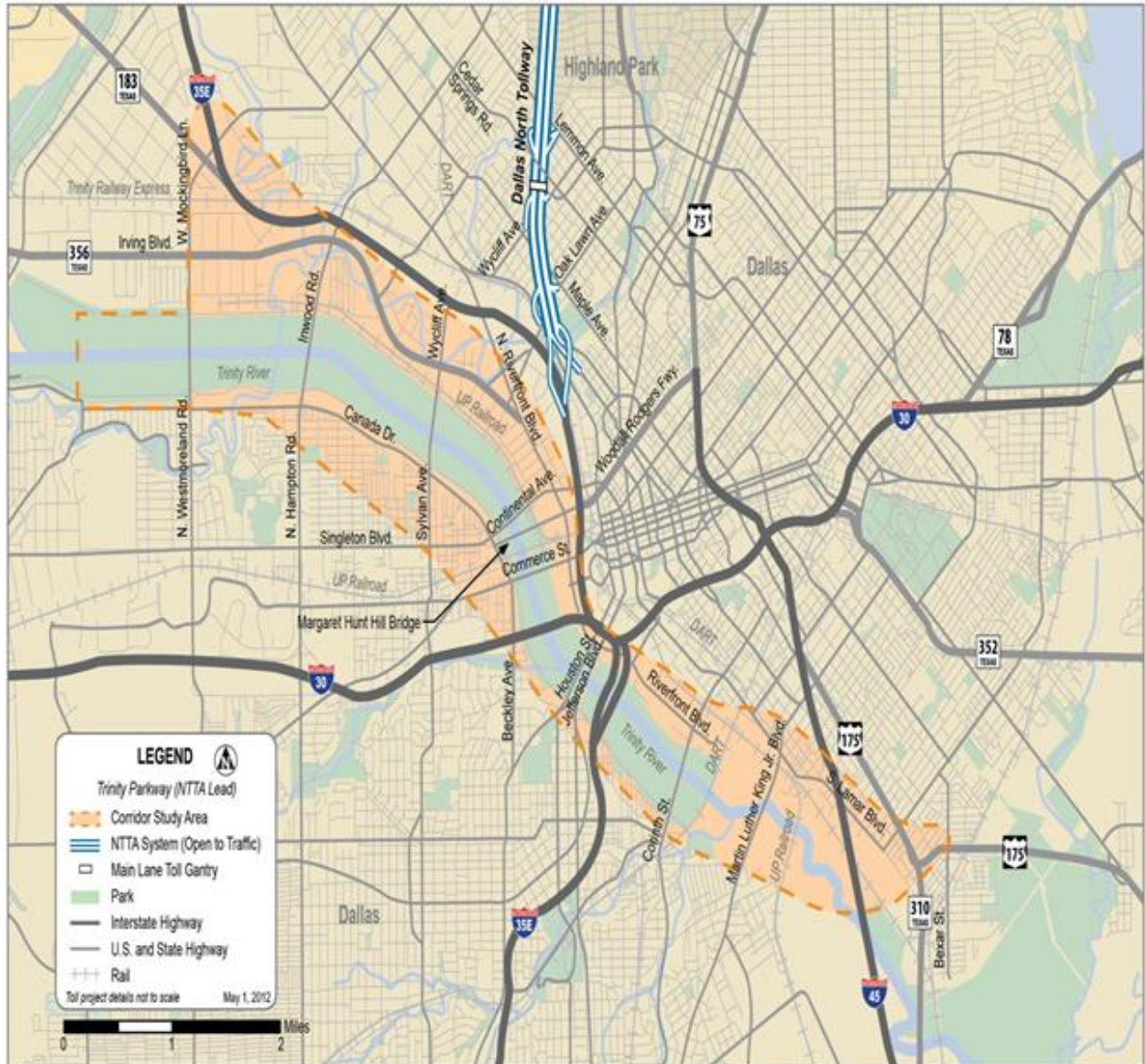


# Feasibility Study Fund

## FY2017 CIF/REVOLVING ACCOUNT-FEASIBILITY STUDY FUND PROJECTS

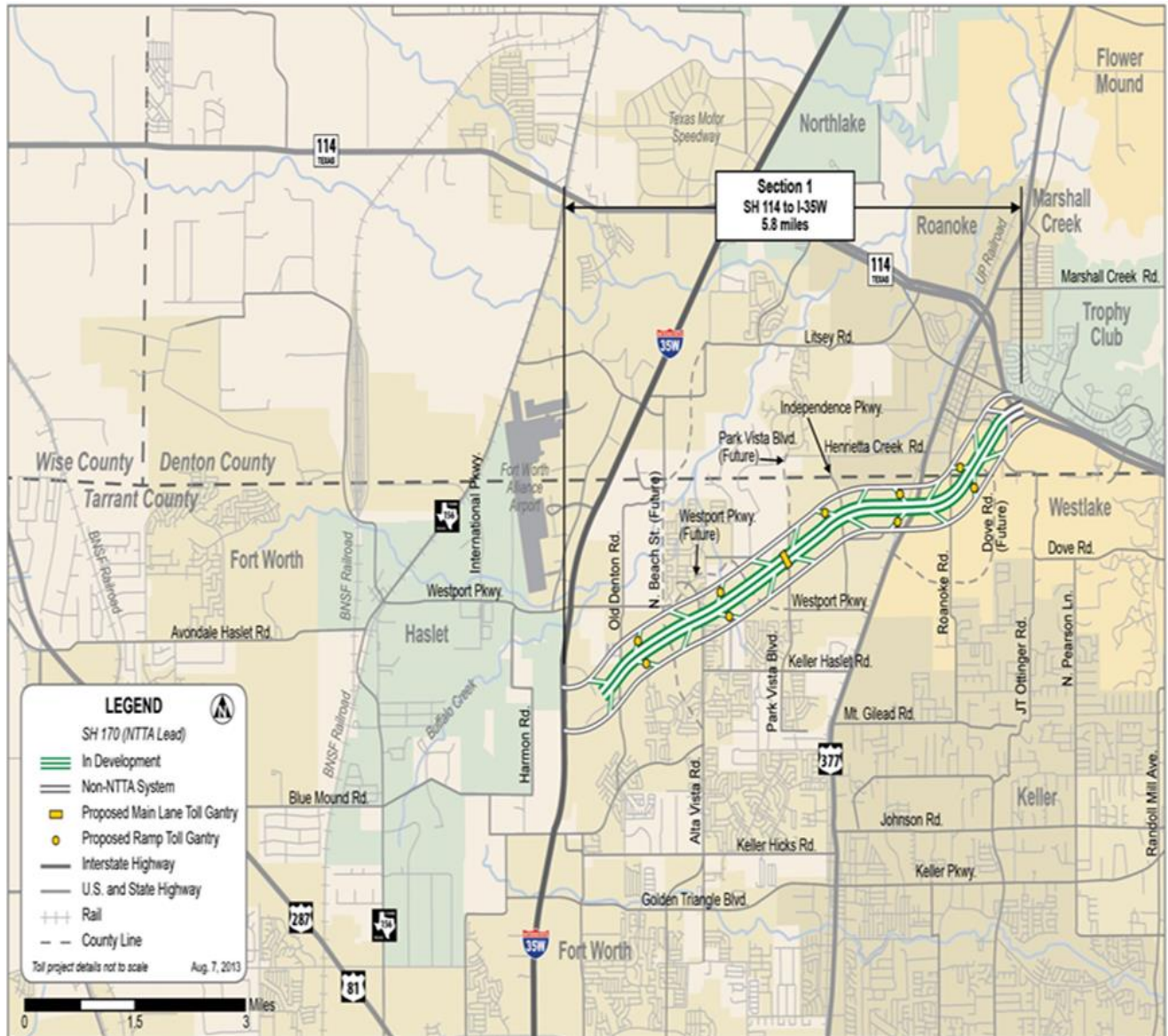
### Trinity Parkway

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 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. The corridor is under study and NTTA will continue to work closely with TxDOT and our transportation partners to advance this project.



## State Highway 190 East Branch

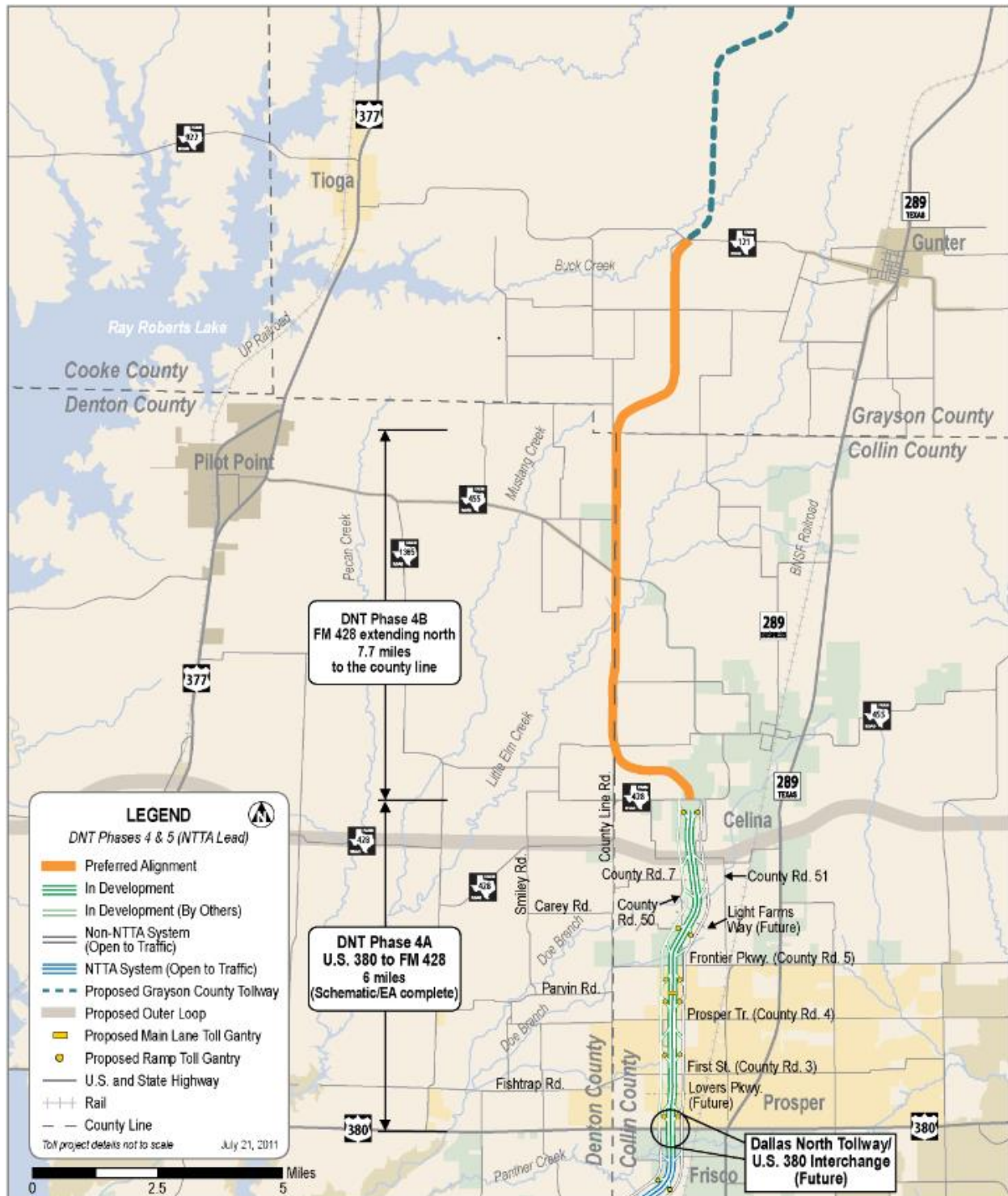
TxDOT is advancing the East Branch/State Highway 190 environmental analysis and documentation. Ongoing review, public input and possible modifications are necessary before the project can proceed.





## Dallas North Tollway Phases 4A and 4B

DNT 4A and 4B 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). 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. By state law, the Grayson County Regional Mobility Authority has primacy on any toll projects within Grayson County, including portions of the DNT which may extend into Grayson County.



### Loop 9

The proposed Loop 9 would extend approximately 35 miles from I-20 in Dallas County to U.S. 67 in Ellis County. The proposed SH 360, SH 190 and Loop 9, along with the existing PGBT Eastern Extension would create a nearly complete loop of toll roads around the greater Dallas area. TxDOT continues to advance the project through the environmental process. (See map on page 131)

<b>PROJECT COST</b>	
DNT Phase 4A	\$0
SH 170	0
Loop 9	0
Trinity Parkway	1,050,000
Professional Fees, Legal Fees	650,000
<b>Total Estimated FY2017 Feasibility Cost (1)</b>	<b>\$1,700,000</b>

(1) For detail list of expenditures see pages 163.

## FEASIBILITY STUDY FUND – (1601) BUDGET COMPARISONS FY2017 TO FY2016

Department	FY2016 Budget	FY2017 Budget	Variance Amount	Variance Percent
<b>Administrative Services:</b>				
Accounting	\$0	\$0	\$0	0.0%
Administration	0	0	0	0.0%
Board	0	0	0	0.0%
Cash and Debt Management	0	0	0	0.0%
Finance	0	0	0	0.0%
Financial Planning & Analysis	1,061,390	0	(1,061,390)	(100.0%)
Human Resources	0	0	0	0.0%
Internal Audit	0	0	0	0.0%
Legal Services	300,000	150,000	(150,000)	(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>1,361,390</b>	<b>150,000</b>	<b>(1,211,390)</b>	<b>(89.0%)</b>
<b>Operational Services:</b>				
Collections and Toll Enforcement	0	0	0	0.0%
Contact Center and Collections	0	0	0	0.0%
Customer Care	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	970,000	1,550,000	580,000	59.8%
System & Incident Mgmt.	0	0	0	0.0%
<b>Total Operational Services</b>	<b>970,000</b>	<b>1,550,000</b>	<b>580,000</b>	<b>59.8%</b>
<b>Grand Totals</b>	<b>\$2,331,390</b>	<b>\$1,700,000</b>	<b>(\$631,390)</b>	<b>(27.1%)</b>

## FUND 1601 - FEASIBILITY STUDY FUND - (1601) ESTIMATE FY2017

Department	Account	
<b>Legal Services</b>	Legal Fees - (521202)	150,000
	<b>Legal Services Total</b>	<b>150,000</b>
<b>Project Delivery</b>	Deferred Charges (153001)	1,050,000
	Administration (01)	500,000
	<b>Project Delivery Total</b>	<b>1,550,000</b>
<b>Total</b>		<b>\$1,700,000</b>

**FEASIBILITY STUDY FUND - (1601) PROJECT COSTS FY2017 - FY2021**

<b>Department</b>	<b>Project</b>	<b>Estimated FY2016</b>	<b>FY2017</b>
Project Delivery - (20511)	2100007 - DNT PH4A	\$10,000	\$0
Project Delivery - (20511)	2700000 - Trinity Pkwy	450,000	1,050,000
Project Delivery - (20511)	2800000 - SH 170	260,000	0
Project Delivery - (20511)	3000000 - SH 190	0	0
Project Delivery - (20511)	3800110 - Loop 9	250,000	0
	<b>Project Delivery - (20511) Total</b>	<b>970,000</b>	<b>1,050,000</b>
<b>Totals</b>		<b>\$970,000</b>	<b>\$1,050,000</b>

Report contains only project costs.

<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>Five Year Total FY2017 - FY2021</b>
\$0	\$0	\$0	\$0	\$0
50,000	0	0	0	1,100,000
0	0	0	0	0
250,000	0	0	0	250,000
0	0	0	0	0
<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,350,000</b>
<b>\$300,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,350,000</b>

# Enterprise Fund

## FY2017 ENTERPRISE FUND

The Enterprise Fund was created by the Authority to account for the revenue and expenses associated with TSAs. The Authority is responsible for the collection of tolls on all tolled projects in the North Texas region. Currently, the Authority has TSAs with the developers of two projects (TSAs - IH635 (LBJ) and TSAs NTE 1/2W, NTE 3A/3B). In addition, regional TSAs with TxDOT (DFW-Connector, I-30, LBJ East) and two are being added for FY2017 (I-35E, SH114).

Fund Costs	
Software Maintenance and Enhancements	\$839,206
Professional & Legal Fees	1,470,000
Overhead Cost - Salaries Benefits and Transaction Processing Cost	10,019,424
<b>Total FY2017 EF Budget</b>	<b>\$12,328,630</b>

## ESTIMATED FY2017 DEVELOPER TSA REQUIREMENTS

Developer TSAs Projects	LBJ	NTE 1/2W	NTE 3A/3B	Total
<b>Transactions</b>				
TollTag	31,944,462	18,957,405	3,400,000	54,301,867
ZipCash	15,055,538	9,042,595	1,600,000	25,698,133
<b>Total Transactions</b>	<b>47,000,000</b>	<b>28,000,000</b>	<b>5,000,000</b>	<b>80,000,000</b>
<b>Payments to TSAs</b>				
Gross Payments	\$93,770,109	\$84,998,410	\$4,564,352	\$183,332,871
NTTA Fees	(5,673,679)	(4,472,640)	(747,287)	(10,893,606)
<b>Net Payments to TSAs</b>	<b>\$88,096,430</b>	<b>\$80,525,770</b>	<b>\$3,817,065</b>	<b>\$172,439,264</b>
<b>Revenues Collected from TSAs</b>				
TollTag Revenue	64,875,673	58,416,354	3,536,000	126,828,027
ZipCash Revenue	17,949,087	22,043,067	1,028,352	41,020,505
Administrative Fees	3,605,135	3,239,544	320,000	7,164,678
<b>Net Revenue Collected</b>	<b>86,429,894</b>	<b>83,698,965</b>	<b>4,884,352</b>	<b>175,013,211</b>
<b>Collection (Exposure) Profit</b>	<b>(\$1,666,535)</b>	<b>\$3,173,195</b>	<b>\$1,067,287</b>	<b>\$2,573,947</b>
NTTA Expenses	(5,355,037)	(3,190,235)	(569,685)	(9,114,957)
IOP Revenue	4,259,375	2,537,500	453,125	7,250,000
<b>Net TSAs Cash Flow</b>	<b>(\$2,762,198)</b>	<b>\$2,520,460</b>	<b>\$950,727</b>	<b>\$708,990</b>

## ESTIMATED FY2017 REGIONAL TSA REQUIREMENTS

Regional TSAs Projects	DFWC	I-30	LBJ East	I-35E	SH114	Total
<b>Transactions</b>						
TollTag	1,967,319	6,764,485	5,756,335	4,755,799	370,716	19,614,654
ZipCash	843,137	3,642,415	3,099,565	2,560,815	199,617	10,345,548
<b>Total Transactions</b>	<b>2,810,455</b>	<b>10,406,900</b>	<b>8,855,900</b>	<b>7,316,614</b>	<b>570,333</b>	<b>29,960,202</b>
<b>Collection Exposure (Pay When Paid)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
NTTA Expenses	(301,463)	(1,116,293)	(949,926)	(784,815)	(61,177)	(3,213,673)
NTTA Expense Reimbursement	301,463	1,116,293	949,926	784,815	61,177	3,213,673
<b>Net TSAs Cash Flow</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## ENTERPRISE FUND - (7800) BUDGET COMPARISONS FY2017 TO FY2016

Department	FY2016	FY2017	Variance	
	Budget	Budget	Amount	Percent
<b>Administrative Services:</b>				
Accounting	\$70,347	\$204,455	\$134,108	190.6%
Administration	15,893	51,071	35,178	221.3%
Board	0	0	0	0.0%
Cash and Debt Management	13,194	37,786	24,592	186.4%
Financial Planning & Analysis	122,795	68,346	(54,449)	(44.3%)
Human Resources	47,564	123,078	75,514	158.8%
Internal Audit	68,469	113,576	45,107	65.9%
Legal Services	524,283	130,904	(393,379)	(75.0%)
Procurement and Business Diversity	0	0	0	0.0%
Public Affairs	550,995	1,535,690	984,695	178.7%
Shared Services	308,782	739,127	430,345	139.4%
Strategy and Innovation	25,426	0	(25,426)	(100.0%)
<b>Total Administrative Services</b>	<b>1,747,748</b>	<b>3,004,033</b>	<b>1,256,285</b>	<b>71.9%</b>
<b>Operational Services:</b>				
Collections and Toll Enforcement	296,903	0	(296,903)	(100.0%)
Contact Center and Collections	0	7,467,915	7,467,915	0.0%
Customer Care	0	90,257	90,257	0.0%
Customer Service Contact Center	3,532,694	0	(3,532,694)	(100.0%)
Information Technology	3,512,889	1,684,921	(1,827,968)	(52.0%)
Maintenance	0	0	0	0.0%
Operations	79,944	81,504	1,560	2.0%
Project Delivery	0	0	0	0.0%
System & Incident Mgmt.	0	0	0	0.0%
<b>Total Operational Services</b>	<b>7,422,430</b>	<b>9,324,597</b>	<b>1,902,167</b>	<b>25.6%</b>
<b>Grand Totals</b>	<b>\$9,170,178</b>	<b>\$12,328,630</b>	<b>\$3,158,452</b>	<b>34.4%</b>

The Enterprise Fund budget increased by \$3,158,452; from FY2016 budget of \$9,170,178 to FY2017 budget of \$12,328,630. The budget continues to increase as projects mature and more projects are added to the fund.

TSAs Transaction	FY2016	FY2017	Variance
Developer TSAs	122,841,714	80,000,000	(42,841,714)
Regional TSAs	21,311,900	29,960,202	8,648,302
<b>Total Transactions</b>	<b>144,153,614</b>	<b>109,960,202</b>	<b>(34,193,412)</b>

The FY2017 transactions have been adjusted to reflect the latest revenue and transaction projections.

## ENTERPRISE FUND - (7800) ESTIMATE FY2017

Department	Account	
<b>Accounting</b>	Salaries and Wages-Direct - (511101)	182,035
	Salaries and Wage-Overtime - (511301)	100
	Retirement Contributions - (512401)	22,320
	<b>Accounting Total</b>	<b>204,455</b>
<b>Administration</b>	Salaries and Wages-Direct - (511101)	46,431
	Retirement Contributions - (512401)	4,640
	<b>Administration Total</b>	<b>51,071</b>
<b>Cash and Debt Management</b>	Salaries and Wages-Direct - (511101)	33,820
	Retirement Contributions - (512401)	3,966
	<b>Cash and Debt Management Total</b>	<b>37,786</b>
<b>Financial Planning &amp; Analysis</b>	Salaries and Wages-Direct - (511101)	61,175
	Retirement Contributions - (512401)	7,171
	<b>Financial Planning &amp; Analysis Total</b>	<b>68,346</b>
<b>Human Resources</b>	Salaries and Wages-Direct - (511101)	110,203
	Retirement Contributions - (512401)	12,875
	<b>Human Resources Total</b>	<b>123,078</b>
<b>Internal Audit</b>	Salaries and Wages-Direct - (511101)	74,705
	Retirement Contributions - (512401)	8,871
	Auditing Fees - (521203)	30,000
	<b>Internal Audit Total</b>	<b>113,576</b>
<b>Legal Services</b>	Salaries and Wages-Direct - (511101)	72,615
	Retirement Contributions - (512401)	8,289
	Legal Fees - (521202)	50,000
	<b>Legal Services Total</b>	<b>130,904</b>
<b>Public Affairs</b>	Salaries and Wages-Direct - (511101)	130,410
	Retirement Contributions - (512401)	15,280
	Consulting/Professional - (521201)	40,000
	Magazine and Newspaper - (523302)	350,000
	Television & Radio - (523303)	500,000
	Promotional Expenses - (523304)	500,000
	<b>Public Affairs Total</b>	<b>1,535,690</b>
<b>Shared Services</b>	Group Insurance - (512101)	732,405
	Office Supplies - (531101)	6,722
	<b>Shared Services Total</b>	<b>739,127</b>
<b>Contact Center and Collections</b>	Salaries and Wages-Direct - (511101)	1,392,343
	Salaries and Wage-Overtime - (511301)	74,753
	Retirement Contributions - (512401)	159,018
	Consulting/Professional - (521201)	1,335,007
	Rentals - Equipment - (522302)	2,148
	Postage - (523201)	1,070,658
	Temporary Contract Labor - (523851)	275,957
	Office Supplies - (531101)	2,692
	Freight and Express - (531105)	11
	Inven for resale(toll tags) - (531501)	1,220,578
	Bank Charges - (573001)	41,169
	Credit Card Fees - (573002)	1,893,581
	<b>Contact Center and Collections Total</b>	<b>7,467,915</b>
	<b>Customer Care</b>	Salaries and Wages-Direct - (511101)
Retirement Contributions - (512401)		18,261
<b>Customer Care Total</b>		<b>90,257</b>
<b>Information Technology</b>	Salaries and Wages-Direct - (511101)	664,781
	Salaries and Wage-Overtime - (511301)	4,337
	Retirement Contributions - (512401)	76,597
	Software - (531651)	939,206
	<b>Information Technology Total</b>	<b>1,684,921</b>
<b>Operations</b>	Salaries and Wages-Direct - (511101)	73,001
	Retirement Contributions - (512401)	8,503
	<b>Operations Total</b>	<b>81,504</b>
<b>Total</b>		<b>\$12,328,630</b>



# Long-Term Financial Plan

## INTRODUCTION

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

The All Funds Long-Term Financial Projections included in this section are summary pages from the FY2017 - FY2021 Five-Year Capital Plan. The five-year plan is adopted by the Board on an annual basis.

## REVENUE FUND LONG-TERM PLAN

The majority, about 95.8%, 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 3.1%, 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 \$223.1 million in the Capital Improvement Fund. Total revenue growth is expected to average 4.9% per year between FY2017 and FY2021. All NTTA revenues on deposit in the Revenue Fund must be distributed to the other funds in accordance to the Trust Agreement.

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	Five Year Totals FY2017 - FY2021
<b>REVENUE FUND</b>							
Estimated Beginning Available Cash Balance	-	-	-	-	-	-	-
<b>INFLOWS</b>							
Estimated Toll Revenues	665,891,900	703,865,300	736,224,400	767,241,500	798,536,100	847,814,000	3,853,681,300
Estimated Other Revenues	32,496,000	31,223,115	32,454,912	32,449,118	35,797,789	35,839,842	167,764,776
<b>TOTAL INFLOWS</b>	698,387,900	735,088,415	768,679,312	799,690,618	834,333,889	883,653,842	4,021,446,076
Estimated Ending Available Cash Balance	-	-	-	-	-	-	-
<b>Total Revenues Available for Operations</b>	698,387,900	735,088,415	768,679,312	799,690,618	834,333,889	883,653,842	4,021,446,076

## OPERATION AND MAINTENANCE FUND LONG-TERM PLAN

The Operation and Maintenance Fund long-term plan encompasses all the day-to-day expenses of operating the Authority. The majority of these expenditures are related to employee compensation, retirement, and health and welfare benefits; which account for about 35.0% 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 2% per year between FY2017 and FY2021.

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

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	Five Year Totals FY2017 - FY2021
<b>Total Revenues Available for Operations</b>	698,387,900	735,088,415	768,679,312	799,690,618	834,333,889	883,653,842	4,021,446,076
<b>OPERATION AND MAINTENANCE FUND</b>							
<b>Estimated Beginning Available Cash Balance</b>	22,598,203	25,886,667	25,850,000	26,367,000	26,894,340	27,432,227	25,886,667
<b>INFLOWS</b>							
Transfer from Revenue Fund	138,344,834	146,544,670	149,944,777	152,855,931	155,822,675	158,846,042	764,014,095
Inter-Fund Transfers	7,583,630	8,518,663	8,774,223	9,037,449	9,308,573	9,587,830	45,226,738
<b>TOTAL INFLOWS</b>	145,928,464	155,063,333	158,719,000	161,893,380	165,131,248	168,433,873	809,240,833
<b>OUTFLOWS</b>							
Estimated Operating Expenses	(142,640,000)	(155,100,000)	(158,202,000)	(161,366,040)	(164,593,361)	(167,885,228)	(807,146,629)
<b>TOTAL OUTFLOWS</b>	(142,640,000)	(155,100,000)	(158,202,000)	(161,366,040)	(164,593,361)	(167,885,228)	(807,146,629)
<b>Estimated Ending Available Cash Balance</b>	25,886,667	25,850,000	26,367,000	26,894,340	27,432,227	27,980,871	27,980,871
Ending Balances greater than 10% minimum. (1)		-	-	-	-	-	
<b>Net Revenues Available for Debt Service</b>	560,043,066	588,543,745	618,734,535	646,834,687	678,511,214	724,807,800	3,257,431,981

(1) The Operation and Maintenance Fund does not have any ending balances changing by greater than 10%.

## 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.

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	Five Year Totals FY2017 - FY2021
<b>Net Revenues Available for Debt Service</b>	<b>560,043,066</b>	<b>588,543,745</b>	<b>618,734,535</b>	<b>646,834,687</b>	<b>678,511,214</b>	<b>724,807,800</b>	<b>3,257,431,981</b>
<b>DEBT SERVICE FUNDS</b>							
<b>Estimated Beginning Available Cash Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>INFLOWS</b>							
Transfer from Capital Improvement Fund	32,067,580	33,067,580	34,567,580	66,742,580	69,813,413	69,818,101	274,009,254
Capitalized interest transfer	-	-	-	-	-	-	-
Transfer from Revenue Fund	369,698,059	371,854,285	419,885,526	425,392,342	441,607,859	466,480,343	2,125,220,355
<b>TOTAL INFLOWS</b>	<b>401,765,639</b>	<b>404,921,865</b>	<b>454,453,106</b>	<b>492,134,922</b>	<b>511,421,272</b>	<b>536,298,444</b>	<b>2,399,229,609</b>
<b>OUTFLOWS</b>							
1st Tier Debt Service	(313,133,559)	(315,288,585)	(363,321,626)	(368,826,192)	(385,043,209)	(409,916,693)	(1,842,396,305)
2nd Tier Debt Service	(56,564,500)	(56,565,700)	(56,563,900)	(56,566,150)	(56,564,650)	(56,563,650)	(282,824,050)
3rd Tier Debt Service	-	-	-	-	-	-	-
Total Debt Service	(369,698,059)	(371,854,285)	(419,885,526)	(425,392,342)	(441,607,859)	(466,480,343)	(2,125,220,355)
Capital Improvement Fund - Subordinate Debt	(24,067,580)	(24,067,580)	(24,067,580)	(54,492,580)	(54,491,017)	(54,495,705)	(211,614,462)
Capital Improvement Fund - ISTEAL Loan	(8,000,000)	(9,000,000)	(10,500,000)	(12,250,000)	(15,322,396)	(15,322,396)	(62,394,792)
<b>TOTAL OUTFLOWS</b>	<b>(401,765,639)</b>	<b>(404,921,865)</b>	<b>(454,453,106)</b>	<b>(492,134,922)</b>	<b>(511,421,272)</b>	<b>(536,298,444)</b>	<b>(2,399,229,609)</b>
<b>Estimated Ending Available Cash Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Ending Balances greater than 10% minimum. (1)		-	-	-	-	-	
<b>Net Revenues Available for Major Maintenance Projects</b>	<b>190,345,007</b>	<b>216,689,460</b>	<b>198,849,009</b>	<b>221,442,345</b>	<b>236,903,355</b>	<b>258,327,457</b>	<b>1,132,211,626</b>
First Tier Debt Service Coverage	1.79	1.87	1.70	1.75	1.76	1.77	1.77
First & Second Tier Debt Service Coverage	1.51	1.58	1.47	1.52	1.54	1.55	1.53
All Debt Service Coverage	1.39	1.45	1.36	1.31	1.33	1.35	1.36
CIF Subordinated Debt Coverage	1.31	1.37	1.30	1.27	1.31	1.29	1.36

(1) The Debt Service Fund does not have any ending balances changing by greater than 10%.

## RESERVE MAINTENANCE FUND LONG-TERM PLAN

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

About 80% of the Reserve Maintenance Fund expenditures are identified through the annual inspection of the systems assets. The replacement of information technology hardware and software accounts for another 20%. The FY2017 through FY2021 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.

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	Five Year Totals FY2017 - FY2021
Net Revenues Available for Reserve Maintenance Projects	190,345,007	216,689,460	198,849,009	221,442,345	236,903,355	258,327,457	1,132,211,626
<b>RESERVE MAINTENANCE FUND</b>							
Estimated Beginning Available Cash Balance	13,694,886	22,012,148	-	-	-	-	22,012,148
<b>INFLOWS</b>							
Transfer from Revenue Fund	33,519,360	32,796,968	31,779,815	30,746,664	23,387,113	40,097,369	158,807,929
<b>TOTAL INFLOWS</b>	33,519,360	32,796,968	31,779,815	30,746,664	23,387,113	40,097,369	158,807,929
<b>OUTFLOWS</b>							
RMF Project Expenses	(22,387,004)	(51,851,006)	(28,732,962)	(27,608,406)	(20,154,707)	(36,767,991)	(165,115,072)
RMF Professional Fees and Other Expenses	(127,469)	(61,630)	(63,479)	(65,383)	(67,345)	(69,365)	(327,201)
RMF Salaries/Wages	(2,687,625)	(2,896,480)	(2,983,374)	(3,072,875)	(3,165,062)	(3,260,013)	(15,377,804)
<b>TOTAL OUTFLOWS</b>	(25,202,098)	(54,809,116)	(31,779,815)	(30,746,664)	(23,387,113)	(40,097,369)	(180,820,077)
Estimated Ending Available Cash Balance	22,012,148	-	-	-	-	-	-
Ending Balances greater than 10% minimum. (1)		(22,012,148)	-	-	-	-	-
<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	156,825,647	183,892,492	167,069,194	190,695,681	213,516,242	218,230,087	973,403,697

(1) The Reserve Maintenance Fund greater than 10% change in FY2017 is due to the Authority's financial plan of pre-funding RMF to facilitate the issuance of subordinated debt.

## **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, 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.

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	Five Year Totals FY2017 - FY2021
<b>Net Revenues Available for Capital Improvement Projects</b>	156,825,647	183,892,492	167,069,194	190,695,681	213,516,242	218,230,087	973,403,697
<b>CAPITAL IMPROVEMENT FUND</b>							
<b>Estimated Beginning CIF Uncommitted Cash Balance</b>	232,308,067	210,679,845	156,589,810	164,587,496	65,895,299	28,804,679	210,679,845
<b>INFLOWS</b>							
Transfer from Revenue Fund	156,825,647	183,892,492	167,069,194	190,695,681	213,516,242	218,230,087	973,403,697
Transfer to CIF Bond Payment Account	(24,067,580)	(24,067,580)	(24,067,580)	(69,680,928)	(54,491,017)	(54,495,705)	(226,802,810)
Transfer to Debt Service Fund for ISTEPA Payment	(8,000,000)	(9,000,000)	(10,500,000)	(12,250,000)	(15,322,396)	(15,322,396)	(62,394,792)
Commercial Paper Issue	-	-	-	-	-	-	-
Reimbursement from TxDOT - SH 360	-	2,130,000	-	-	-	-	2,130,000
<b>NET INFLOWS AVAILABLE FOR CIF EXPENSES</b>	124,758,067	152,954,912	132,501,614	108,764,753	143,702,829	148,411,986	686,336,095
<b>OUTFLOWS</b>							
CIF Project Expenses	(135,138,441)	(194,775,300)	(117,553,238)	(98,858,219)	(69,698,821)	(34,435,472)	(515,321,050)
CIF Professional/LOC Fees	(5,179,724)	(6,113,579)	(1,410,939)	(1,186,699)	(836,386)	(413,226)	(9,960,828)
CIF Salaries/Wages	(3,736,735)	(4,456,069)	(4,589,751)	(4,727,443)	(4,869,267)	(5,015,345)	(23,657,874)
Transfer to NTTA System Construction Funds	-	-	-	(102,034,589)	(104,738,976)	(106,960,000)	(313,733,565)
Transfer to CIF Rainy Day Fund Account	-	-	-	-	-	(25,000,000)	(25,000,000)
Transfer to Feasibility Study Fund	(2,331,390)	(1,700,000)	(950,000)	(650,000)	(650,000)	(650,000)	(4,600,000)
<b>TOTAL OUTFLOWS</b>	(146,386,290)	(207,044,947)	(124,503,928)	(207,456,950)	(180,793,449)	(172,474,042)	(892,273,316)
<b>Estimated Ending CIF Uncommitted Cash Balance</b>	210,679,845	156,589,810	164,587,496	65,895,299	28,804,679	4,742,623	4,742,623
<b>CIF Bond Payment Account</b>							
<b>Estimated Beginning CIF Bond Payment Account Cash Balance</b>	12,057,942	12,057,942	12,057,942	12,057,942	27,246,290	27,246,290	12,057,942
Transfers from CIF Cash Account	24,067,580	24,067,580	24,067,580	69,680,928	54,491,017	54,495,705	226,802,810
Transfer to Debt Service Fund for CIF Subordinated Debt Payment	(24,067,580)	(24,067,580)	(24,067,580)	(54,492,580)	(54,491,017)	(54,495,705)	(211,614,462)
<b>Estimated Ending CIF Bond Payment Account Cash Balance</b>	12,057,942	12,057,942	12,057,942	27,246,290	27,246,290	27,246,290	27,246,290
<b>CIF Rainy Day Fund Account</b>							
<b>Estimated Beginning CIF Rainy Day Fund Account Cash Balance</b>	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
Transfers from CIF Cash Account	-	-	-	-	-	25,000,000	25,000,000
Transfers to CIF Cash Account	-	-	-	-	-	-	-
<b>Estimated Ending CIF Rainy Day Fund Account Cash Balance</b>	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	75,000,000	75,000,000
<b>Estimated Ending Total CIF Cash Balances</b>	272,737,787	218,647,752	226,645,438	143,141,589	106,050,969	106,988,913	106,988,913

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	Five Year Totals FY2017 - FY2021
<b>FEASIBILITY STUDY FUND</b>							
<b>Estimated Beginning Available Cash Balance</b>	-	-	-	-	-	-	-
<b>INFLOWS</b>							
Bond Issues							-
Transfer from Capital Improvement Fund	2,331,390	1,700,000	950,000	650,000	650,000	650,000	4,600,000
<b>TOTAL INFLOWS</b>	2,331,390	1,700,000	950,000	650,000	650,000	650,000	4,600,000
<b>OUTFLOWS</b>							
Legal fees	(163,367)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
Professional Fees	(1,198,023)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(2,500,000)
SH 170	(260,000)	-	-	-	-	-	-
SH 190/PGBT EE - East Branch	-	-	(250,000)	-	-	-	(250,000)
DNT Phase 4A	(10,000)	-	-	-	-	-	-
Trinity Parkway	(450,000)	(1,050,000)	(50,000)	-	-	-	(1,100,000)
Outer Loop Southeast (Loop 9)	(250,000)	-	-	-	-	-	-
<b>TOTAL OUTFLOWS</b>	(2,331,390)	(1,700,000)	(950,000)	(650,000)	(650,000)	(650,000)	(4,600,000)
<b>Estimated Ending Available Cash Balance</b>	-	-	-	-	-	-	-

## 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.

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	Five Year Totals FY2017 - FY2021
<b>CONSTRUCTION FUNDS - NTTA SYSTEM</b>							
<b>Estimated Beginning Available Cash Balance</b>	<b>73,857,087</b>	<b>68,968,574</b>	<b>54,001,056</b>	<b>10,114,665</b>	<b>(0)</b>	<b>0</b>	<b>68,968,574</b>
<b>INFLOWS</b>							
Reimbursement Agreements:							-
Denton County ILA - DNT Phase 4B	850,000	6,803,800	10,465,900	7,101,220	-	-	24,370,920
Transfer from Capital Improvement Fund			-	102,034,589	104,738,976	106,960,000	313,733,565
Bond Issues				-	-	-	-
<b>TOTAL INFLOWS</b>	<b>850,000</b>	<b>6,803,800</b>	<b>10,465,900</b>	<b>109,135,809</b>	<b>104,738,976</b>	<b>106,960,000</b>	<b>338,104,485</b>
<b>OUTFLOWS</b>							
Allocated Cost: Salaries, Professional Fees, Legal Fees	(1,009,270)	(1,544,859)	(3,536,761)	(7,759,754)	(6,815,476)	(6,960,000)	(26,616,849)
LOC Fees	(2,385,000)	(1,500,000)	-	-	-	-	(1,500,000)
SRT Expenses	(1,757,434)	(8,940,800)	(40,349,630)	(64,389,500)	(48,923,500)	-	(162,603,430)
PGBT EE Expenses	(157,529)	(1,855,060)	-	-	-	-	(1,855,060)
Trinity Parkway Expenses	-	-	-	(40,000,000)	(49,000,000)	(100,000,000)	(189,000,000)
DNT Phase 4A Expenses	-	-	-	-	-	-	-
DNT Phase 4B/5A Expenses	(246,080)	(6,803,800)	(10,465,900)	(7,101,220)	-	-	(24,370,920)
DNT Phase 3 Expenses	(183,200)	(1,126,800)	-	-	-	-	(1,126,800)
<b>TOTAL OUTFLOWS</b>	<b>(5,738,513)</b>	<b>(21,771,319)</b>	<b>(54,352,291)</b>	<b>(119,250,474)</b>	<b>(104,738,976)</b>	<b>(106,960,000)</b>	<b>(407,073,059)</b>
<b>Estimated Ending Available Cash Balance</b>	<b>68,968,574</b>	<b>54,001,056</b>	<b>10,114,665</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balances greater than 10% minimum. (1)</b>		<b>(14,967,518)</b>	<b>(43,886,391)</b>	<b>(10,114,665)</b>	-	-	

(1) The Construction Fund greater than 10% change is due to the normal process of issuing debt and utilizing the proceeds to pay for construction of the projects.



# 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 allow NTTA to operate efficiently while providing customers with the needed transportation solutions.

## NEW ROAD CONSTRUCTION/FACILITIES

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

NTTA currently has three major widening projects in various stages of planning and construction. The DNT widening adds a fourth lane in each direction from I-635 to SRT. A fourth lane will be added in two phases to PGBT in each direction from I-35E to SH 78. The third widening adds a fourth lane in each direction to SRT from Business 121 to U.S. 75. This project is also being done in two phases, with phase two scheduled to open to traffic in FY2022.

Estimated Impact of Capital Improvements on Operating Budget					
Construction Project	Years				
	FY2017	FY2018	FY2019	FY2020	FY2021
DNT Fourth Lane	\$ -	\$ 2,089,400	\$ -	\$ -	\$ -
PGBT Fourth Lane	\$ 2,833,400	\$ -	\$ 2,833,400	\$ -	\$ -
SRT Fourth Lane	\$ -	\$ -	\$ -	\$ 3,972,650	\$ -
<b>Total</b>	<b>\$ 2,833,400</b>	<b>\$ 2,089,400</b>	<b>\$ 2,833,400</b>	<b>\$ 3,972,650</b>	<b>\$ -</b>

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

Beginning in FY2008, NTTA began converting its existing toll collection system into a cashless tolling or all-electronic (all-ETC) system. The main conversion was completed in early FY2011, providing customers with improved traffic flow, improved air quality, reduced travel time and enhanced safety. This project had a major impact on NTTA operations. The Toll Collection and Vault departments were eliminated, 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, Customer Care and Collection and Toll Enforcement Departments. Currently, these three departments comprise 45.1% of the total operating budget.

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

## EQUIPMENT/HARDWARE/SOFTWARE ENHANCEMENTS

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

Estimated Impact of Software and Enhancement Capital Expenditures on Operating Budget					
Project	Years				
	FY2017	FY2018	FY2018	FY2020	FY2021
Annual Support and Maintenance	\$ 450,000	\$ 472,500	\$ 496,125	\$ 520,931	\$ 546,978



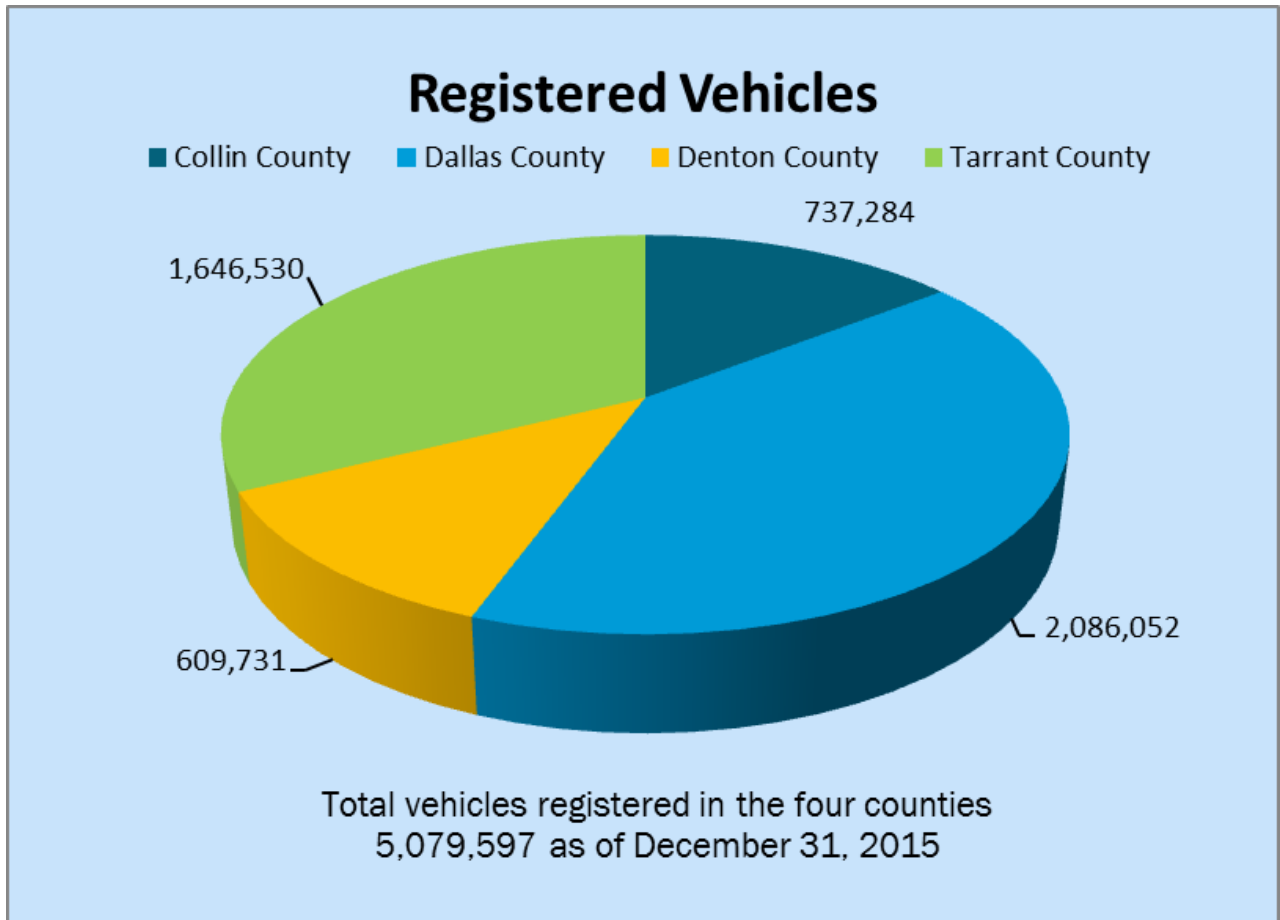


## **PGBT Widening Project**

**Rebar on PGBT widening project placed in preparation for concrete paving**

## Statistical Data

The North Texas four county region has 5.1 million registered vehicles as of FY2015. The region's population has grown by 22.3 percent since FY2006. The average household income has grown by 20.6 percent with an average unemployment rate of 6.1%.

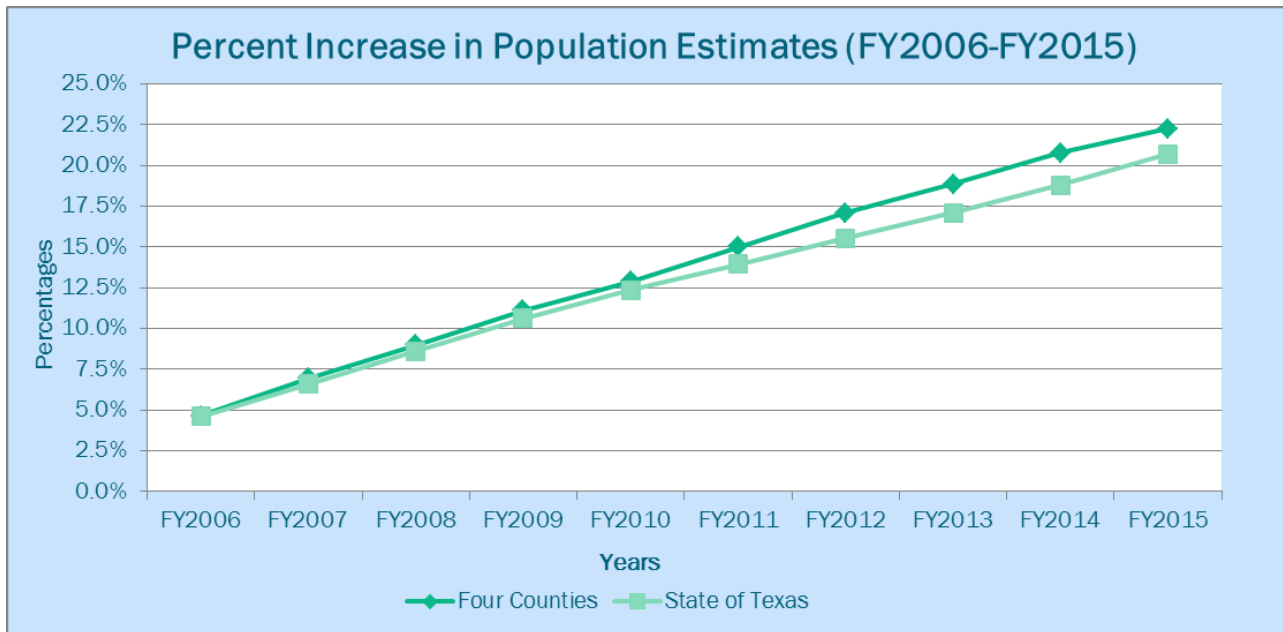


Source: [Texas Department of Motor Vehicles](#)

**NORTH TEXAS TOLLWAY AUTHORITY**  
For years FY2006-FY2015

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

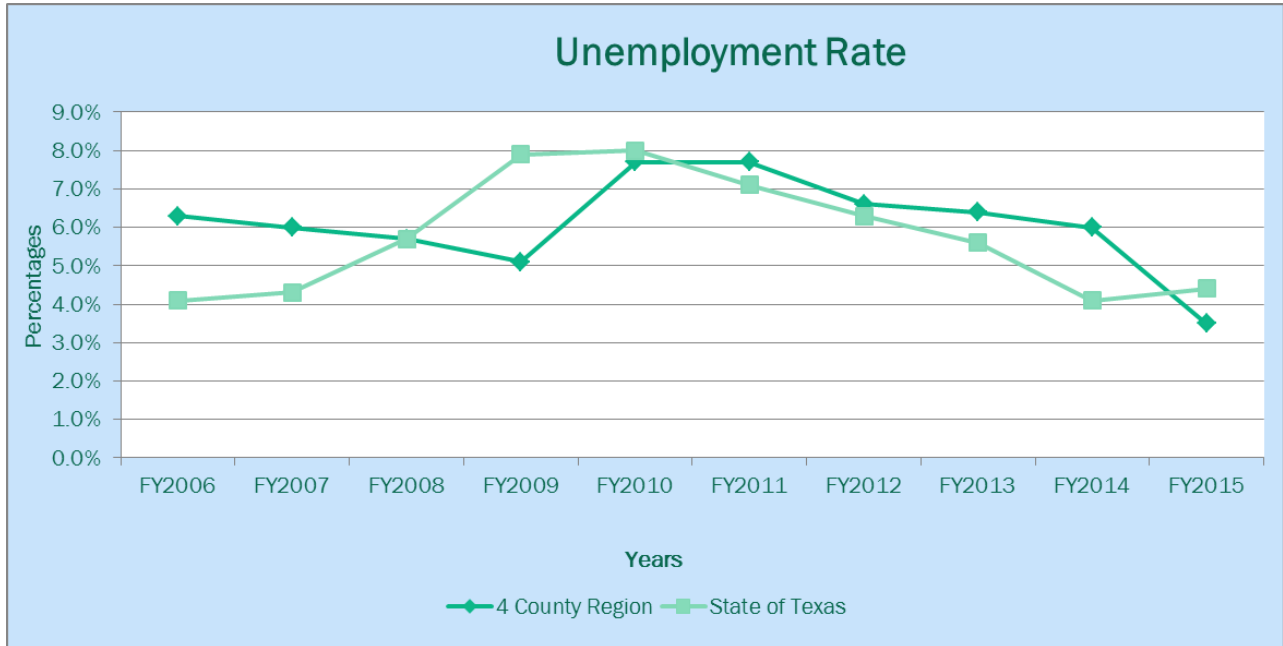
Year	COLLIN	DALLAS	DENTON	TARRANT	Est. Four County Regional Totals	Estimated Texas Totals	Percentage Change (From Prior Year)	
							4 County	TEXAS
FY2006	683,935	2,275,434	581,561	1,662,005	5,202,935	23,426,000	4.64%	4.61%
FY2007	714,330	2,291,891	609,001	1,707,157	5,322,379	23,891,000	2.30%	1.98%
FY2008	741,264	2,314,018	630,104	1,745,602	5,430,988	24,371,000	2.04%	2.01%
FY2009	765,791	2,346,378	649,702	1,784,078	5,545,949	24,857,000	2.12%	1.99%
FY2010	788,568	2,373,360	666,938	1,816,784	5,645,650	25,294,000	1.80%	1.76%
FY2011	814,738	2,409,942	685,718	1,848,435	5,764,461	25,695,000	2.10%	1.59%
FY2012	837,476	2,456,693	707,962	1,882,822	5,884,953	26,107,000	2.09%	1.60%
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%
FY2015	914,127	2,553,385	780,612	1,946,346	6,194,470	27,469,114	1.51%	1.90%
<b>Increase/Decrease Total from FY2006 to FY2015</b>	<b>230,192</b>	<b>277,951</b>	<b>199,051</b>	<b>284,341</b>	<b>991,535</b>	<b>4,043,114</b>	<b>22.3%</b>	<b>20.7%</b>



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

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

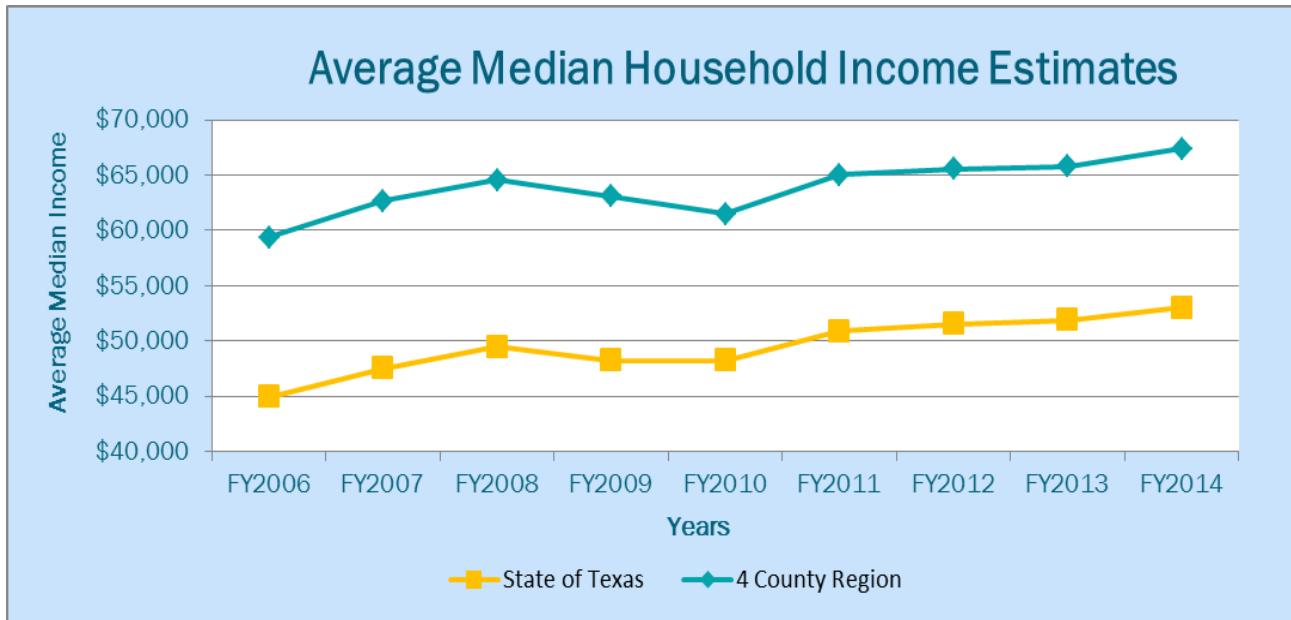
Year	COLLIN	DALLAS	DENTON	TARRANT	Combined Four		Unemployment	
					County Regional	Texas	4 County	Texas
					Estimated Totals	Estimated Totals		
FY2006	389,629	1,219,541	337,144	884,101	2,830,415	11,617,834	6.3%	4.1%
FY2007	400,678	1,205,730	344,810	904,015	2,855,233	11,647,654	6.0%	4.3%
FY2008	407,840	1,180,870	346,869	877,646	2,813,225	11,466,657	5.7%	5.7%
FY2009	285,900	1,415,000	172,600	743,500	2,617,000	10,204,500	5.1%	7.9%
FY2010	390,106	1,063,304	330,122	833,527	2,617,059	10,204,500	7.7%	8.0%
FY2011	397,033	1,082,185	335,984	845,263	2,660,465	10,204,500	7.7%	7.1%
FY2012	413,783	1,102,322	356,467	883,503	2,756,075	11,742,600	6.6%	6.3%
FY2013	330,300	1,509,000	195,500	812,600	2,847,400	11,091,900	6.4%	5.6%
FY2014	346,400	1,558,500	205,800	825,600	2,936,300	11,433,600	6.0%	4.1%
FY2015	366,900	1,616,800	221,400	844,900	3,050,000	11,681,000	3.5%	4.4%
<b>Increase Total from Year FY2006 to Year FY2015</b>								
	<b>(22,729)</b>	<b>397,259</b>	<b>(115,744)</b>	<b>(39,201)</b>	<b>219,585</b>	<b>63,166</b>		



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

**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	Texas	Percentage Change from Prior Years	
					Estimated Avg Median Income	Estimated Avg Median Income	4 County	Texas
FY2006	\$74,051	\$44,815	\$66,792	\$51,813	\$59,368	\$44,922	7.50%	7.57%
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%
FY2014	\$86,634	\$50,118	\$74,569	\$58,127	\$67,362	\$53,035	2.35%	2.19%
FY2015	N/A	N/A	N/A	N/A	\$0	\$0	0.00%	0.00%
<b>Averaged Yearly Totals</b>	<b>\$80,989</b>	<b>\$47,771</b>	<b>\$71,565</b>	<b>\$55,185</b>	<b>\$63,878</b>	<b>\$49,540</b>	<b>2.29%</b>	<b>2.74%</b>



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



**Top Ten Employers in Four County Region**

**2015**

**COLLIN COUNTY TOP TEN EMPLOYERS**

<b>EMPLOYER</b>	<b>NUMBER OF EMPLOYEES</b>	<b>PERCENTAGE OF TOTAL EMPLOYMENT</b>	<b>INDUSTRY</b>
HP ENTERPRISE SERVICES LLC	10,000	2.22%	PROF/TECH
BANK OF AMERICA HOME LOANS	4,646	1.03%	FINANCIAL SERVICES
J.C. PENNY, INC	3,800	0.84%	RETAIL
CAPITAL ONE	3,683	0.82%	FINANCIAL SERVICES
UNIVERSITY OF TEXAS AT DALLAS	3,500	0.78%	EDUCATION
BLUE CROSS AND BLUE SHIELD OF TEXAS	3,100	0.69%	INSURANCE
MEDICAL CENTER OF PLANO (HCA Inc)	3,000	0.67%	HEALTH CARE PROVIDER
GE ENERGY	2,300	0.51%	ENERGY
LINEAGE POWER HOLDINGS INC	2,300	0.51%	ENERGY
ALCATEL-LUCENT	2,000	0.44%	MANUFACTURING
<b>Total</b>	<b>38,329</b>	<b>8.51%</b>	

**DALLAS COUNTY TOP TEN EMPLOYERS**

<b>EMPLOYER</b>	<b>NUMBER OF EMPLOYEES</b>	<b>PERCENTAGE OF TOTAL EMPLOYMENT</b>	<b>INDUSTRY</b>
WAL-MART	25,534	1.01%	RETAIL
AMERICAN AIRLINES GROUP	25,000	0.99%	AIRLINE
BAYLOR HEALTH CARE SYSTEM	22,000	0.79%	PUBLIC I.S.D.
DALLAS INDEPENDENT SCHOOL DISTRICT	20,000	0.87%	NON-PROFIT HEALTH CARE
TEXAS HEALTH RESOURCES	19,131	0.76%	HEALTH CARE PROVIDER
BANK OF AMERICA	14,465	0.57%	FINANCIAL SERVICES
LOCKHEED MARTIN AERONAUTICS CO.	13,700	0.54%	MILITARY AIRCRAFT
CITY OF DALLAS	13,000	0.52%	DESIGN AND PRODUCTION
TEXAS INSTRUMENTS	13,000	0.52%	MUNICIPALITY
JP MORGAN CHASE	12,600	0.50%	SEMICONDUCTORS
<b>Total</b>	<b>178,430</b>	<b>7.07%</b>	FINANCIAL SERVICES

**DENTON COUNTY TOP TEN EMPLOYERS**

<b>EMPLOYER</b>	<b>NUMBER OF EMPLOYEES</b>	<b>PERCENTAGE OF TOTAL EMPLOYMENT</b>	<b>INDUSTRY</b>
UNIVERSITY OF NORTH TEXAS	9,800	1.33%	EDUCATION
LEWISVILLE ISD	6,325	0.86%	EDUCATION
WALMART	3,900	0.53%	RETAIL
DENTON ISD	3,800	0.52%	EDUCATION
CENTEX HOME EQUITY	2,600	0.35%	FINANCIAL SERVICES
FRITO LAY	2,500	0.34%	RETAIL
AMERICAN AIRLINES	2,154	0.29%	TRANSPORTATION
PETERBILT MOTORS	2,100	0.29%	TRANSPORTATION
NORTHWEST ISD	2,050	0.28%	EDUCATION
DENTON STATE SCHOOL	1,700	0.23%	EDUCATION
<b>Total</b>	<b>36,929</b>	<b>5.02%</b>	

**TARRANT COUNTY TOP TEN EMPLOYERS**

<b>EMPLOYER</b>	<b>NUMBER OF EMPLOYEES</b>	<b>PERCENTAGE OF TOTAL EMPLOYMENT</b>	<b>INDUSTRY</b>
AMRCORP./AMERICAN AIRLINES	24,000	2.52%	AIRLINE
LOCKHEED MARTIN AERONAUTICS CO	13,690	1.44%	MANUFACTURING
FORT WORTH INDEPENDENT SCHOOL DISTRICT	12,000	1.26%	EDUCATION
TEXAS HEALTH RESOURCES	12,000	1.26%	HEALTH CARE PROVIDER
NASA FORT WORTH JOINT RESERVE BASE	11,000	1.15%	MILITARY
CITY OF FORT WORTH	6,161	0.65%	MUNICIPALITY
JOHN PETER SMITH HOSPITAL	6,000	0.63%	HEALTH CARE PROVIDER
ALCON LABORATORIES INC.	5,922	0.62%	MANUFACTURING
COOK CHILDREN'S HEALTH CARE SYSTEM	5,876	0.62%	HEALTH CARE PROVIDER
TARRANT COUNTY COLLEGE	5,625	0.59%	EDUCATION
<b>Total</b>	<b>102,274</b>	<b>10.74%</b>	

Source: Dallas Major Employers-DFW and Bureau of Labor Statistics

# FY2016 Strategic Priorities & Accomplishments

Priorities to support the Authority's five-year strategic goals and objectives are established annually. Below is a summary of the FY2016 priorities and key accomplishments.

## Customer-Driven Organization

FY2016 Strategic Priorities	FY2016 Accomplishments
<p><b>Complete two-year customer service experience strategies and initiatives</b></p>	<ul style="list-style-type: none"> <li>Engaged 44,000 customers and stakeholders with the 2016 Biennial Customer/Stakeholder Survey. This represented 50 percent growth in respondents over 2014 and enhanced NTTA's efforts to improve brand value, customer service and communications provided to customers and stakeholders.</li> <li>Continued efforts to enhance customer communications and information through the Tollmate mobile app with the number of downloads growing to more than 515,000 in 2016.</li> <li>Recognized for communications to customers including a campaign to communicate the closure of Tennyson Parkway, which NTTA received a MarCom Gold Award and an Award of Honor from the Dallas Public Relations Society of America.</li> <li>Approved a contract to use direct cell phone carrier billing as a toll payment option, the first of its kind in the U.S. toll industry.</li> <li>Aligned its customer service hours to match call volumes and deliver elevated service with the goal of answering 70% of the calls within 30 seconds. We're proud to say we met that goal in December.</li> </ul>
<p><b>Convert Zip Cash Customers to TollTag customers</b></p>	<ul style="list-style-type: none"> <li>Targeted high-potential customers and markets with promotional and advertising campaigns. In 2016, one-third of all TollTag distributed were \$20 Starter TollTags – a way for more customers to save big on tolls.</li> </ul>
<p><b>Expand TollTag offering, branding and value</b></p>	<ul style="list-style-type: none"> <li>Continued to expand its TollTag customer base at a record pace, issuing an estimated 1.4 million TollTags to customers in 2016, increasing our circulation to more than 4.4 million active TollTags, and 2.44 million active accounts.</li> <li>Expanded co-branded TollTag offerings to include FC Dallas and the American Red Cross. This brings the number of co-branded offerings to 16.</li> <li>Advanced interoperability with central and southern states.</li> </ul>

## Financially Sound & Vibrant Organization

FY2016 Strategic Priorities	FY2016 Accomplishments
<p><b>Complete toll enforcement implementation</b></p>	<ul style="list-style-type: none"> <li>Renegotiated six vehicle registration block agreements with member and ring counties for consistency and to capture full enforcement for habitual toll violators.</li> <li>Continued to improve toll collections, especially related Toll Enforcement Remedies resulting in an additional \$51 million collected revenue and payment commitments over 2015.</li> <li>Enhanced the vehicle registration block program by submitting registration blocks on 100 percent of eligible habitual violators (those with 100 or more unpaid tolls in a calendar year) within seven days of becoming eligible for the block.</li> </ul>
<p><b>Continue back office system enhancements</b></p>	<ul style="list-style-type: none"> <li>Advanced the procurement and implementation of a next-generation toll system to support further enhancement of NTTA's billing process and customer experience.</li> <li>Completed the implementation of a disaster recovery site and business continuity program to ensure continued operations and full use of data</li> </ul>

	during uncertain times
<b>Advance collection strategies, including unpursuable transactions</b>	<ul style="list-style-type: none"> <li>Entered into favorable interlocal agreements with several state DMVs to allow for more cost effective retrieval of address information supporting increased invoicing of out-of-state transactions.</li> <li>Enhanced customer service and billing operations by implementing an electronic billing option for ZipCash, low and no balance push notifications to customers, and convenient and standardized customer service hours at all TollTag stores and the call center.</li> </ul>
<b>Utilize non-traditional project financing</b>	<ul style="list-style-type: none"> <li>Continued its Strategic Refinancing Plan in 2016 by refinancing \$987 million in debt capturing \$226M in savings. The total Board-authorized Strategic Refinancing Plan resulted in \$3.3 billion in refunding, yielding \$467 million in savings with a Maximum Annual Debt Service (MADS) reduction of \$130 million.</li> <li>Renegotiated the Letter of Credit for the LBJ project to ensure financial success for all parties.</li> </ul>

### Delivering Transportation Solutions

FY2016 Strategic Priorities	2016 Accomplishments
<b>Execute Capital Plan</b>	<ul style="list-style-type: none"> <li>Completed construction and opened to traffic the first section of the PGBT Fourth Lane Project between U.S. 75 and the Dallas North Tollway, the most heavily traveled section of the Bush. Construction was completed on schedule and under budget.</li> <li>Commenced construction of additional lanes on the DNT between IH 635 and the President George Bush Turnpike.</li> <li>Continued multiple widening projects as part of ongoing efforts to improve the flow of traffic including on the Dallas North Tollway, the President George Bush Turnpike and the Sam Rayburn Tollway.</li> <li>Completed a speed study on Chisholm Trail and implemented new speed limits on the northern portion of the CTP.</li> </ul>
<b>Continue to deploy safety improvements across system</b>	<ul style="list-style-type: none"> <li>Rebranded its Safety Operations and Roadside Safety Services to highlight its world-class safety programs including opening a new Safety Operations Center, unveiling new RSS truck wraps and increasing tours and public relations to highlight safety services.</li> <li>Continued to enhance customer safety with a pilot project at DNT/635 interchange to reduce speeding, a Major Crash Review Working Group to review the root cause of crashes and identify ways to reduce or eliminate accidents, and a Steer It and Clear It public relations campaign to clear accidents sooner.</li> </ul>
<b>Implement innovative maintenance techniques</b>	<ul style="list-style-type: none"> <li>Continued ongoing efforts to maintain the quality of our infrastructure including pavement improvements, erosion mitigation, concrete rehabilitation, and landscaping.</li> </ul>

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

FY2016 Strategic Priorities	FY2016 Accomplishments
<b>Engage region as a partner</b>	<ul style="list-style-type: none"> <li>Coordinated with project partners on multiple regional projects to advance regional mobility including I-30, I-35E and I-635E managed lane projects.</li> <li>Successfully collaborated with TxDOT to advance the SH 360 South project through construction in Tarrant, Johnson and Ellis counties.</li> </ul>
<b>Collaboration on regional road planning</b>	<ul style="list-style-type: none"> <li>Commenced customer and billing services for two new managed lane projects on I-30 and I-635 East to ensure a high level of customer service across the region.</li> <li>Successfully collaborated with City of the Colony to complete the South Colony Bridge at the Sam Rayburn Tollway. The bridge is designed to improve traffic flow in an around a major retail center along SRT.</li> </ul>
<b>Execute 2015 legislative agenda</b>	<ul style="list-style-type: none"> <li>Implement electronic invoicing option for ZipCash, low- and no-balance push notifications to customers, and convenient and standardized customer service hours at all TollTag stores and the call center.</li> <li>Set the legislative agenda for the 85th session of the Texas Legislature and continued robust outreach and education on the municipal, county, state and federal levels.</li> </ul>
<b>Increase opportunities for diversity contracting</b>	<ul style="list-style-type: none"> <li>Attained a high level of D/M/WBE participation (31%) in 2015. The NTTA Board also authorized an update of our Availability and Disparity (A&amp;D) Study to support the continuation of its diversity efforts.</li> <li>Commenced an Availability and Disparity Study for a comprehensive analysis of the availability and disparity for procurement.</li> <li>Outreach efforts continue delivering outstanding results. The vendor database has grown by more than 1,000 new vendors and the participation in Vendor Outreach Symposiums has blossomed in each county – reaching over 650 attendees in three separate counties.</li> </ul>

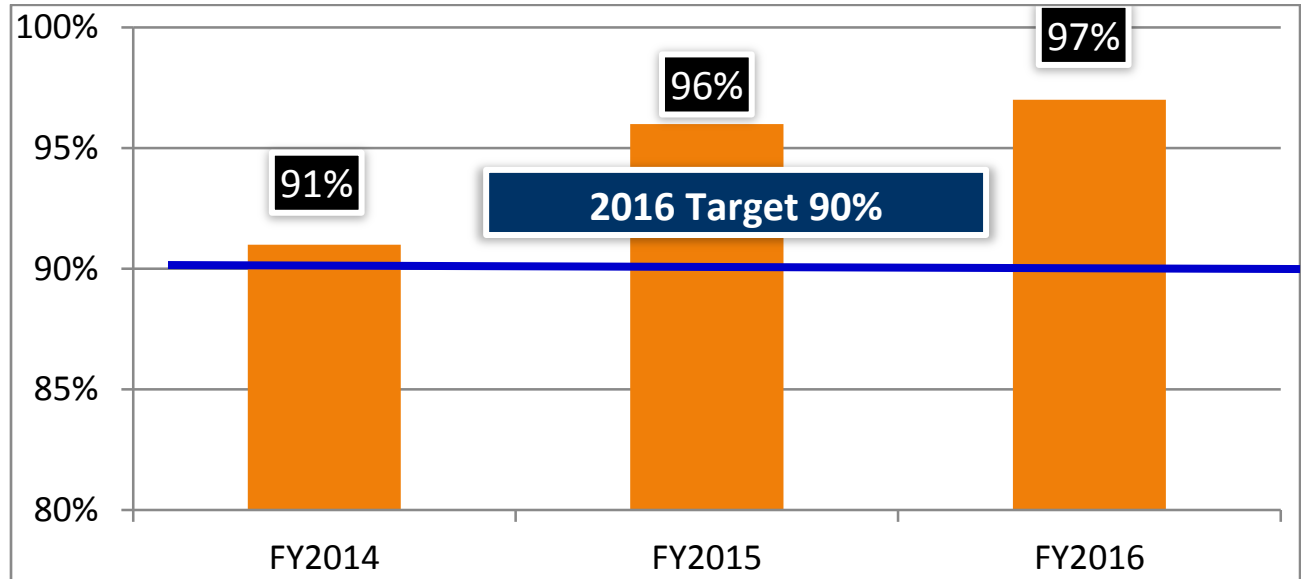
## Highly Qualified, Energized and Engaged Team

FY2016 Strategic Priorities	FY2016 Accomplishments
<b>Develop, retain and recruit quality people</b>	<ul style="list-style-type: none"> <li>Launched an HR Learning Management System as a training solution for all NTTA training needs.</li> <li>Implemented new updates and features for both ePerformance and eCompensation tools to make it easier to use and align with the business.</li> <li>Conducted DISC training to various departments to help employees better understand their own and others behavior styles.</li> <li>Developed an Employee Value Proposition that shows the total breakdown of their entire compensation package. Salary plus benefits</li> </ul>
<b>Increase employee engagement initiatives</b>	<ul style="list-style-type: none"> <li>Create a company action plan based on results of the employee engagement survey.</li> <li>Continued employee-led committees and special events to promote diversity, teamwork, outstanding performance, corporate culture and community involvement.</li> <li>Conducted the annual Employee Benefits Fair to help employees better understand all the benefit options made available to them and how.</li> </ul>

## FY2016 Performance Metrics

### Customer Service Rating

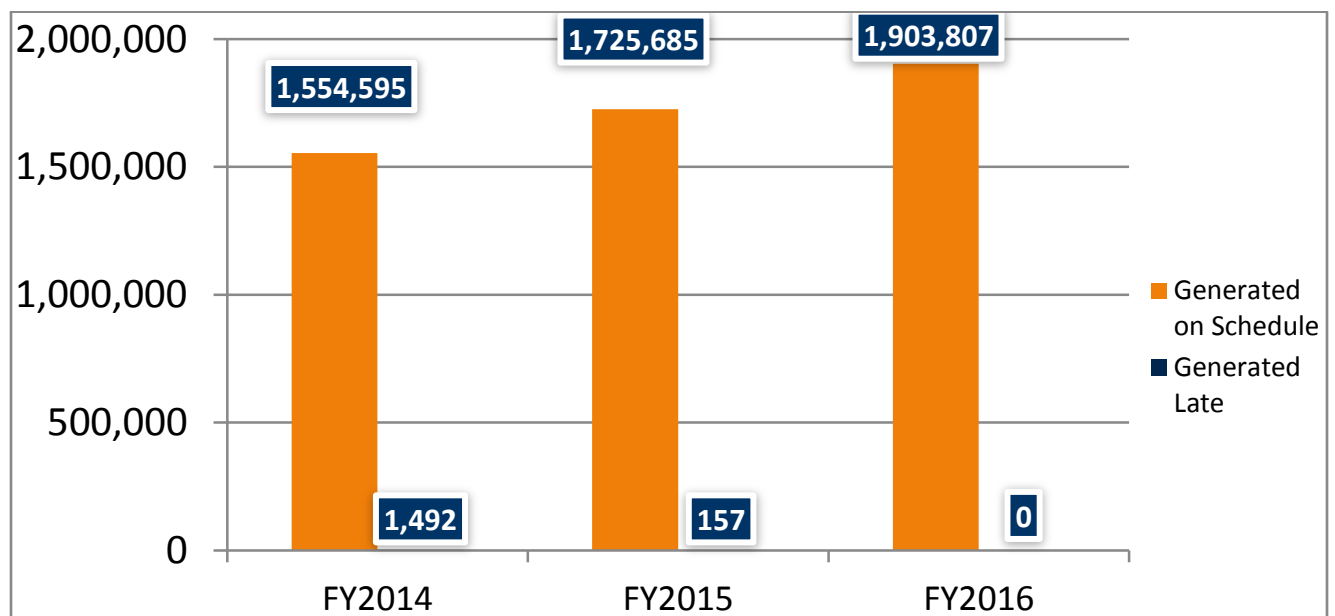
The Customer Service Contact Center interaction score based on 15 question survey. Provides immediate first-hand measure of the customer's experience. (Primary Departmental Objective of: Customer Service Contact Center, Maintenance, and System & Incident Management.)



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

### ZipCash Invoicing

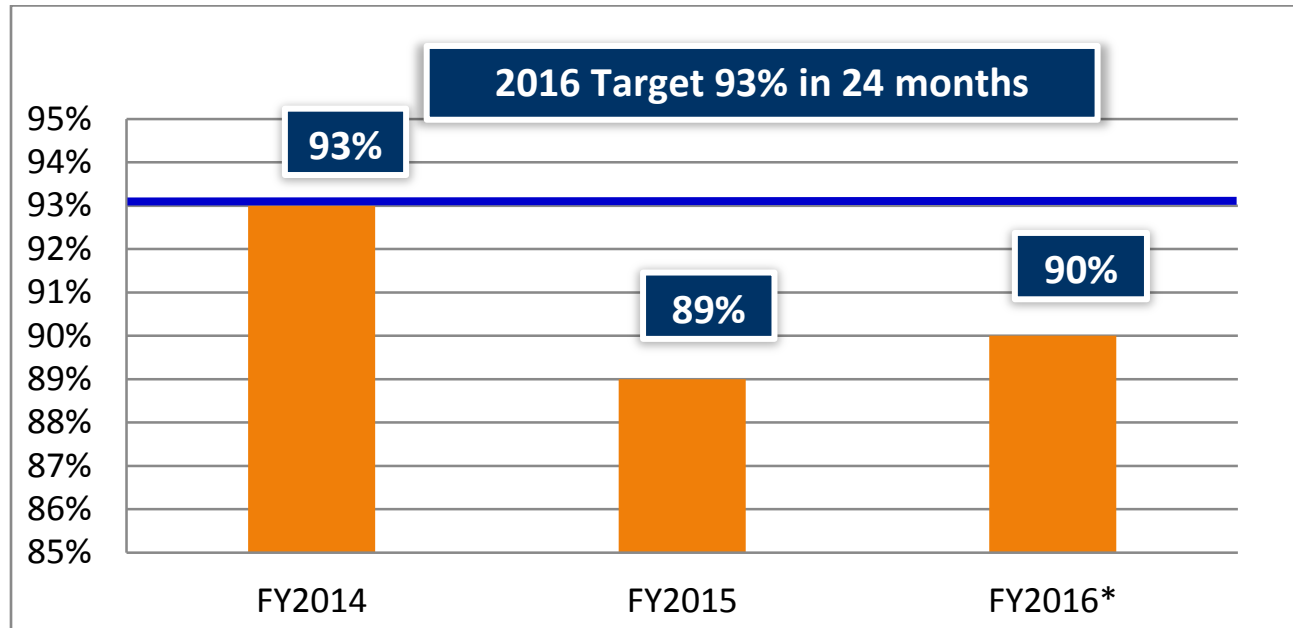
ZipCash invoices generated according to each customer's monthly invoice date. Measures the efficiency of ZipCash invoicing. (Primary Departmental Objective of: Customer Service Contact Center, Collections and Toll Enforcement, Information Technology, and Operations.)



**Target: All ZipCash invoices generated according to each customer's monthly invoice date**

### Collection Performance

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

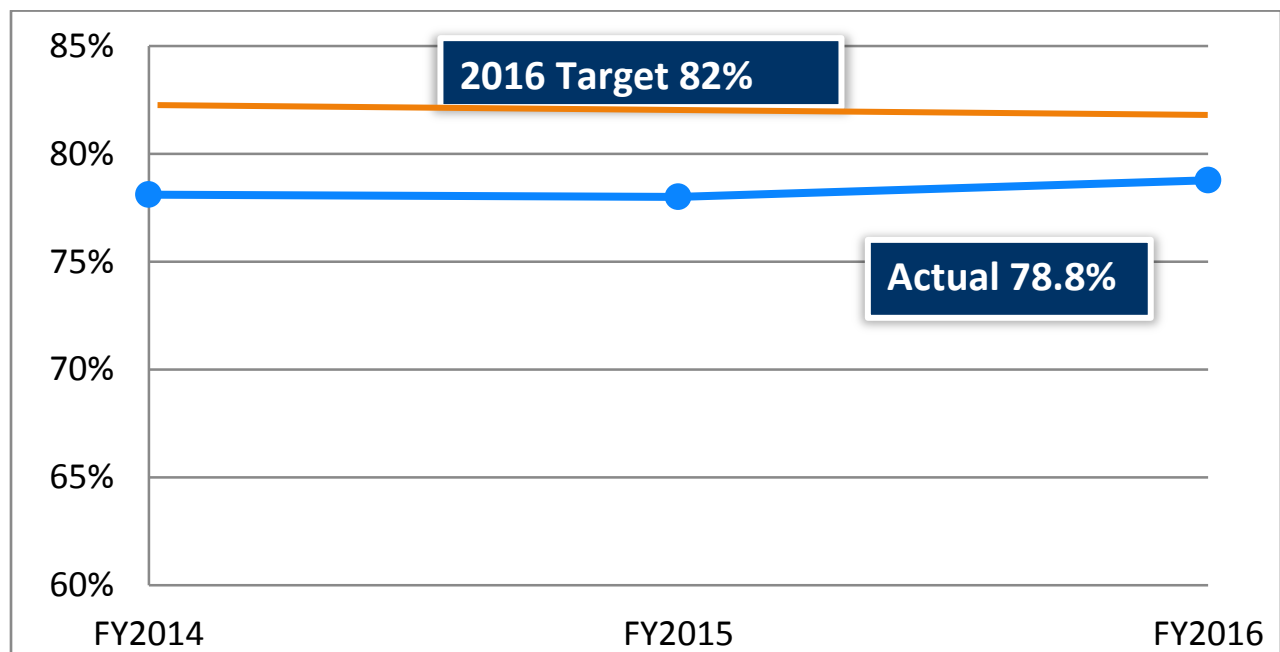


**Target: 93% of revenue collected in 24 months**

\*Only January 2016 has been through the 24 month cycle.

### Transponder Penetration Rate @ 90 days

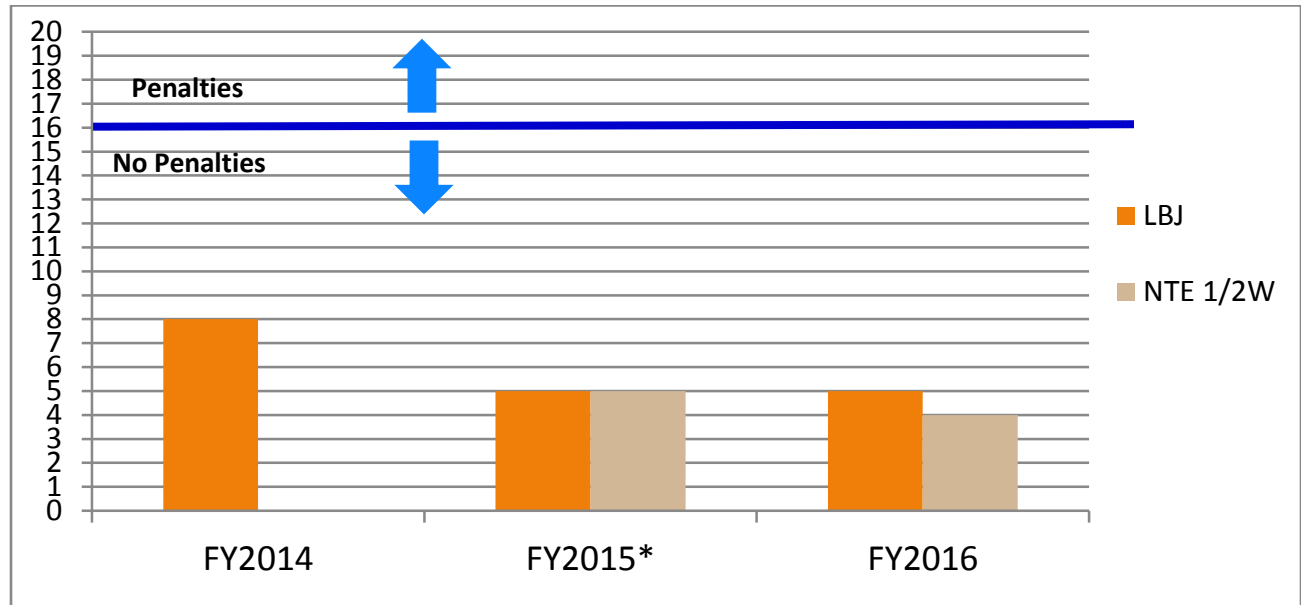
Percent of all transactions matched to a valid transponder account. Actuals reflect a three month lag to process V-Tolls. Transponder-based transactions are the most efficient method to process and collect tolls. (Primary Departmental Objective of: Customer Service Contact Center, Public Affairs, and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



**Target: 82% in two years**

### Compliance with TSA

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

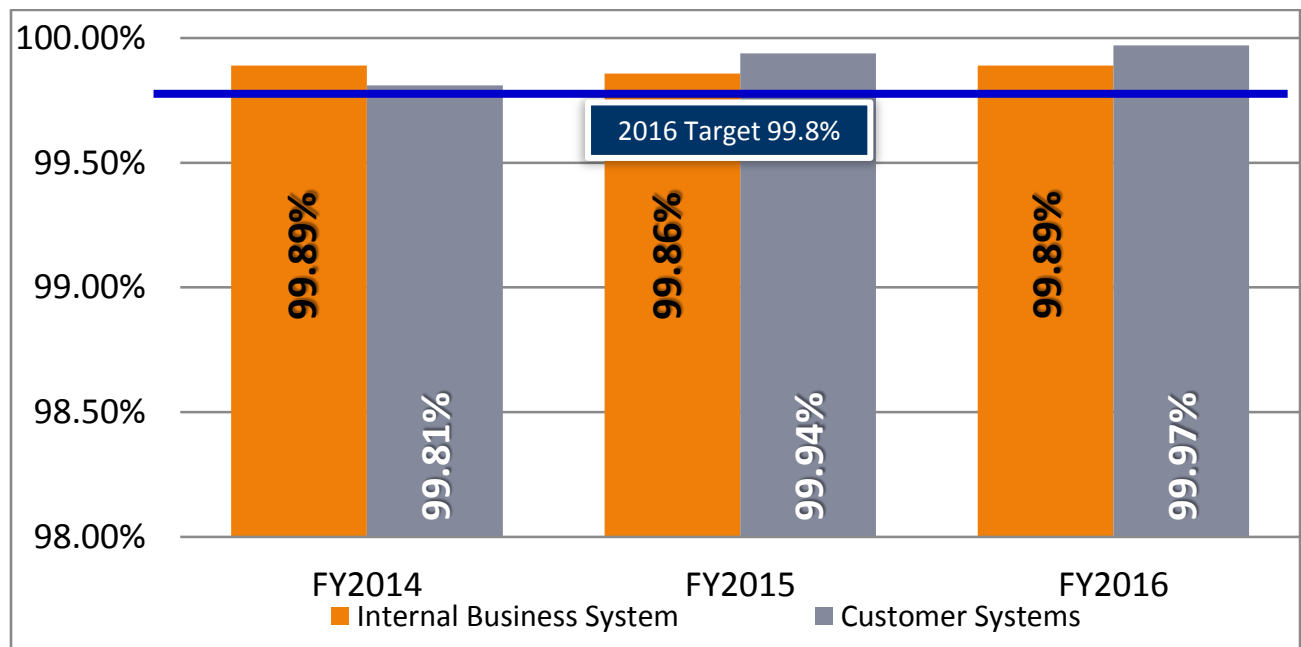


**Target: LBJ TEXpress - Not to exceed 16 points**  
**NTE TEXpress - Not to exceed 16 points**

\*NTE 1/2W opened in FY2015

### System Reliability

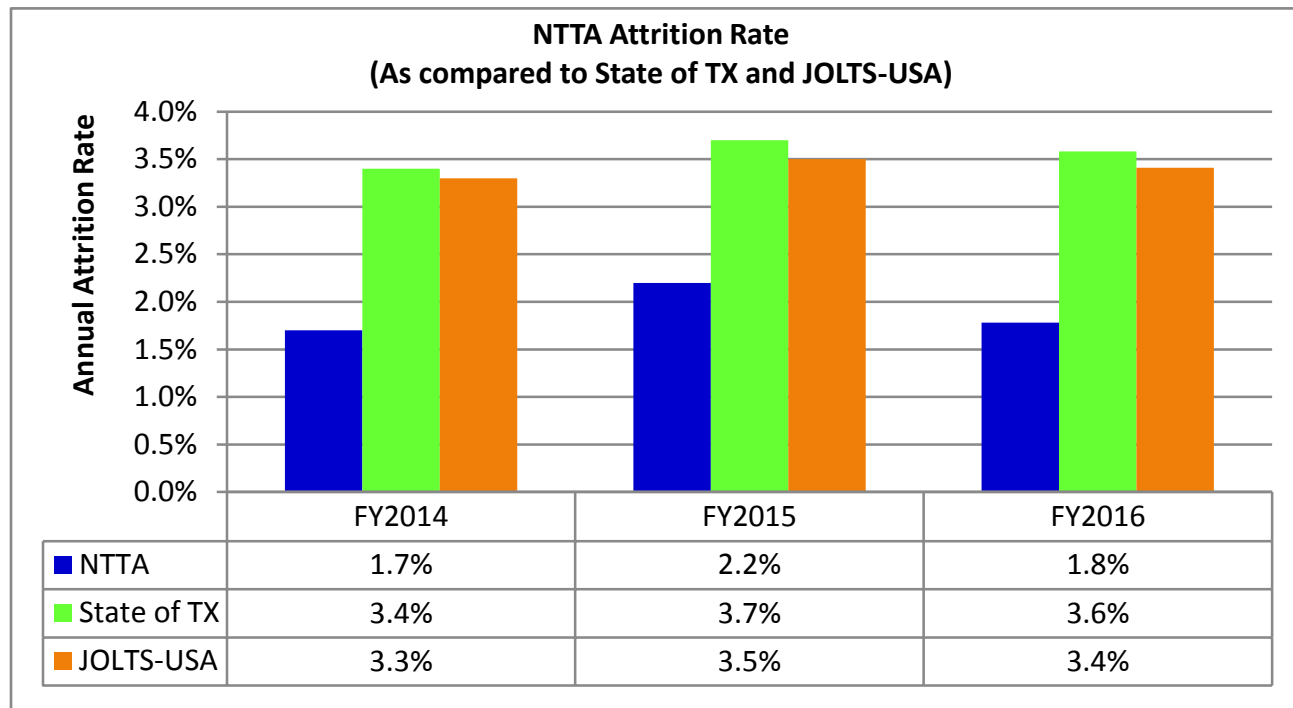
Availability of key internal and customers systems, phones, email and file servers outside of planned maintenance schedule. Measures IT's ability to provide stable systems to support business needs and serve our customers. (Primary Departmental Objective of: Information Technology.)



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

### Employee Turnover

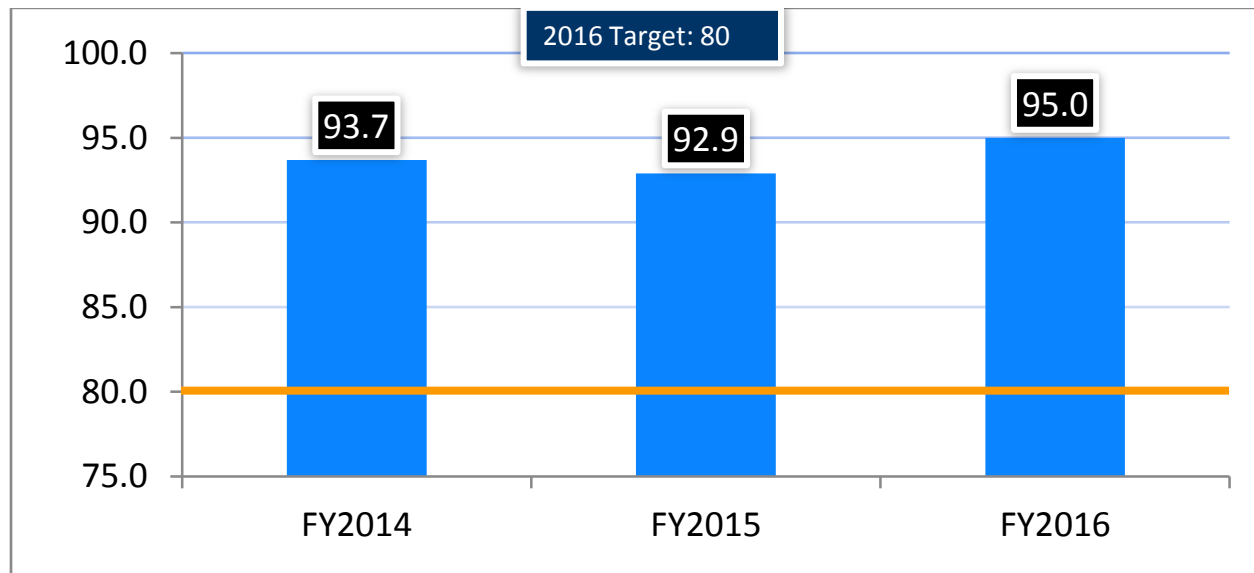
Authority-wide separations as compared to industry benchmark (Job Openings and Labor Turnover Survey - JOLTS). Indicator of NTTA's ability to retain employees. (Primary Departmental Objective of: Human Resources.)



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

### Maintenance Rating Program (MRP)

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

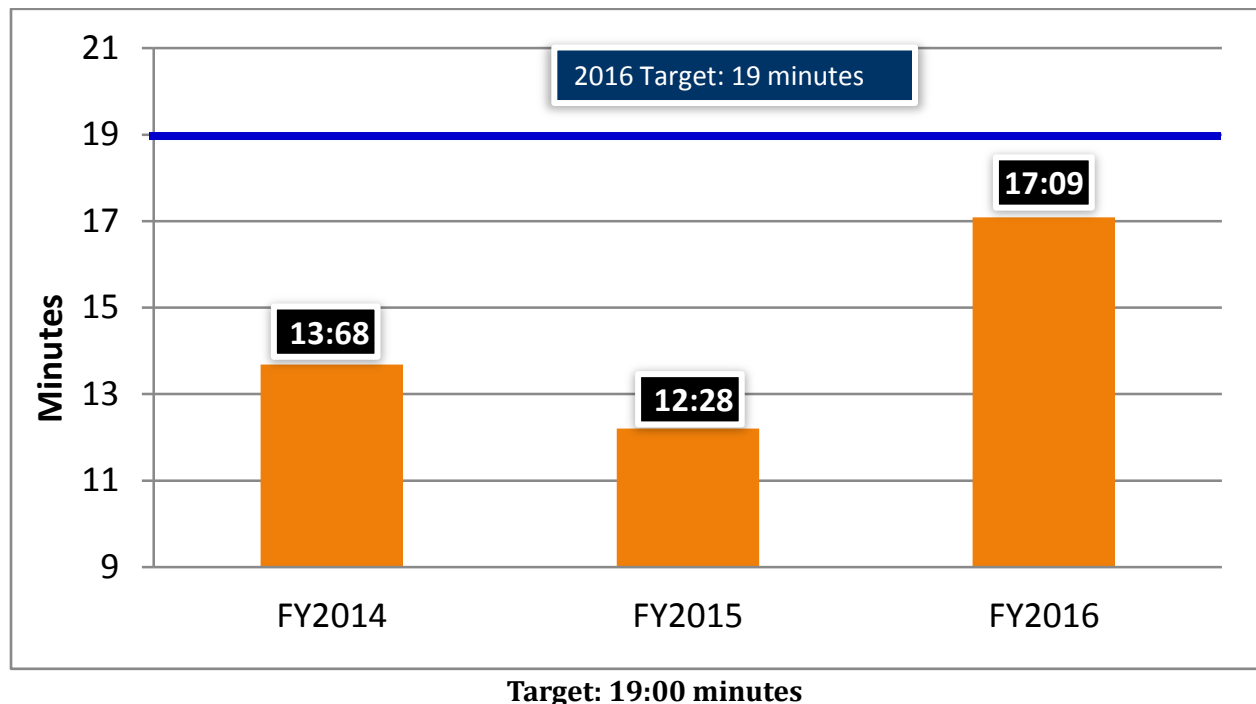


**Target: 80 monthly average**



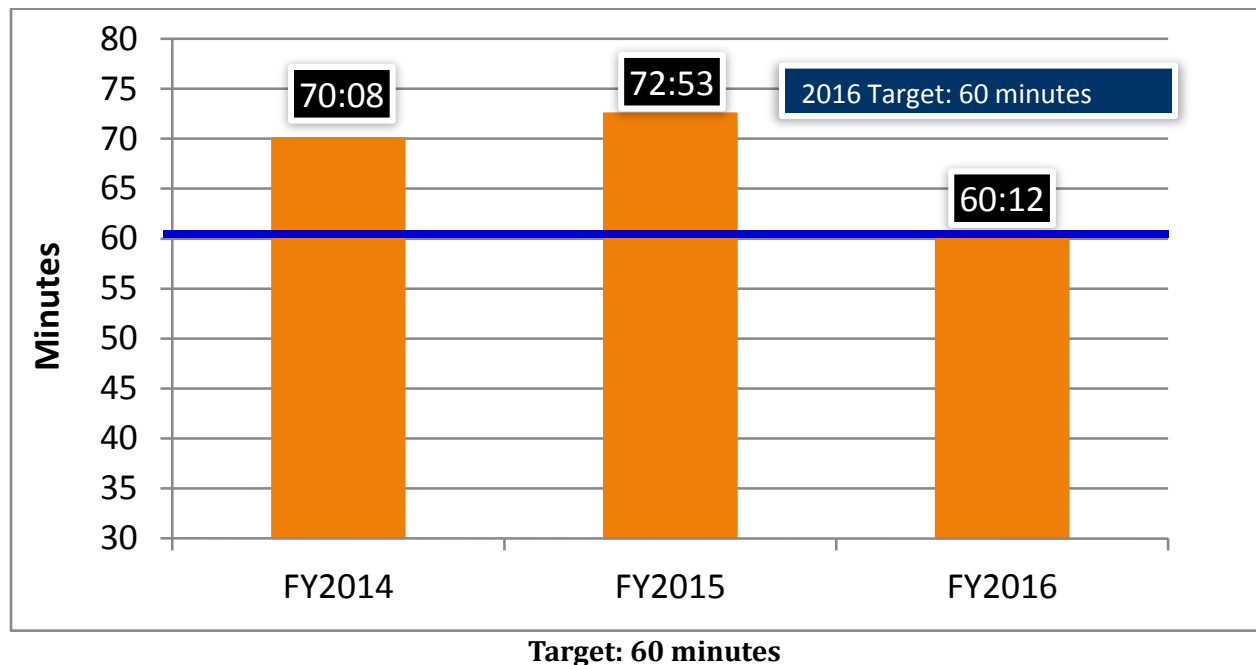
### Roadside Safety Services Clearance Time

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



### Average Accident Clearance Time

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



### Staff Performance Measures

<b>The following are staff functions to communicate with our customers and build strong, effective relationships with governments, partners and stakeholders. (Primary Departmental Objective of: Public Affairs, Board, and Administration.)</b>	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Goal</b>	<b>2016 Actual</b>	<b>2017 Goal</b>
News Notifications (Public Affairs)	40	18	N/A	41	N/A
Commissioners Court Presentations (Public Affairs)	4	5	5	6	5
Public Board Meetings (Board and Administration)	12	11	12	13	12
Public Committee Meetings (Board and Administration)	26	16	23	20	23
Board Workshops (Board and Administration)	3	3	3	3	3

<b>The following are staff functions associated with the goal of a financially sound and vibrant organization. (Primary Departmental Objective of: Finance, Financial Planning and Analysis, and Internal Audit.)</b>	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Goal</b>	<b>2016 Actual</b>	<b>2017 Goal</b>
Prepare and present monthly financial statements to the Board (Finance)	12	12	12	12	12
Prepare a comprehensive annual financial report "CAFR" for independent outside auditor review (Finance)	Received	Received	Receive Unqualified Opinion	Opinion Expected 2nd Qtr. 2017	Receive Unqualified Opinion
Submit CAFR for "Certificate of Achievement for Excellence in Financial Reporting" from the Government Finance Officers Association "GFOA" (Finance)	Received	Received	Receive GFOA Certificate	Certificate Expected 3rd Qtr. 2017	Receive GFOA Certificate
Prepare and present annual budget and five year capital plan for Board approval (Financial Planning and Analysis)	Approved	Approved	Board approval	Approved	Both 2017 Documents already approved by the Board
Submit annual budget for "Distinguished Budget Presentation Award" from GFOA (Financial Planning and Analysis)	Received	Received	Receive GFOA Award	Received	Receive GFOA Award
Internal Control and Process Audits, Project Oversight (Internal Audit)	21	23	21	21	21

### 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	PGBT WE 3rd Lane I-20 to I-30	\$23.4M	\$23.4M	\$0.0M	0.1%	\$0.0M	0.0%	20.0%	2020	On Schedule
Capital Improvement Program	DNT 4 <sup>th</sup> Lane SRT to Parker Rd.	\$113.9M	\$113.9M	\$45.3M	39.8%	\$0.8	0.9%	10.0%	Early 2018	On Schedule
	DNT/PGBT Interchange	\$101.4M	\$101.4M	\$44.7M	44.1%	\$0.6	0.9%	10.0%	Early 2018	On Schedule
	DNT Improvements LBJ to PGBT	\$25.0M	\$25.0M	\$7.4M	29.6%	\$0.2	1.0%	10.0%	Early 2018	On Schedule
	PGBT 4th Lane Beltline to SH 78	\$106.9M	\$106.9M	\$20.4M	19.1%	\$0.3	0.3%	20.0%	2016 thru 2020	On Schedule
	SRT Widening Denton Tap Rd. to US 75	\$164.4	\$164.4	\$1.1	0.7%	\$0.0	0.0%	20.0%	2020	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, for its annual budget for the fiscal year beginning Jan. 1, 2016. This is the seventh consecutive year of receiving this award. To be eligible for the award, a government entity must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and communications device.

The award is valid for a period of one year. We believe our FY2017 budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

During FY2016 the Authority also received a Certificate of Achievement for Excellence in Financial Reporting from GFOA for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ending Dec. 31, 2015. This is the eleventh consecutive year of receiving this certificate. The certificate is presented to government entities whose CAFRs achieve the highest standards in government accounting and financial reporting.

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







**PGBT Widening Project**  
**Paving beginning near Jupiter Road**

# 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 FY2017–2021 Five-Year Capital Plan are included under the Other Funds section of the FY2017 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.

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

Management determined that it is prudent to retain funds within the Capital Improvement Fund 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



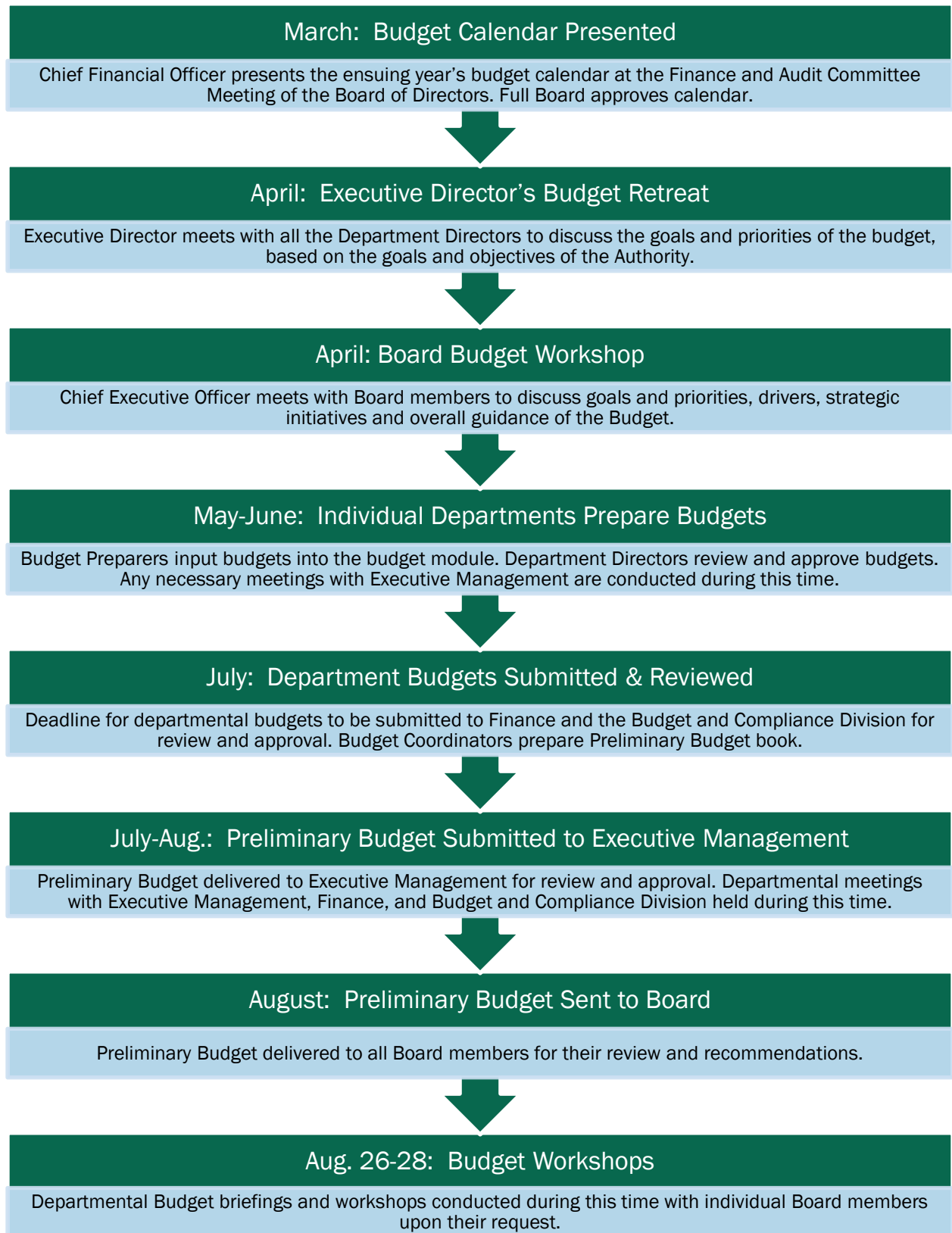
amounts expended therefore in excess of the Annual Budget shall be received by the Authority from some source other than the Net Revenues of the Tollway for such Fiscal Year.

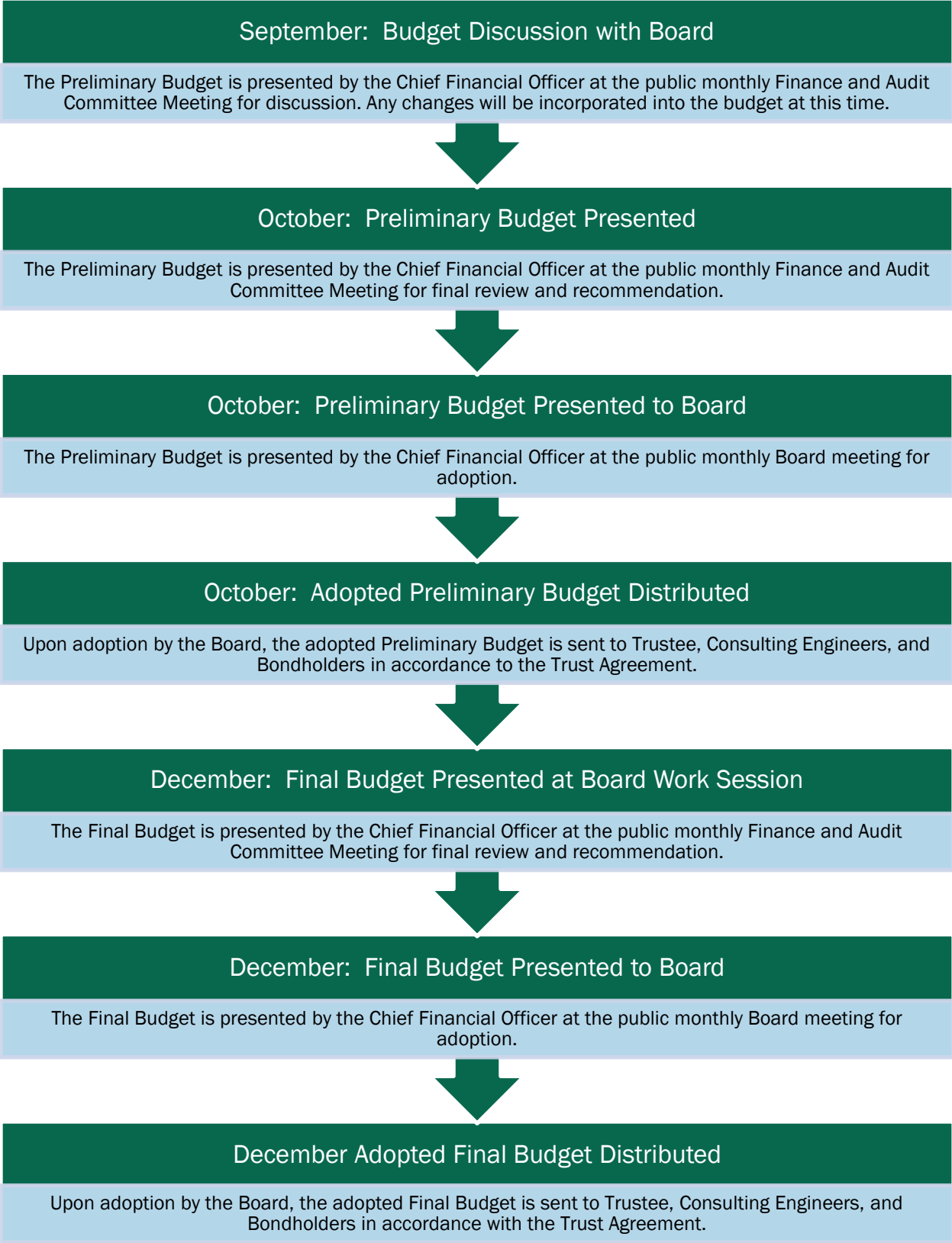
**SECTION 506. PAYMENT OF CURRENT EXPENSES FROM OPERATION AND MAINTENANCE FUND.**

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 Operation and Maintenance Fund equal to one-sixth (1/6) of the amount of the total Current Expenses scheduled for the then current Fiscal Year in the then current Annual Budget, plus all prior accruals for insurance and other periodic or regularly recurring expenses. All Current Expenses shall be paid directly by the Authority by drawing checks or drafts on the Operation and Maintenance Fund in such manner as may be determined by the Authority and such Fund shall be used for no other purpose.

The complete Amended and Restated Trust Agreement is available at [www.NTTA.org](http://www.NTTA.org)

## BUDGET PROCESS





## BUDGET CALENDAR

DATE	EVENT
<b>February 5, 2016 (Friday)</b>	Request updated revenues from Traffic and Revenue consultant
<b>March 1, 2016 (Tuesday)</b>	Executive Director's FY2016 Staff Budget Meeting to discuss budget priorities and overall direction, including compensation and benefits
<b>March 1, 2016 (Tuesday)</b>	Hyperion Budget module available for inputting Budget
<b>March 2 - June 1, 2016</b>	Individual departments prepare Budget
<b>April 15, 2016 (Friday)</b>	Updated revenues due from consultants
<b>April 15, 2016 (Friday)</b>	Board Budget Workshop
<b>June 1, 2016 (Wednesday)</b>	Department budgets due to Financial Planning And Analysis (FP&A) including FY2017 department objectives supporting the 5-Year Strategic Goals.
<b>June 8, 2016 (Wednesday)</b>	Preliminary budget distributed to Executive Management
<b>June 15 - June 24, 2016</b>	Departmental meetings with Executive Management and FP&A
<b>July 8, 2016 (Friday)</b>	Review by Executive Management completed
<b>August 12, 2016 (Friday)</b>	Preliminary Budget delivered to Board Members
<b>August 15 - Aug. 31, 2016</b>	Department Budget Briefings (If requested by Board Members)
<b>September 21, 2016 (Wednesday)</b>	Board Meeting First Preliminary Budget Review
<b>October 6, 2016 (Thursday)</b>	Finance and Audit Committee Second Preliminary Budget Review
<b>October 19, 2016 (Wednesday)</b>	Board Meeting Preliminary Budget Approval
<b>December 1, 2016 (Thursday)</b>	Finance and Audit Committee Final Budget Review

*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.

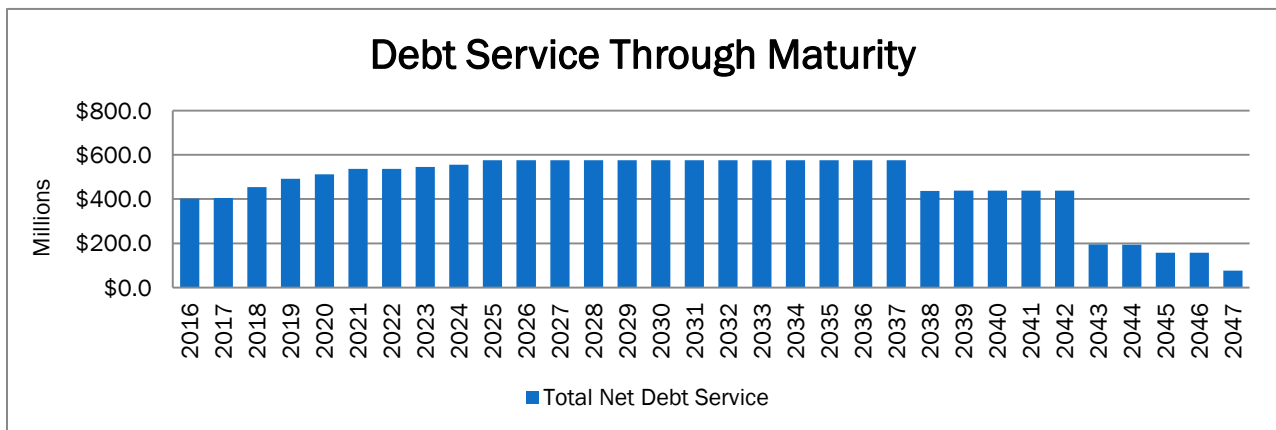
**Revenue Bonds Outstanding  
As of June 30, 2016**

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	-	(1,129,365,000)	288,995,000
Series 2008B	226,930,000	-	(197,210,000)	29,720,000
Series 2008D	611,357,753	24,234,514	-	635,592,267
Series 2008I	295,165,000	-	-	295,165,000
Series 2008K	205,000,000	-	(205,000,000)	-
Series 2009A	373,425,000	-	(303,560,000)	69,865,000
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 2014B	146,420,000	-	-	146,420,000
Series 2014C VAR	223,895,000	-	-	223,895,000
Series 2015A	862,920,000	-	(4,770,000)	858,150,000
Series 2015B	-	764,090,000	(1,260,000)	762,830,000
Series 2016A	-	987,790,000	-	987,790,000
<b>Totals</b>	<b><u>\$ 7,671,322,753</u></b>	<b><u>\$ 1,776,114,514</u></b>	<b><u>\$ (1,841,165,000)</u></b>	<b><u>\$ 7,606,272,267</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
2016	313,133,559	56,564,500	-	8,000,000	24,067,580	401,765,639
2017	315,288,585	56,565,700	-	9,000,000	24,067,580	404,921,865
2018	363,321,626	56,563,900	-	10,500,000	24,067,580	454,453,106
2019	368,826,192	56,566,150	-	12,250,000	54,492,580	492,134,922
2020	385,043,209	56,564,650	-	15,322,396	54,491,017	511,421,272
2021	409,916,693	56,563,650	-	15,322,396	54,495,705	536,298,444
2022	409,782,370	56,567,150	-	15,322,396	54,475,185	536,147,101
2023	418,616,147	56,563,900	-	15,322,396	54,371,397	544,873,840
2024	428,949,478	56,563,150	-	15,322,396	54,264,748	555,099,772
2025	449,461,872	56,563,650	-	15,322,396	54,148,117	575,496,035
2026	449,588,689	56,564,150	-	15,322,396	54,024,368	575,499,603
2027	451,131,138	55,148,400	-	15,322,396	53,895,746	575,497,680
2028	460,921,308	45,490,900	-	15,322,396	53,763,930	575,498,534
2029	434,573,230	140,925,900	-	-	-	575,499,130
2030	380,387,200	195,109,588	-	-	-	575,496,788
2031	377,256,732	198,238,900	-	-	-	575,495,632
2032	417,364,656	158,133,650	-	-	-	575,498,306
2033	428,955,751	146,541,650	-	-	-	575,497,401
2034	487,130,269	88,366,650	-	-	-	575,496,919
2035	515,827,682	59,669,900	-	-	-	575,497,582
2036	534,161,805	41,333,200	-	-	-	575,495,005
2037	573,922,876	1,574,224	-	-	-	575,497,100
2038	437,187,732	-	-	-	-	437,187,732
2039	437,898,082	-	-	-	-	437,898,082
2040	437,909,257	-	-	-	-	437,909,257
2041	437,915,580	-	-	-	-	437,915,580
2042	437,924,230	-	-	-	-	437,924,230
2043	194,933,084	-	-	-	-	194,933,084
2044	194,540,028	-	-	-	-	194,540,028
2045	157,545,560	-	-	-	-	157,545,560
2046	157,690,333	-	-	-	-	157,690,333
2047	77,417,909	-	-	-	-	77,417,909
2048	-	-	-	-	-	-
2049	-	-	-	-	-	-
2050	-	-	-	-	-	-
2051	-	-	-	-	-	-
2052	-	-	-	-	-	-
<b>Total</b>	<b>12,344,522,862</b>	<b>1,752,743,512</b>	<b>-</b>	<b>177,651,564</b>	<b>614,625,533</b>	<b>14,889,543,471</b>



## Appendix D: Major Revenue Source

Toll revenue collected on the System is the Authority's major source of revenue. It accounted for \$703,865,300 of the FY2017 Operating Budget's total estimated revenues, or 95.8%.

### 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.

Estimated NTTA System Annual Toll Revenue					
Roadway	FY2017	FY2018	FY2019	FY2020	FY2021
DNT	\$257,260,400	\$269,115,100	\$281,029,100	\$292,987,700	\$305,246,100
PGBT	222,529,000	229,521,100	239,032,300	250,251,300	264,804,900
AATT	1,332,800	1,385,000	1,421,900	1,460,900	1,518,000
MCLB	1,543,900	1,626,300	1,685,700	1,746,900	1,816,600
LLTB	6,598,700	7,056,400	7,498,400	7,969,200	8,453,600
PGBT EE	37,597,300	39,852,100	42,054,700	44,449,200	46,893,700
SRT	177,003,200	187,668,400	194,519,400	199,670,900	219,081,100
<b>System Totals</b>	<b>\$703,865,300</b>	<b>\$736,224,400</b>	<b>\$767,241,500</b>	<b>\$798,536,100</b>	<b>\$847,814,000</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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May 27, 2016

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

**Subject: NTTA System - 2017 Traffic and Revenue Estimates**

Dear Mr. Porter:

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 2017. 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). Additionally, T&R estimates for SH 360, which is anticipated to open to traffic in September 2017, have also been developed as part of this analysis.

**NTTA System Transaction and Revenue Estimates**

The T&R estimates for 2017, 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 2017 are 724.1 million and \$703.9 million, respectively. It is assumed that 78.9 percent of the transactions on the NTTA System in 2017 will be TollTag transactions, and the corresponding toll revenue contribution from TollTags will be 83.3 percent. The expected transactions in 2017 are about 2.1 percent greater than the estimated annual transactions of 709.0 million in 2016. The toll revenue in 2017 is expected to be 5.7 percent greater than the estimated annual revenue of \$665.9 million in 2016. The transaction and revenue growth in 2017 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
  - Development continues to progress rapidly along NTTA facilities particularly SRT and the northern portion of DNT
- Toll rate increase of 5.6 percent that will go into effect on July 1, 2017 on all NTTA facilities

**Table 1. Estimated 2017 NTTA System Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	58,618,400	46,240,800	12,377,600	\$55,629,100	\$46,099,700	\$9,529,400
February	54,840,900	43,247,500	11,593,400	\$52,245,000	\$43,192,300	\$9,052,700
March	61,140,000	48,209,700	12,930,300	\$57,732,900	\$48,207,600	\$9,525,300
April	59,568,500	46,975,000	12,593,500	\$56,428,600	\$46,929,800	\$9,498,800
May	63,251,200	49,903,100	13,348,100	\$58,828,000	\$49,785,800	\$9,042,200
June	63,253,900	49,899,700	13,354,200	\$59,888,300	\$49,951,200	\$9,937,100
July	61,117,600	48,209,700	12,907,900	\$60,508,700	\$50,847,700	\$9,661,000
August	63,432,200	50,047,800	13,384,400	\$63,063,300	\$52,857,300	\$10,206,000
September	59,409,200	46,860,200	12,549,000	\$59,495,900	\$49,341,500	\$10,154,400
October	62,365,800	49,182,900	13,182,900	\$62,095,200	\$51,744,000	\$10,351,200
November	57,827,900	45,607,900	12,220,000	\$58,645,100	\$48,038,700	\$10,606,400
December	59,312,800	46,795,600	12,517,200	\$59,305,200	\$49,255,600	\$10,049,600
<b>Total</b>	<b>724,138,400</b>	<b>571,179,900</b>	<b>152,958,500</b>	<b>\$703,865,300</b>	<b>\$586,251,200</b>	<b>\$117,614,100</b>

As seen in Tables 2 and 3, the DNT and PGBT are expected to generate \$257.3 million and \$222.5 million in toll revenue, respectively. Transactions on the DNT in 2017 are expected to be 271.2 million, which represents a growth of 2.1 percent from the forecasted 2016 transactions. Overall, transactions on the PGBT in 2017 are expected to be 247.4 million, representing a growth of 1.0 percent between 2016 and 2017. As shown in Table 4, the PGBT-EE is expected to continue growing and generate \$37.6 million in toll revenue (NTTA's share of the PGBT-EE toll revenue) from 37.7 million transactions in 2017. The transaction growth on PGBT-EE is expected to be 3.9 percent between 2016 and 2017. The SRT (see Table 5) is expected to generate \$177.0 million in toll revenue and 157.2 million transactions in 2017, representing a transaction growth of 3.6 percent from 2016. The AATT, MCLB and LLTB (Tables 6 through 8) are anticipated to produce \$1.3 million, \$1.5 million and \$6.6 million in toll revenue, respectively. These three facilities are expected to generate a combined total of \$9.5 million in toll revenue from 10.6 million transactions in 2017.

**Table 2. Estimated 2017 DNT Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	22,209,900	17,770,000	4,439,900	\$20,561,100	\$17,226,600	\$3,334,500
February	20,668,800	16,534,800	4,134,000	\$19,212,200	\$16,072,200	\$3,140,000
March	22,972,000	18,373,900	4,598,100	\$21,211,900	\$17,894,100	\$3,317,800
April	22,215,800	17,774,800	4,441,000	\$20,598,100	\$17,282,400	\$3,315,700
May	23,675,300	18,952,000	4,723,300	\$21,499,700	\$18,359,400	\$3,140,300
June	23,433,800	18,757,600	4,676,200	\$21,643,800	\$18,201,400	\$3,442,400
July	22,546,800	18,044,400	4,502,400	\$21,808,700	\$18,488,900	\$3,319,800
August	23,731,400	18,986,600	4,744,800	\$22,977,000	\$19,459,700	\$3,517,300
September	22,218,100	17,776,900	4,441,200	\$21,689,300	\$18,226,000	\$3,463,300
October	23,481,100	18,785,900	4,695,200	\$22,809,900	\$19,284,000	\$3,525,900
November	21,685,700	17,354,800	4,330,900	\$21,443,100	\$17,790,400	\$3,652,700
December	22,381,100	17,918,900	4,462,200	\$21,805,600	\$18,335,600	\$3,470,000
<b>Total</b>	<b>271,219,800</b>	<b>217,030,600</b>	<b>54,189,200</b>	<b>\$257,260,400</b>	<b>\$216,620,700</b>	<b>\$40,639,700</b>

**Table 3. Estimated 2017 PGBT Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	20,106,200	15,598,200	4,508,000	\$17,709,800	\$14,558,700	\$3,151,100
February	18,828,800	14,604,500	4,224,300	\$16,627,400	\$13,632,100	\$2,995,300
March	20,941,400	16,239,500	4,701,900	\$18,278,800	\$15,166,000	\$3,112,800
April	20,490,600	15,891,600	4,599,000	\$17,992,000	\$14,850,200	\$3,141,800
May	21,715,600	16,849,900	4,865,700	\$18,698,200	\$15,711,900	\$2,986,300
June	21,737,100	16,865,700	4,871,400	\$19,030,400	\$15,757,400	\$3,273,000
July	20,907,500	16,216,500	4,691,000	\$19,194,700	\$15,998,900	\$3,195,800
August	21,634,700	16,794,900	4,839,800	\$19,962,600	\$16,595,300	\$3,367,300
September	20,283,300	15,736,000	4,547,300	\$18,808,400	\$15,461,000	\$3,347,400
October	21,237,000	16,467,000	4,770,000	\$19,507,300	\$16,105,100	\$3,402,200
November	19,661,600	15,243,200	4,418,400	\$18,382,100	\$14,907,300	\$3,474,800
December	19,835,500	15,380,500	4,455,000	\$18,337,300	\$15,052,900	\$3,284,400
<b>Total</b>	<b>247,379,300</b>	<b>191,887,500</b>	<b>55,491,800</b>	<b>\$222,529,000</b>	<b>\$183,796,800</b>	<b>\$38,732,200</b>

**Table 4. Estimated 2017 PGBT-EE Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	3,033,700	2,336,500	697,200	\$2,940,100	\$2,334,700	\$605,400
February	2,839,900	2,186,700	653,200	\$2,777,700	\$2,197,000	\$580,700
March	3,132,200	2,413,000	719,200	\$3,033,900	\$2,411,100	\$622,800
April	3,080,800	2,373,500	707,300	\$2,980,400	\$2,373,100	\$607,300
May	3,266,400	2,516,900	749,500	\$3,108,900	\$2,527,900	\$581,000
June	3,277,800	2,523,900	753,900	\$3,182,700	\$2,553,700	\$629,000
July	3,189,800	2,456,200	733,600	\$3,240,700	\$2,622,700	\$618,000
August	3,274,800	2,523,300	751,500	\$3,345,700	\$2,691,200	\$654,500
September	3,074,300	2,368,300	706,000	\$3,177,000	\$2,521,500	\$655,500
October	3,246,500	2,500,300	746,200	\$3,338,900	\$2,664,100	\$674,800
November	3,025,300	2,329,900	695,400	\$3,181,700	\$2,496,800	\$684,900
December	3,231,300	2,488,200	743,100	\$3,289,600	\$2,636,200	\$653,400
<b>Total</b>	<b>37,672,800</b>	<b>29,016,700</b>	<b>8,656,100</b>	<b>\$37,597,300</b>	<b>\$30,030,000</b>	<b>\$7,567,300</b>

**Table 5. Estimated 2017 SRT Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	12,415,000	9,924,900	2,490,100	\$13,672,100	\$11,394,800	\$2,277,300
February	11,678,700	9,334,100	2,344,600	\$12,917,000	\$10,730,800	\$2,186,200
March	13,179,600	10,530,800	2,648,800	\$14,428,000	\$12,110,700	\$2,317,300
April	12,887,700	10,298,700	2,589,000	\$14,085,800	\$11,810,400	\$2,275,400
May	13,687,100	10,937,900	2,749,200	\$14,750,300	\$12,570,600	\$2,179,700
June	13,913,800	11,116,200	2,797,600	\$15,253,300	\$12,829,200	\$2,424,100
July	13,600,500	10,867,400	2,733,100	\$15,458,300	\$13,096,700	\$2,361,600
August	13,864,700	11,079,000	2,785,700	\$15,929,200	\$13,430,000	\$2,499,200
September	12,923,100	10,329,800	2,593,300	\$14,994,900	\$12,472,200	\$2,522,700
October	13,464,900	10,762,700	2,702,200	\$15,588,500	\$13,012,100	\$2,576,400
November	12,609,200	10,076,400	2,532,800	\$14,843,500	\$12,228,500	\$2,615,000
December	13,025,600	10,408,600	2,617,000	\$15,082,300	\$12,617,000	\$2,465,300
<b>Total</b>	<b>157,249,900</b>	<b>125,666,500</b>	<b>31,583,400</b>	<b>\$177,003,200</b>	<b>\$148,303,000</b>	<b>\$28,700,200</b>

**Table 6. Estimated 2017 AATT Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	195,900	151,000	44,900	\$109,900	\$90,000	\$19,900
February	181,100	139,600	41,500	\$101,900	\$83,200	\$18,700
March	197,800	152,400	45,400	\$109,900	\$90,900	\$19,000
April	182,100	140,400	41,700	\$103,600	\$83,700	\$19,900
May	202,300	155,900	46,400	\$111,700	\$93,000	\$18,700
June	195,800	150,900	44,900	\$110,200	\$90,000	\$20,200
July	191,000	147,200	43,800	\$112,500	\$93,700	\$18,800
August	202,500	156,100	46,400	\$120,100	\$99,400	\$20,700
September	196,200	151,200	45,000	\$116,400	\$96,300	\$20,100
October	199,300	153,600	45,700	\$118,500	\$97,800	\$20,700
November	180,400	139,000	41,400	\$110,100	\$88,500	\$21,600
December	177,200	136,600	40,600	\$108,000	\$87,000	\$21,000
<b>Total</b>	<b>2,301,600</b>	<b>1,773,900</b>	<b>527,700</b>	<b>\$1,332,800</b>	<b>\$1,093,500</b>	<b>\$239,300</b>

**Table 7. Estimated 2017 MCLB Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	215,000	120,200	94,800	\$120,400	\$73,400	\$47,000
February	222,400	124,300	98,100	\$119,400	\$75,900	\$43,500
March	242,200	135,400	106,800	\$126,300	\$82,700	\$43,600
April	241,500	135,000	106,500	\$126,400	\$82,400	\$44,000
May	242,000	135,300	106,700	\$127,800	\$82,600	\$45,200
June	233,900	130,800	103,100	\$128,100	\$79,800	\$48,300
July	219,200	122,500	96,700	\$127,600	\$79,900	\$47,700
August	230,900	129,100	101,800	\$132,300	\$84,100	\$48,200
September	242,100	135,400	106,700	\$135,400	\$88,200	\$47,200
October	252,300	141,100	111,200	\$139,300	\$91,900	\$47,400
November	224,000	125,300	98,700	\$130,400	\$81,600	\$48,800
December	218,900	122,400	96,500	\$130,500	\$79,800	\$50,700
<b>Total</b>	<b>2,784,400</b>	<b>1,556,800</b>	<b>1,227,600</b>	<b>\$1,543,900</b>	<b>\$982,300</b>	<b>\$561,600</b>

**Table 8. Estimated 2017 LLTB Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	442,700	340,000	102,700	\$515,700	\$421,500	\$94,200
February	421,200	323,500	97,700	\$489,400	\$401,100	\$88,300
March	474,800	364,700	110,100	\$544,100	\$452,100	\$92,000
April	470,000	361,000	109,000	\$542,300	\$447,600	\$94,700
May	462,500	355,200	107,300	\$531,400	\$440,400	\$91,000
June	461,700	354,600	107,100	\$539,800	\$439,700	\$100,100
July	462,800	355,500	107,300	\$566,200	\$466,900	\$99,300
August	493,200	378,800	114,400	\$596,400	\$497,600	\$98,800
September	472,100	362,600	109,500	\$574,500	\$476,300	\$98,200
October	484,700	372,300	112,400	\$592,800	\$489,000	\$103,800
November	441,700	339,300	102,400	\$554,200	\$445,600	\$108,600
December	443,200	340,400	102,800	\$551,900	\$447,100	\$104,800
<b>Total</b>	<b>5,530,600</b>	<b>4,247,900</b>	<b>1,282,700</b>	<b>\$6,598,700</b>	<b>\$5,424,900</b>	<b>\$1,173,800</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 \$187.8 million and the net ZipCash revenue recovered is expected to be \$117.6 million.

**Table 9. Estimated 2017 NTTA System ZipCash Revenue Invoiced and Recovered (thousands)**

Month	Total ZipCash Revenue in Process (Invoiced)	Total ZipCash Unrecovered Revenue	Total ZipCash Revenue Recovered
January	\$14,759	\$5,230	\$9,529
February	\$13,843	\$4,791	\$9,053
March	\$15,450	\$5,925	\$9,525
April	\$15,041	\$5,542	\$9,499
May	\$15,938	\$6,896	\$9,042
June	\$16,003	\$6,066	\$9,937
July	\$16,291	\$6,630	\$9,661
August	\$16,916	\$6,710	\$10,206
September	\$15,802	\$5,647	\$10,155
October	\$16,581	\$6,230	\$10,352
November	\$15,396	\$4,790	\$10,606
December	\$15,783	\$5,733	\$10,050
<b>Total</b>	<b>\$187,805</b>	<b>\$70,190</b>	<b>\$117,615</b>

**SH 360 Transaction and Revenue Estimates**

The T&R estimates for 2017, separated into TollTag and ZipCash, are shown for SH 360 in Table 10. The total SH 360 transaction and revenue estimates for 2017 are 2.8 million and \$1.5 million, respectively. It is assumed that about 60 percent of the transactions on SH 360 in 2017 will be TollTag transactions, and the corresponding toll revenue contribution from TollTags will be 95.7 percent. The facility is anticipated to open to traffic on September 21, 2017, and it would be in the initial stages of ramp-up for the revenue period included in Table 10. Additionally, please note that SH 360 is not considered part of the NTTA System, and its forecasted transactions and revenue are not included in the NTTA System totals shown in Table 1 of this report.

**Table 10. Estimated 2017 SH 360 Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	0	0	0	\$0	\$0	\$0
February	0	0	0	\$0	\$0	\$0
March	0	0	0	\$0	\$0	\$0
April	0	0	0	\$0	\$0	\$0
May	0	0	0	\$0	\$0	\$0
June	0	0	0	\$0	\$0	\$0
July	0	0	0	\$0	\$0	\$0
August	0	0	0	\$0	\$0	\$0
September	277,100	166,300	110,800	\$139,800	\$139,800	\$0
October	863,700	518,200	345,500	\$435,600	\$435,600	\$0
November	815,800	489,500	326,300	\$411,500	\$411,500	\$0
December	817,200	490,300	326,900	\$474,600	\$412,200	\$62,400
<b>Total</b>	<b>2,773,800</b>	<b>1,664,300</b>	<b>1,109,500</b>	<b>\$1,461,500</b>	<b>\$1,399,100</b>	<b>\$62,400</b>

**Five-Year Traffic and Revenue Outlook**

To support the capital improvement planning process, pre-sketch level estimates were developed for the NTTA System through the year 2021. Table 11 summarizes the forecasted NTTA System annual transactions and revenue for the period. Total transactions on the system are expected to increase from 724.1 million in 2017 to 780.0 million in 2021. Annual revenue is anticipated to grow from \$703.9 million in 2017 to \$847.8 in 2021. The growth in revenue over this period is expected to be driven primarily by population and employment growth in the region, the planned toll rate increases in 2019 and 2021, and the completion of capacity expansions on DNT, PGBT and SRT.

**Table 11. NTTA System Five-Year Transaction and Revenue Forecast**

Year	Annual Transactions	Annual Revenue
2017	724,138,400	\$703,865,300
2018	736,132,200	\$736,224,400
2019	747,157,100	\$767,241,500
2020	758,054,400	\$798,536,100
2021	780,042,700	\$847,814,000

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 May 2016, such forward-looking statements involve risks and uncertainties that may cause actual results to differ materially from the results predicted. Therefore, following the date of that study, CDM Smith will take no responsibility or assume any obligation to advise of changes that may affect its assumptions contained within the report, as they pertain to socioeconomic and demographic forecasts, proposed residential or commercial land use development projects and/or potential improvements to the regional transportation network.

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

## Appendix E: Operation and Maintenance Fund FY2016 Estimated Costs

Account	Cash and Debt			Finance	Financial Planning & Analysis	Human Resources
	Administration	Board	Management			
Salaries and Wages-Direct - (511101)	\$372,389	\$71,012	\$183,095	\$1,278,446	\$393,565	\$721,719
Salaries and Wages-Comp Adj. - (511103)	0	0	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	0	0	50,576
Salaries and Wage-Overtime - (511301)	0	0	0	162	0	232
Group Insurance - (512101)	0	0	0	0	0	0
Retirement Contributions - (512401)	46,427	8,878	23,914	156,669	46,802	81,856
Retirement Contr.-Internship - (512402)	0	0	0	0	0	8,581
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	0	25,162
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)	2,046	45,842	39	643	0	3,322
Consulting/Professional - (521201)	0	0	350,000	0	690	98,136
Legal Fees - (521202)	0	0	0	0	0	0
Auditing Fees - (521203)	0	0	0	0	0	0
Trustee Fees - (521204)	0	0	280,105	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0	920,000	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	183,127
Magazine and Newspaper - (523302)	0	0	1,100	0	0	0
Television & Radio - (523303)	0	0	4,161	0	0	0
Promotional Expenses - (523304)	0	0	1,500	0	0	44,247
Employee Appreciation - (523305)	0	0	0	0	0	0
Printing and Photographic - (523401)	0	0	0	700	0	0
Maps & Pamphlets - (523402)	0	0	0	0	0	0
Travel - (523501)	1,437	7,437	0	5,376	0	982
Dues & Subscriptions - (523601)	43,775	0	0	3,711	650	35,136
Education and Training - (523701)	0	0	2,000	1,000	2,500	59,227
Licenses - (523801)	0	0	0	200	0	0
Temporary Contract Labor - (523851)	0	0	22,963	0	0	3,216
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	30	2,439	600	4,804	1,500	3,423
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)	0	1,050	330	22	170	208
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	70,000	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>\$466,102</b>	<b>\$136,657</b>	<b>\$939,808</b>	<b>\$1,451,732</b>	<b>\$1,365,878</b>	<b>\$1,319,150</b>



## Appendix E: Operation and Maintenance Fund FY2016 Estimated Costs (continued)

Account	Internal Audit	Legal Services	Procurement and Business Diversity	Public Affairs	Strategy and Innovation	Shared Services
Salaries and Wages-Direct - (511101)	\$559,039	\$533,930	\$966,182	\$1,109,120	\$242,116	(\$840,800)
Salaries and Wages-Comp Adj. - (511103)	0	0	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	0	0	0
Salaries and Wage-Overtime - (511301)	0	346	3,660	99	0	0
Group Insurance - (512101)	0	0	0	0	0	7,997,049
Retirement Contributions - (512401)	73,971	61,997	110,490	145,885	23,796	(104,550)
Retirement Contr.-Internship - (512402)	0	0	0	0	0	0
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	0	0
Unemployment Insurance - (512601)	0	0	0	0	0	169,697
OPEB Annual Req'd Contribution - (512602)	0	0	0	0	0	1,920,000
Worker's Comp Ins - (512701)	0	0	0	0	0	276,189
Meeting Expense - (521101)	67	157	1,473	9,587	78	0
Consulting/Professional - (521201)	0	0	0	908,088	127,198	0
Legal Fees - (521202)	0	1,818,597	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	81,810
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	0
Magazine and Newspaper - (523302)	85	0	0	357,389	0	0
Television & Radio - (523303)	0	0	0	284,997	0	0
Promotional Expenses - (523304)	0	0	56,783	354,374	0	0
Employee Appreciation - (523305)	0	0	0	1,500	0	0
Printing and Photographic - (523401)	0	0	877	94	0	0
Maps & Pamphlets - (523402)	0	0	0	83,044	0	0
Travel - (523501)	3,911	4,082	3,169	17,082	1,665	0
Dues & Subscriptions - (523601)	2,037	45,664	76,913	12,409	2,491	946
Education and Training - (523701)	4,585	658	3,225	1,662	1,365	0
Licenses - (523801)	700	0	0	0	0	0
Temporary Contract Labor - (523851)	1,164	0	17,741	0	0	0
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	844	36,040	2,921	2,564	2,120	38,964
Other Materials and Supplies - (531102)	0	0	0	349	0	0
Mobile Equipment Expense - (531103)	0	0	0	0	0	0
Freight and Express - (531105)	38	106	106	191	20	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)	92	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	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>\$748,815</b>	<b>\$2,501,577</b>	<b>\$1,243,540</b>	<b>\$3,288,435</b>	<b>\$400,850</b>	<b>\$9,539,305</b>

## Appendix E: Operation and Maintenance Fund FY2016 Estimated Costs (continued)

Account	Customer Service Contact Center	Collections and Toll Enforcement	Information Technology	Maintenance	Operations	Project Delivery
Salaries and Wages-Direct - (511101)	\$7,215,884	\$4,198,381	\$6,010,695	\$6,975,070	\$453,555	\$1,181,888
Salaries and Wages-Comp Adj. - (511103)	0	0	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	0	0	0
Salaries and Wage-Overtime - (511301)	350,970	185,662	43,165	313,330	0	0
Group Insurance - (512101)	0	0	0	0	0	0
Retirement Contributions - (512401)	885,941	580,759	738,086	869,789	58,921	149,567
Retirement Contr.-Internship - (512402)	0	0	0	0	0	0
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	0	0
Unemployment Insurance - (512601)	0	0	0	0	0	0
OPEB Annual Req'd Contribution - (512602)	0	0	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0	0	0
Meeting Expense - (521101)	9,033	3,035	160	2,100	1,395	300
Consulting/Professional - (521201)	1,628,844	6,397,736	93,402	100,000	0	18,544
Legal Fees - (521202)	0	0	0	0	0	0
Auditing Fees - (521203)	0	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)	16,782	0	0	0	0	0
Outside Maintenance Services - (521212)	0	0	4,196,611	7,127,204	0	0
Landscaping - (522202)	0	0	0	35,400	0	0
Rentals - Land - (522301)	0	0	0	0	0	0
Rentals - Equipment - (522302)	0	42,246	0	34,655	0	0
Insurance Expense - Other - (523101)	0	0	0	(101)	0	0
Postage - (523201)	9,144,819	965,449	0	0	0	0
Telecommunications - (523202)	0	0	838,078	0	0	0
Recruitment - (523301)	0	0	0	0	0	0
Magazine and Newspaper - (523302)	823	0	0	8,000	0	0
Television & Radio - (523303)	0	0	0	0	0	0
Promotional Expenses - (523304)	0	0	0	0	0	0
Employee Appreciation - (523305)	0	0	0	0	0	0
Printing and Photographic - (523401)	0	0	0	0	0	0
Maps & Pamphlets - (523402)	0	0	0	0	0	0
Travel - (523501)	908	563	22,219	15,105	12,081	6,456
Dues & Subscriptions - (523601)	0	3,908	2,772	13,530	10,135	1,412
Education and Training - (523701)	7,106	10,779	54,368	29,088	2,130	2,802
Licenses - (523801)	0	0	0	11,035	0	0
Temporary Contract Labor - (523851)	6,634,493	0	48,514	33,807	0	0
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	32,754	75,935	147,254	12,363	620	864
Other Materials and Supplies - (531102)	0	0	89,958	2,287,993	0	0
Mobile Equipment Expense - (531103)	0	0	0	870,198	0	0
Freight and Express - (531105)	125	13	0	400	83	8
Motor Fuel Expense - (531107)	0	0	0	904,082	0	0
Water - (531211)	0	0	0	593,000	0	0
Gas - (531221)	0	0	0	70,600	0	0
Electricity - (531231)	0	0	0	2,100,000	0	0
Books & Periodicals - (531401)	0	0	0	0	0	0
Inven for resale(toll tags) - (531501)	8,921,481	0	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	137,730	0	0
Software - (531651)	0	0	4,987,470	0	0	0
Uniforms - (531701)	15,068	7,085	0	135,449	0	0
Bank Charges - (573001)	0	691,591	0	0	0	0
Credit Card Fees - (573002)	16,629,615	0	0	0	0	0
Contingency-Restricted - (579002)	0	0	0	0	0	0
<b>Totals</b>	<b>\$51,494,646</b>	<b>\$13,163,143</b>	<b>\$17,272,753</b>	<b>\$22,679,827</b>	<b>\$538,922</b>	<b>\$1,361,841</b>

## Appendix E: Operation and Maintenance Fund FY2016 Estimated Costs (continued)

Account	System & Incident Mgmt.	FY16 Estimated Costs	FY16 Budget	Increase (Decrease) to FY16 Budget	
				Amount	Percent
Salaries and Wages-Direct - (511101)	\$3,827,729	\$35,453,014	\$35,968,798	(\$515,784)	(1.5%)
Salaries and Wages-Comp Adj. - (511103)	0	0	1,137,601	(1,137,601)	(100.0%)
Salaries and Wages-Internship - (511202)	0	50,576	95,439	(44,863)	(88.7%)
Salaries and Wage-Overtime - (511301)	28,812	926,438	657,671	268,767	29.0%
Group Insurance - (512101)	0	7,997,049	9,042,372	(1,045,323)	(13.1%)
Retirement Contributions - (512401)	485,755	4,444,954	4,504,454	(59,500)	(1.3%)
Retirement Contr.-Internship - (512402)	0	8,581	12,158	(3,577)	(41.7%)
Retirement Contr.-Comp. Adj. - (512403)	0	0	143,090	(143,090)	(100.0%)
Tuition Reimbursement - (512501)	0	25,162	25,894	(732)	(2.9%)
Unemployment Insurance - (512601)	0	169,697	200,000	(30,303)	(17.9%)
OPEB Annual Req'd Contribution - (512602)	0	1,920,000	1,920,000	0	0.0%
Worker's Comp Ins - (512701)	0	276,189	350,524	(74,335)	(26.9%)
Meeting Expense - (521101)	0	79,277	99,857	(20,580)	(26.0%)
Consulting/Professional - (521201)	7,945	9,730,584	10,158,812	(428,228)	(4.4%)
Legal Fees - (521202)	0	1,818,597	1,820,000	(1,403)	(0.1%)
Auditing Fees - (521203)	0	102,281	102,281	0	0.0%
Trustee Fees - (521204)	0	280,105	300,000	(19,895)	(7.1%)
Traffic Engineering Fees - (521207)	0	920,000	620,000	300,000	32.6%
Police Services (DPS) - (521208)	4,481,661	4,481,661	5,602,076	(1,120,415)	(25.0%)
Armored Car Services - (521209)	0	16,782	19,503	(2,721)	(16.2%)
Outside Maintenance Services - (521212)	1,704	11,325,518	11,555,053	(229,535)	(2.0%)
Landscaping - (522202)	0	35,400	35,000	400	1.1%
Rentals - Land - (522301)	0	0	36,042	(36,042)	(100.0%)
Rentals - Equipment - (522302)	0	158,712	334,158	(175,446)	(110.5%)
Insurance Expense - Other - (523101)	1,251,998	1,251,897	1,448,637	(196,740)	(15.7%)
Postage - (523201)	727	10,110,994	9,361,629	749,365	7.4%
Telecommunications - (523202)	0	838,078	838,078	0	0.0%
Recruitment - (523301)	0	183,127	130,661	52,466	28.7%
Magazine and Newspaper - (523302)	0	367,396	510,695	(143,299)	(39.0%)
Television & Radio - (523303)	0	289,158	193,050	96,108	33.2%
Promotional Expenses - (523304)	1,418	458,323	481,477	(23,154)	(5.1%)
Employee Appreciation - (523305)	0	1,500	1,500	0	0.0%
Printing and Photographic - (523401)	0	1,671	7,946	(6,275)	(375.4%)
Maps & Pamphlets - (523402)	0	83,044	53,428	29,616	35.7%
Travel - (523501)	3,794	106,267	236,886	(130,619)	(122.9%)
Dues & Subscriptions - (523601)	1,841	257,330	259,393	(2,063)	(0.8%)
Education and Training - (523701)	8,443	190,940	403,608	(212,668)	(111.4%)
Licenses - (523801)	0	11,935	35,943	(24,008)	(201.2%)
Temporary Contract Labor - (523851)	0	6,761,899	5,903,913	857,986	12.7%
Liability Claims - (523902)	2,117	2,117	11,000	(8,883)	(419.6%)
Office Supplies - (531101)	5,805	371,844	537,967	(166,123)	(44.7%)
Other Materials and Supplies - (531102)	51,190	2,429,491	2,510,507	(81,016)	(3.3%)
Mobile Equipment Expense - (531103)	0	870,198	1,086,466	(216,268)	(24.9%)
Freight and Express - (531105)	0	2,871	6,121	(3,250)	(113.2%)
Motor Fuel Expense - (531107)	0	904,082	1,175,507	(271,425)	(30.0%)
Water - (531211)	0	593,000	593,000	0	0.0%
Gas - (531221)	0	70,600	70,600	0	0.0%
Electricity - (531231)	0	2,100,000	2,100,000	0	0.0%
Books & Periodicals - (531401)	0	92	3,378	(3,286)	(3563.4%)
Inven for resale(toll tags) - (531501)	0	8,921,481	8,921,481	(0)	(0.0%)
Small Tools and Shop Supplies - (531601)	0	137,730	216,634	(78,904)	(57.3%)
Software - (531651)	0	4,987,470	4,992,470	(5,000)	(0.1%)
Uniforms - (531701)	52,488	210,090	272,387	(62,297)	(29.7%)
Bank Charges - (573001)	0	761,591	838,686	(77,095)	(10.1%)
Credit Card Fees - (573002)	0	16,629,615	14,696,169	1,933,446	11.6%
Contingency-Restricted - (579002)	0	0	0	0	(100.0%)
<b>Totals</b>	<b>\$10,213,428</b>	<b>\$140,126,409</b>	<b>\$142,640,000</b>	<b>(\$2,513,591)</b>	<b>(1.8%)</b>

## Appendix F: 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.

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

**SRT** – the Sam Rayburn Tollway, an approximately 26-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.

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

**Turnpike** – Expressway on which tolls are charged.

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

## U

**USDOT** - United States Department of Transportation

## V

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

## Z

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