

**NTTA SYSTEM**  
**FINAL BUDGET**  
**FY2019**





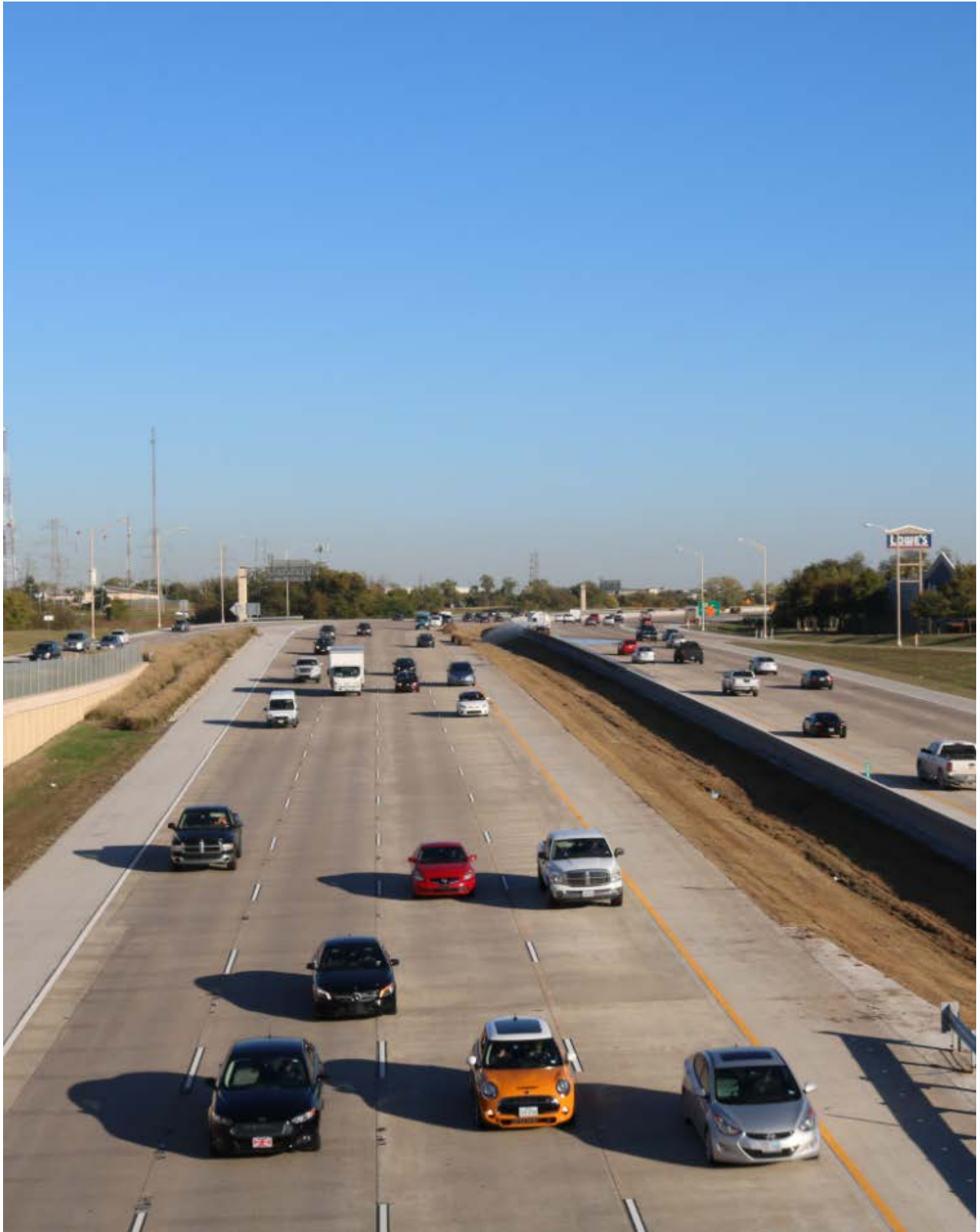


# TABLE OF CONTENTS

NTTA Mission .....	6
NTTA Board of Directors.....	6
Organizational Chart .....	7
NTTA Officials for FY2019.....	8
Letter of Transmittal .....	9
<b>INTRODUCTION .....</b>	<b>11</b>
NTTA Overview.....	13
Strategic Plan.....	14
<b>BUDGET OVERVIEW .....</b>	<b>17</b>
FY2019 Budget Executive Summary.....	19
Fund Account Descriptions.....	26
Departments and Funds Matrix.....	28
Flow of NTTA System FY2019 Revenue.....	29
FY2016 to FY2019 Revenue Detail.....	30
Revenue and Coverage Calculation FY2017 to FY2019 .....	32
FY2019 Estimated Revenue and Debt Service Fund Requirements .....	33
Summary of Fund Budgets FY2016 to FY2019 .....	34
Actual, Projections, & Budget for FY2016 to FY2019 .....	36
Budget vs. Actual Revenues and Expenses Graphs .....	38
Operation and Maintenance Fund Budget by Account FY2019.....	39
All Funds Budget by Account FY2019 .....	42
FY2019 Staffing Summary .....	47
FY2015 to FY2019 FTE Staffing Summary History .....	48
<b>DEPARTMENTAL BUDGETS AND INFORMATION .....</b>	<b>49</b>
Operation and Maintenance Fund FY2019 Budget Comparisons to FY2018 Estimate.....	51
Estimated Operation and Maintenance Fund Requirements FY2019 .....	52
<b>ADMINISTRATIVE SERVICES DEPARTMENTS .....</b>	<b>53</b>
Accounting Department.....	53
Administration Department.....	57
Board of Directors Department .....	60
Human Resources Department.....	62
Internal Audit Department .....	65
Legal Services Department.....	68
Procurement and Business Diversity Department .....	71
Public Affairs Department.....	74

Treasury Management Department.....	79
<b>OPERATIONAL SERVICES DEPARTMENTS .....</b>	<b>82</b>
Contact Center and Collections Department.....	82
Information Technology Department.....	89
Maintenance Department.....	94
Operations Department .....	99
Project Delivery Department .....	102
System and Incident Management Department.....	105
<b>OTHER FUNDS .....</b>	<b>109</b>
Facility Map of the North Texas Region .....	111
Construction Fund.....	112
Reserve Maintenance Fund.....	120
Capital Improvement Fund.....	126
Feasibility Study Fund .....	142
360 Tollway Fund .....	143
Enterprise Fund.....	148
Long-Term Financial Plan.....	151
Impact of Capital Expenditures on Operations .....	156
<b>STATISTICS.....</b>	<b>159</b>
Statistical Data .....	161
FY2018 Strategic Priorities & Accomplishments .....	166
FY2018 Performance Metrics.....	168
GFOA Distinguished Budget Award.....	175
<b>APPENDICES.....</b>	<b>177</b>
Appendix A: Budget Policy and Process.....	179
Appendix B: Financial Policies .....	185
Appendix C: Debt Policy.....	190
Appendix D: Major Revenue Source.....	194
Appendix E: Operation and Maintenance Fund FY2018 Estimated Costs .....	206
Appendix F: Glossary of Terms and Acronyms .....	210

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## NTTA Mission

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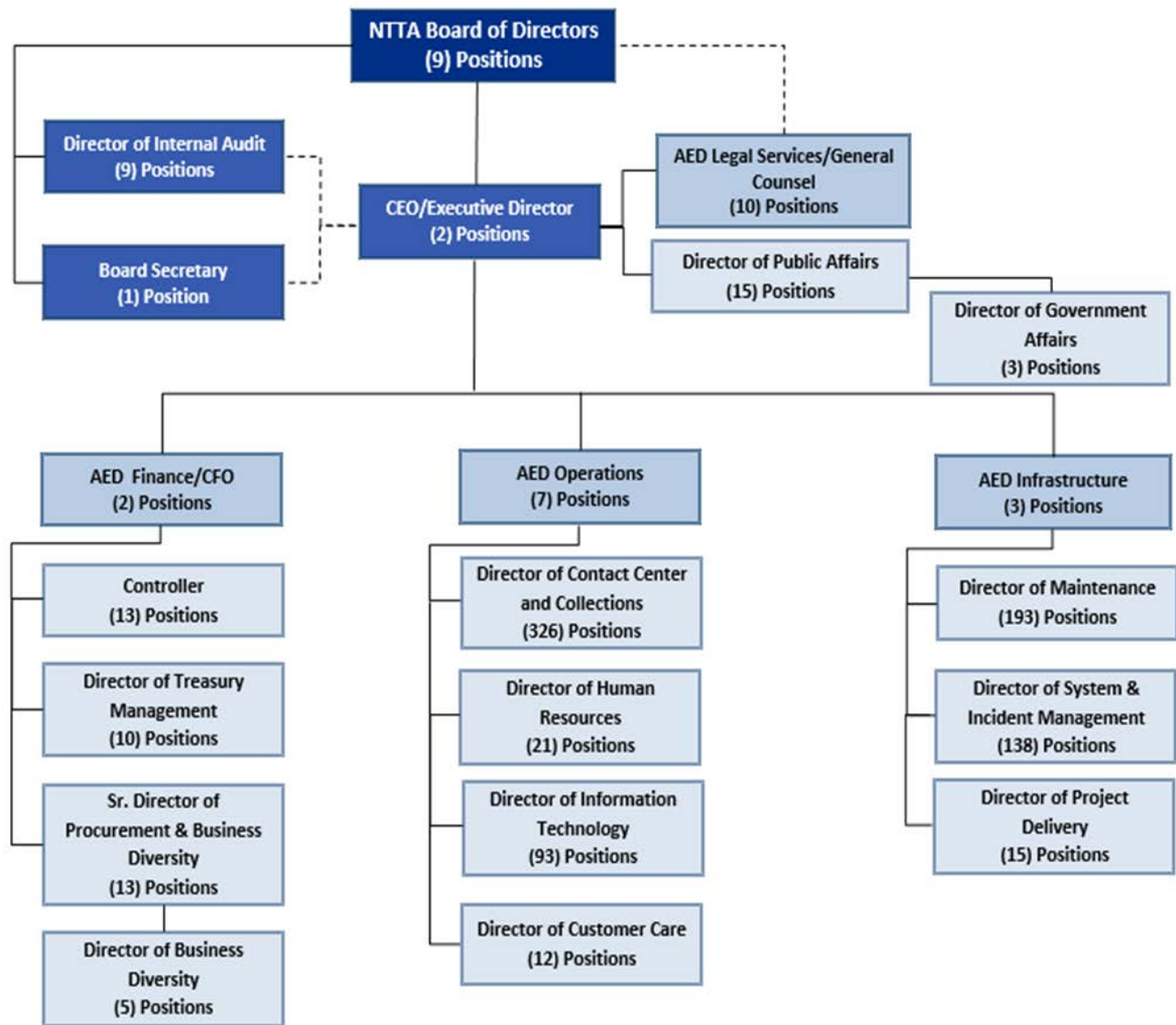
To provide a safe and reliable toll road system, increase value and mobility options for our customers, operate the Authority in a businesslike manner, protect our bondholders, and partner to meet our region's growing need for transportation infrastructure.

## NTTA Board of Directors

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<b>Kenneth Barr</b> Chairman	<b>Bill Moore</b> Vice Chairman	<b>Lynn Gravley</b> Director
		
Tarrant County Appointee	Collin County Appointee	Gubernatorial Appointee
<b>Carl O. Sherman</b> Director	<b>Mojo 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 FY2019

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Gerald E. Carrigan	CEO/Executive Director
James Hofmann	Deputy Executive Director
Lorelei Griffith	Board Secretary
Elizabeth Mow, P.E.	Assistant Executive Director, Infrastructure
Horatio Porter, CPA	Assistant Executive Director, Finance/CFO
Dena DeNooyer Stroh	Assistant Executive Director, Legal Services/GC
Vacant	Assistant Executive Director, Operations
David Evans	Senior Director, Procurement and Business Diversity
Moses Aito	Director, Business Diversity
Arturo Ballesteros	Director, Government Affairs
John Bannerman	Director, Customer Care
Magdalena Brady	Director, Internal Audit
Cindy Demers	Director, Treasury Management
Eric Hemphill, P.E.	Director, System and Incident Management
Angela Hough	Director, Assistant General Counsel
Craig Lockett	Director, Human Resources
Mark Pavageau, P.E.	Director, Maintenance
Nancy St. Pierre	Director, Public Affairs
Brian Reich, CPA	Director, Controller
Yosvany Rodriguez	Director, Contact Center & Collections
Sabu Stephen	Director, Information Technology
Vacant	Director, Project Delivery



# Letter of Transmittal

We are pleased to submit for your review the FY2019 Budget of the North Texas Tollway Authority ("NTTA" or "Authority").

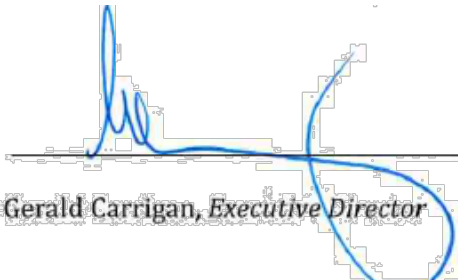
Section 505 of the Trust Agreement for the NTTA System, requires that the Board adopt a Preliminary Budget of current expenses (operating budget) and the deposit to the Reserve Maintenance Fund for the following year in October of the current year and the Final Budget adopted in December. If NTTA has not adopted an Annual Budget before the first day of the fiscal year, the preliminary budget for such fiscal year or the budget for the preceding year (if no preliminary budget is prepared) shall be deemed to be in force and shall be treated as the Annual Budget under the provisions of the Trust Agreement until the adoption of the Annual Budget.

This chart provides an overview of the FY2019 Budget with a comparison to the FY2018 Budget.

North Texas Tollway Authority		
	FY2019 Budget	FY2018 Budget
Estimated Revenues	\$950,238,800	\$900,534,263
Operating Budget	\$192,780,000	\$185,750,000
Total Net Debt Service	\$511,091,152	\$510,448,823
Estimated Coverage First Tier	1.93	1.76
Estimated Coverage All Debt	1.40	1.33
Reserve Maintenance Deposit	\$38,053,253	\$22,184,046
Estimated Capital Improvement Fund Deposit	\$218,564,873	\$192,103,313

If you have any questions, or need additional information, please let us know. We look forward to presenting and discussing the FY2019 Budget.

Very truly yours,



Gerald Carrigan, Executive Director

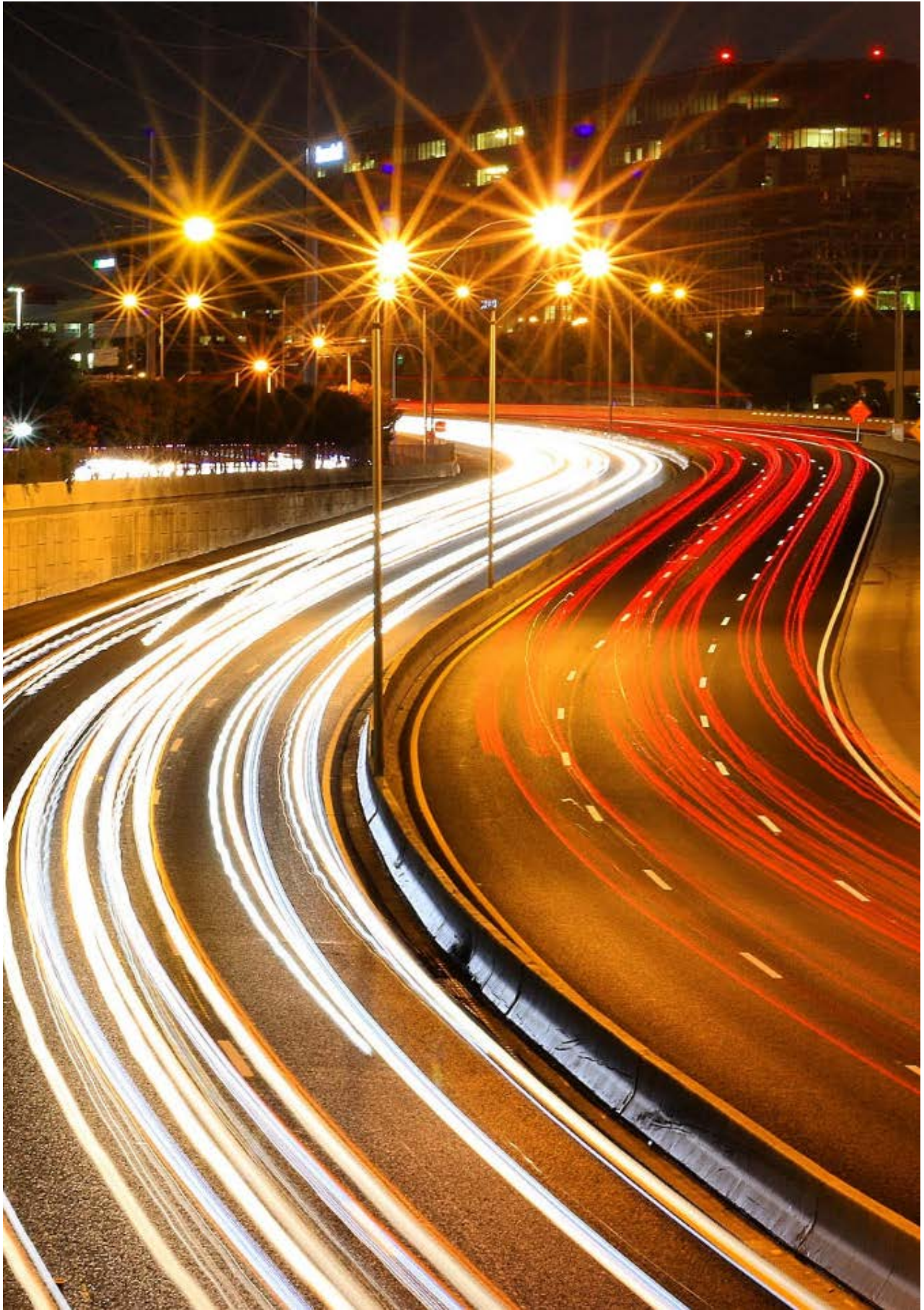


Horatio Porter, Chief Financial Officer











## NTTA Overview

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

NTTA is a non-appropriated (state) organization that operates with revenues generated from projects within the North Texas region. NTTA advances projects in alignment with the North Central Texas Council of Governments' 2040 Metropolitan Transportation Plan. The NTTA operates as an enterprise system of tollways. The NTTA System (System) facilities are the Dallas North Tollway (DNT), President George Bush Turnpike (PGBT), Sam Rayburn Tollway (SRT), Addison Airport Toll Tunnel (AATT), Lewisville Lake Toll Bridge (LLTB), Mountain Creek Lake Bridge (MCLB), President George Bush Turnpike Western Extension (PGBT WE) and Chisholm Trail Parkway (CTP).

Early in FY2018, NTTA took ownership of State Highway 360 from Camp Wisdom Road to US 287, also referred to in this document as 360 Tollway (360T) per an agreement with the Texas Department of Transportation (TxDOT). The project was funded, designed and built by TxDOT. It is a stand-alone project and not a part of the NTTA System. Beginning in FY2023, NTTA will begin making debt service payments to TxDOT to reimburse them for cost incurred to build the project.

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

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

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

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

Today NTTA continues working to meet the demands for transportation in the North Texas region which boasts 5.2 million registered vehicles with a growing population of 7.3 million ranking the region as the 4th largest metropolitan area in the United States.

# Strategic Plan

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## FIVE-YEAR STRATEGIC GOALS

### GOALS

### OBJECTIVES



## FY2019 STRATEGIC PRIORITIES

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

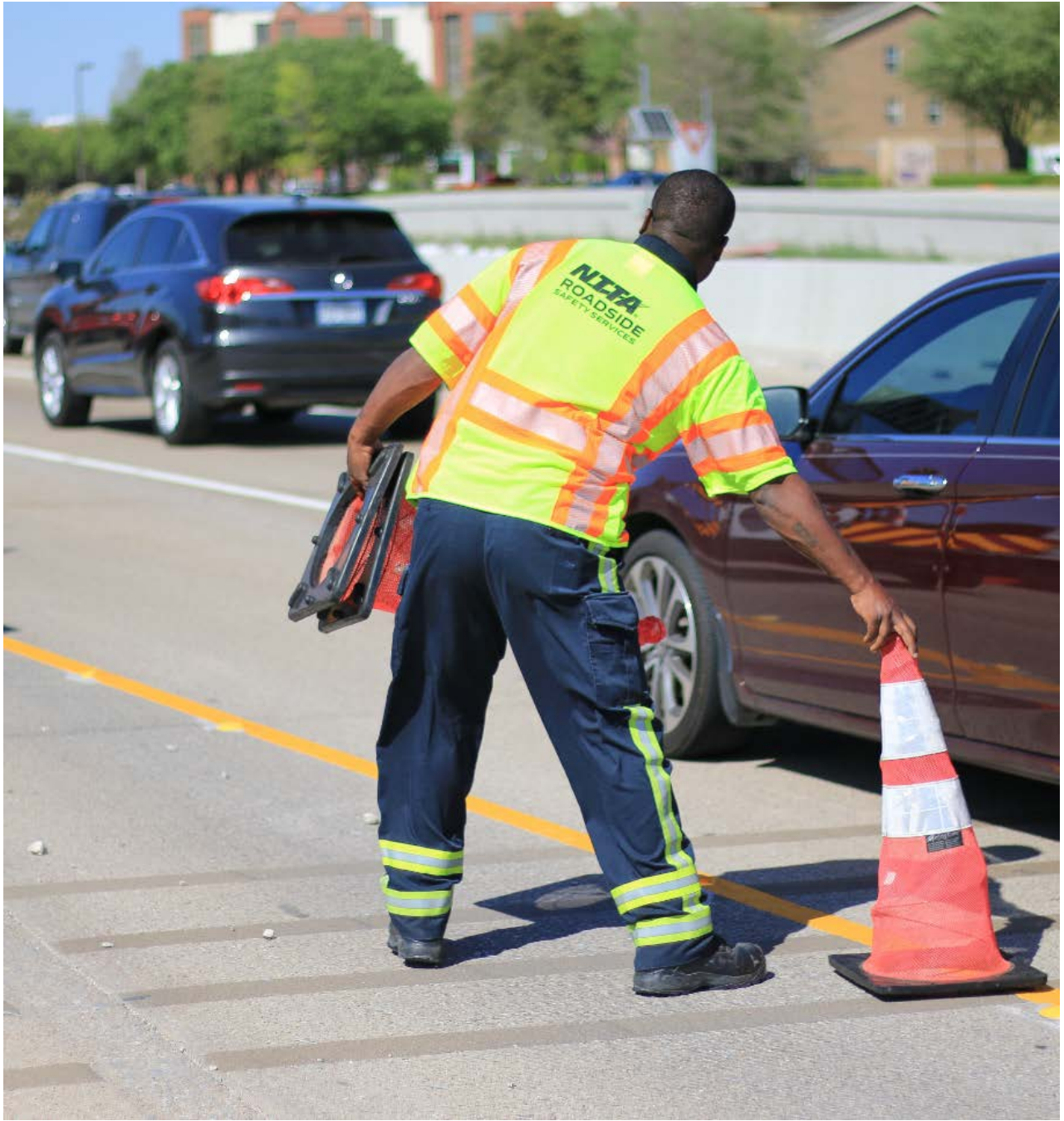
The chart below illustrates those priorities and their alignment with the strategic goals.

Strategic Priority	Related Strategic Goal(s)
<b>Enhance safety</b>	Customer-driven organization Delivering transportation solutions
<b>Execute Capital Plan</b>	Respected leader & partner in the region's transportation network Delivering transportation solutions
<b>Deliver debt coverage ratios at or above targets</b>	Financially sound and vibrant organization
<b>Continue to relieve congestion</b>	Delivering transportation solutions
<b>Continue preparing for new Back Office System</b>	Financially sound and vibrant organization Customer-driven organization
<b>Process transactions for partners</b>	Respected leader and partner in the region's transportation network
<b>Execute Legislative Plan</b>	Respected leader and partner in the region's transportation network Customer-driven organization
<b>Continue to advance diversity</b>	Respected leader and partner in the region's transportation network
<b>Continue to bolster staff development</b>	Highly qualified, energized and engaged team









# FY2019 Budget Executive Summary

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## INTRODUCTION

North Texas is continuing to experience strong economic growth driven by expanding and relocating businesses and a healthy housing market. The majority of this growth is occurring along most of the North Texas Tollway Authority corridors. NTTA helps ease traffic flow by providing safe and reliable toll road options for millions of customers.

## REGIONAL HIGHLIGHTS:

- Dallas/Fort Worth (“DFW”) was recently ranked first among the nation’s 12 largest statistical areas in job growth at 3.4%; the region added 122,000 jobs since May 2017. North Texas is experiencing an unemployment rate below that of the nation at 3.4%.
- Construction of new office space is rising fast. Development and completion of many highway projects have contributed to the success of the region and the growth is expected to continue for some time.
- The City of Frisco has approved the 77-acre Lesso America Development on U.S. 380 just west of the DNT, which includes a 500,000 ft. shopping mall, 1,200 apartments and high-rise office spaces.
- Two large construction projects have begun along NTTA roadways. The first is a \$1.5 billion mixed-used development along SRT in Lewisville and the second is an 80-acre Stacy Green mixed-used development in Allen located at the intersection of U.S. 75 and Stacy Road near SRT.
- A 240-acre development project called Monarch City was recently announced in Allen at the intersection of U.S. 75 and SRT.

The FY2019 Budget enables the Authority to increase customer service while maintaining the high standards of the NTTA System in alignment with the Authority’s five strategic goals:

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

The Authority’s continued focus on customers, collections and construction is the framework of the FY2019 Budget. This budget allocates resources to improve overall operating results and add capacity to the System. Specifically NTTA is investing in priorities aimed at bolstering customer satisfaction while increasing collections across all customer groups. The focal areas for FY2019 include:

- Improving key drivers of customer satisfaction, which include reducing wait times, increasing the number of full-service locations and contact channel opportunities.
- Adding personnel to provide assistance and safety to customers on NTTA roads.
- Expanding TollTag offerings and increasing TollTag promotions and marketing to underrepresented demographics.
- Continuing to invest in “out-of-state” look up services and other programs to improve pursuable transactions.
- Strengthening early stage cash collections.
- Procuring a new back office system.

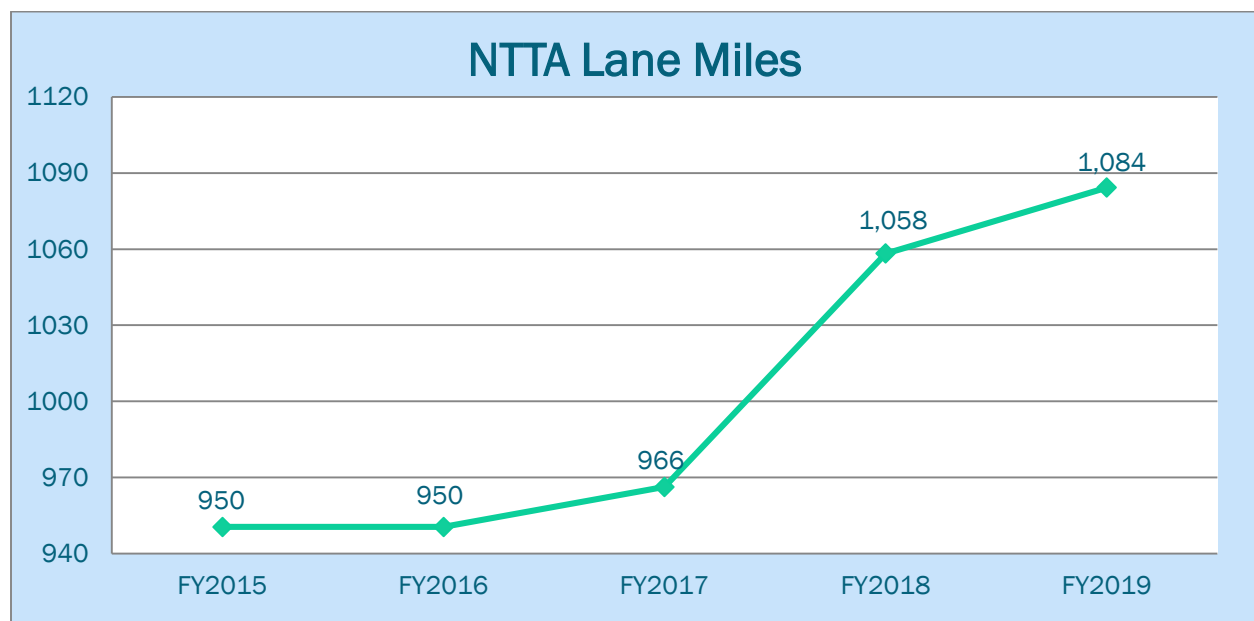
As NTTA continues to advance these efforts, there are critical assumptions and drivers shaping the FY2019 Budget.

1. Revenues are growing due to anticipated traffic growth and a rate increase that is currently scheduled for July of FY2019.
2. Debt service payments are escalating and the anticipated increase coincides with traffic growth on new and existing toll roads. Despite the higher debt obligations, NTTA expects to exceed the 1.50 first tier debt service coverage requirement established by the Board.
3. The Operation and Maintenance Fund (OMF) continues to fund the strategic priorities listed above.
4. The Reserve Maintenance Fund (RMF) will increase for scheduled maintenance of roads, facilities and equipment.
5. The Construction (CF) and Capital Improvement (CIF) Funds are increasing primarily because of the ongoing construction to add a 4<sup>th</sup> lane to PGBT and SRT. These additional lanes will help improve capacity along the corridors.

The following pages offer details on the key components of the FY2019 Budget along with a summary of each department’s strategic efforts and significant variance explanations (see pages 53-108).

The significant changes of the FY2019 Budget are: the one full year of allocated expenses to 360 Tollway, which opened to traffic in May 2018; and the accounting treatment change of \$5.1 million in software maintenance and license fees previously accounted for in the Capital Improvement Fund.

The NTTA System consists of revenue-producing toll roads and service roads. The combined roads represent the total lane miles NTTA must maintain. In FY2019, 26 lane miles of capacity will be added to PGBT with the completion of Phase 2 from SH 78 to U.S. 75 and Phase 3 from DNT to I-35E of the 4<sup>th</sup> lane widening project. Over the last five years total lane miles have increased by 134 or 14.1% from 950 lane miles to 1,084 lane miles.



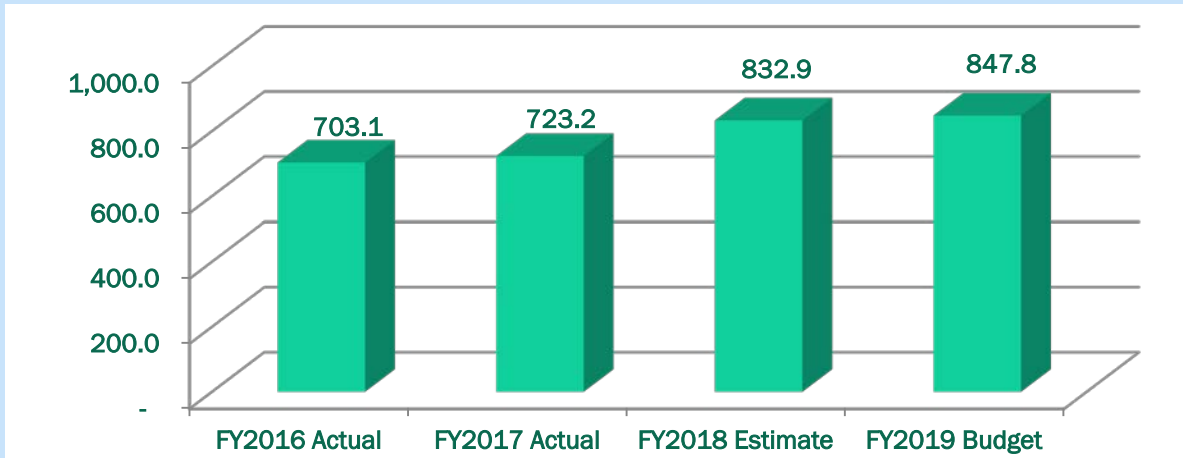
### FY2019 TRANSACTIONS

The FY2019 Budget maintains a strong focus on increasing the number of TollTag customers while also efficiently processing, invoicing and collecting non-TollTag (ZipCash) transactions.

Overall, the toll transactions for the NTTA System are estimated to increase to 847.8 million in FY2019. Separately, the toll services agreements (TSAs) have a transaction estimate of 171.1 million and the 360T will add an incremental 14.7 million transactions to FY2019.



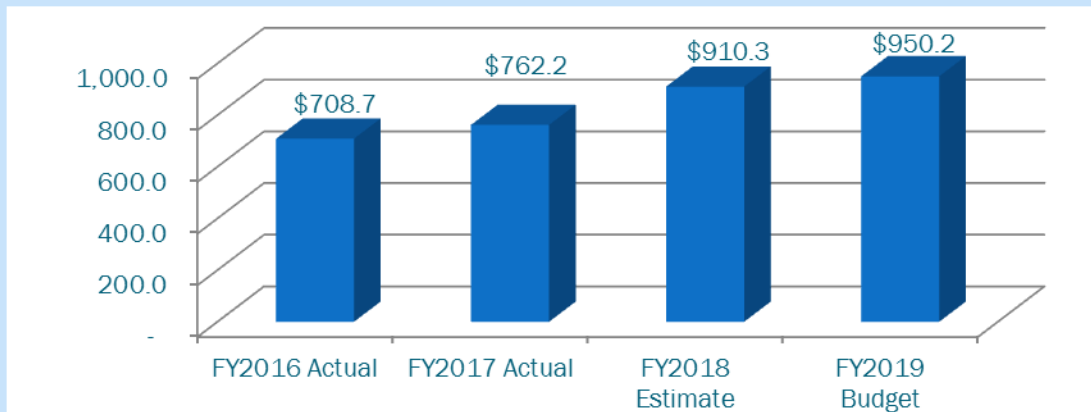
## Transactions Trends (millions)



## FY2019 REVENUES

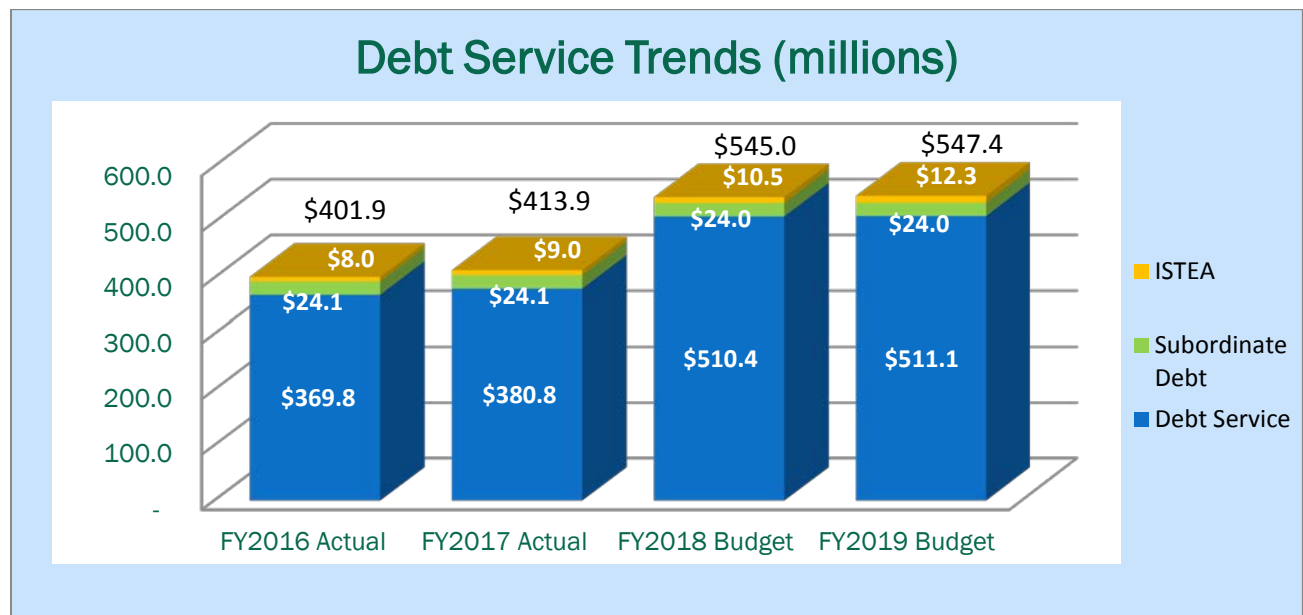
Uniquely positioned, NTTA brings a businesslike approach to a traditional government sector, providing transportation alternatives to customers for a reasonable fee. The business model approach of fee for service requires a keen focus on the customer to ensure they continue to enjoy a safe and reliable travel experience. As a business entity, NTTA does not collect taxes. Instead NTTA's revenues are derived from tolls, service fees and interest income to support its operations. Total FY2019 estimated revenues for the NTTA System are \$950.2 million. The primary source of revenue is from tolls totaling \$886.7 million. The tolls are comprised of TollTag revenue at \$767.0 million and ZipCash revenue at \$119.7 million (see T&R projection on pages 198-205). Budgeted toll revenues increased by \$40.6 million from FY2018 estimates. Another component of revenue is other income consisting of late fees, miscellaneous fees and claims recovery for a combined budget of \$44.0 million. This amount is approximately 4.6% of total revenue. The late fees are based on business rules that assess a \$10 fee for the first notice of nonpayment and a \$25 fee for the second notice of nonpayment. The final revenue component is projected interest income budgeted at \$19.6 million or approximately 2.1% of total revenue.

## Revenue Trends (millions)



## FY2019 DEBT SERVICE AND LOAN REPAYMENT

Total net debt service will increase \$2.4 million to \$547.4 million in FY2019. 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 CTP through subordinated debt. The subordinated debt payment for the loan is \$24.0 million. There is also an ISTEAL loan payment of \$12.3 million 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 FY2019 total bond debt service coverage is 1.93 times first tier debt service which is 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 ISTEAL loan is 1.40 times versus the required 1.00 times.



## FY2019 EXPENDITURES (OPERATING AND CAPITAL RELATED FUNDS)

Anticipated expenditures total \$538.7 million for all funds. Those funds include Operation and Maintenance (OMF), Reserve Maintenance (RMF), Construction (CF), Capital Improvement (CIF), Feasibility Study (FSF), 360 Tollway (360T) and Enterprise (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 \$250.9 million, the capital related funds are \$257.8 million, 360T is \$7.1 million and the TSA budget is \$22.9 million.

### OPERATION AND MAINTENANCE FUND (OMF)

The FY2019 OMF budget is \$192.8 million which includes \$5.1 million for the change in accounting treatment of software maintenance and licenses previously budgeted in CIF. Variance explanations as compared to FY2018 projections are located on each of the department's budget and information documents (see pages 53-108). 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 and CIF) for their portion of salaries. This allows the Authority to present a complete view of salaries and benefits and to better track staffing-related costs.

Costs directly associated with the administrative services of the NTTA System (Accounting, Administration, Board, Human Resources, Internal Audit, Legal, Procurement and Business Diversity,

Public Affairs, Shared Services and Treasury Management departments) are \$32.3 million or 16.8% of the total budget.

Operations and maintenance costs directly associated with operational services of the NTTA System (Contact Center and Collections, Information Technology, Maintenance, Operations, System and Incident Management, and Project Delivery departments) are \$160.5 million or 83.2% of the total budget.

NTTA strategically manages its operations allocating resources to the departments critical to customer initiatives. These departments are mainly the Contact Center and Collections, Information Technology and System and Incident Management.

The Contact Center and Collections department is responsible for delivering high quality customer services to our TollTag, ZipCash and Interoperability customers. The FY2019 Budget is increasing by \$1.5 million mainly to handle increases in transactions and customer service.

The Information Technology department budget is increasing by \$5.4 million which includes \$5.1 million from the accounting treatment change of the software maintenance and licenses, previously budgeted in CIF and \$0.3 million for handling increased IT services required.

The System and Incident Management department provides roadside assistance to motorists and ensures our facilities have timely clearance of incidents thereby reducing risk and congestion for our customers. The department is also responsible for agency-wide insurance policies. The budget is increasing by \$0.8 million mainly for additional Cyber insurance and projected premium increases.

Overall, the FY2019 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 all assets operate at or above industry standards. Annual inspections and the asset management program guide NTTA's budgeted investment in RMF. Estimated project expenditures for FY2019 are \$58.1 million (see pages 120-125). The estimated expenditures include the Project Delivery and Maintenance department's \$40.1 million for infrastructure maintenance requirements and the IT department's \$18.0 million primarily to replace outdated cameras, servers, computers and equipment. The estimated starting balance in the RMF is \$28.5 million. Therefore a deposit of \$38.1 million is required to cover the \$58.1 million in project expenditures; the \$3.4 million transfers to OMF for overhead costs and maintain the \$5.0 million required reserve (see calculation on page 121).

## **CAPITAL FUNDS**

The following funds are budgeted through the Five-Year Capital Plan process. Summary explanations are provided below.

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

Estimated expenditures for FY2019 are \$67.7 million (see pages 112-119). This includes projected construction costs for DNT, PGBT EE, PGBT WE, SRT and CTP. In addition the fund will transfer \$2.1 million to OMF for overhead costs. NTTA will be reimbursed \$10.0 million from Denton County for the construction of DNT Phase 4B service roads.

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

FY2019 estimated expenditures are \$189.4 million (see pages 126-141). It contains the Project Delivery department's \$99.1 million for project expansions and improvements which includes \$40.6 million for PGBT, \$29.3 million wall stabilization/maintenance program and \$23.6 million for DNT. It also includes the Information Technology department's \$76.3 million for system upgrades, enhancements,

and replacements, the Maintenance department's \$3.7 million for infrastructure reconstruction and repairs and the System and Incident Management's \$3.4 million for safety improvement projects. The remaining expenditures of \$6.9 million are from various departments which include a \$2.2 million Letter of Credit (LOC) fees for commercial paper, \$4.7 million for professional and legal fees and traffic and revenue studies. Additionally \$4.8 million will be transferred to OMF to cover overhead costs. The estimated revenue deposit to CIF for FY2019 is \$216.7 million.

The CIF maintains a Rainy Day Fund with a balance of \$75.0 million. This fund is for unanticipated needs and to ensure subordinated debt payments are made (see page 134).

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

Estimated expenditures for FY2019 are \$0.7 million (see page 142). This includes professional, legal fees and traffic and revenue studies for possible future projects.

#### **360 TOLLWAY (360T)**

Through an agreement with TxDOT, NTTA took ownership of the 360T project in early FY2018. The FY2019 estimated expenditures are \$7.1 million (see pages 143-147). This includes \$2.6 million for operations and maintenance costs and \$3.8 million for toll collection services. During FY2019, a transfer of \$0.7 million will be made to the NTTA System. The transfer is the second and last installment to reimburse \$2.2 million of pre-opening costs incurred by NTTA in FY2017. All of the costs and transfers are in accordance with the TxDOT agreement.

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

As the regional toll provider, the Authority is responsible for the collection of tolls on all tolled projects in the North Texas Region. Therefore to account for the revenue and expenses associated with toll services agreements (TSAs) the Authority created the Enterprise Fund. 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 Regional TSAs that include the DFW-Connector, IH-30, IH-35, SH 114, SH 183, Loop 12 and LBJ East. The Enterprise Fund has a FY2019 Budget of \$22.9 million (see pages 148-150). This includes \$20.3 million for allocated salaries and benefits and costs related to transaction processing. \$1.7 million for software maintenance, \$0.9 million for professional and legal fees.

#### **PERSONNEL**

The FY2019 Budget includes \$49.0 million for direct salaries and wages which includes \$1.6 million for the merit program. This is 3.5% of total direct salaries and wages. Total budgeted full-time employees' (FTE's) positions for FY2019 are 853 (see Staffing Summary page 47) which is a net increase of 20 positions over the prior year's budget. Three positions were added by the Contact Center and Collections (CCC) department, System and Incident Management added thirteen and the Maintenance department added six positions. The Operations converted one part-time position budgeted in FY2018 to full-time position and Administrative Services eliminated three positions. These additional employees give these departments the resources to address work demands and increase customer service.

#### **HEALTHCARE AND RETIREMENT BENEFITS**

NTTA offers a comprehensive healthcare plan for its employees managed by the Public Employees Benefit Cooperative (PEBC). The NTTA and its employees jointly share in the cost of the healthcare plan with NTTA paying approximately 80% of the cost and the employees paying the remaining 20% through payroll deduction. In addition, NTTA provides retiree health care benefits through the Authority's Benefits plan also administered by PEBC. Employees retiring from NTTA with a minimum 10 years of service are eligible to participate in the company's retiree healthcare plan. There are currently 24 individuals participating in this program. Based on insurance claims history, the accrual



rates are essentially flat compared to FY2018. NTTA also participates in the Employees Retirement System of Texas Group Benefit Program for employees hired prior to FY1997 who remain eligible to retire under the State's plan. Currently 44 individuals participate in this plan. The FY2019 Budget includes \$10.1 million to cover all of the group insurance costs mentioned above. Based on historical experience this amount is projected to cover claims as well as the provisions required within the Affordable Care Act.

Through Texas County and District Retirement System (TCDRS), the NTTA provides pension retirement benefits to its eligible retirees'. To become eligible, employees must have a minimum 10 years of service. Eligible retirees' receive 250% of the amount they contribute to their retirement account. Currently the retirement plan is funded at 100.2% of the obligation. In FY1997, the NTTA made a decision to opt out of paying into social security and thus created a mandatory 401(K) program for all employees. However, this decision did not include the Hospital Insurance portion of the Federal Insurance Contribution Act so NTTA and its employees still contribute to Medicare. As a condition of employment, each employee is required to contribute the following percentages of their base salary to fund these plans: 6.00% to TCERS, 4.00% to 401(K) and 1.45% to Medicare. NTTA also contributes a percent of total base salary of each employee equal to 7.73% to TCERS, 3.50% to 401(K) and 1.45% to Medicare to funds these plans. The FY2019 Budget includes \$6.1 million for overall retirement benefits.

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). Based on an actuarial valuation as of November 2018, a contribution of \$3.1 million is required for FY2019. While the annual obligation is an estimate of future claims, NTTA currently pays the cost of actual retiree health care claims.

## **SUMMARY**

The FY2019 Budget empowers the Authority to deliver a safe and reliable toll road system to more than 10.5 million customers annually while operating as a financially sound and vibrant organization. It enables the Authority to continue its commitment to bondholders by maintaining a 1.93 times debt service coverage ratio. The budget also allows for strategic investments in operating departments as NTTA enhances the customer experience and accelerates invoicing and collections. Spending is prioritized and managed appropriately while striving for a seamless customer experience. Overall it is a balanced budget with estimated revenues exceeding the expenses for operations, debt service and asset maintenance. The FY2019 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 196-197)

### **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 funds are not required by the Trust Agreement but were established by the Authority:

### **360 TOLLWAY (360T) - 6000**

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

### **ENTERPRISE FUND (EF) - 7800**

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

## Departments and Funds Matrix

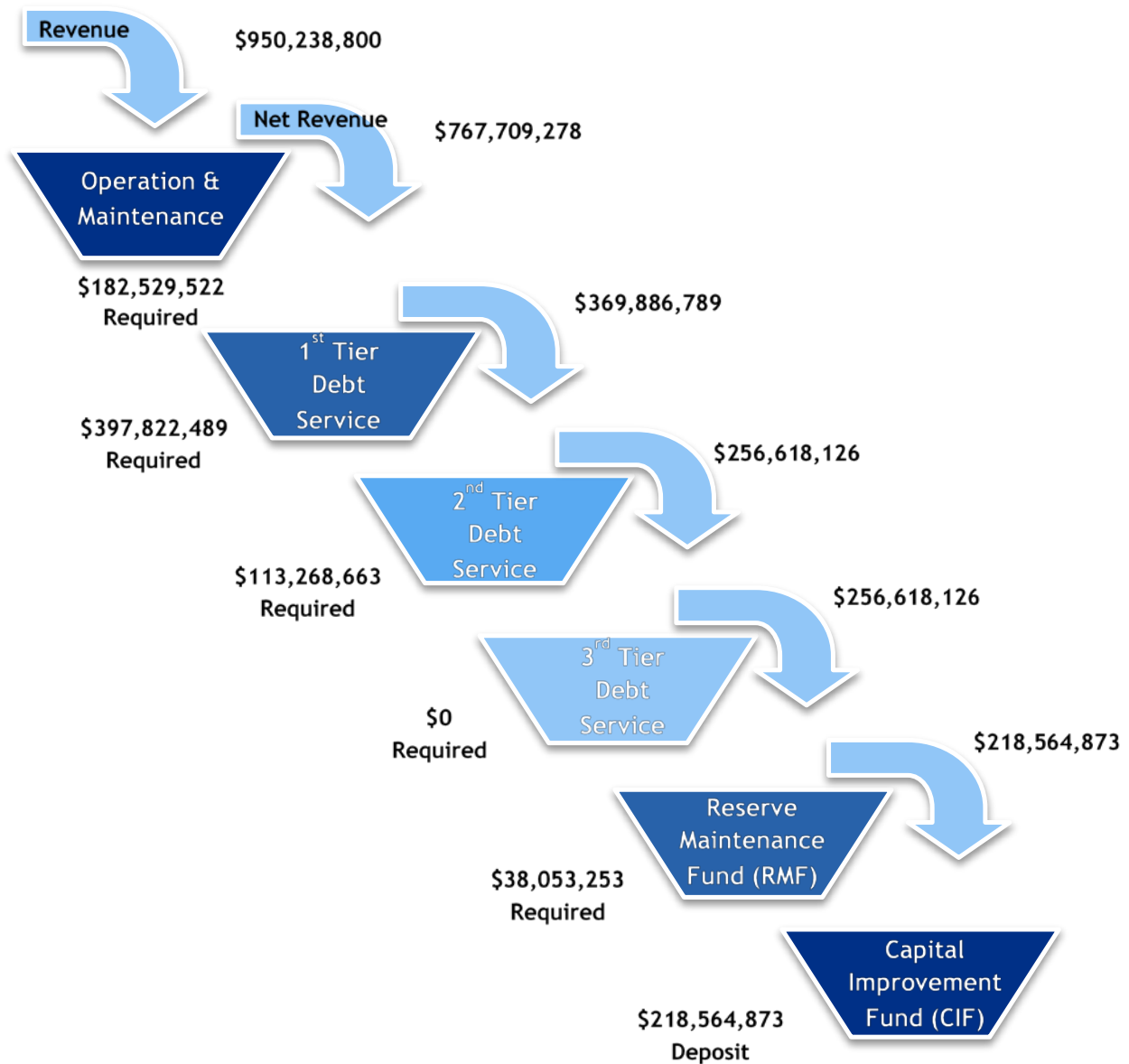
The relationship between the Authority's departments and the major funds is illustrated below in a matrix format. The use of a fund by the department is highlighted in blue, and the percent of the budget associated with the department is shown in the square. The dollar amounts are shown in detail on the Departmental Budget and Information documents in the Departmental Budget Section, starting with the Accounting Department on page 53. The amounts for 360 Tollway and Enterprise Fund are on page 143 and 148, respectively.

Department	Operation & Maintenance Fund	Construction Fund	Reserve Maintenance Fund	Capital Improvement Fund	Feasibility Study Fund	Interest and Sinking Funds	360 Tollway Fund	Enterprise Fund
<b>Administrative Services:</b>								
Accounting	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.9%
Administration	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.3%
Board	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Human Resources	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.7%
Internal Audit	0.6%	0.1%	0.0%	0.0%	0.0%	0.0%	0.9%	0.7%
Legal Services	1.6%	0.1%	0.1%	1.1%	23.1%	0.0%	0.2%	0.7%
Procurement and Business Diversity	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%
Public Affairs	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	10.5%	4.3%
Shared Services	6.5%	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%	5.6%
Treasury Management	1.4%	0.0%	0.0%	1.5%	0.0%	100.0%	0.2%	0.7%
<b>Total Administrative Services</b>	<b>16.8%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>2.6%</b>	<b>23.1%</b>	<b>100.0%</b>	<b>14.4%</b>	<b>13.8%</b>
<b>Operational Services:</b>								
Contact Center and Collections	39.5%	0.0%	0.0%	1.1%	0.0%	0.0%	15.9%	72.8%
Information Technology	14.8%	0.0%	30.9%	40.3%	0.0%	0.0%	4.9%	12.4%
Maintenance	17.5%	0.0%	11.5%	1.9%	0.0%	0.0%	39.5%	0.0%
Operations	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.8%
Project Delivery	1.4%	99.8%	57.2%	52.3%	76.9%	0.0%	0.6%	0.0%
System and Incident Mgmt.	9.5%	0.0%	0.3%	1.8%	0.0%	0.0%	24.5%	0.2%
<b>Total Operational Services</b>	<b>83.2%</b>	<b>99.8%</b>	<b>99.9%</b>	<b>97.4%</b>	<b>76.9%</b>	<b>0.0%</b>	<b>85.6%</b>	<b>86.2%</b>
<b>FY2018 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>	<b>100.0%</b>



# Flow of NTTA System FY2019 Revenue

The following graph shows the distribution of the FY2019 projected revenue to the various funds in accordance with the Amended and Restated Trust Agreement.



## FY2016 to FY2019 Revenue Detail

	FY2016	FY2017	FY2018
	Actual	Actual	Budget
<b>TOLL REVENUE</b>			
President George Bush Turnpike (PGBT)	\$ 249,035,608	\$ 256,425,705	\$ 269,630,100
Dallas North Tollway (DNT)	240,235,981	247,566,696	263,372,900
Sam Rayburn Tollway (SRT)	166,761,368	180,485,338	189,031,500
PGBT Western Extension (PGBT WE)	-	9,381,337	59,033,000
Chisholm Trail Parkway (CTP)	-	8,161,871	50,985,100
Lewisville Lake Toll Bridge (LLTB)	6,451,683	7,769,636	8,319,000
Mountain Creek Lake Bridge (MCLB)	1,457,433	1,521,121	1,538,100
Addison Airport Tunnel Tollway (AATT)	1,270,243	1,239,751	1,279,600
<b>Total Toll Revenues</b>	<b>665,212,316</b>	<b>712,551,455</b>	<b>843,189,300</b>
<b>INVESTMENT INCOME</b>	<b>9,594,946</b>	<b>12,609,497</b>	<b>11,090,000</b>
<b>OTHER INCOME</b>			
Statement Fees	2,740,818	3,107,002	2,901,000
Rents & Miscellaneous Revenues	2,615,263	1,148,565	1,800,000
Administrative and Late Fees	28,516,874	32,747,904	41,553,963
<b>Total Other Income</b>	<b>33,872,955</b>	<b>37,003,471</b>	<b>46,254,963</b>
<b>TOTAL REVENUES</b>	<b>\$ 708,680,217</b>	<b>\$ 762,164,423</b>	<b>\$ 900,534,263</b>

(1) Projected FY2018 toll revenue per CDM Smith revised estimate as of August 17, 2018; investment and other revenue estimated by staff based on September 2018 actual.

(2) Estimated FY2019 toll revenue per CDM Smith Traffic and Toll Revenue Study; investment and other revenue estimated by staff.

FY2018	FY2018	FY2019	Variance	
Projection (1)	Variance Projection to Budget	Budget (2)	Increase/(Decrease) to FY2018 Projections	% Change
\$ 269,027,500	\$ (602,600)	\$ 279,185,500	\$ 10,158,000	3.8%
263,016,200	(356,700)	274,928,600	11,912,400	4.5%
193,139,800	4,108,300	202,695,700	9,555,900	4.9%
56,720,000	(2,313,000)	59,720,800	3,000,800	5.3%
52,700,700	1,715,600	58,098,800	5,398,100	10.2%
8,610,300	291,300	9,081,900	471,600	5.5%
1,599,200	61,100	1,649,600	50,400	3.2%
1,254,900	(24,700)	1,295,200	40,300	3.2%
<b>846,068,600</b>	<b>2,879,300</b>	<b>886,656,100</b>	<b>40,587,500</b>	<b>4.8%</b>
<b>22,237,300</b>	<b>11,147,300</b>	<b>19,600,000</b>	<b>(2,637,300)</b>	<b>(11.9%)</b>
3,329,000	428,000	3,500,000	171,000	5.1%
894,600	(905,400)	1,000,000	105,400	11.8%
37,798,000	(3,755,963)	39,482,700	1,684,700	4.5%
<b>42,021,600</b>	<b>(4,233,363)</b>	<b>43,982,700</b>	<b>1,961,100</b>	<b>4.7%</b>
<b>\$910,327,500</b>	<b>\$ 9,793,237</b>	<b>\$950,238,800</b>	<b>\$ 39,911,300</b>	<b>4.4%</b>

## Revenue and Coverage Calculation FY2017 to FY2019

	FY2017	FY2018	FY2019	FY2019 to FY2018 Variance	
	Actual	Budget	Budget	Amount	% Change
Gross Toll Revenue	\$ 782,894,487	\$ 921,478,300	\$ 978,043,100	\$56,564,800	6.1%
Bad Debt Expense	(70,343,032)	(78,289,000)	(91,387,000)	(13,098,000)	16.7%
Net Toll Revenue (1)	712,551,455	843,189,300	886,656,100	43,466,800	5.2%
Investment Income	12,609,497	11,090,000	19,600,000	8,510,000	76.7%
Other Income (2)	37,003,471	46,254,963	43,982,700	(2,272,263)	(4.9%)
<b>Total Revenues</b>	<b>762,164,423</b>	<b>900,534,263</b>	<b>950,238,800</b>	<b>49,704,537</b>	<b>5.5%</b>
<b>REVENUE TRANSFERS TO OPERATION AND MAINTENANCE FUND</b>					
Operating Expenses (3)	145,516,810	\$185,750,000	\$192,780,000	\$7,030,000	3.8%
Inter-Fund Transfers (3)	(7,414,413)	(9,951,919)	(10,250,478)	(298,559)	3.0%
<b>Net Operating Expenses (3)</b>	<b>138,102,397</b>	<b>175,798,081</b>	<b>182,529,522</b>	<b>6,731,441</b>	<b>3.8%</b>
<b>Net Revenues for Debt Service</b>	<b>624,062,026</b>	<b>724,736,182</b>	<b>767,709,278</b>	<b>42,973,096</b>	<b>5.9%</b>
<b>DEBT SERVICE</b>					
First Tier Debt Service	336,139,424	429,837,371	415,882,237	(13,955,134)	(3.2%)
First Tier Capitalized Interest and Credit	(18,101,894)	(18,059,748)	(18,059,748)	0	0.0%
Second Tier Debt Service	62,753,583	98,671,200	113,268,663	14,597,463	14.8%
<b>Total Net Debt Service</b>	<b>380,791,113</b>	<b>510,448,823</b>	<b>511,091,152</b>	<b>642,329</b>	<b>0.1%</b>
Revenues Available after Debt Service	243,270,913	214,287,359	256,618,126	42,330,767	19.8%
Reserve Maintenance Fund	31,912,558	22,184,046	38,053,253	15,869,207	71.5%
Required Deposit					
<b>Revenues Available for Capital Improvement Fund</b>	<b>211,358,355</b>	<b>192,103,313</b>	<b>218,564,873</b>	<b>26,461,560</b>	<b>13.8%</b>
CIF Subordinated Debt	24,062,256	24,048,420	24,029,260	(19,160)	(0.1%)
ISTEA Payment	9,000,000	10,500,000	12,250,000	1,750,000	16.7%
<b>Revenues Available for Capital Projects</b>	<b>\$178,296,099</b>	<b>\$157,554,893</b>	<b>\$182,285,613</b>	<b>\$24,730,720</b>	<b>15.7%</b>
<b>DEBT SERVICE COVERAGE</b>				<b>TRUST AGREEMENT REQUIREMENT</b>	
First Tier Coverage	1.96	1.76	1.93	1.35	
First & Second Tier Coverage	1.64	1.42	1.50	1.20	
All Debt Coverage	1.51	1.33	1.40	1.00	

(1) FY2019 Toll Revenue Estimates are based on T&R consultant estimates. (See pages 198-205)

(2) Other Income includes administrative and statement fees.

(3) Budgeted Operating Expenses include 100% of the total salaries, retirement and healthcare costs. For FY2019, transfers from Construction Fund, Reserve Maintenance Fund and Capital Improvement Fund will be made to cover approximately \$10.0 million of these costs.



## FY2019 Estimated Revenue and Debt Service Fund Requirements

Revenue Distribution	
<b>Estimated Available Balance as of 1/1/2019</b>	<b>\$ -</b>
Estimated FY2019 Revenues	
Toll Revenue	886,656,100
Other Revenue	43,982,700
Interest Earnings	19,600,000
Total Estimated FY2019 Revenues	950,238,800
Required Transfers per Trust Agreement	
Operation and Maintenance Fund	(182,529,522)
Debt Service Fund	(511,091,152)
Reserve Maintenance Fund	(38,053,253)
Capital Improvement Fund	(218,564,873)
Total Estimated FY2019 Transfers	(950,238,800)
<b>Estimated Available Balance as of 12/31/2019</b>	<b>\$ -</b>

Debt Service Fund Balance	
<b>Debt Service Fund Available Balance as of 1/1/2019</b>	<b>\$ -</b>
Debt Service Payments	
First Tier Debt Service	(397,822,489)
Second Tier Debt Service	(113,268,663)
Third Tier Debt Service	-
Capital Improvement Fund Subordinated Debt	(24,029,260)
Capital Improvement Fund ISTEA Loan	(12,250,000)
Total Debt Service FY2019 Payments	(547,370,412)
Required Transfers per Trust Agreement	
Revenue Fund	\$ 502,391,152
Capitalized Interest	-
Bond Reserve Account	8,700,000
Capital Improvement Fund	36,279,260
Total Estimated FY2019 Transfers	547,370,412
<b>Estimated Available Balance as of 12/31/2019</b>	<b>\$ -</b>

Bond Reserve Account Balance*	
<b>Estimated Available Balance as of 1/1/2019</b>	<b>\$ 451,853,577</b>
Estimated Interest Earnings	8,700,000
Required Transfers per Trust Agreement	
First Tier Debt Service	(8,700,000)
<b>Estimated Available Balance as of 12/31/2019</b>	<b>\$ 451,853,577</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 Debt Service Fund balance is insufficient for that purpose. Per the Amended and Restated Trust Agreement the excess Required Reserve is being transferred to the First Tier

## Summary of Fund Budgets FY2016 to FY2019

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<b>FUND</b>	<b>FY2016</b>	<b>FY2017</b>
<b>Operation and Maintenance Fund (1)(2)</b>	\$ 142,640,000	\$ 155,100,000
<b>NTTA System Construction Fund (2)</b>	16,886,000	20,605,205
<b>Reserve Maintenance Fund (2)</b>	38,511,676	51,912,636
<b>Capital Improvement Fund (2)</b>	190,031,782	200,888,879
<b>CIF/Feasibility Study Fund (2)</b>	2,331,390	1,700,000
<b>360 Tollway (2)</b>	-	-
<b>Enterprise Fund (TSA's) (2)</b>	9,170,178	12,328,630
<b>Total Budgets</b>	<b>\$ 399,571,026</b>	<b>\$ 442,535,350</b>

(1) FY2019 detail by account on pages 39-41.

(2) FY2019 detail by account for all funds combined on pages 42-46.

(3) Net change due to changing the accounting treatment of Software and Licenses (see page 90).

(4) Change due mainly to the construction of DNT Phase 4B (southbound frontage road) and SRT widening (see page 112-117).

(5) Change mainly due to normal cycle of projects and maintenance (see pages 118-141).

(6) One full year of operations. 360 Tollway project started May 2018 (see pages 143-147).

(7) Change due to increase in transactions (see pages 148-150).

**Increase (Decrease)**

	<b>FY2018</b>		<b>FY2019</b>	<b>Variance</b>	
\$	185,750,000	\$	192,780,000	7,030,000	(3)
	42,746,110		67,686,860	24,940,750	(4)
	48,128,568		58,126,144	9,997,576	(5)
	172,361,457		189,385,987	17,024,530	(5)
	650,000		650,000	0	
	6,158,077		7,129,086	971,009	(6)
	16,483,332		22,896,851	6,413,519	(7)
<hr/>					
\$	472,277,544	\$	538,654,928	66,377,384	

## Actual, Projections, & Budget for FY2016 to FY2019

	FY2016	FY2017	FY2018
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>
Toll Revenue (1)	\$ 665,212,316	\$ 712,551,455	\$ 843,189,300
Investment Income	9,594,946	12,609,497	11,090,000
Other Income	33,872,955	37,003,471	46,254,963
<b>Total Revenues</b>	<u>708,680,217</u>	<u>762,164,423</u>	<u>900,534,263</u>
<b>ADMINISTRATIVE SERVICES (2)</b>			
Accounting	1,449,909	1,427,902	1,601,822
Administration	433,433	492,602	739,081
Board	134,516	150,566	183,630
Financial Planning and Analysis (3)	1,114,995	1,119,299	-
Human Resources	1,167,578	1,167,333	1,640,270
Internal Audit	808,947	900,458	1,188,011
Legal Services	2,295,833	2,491,806	3,118,721
Procurement and Business Diversity	1,230,437	1,381,240	1,812,675
Public Affairs	2,997,928	3,675,762	6,991,386
Shared Services	10,232,242	10,616,257	9,959,079
Strategy and Innovation (4)	359,557	-	-
Treasury Management (3)	864,327	918,575	3,193,703
<b>Sub-total</b>	<u>23,089,702</u>	<u>24,341,800</u>	<u>30,428,378</u>
<b>OPERATIONAL SERVICES (2)</b>			
Contact Center and Collections	59,451,182	65,601,082	76,585,841
Information Technology	16,488,086	17,539,808	23,210,398
Maintenance	21,743,652	23,798,568	34,536,584
Operations	617,167	822,962	905,029
Project Delivery	1,454,966	1,925,226	2,669,147
System & Incident Management	8,465,465	11,487,364	17,414,623
<b>Sub-total</b>	<u>108,220,518</u>	<u>121,175,010</u>	<u>155,321,622</u>
<b>Total Expenses</b>	<u>\$ 131,310,220</u>	<u>\$ 145,516,810</u>	<u>\$ 185,750,000</u>

(1) FY2018 and FY2019 Budget toll revenue numbers per T&R consultant estimate. (See page 198-205 for FY2019 Budget toll revenue)

(2) FY2018 projected cost presented by account on Appendix E, pages 206-209.

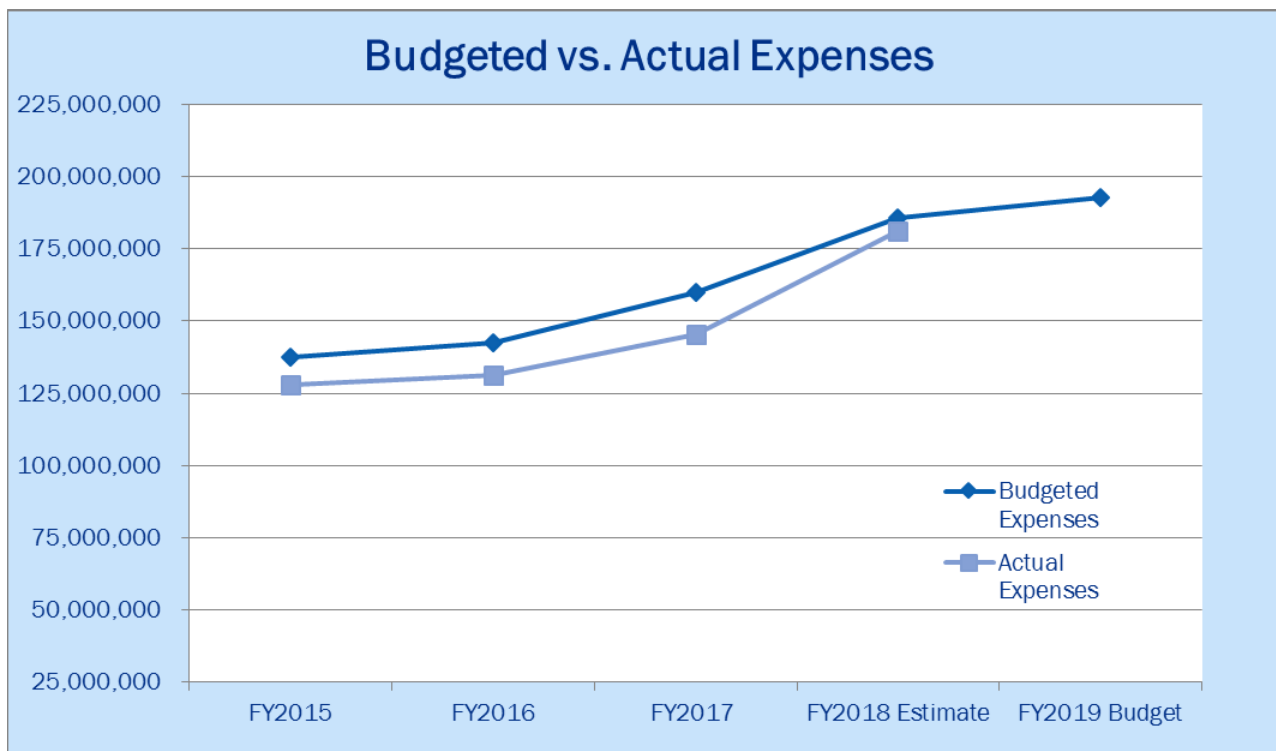
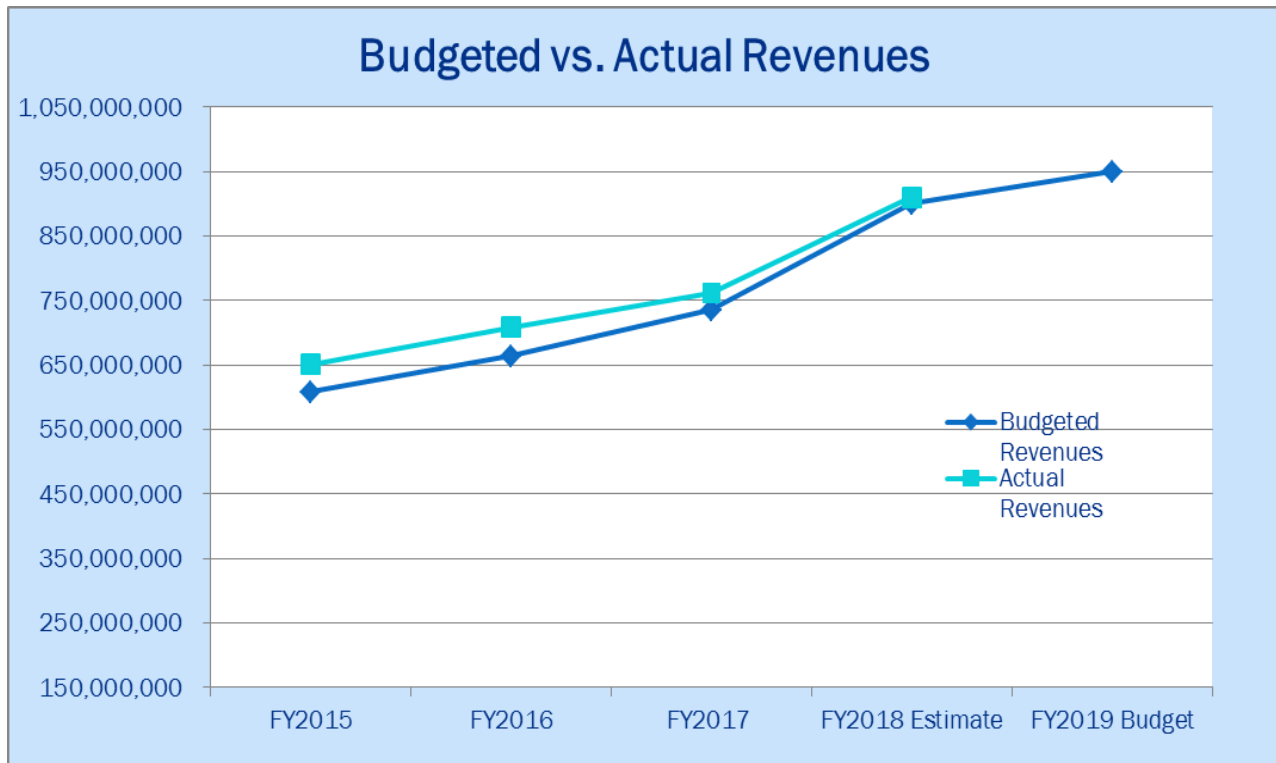
(3) Financial Planning and Analysis was combined with Treasury Management during FY2018.

(4) Strategy and Innovations was dissolved for FY2017.



<b>FY2018</b>	<b>FY2018</b>	<b>FY2019</b>	<b>Variance</b>
<b>PROJECTION</b>	<b>VARIANCE PROJECTION to BUDGET</b>	<b>BUDGET</b>	<b>Increase (Decrease) to FY2018 Projections</b>
\$ 846,068,600	\$ 2,879,300	\$ 886,656,100	\$ 40,587,500
22,237,300	11,147,300	19,600,000	(2,637,300)
42,021,600	(4,233,363)	43,982,700	1,961,100
<u>910,327,500</u>	<u>9,793,237</u>	<u>950,238,800</u>	<u>39,911,300</u>
1,601,822	-	1,400,969	(200,853)
739,081	-	756,085	17,004
183,630	-	184,275	645
-	-	-	-
1,640,270	-	1,630,670	(9,600)
1,188,011	-	1,197,807	9,796
3,118,721	-	3,139,770	21,049
1,812,675	-	1,892,203	79,528
6,991,386	-	6,973,028	(18,358)
9,369,079	(590,000)	12,468,195	3,099,116
-	-	-	-
2,693,703	(500,000)	2,655,487	(38,216)
<u>29,338,378</u>	<u>(1,090,000)</u>	<u>32,298,489</u>	<u>2,960,111</u>
74,705,841	(1,880,000)	76,220,075	1,514,234
23,210,398	-	28,625,877	5,415,479
32,886,584	(1,650,000)	33,755,172	868,588
905,029	-	957,071	52,042
2,669,147	-	2,686,502	17,355
17,414,623	-	18,236,814	822,191
<u>151,791,622</u>	<u>(3,530,000)</u>	<u>160,481,511</u>	<u>8,689,889</u>
<u>\$ 181,130,000</u>	<u>\$ (4,620,000)</u>	<u>\$192,780,000</u>	<u>\$ 11,650,000</u>

## Budget vs. Actual Revenues and Expenses Graphs



# Operation and Maintenance Fund Budget by Account FY2019

Account	Accounting	Administration	Board	Treasury Management	Human Resources
Salaries and Wages-Direct - (511101)	\$1,203,602	\$353,872	\$85,832	\$828,598	\$904,010
Salaries and Wages-Internship - (511202)	0	0	0	0	47,270
Salaries and Wage-Overtime - (511301)	456	0	0	0	2,396
Group Insurance - (512101)	0	0	0	0	0
Retirement Contributions - (512401)	151,085	35,754	10,875	106,230	114,688
Retirement Contr.-Internship - (512402)	0	0	0	0	5,994
Tuition Reimbursement - (512501)	0	0	0	0	31,575
Unemployment Insurance - (512601)	0	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0	0
<b>Salaries &amp; Benefits</b>	<b>1,355,143</b>	<b>389,626</b>	<b>96,707</b>	<b>934,828</b>	<b>1,105,933</b>
Consulting/Professional - (521201)	1,023	273,641	0	659,474	162,551
Legal Fees - (521202)	0	0	0	0	0
Auditing Fees - (521203)	0	0	0	0	0
Trustee Fees - (521204)	0	0	0	345,899	0
Traffic Engineering Fees - (521207)	0	0	0	688,199	0
Police Services (DPS) - (521208)	0	0	0	0	0
Armored Car Services - (521209)	0	0	0	0	0
Recruitment - (523301)	0	0	0	0	157,820
Temporary Contract Labor - (523851)	0	0	0	0	6,594
<b>Consulting &amp; Professional Services</b>	<b>1,023</b>	<b>273,641</b>	<b>0</b>	<b>1,693,572</b>	<b>326,965</b>
Outside Maintenance Services - (521212)	0	0	0	0	0
Landscaping - (522202)	0	0	0	0	0
Rentals - Land - (522301)	0	0	0	0	0
Rentals - Equipment - (522302)	0	0	0	0	0
Licenses - (523801)	644	0	0	0	0
Other Materials and Supplies - (531102)	0	0	0	0	0
Motor Fuel Expense - (531107)	0	0	0	0	0
Water - (531211)	0	0	0	0	0
Gas - (531221)	0	0	0	0	0
Electricity - (531231)	0	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0
Uniforms - (531701)	0	0	0	0	0
<b>Maintenance</b>	<b>644</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Postage - (523201)	0	0	0	0	0
Telecommunications - (523202)	0	0	0	0	0
Education and Training - (523701)	10,505	9,187	0	8,044	87,669
Mobile Equipment Expense - (531103)	0	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0	0
Software - (531651)	0	0	0	0	0
Credit Card Fees - (573002)	0	0	0	0	0
<b>Operations</b>	<b>10,505</b>	<b>9,187</b>	<b>0</b>	<b>8,044</b>	<b>87,669</b>
Public Information Fees - (523203)	0	0	0	0	0
Magazine and Newspaper - (523302)	0	0	0	0	0
Television & Radio - (523303)	0	0	0	0	0
Promotional Expenses - (523304)	280	15,246	0	0	81,057
Printing and Photographic - (523401)	4,000	0	0	0	0
Maps & Pamphlets - (523402)	0	0	0	0	0
<b>Business &amp; Marketing</b>	<b>4,280</b>	<b>15,246</b>	<b>0</b>	<b>0</b>	<b>81,057</b>
Meeting Expense - (521101)	2,308	2,382	59,697	0	8,418
Insurance Expense - Other - (523101)	0	0	0	0	0
Employee Appreciation - (523305)	0	0	0	0	0
Travel - (523501)	14,776	14,760	15,430	11,578	6,371
Dues & Subscriptions - (523601)	3,418	50,093	8,500	3,661	8,440
Liability Claims - (523902)	0	0	0	0	0
Office Supplies - (531101)	8,335	876	2,842	3,169	5,065
Freight and Express - (531105)	537	274	1,099	635	752
Books & Periodicals - (531401)	0	0	0	0	0
Bank Charges - (573001)	0	0	0	0	0
Rating Agency Fees - (521205)	0	0	0	0	0
<b>Administrative</b>	<b>29,374</b>	<b>68,385</b>	<b>87,568</b>	<b>19,043</b>	<b>29,046</b>
<b>Totals</b>	<b>\$1,400,969</b>	<b>\$756,085</b>	<b>\$184,275</b>	<b>\$2,655,487</b>	<b>\$1,630,670</b>

Account	Internal Audit	Legal Services	Procurement and Business Diversity	Public Affairs	Shared Services	Contact Center and Collections	Information Technology	Maintenance
Salaries and Wages-Direct - (511101)	\$681,496	\$686,610	\$1,461,106	\$1,332,997	\$0	\$10,738,259	\$6,851,702	\$9,048,031
Salaries and Wages-Internship - (511202)	0	128,045	0	0	0	0	0	0
Salaries and Wage-Overtime - (511301)	0	0	1,947	1,554	0	366,132	85,663	340,000
Group Insurance - (512101)	0	0	0	0	8,754,657	0	0	0
Retirement Contributions - (512401)	85,868	84,889	185,140	167,663	0	1,353,062	872,943	1,149,679
Retirement Contr.-Internship - (512402)	0	16,236	0	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	0	0	0	0
Unemployment Insurance - (512601)	0	0	0	0	227,386	0	0	0
OPEB Annual Req'd Contribution - (512602)	0	0	0	0	3,100,000	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0	327,941	0	0	0
<b>Salaries &amp; Benefits</b>	<b>767,364</b>	<b>915,780</b>	<b>1,648,193</b>	<b>1,502,214</b>	<b>12,409,984</b>	<b>12,457,453</b>	<b>7,810,308</b>	<b>10,537,710</b>
Consulting/ Professional - (521201)	197,763	0	2,030	1,807,752	0	9,675,338	0	300,000
Legal Fees - (521202)	0	2,086,669	0	0	0	0	0	0
Auditing Fees - (521203)	206,029	0	0	0	0	0	0	0
Trustee Fees - (521204)	0	0	0	0	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0	0	0	0	0
Police Services (DPS) - (521208)	0	0	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	0	0	0	59,627	0	0
Recruitment - (523301)	0	0	0	0	0	0	0	0
Temporary Contract Labor - (523851)	0	0	0	0	0	12,030,780	85,390	145,000
<b>Consulting &amp; Professional Services</b>	<b>403,792</b>	<b>2,086,669</b>	<b>2,030</b>	<b>1,807,752</b>	<b>0</b>	<b>21,765,745</b>	<b>85,390</b>	<b>445,000</b>
Outside Maintenance Services - (521212)	0	0	0	0	0	0	8,015,547	13,688,299
Landscaping - (522202)	0	0	0	0	0	0	0	61,500
Rentals - Land - (522301)	0	0	0	0	0	163,595	0	259,556
Rentals - Equipment - (522302)	0	0	0	0	0	55,822	0	90,350
Licenses - (523801)	801	0	3,892	0	0	0	0	23,565
Other Materials and Supplies - (531102)	0	0	0	2,798	0	0	81,500	2,960,062
Motor Fuel Expense - (531107)	0	0	0	0	0	0	0	1,023,309
Water - (531211)	0	0	0	0	0	0	0	722,590
Gas - (531221)	0	0	0	0	0	0	0	70,600
Electricity - (531231)	0	0	0	0	0	0	0	2,164,256
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0	0	290,685
Uniforms - (531701)	0	0	0	1,979	0	28,257	0	189,600
<b>Maintenance</b>	<b>801</b>	<b>0</b>	<b>3,892</b>	<b>4,777</b>	<b>0</b>	<b>247,674</b>	<b>8,097,047</b>	<b>21,544,372</b>
Postage - (523201)	100	0	0	0	0	10,668,192	0	0
Telecommunications - (523202)	0	0	0	0	0	0	1,364,758	0
Education and Training - (523701)	10,597	3,423	30,705	2,960	0	67,793	106,000	72,350
Mobile Equipment Expense - (531103)	0	0	0	0	0	0	0	1,059,425
Inven for resale(toll tags) - (531501)	0	0	0	0	0	10,567,552	0	0
Software - (531651)	0	0	0	0	0	0	10,994,874	0
Credit Card Fees - (573002)	0	0	0	0	0	19,982,558	0	0
<b>Operations</b>	<b>10,697</b>	<b>3,423</b>	<b>30,705</b>	<b>2,960</b>	<b>0</b>	<b>41,286,095</b>	<b>12,465,632</b>	<b>1,131,775</b>
Public Information Fees - (523203)	0	0	29,958	0	0	0	0	0
Magazine and Newspaper - (523302)	0	0	0	1,426,601	0	0	0	0
Television & Radio - (523303)	0	0	0	1,019,697	0	0	0	0
Promotional Expenses - (523304)	0	0	69,488	1,003,733	0	0	0	0
Printing and Photographic - (523401)	0	0	1,122	8,177	0	0	0	0
Maps & Pamphlets - (523402)	0	0	0	91,960	0	0	0	0
<b>Business &amp; Marketing</b>	<b>0</b>	<b>0</b>	<b>100,568</b>	<b>3,550,168</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Meeting Expense - (521101)	646	600	1,571	12,941	0	30,525	0	6,100
Insurance Expense - Other - (523101)	0	0	0	0	0	0	0	0
Employee Appreciation - (523305)	0	0	0	1,752	0	0	0	0
Travel - (523501)	5,000	12,869	20,670	55,010	0	20,005	47,400	43,100
Dues & Subscriptions - (523601)	5,060	77,763	76,391	28,155	1,120	29,429	7,900	25,615
Liability Claims - (523902)	0	0	0	0	0	0	0	0
Office Supplies - (531101)	2,828	42,129	8,043	6,967	57,091	180,650	112,200	21,100
Freight and Express - (531105)	19	537	140	332	0	1,144	0	400
Books & Periodicals - (531401)	1,600	0	0	0	0	0	0	0
Bank Charges - (573001)	0	0	0	0	0	201,355	0	0
Rating Agency Fees - (521205)	0	0	0	0	0	0	0	0
<b>Administrative</b>	<b>15,153</b>	<b>133,898</b>	<b>106,815</b>	<b>105,157</b>	<b>58,211</b>	<b>463,108</b>	<b>167,500</b>	<b>96,315</b>
<b>Totals</b>	<b>\$1,197,807</b>	<b>\$3,139,770</b>	<b>\$1,892,203</b>	<b>\$6,973,028</b>	<b>\$12,468,195</b>	<b>\$76,220,075</b>	<b>\$28,625,877</b>	<b>\$33,755,172</b>



Account	Operations	Project Delivery	System & Incident Mgmt.	FY19 Budget	FY18 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
Salaries and Wages-Direct - (511101)	\$808,612	\$2,336,749	\$5,702,934	\$43,024,410	\$41,566,549	\$1,457,861	3.5%
Salaries and Wages-Internship - (511202)	0	0	0	175,315	174,760	555	0.3%
Salaries and Wage-Overtime - (511301)	0	0	23,028	821,176	821,176	0	0.0%
Group Insurance - (512101)	0	0	0	8,754,657	9,161,931	(407,274)	(4.4%)
Retirement Contributions - (512401)	99,546	291,978	725,806	5,435,206	5,529,824	(94,618)	(1.7%)
Retirement Contr.-Internship - (512402)	0	0	0	22,230	23,085	(855)	(3.7%)
Tuition Reimbursement - (512501)	0	0	0	31,575	31,575	0	0.0%
Unemployment Insurance - (512601)	0	0	0	227,386	227,386	0	0.0%
OPEB Annual Req'd Contribution - (512602)	0	0	0	3,100,000	0	3,100,000	100.0%
Worker's Comp Ins - (512701)	0	0	0	327,941	382,573	(54,632)	(14.3%)
<b>Salaries &amp; Benefits</b>	<b>908,158</b>	<b>2,628,727</b>	<b>6,451,768</b>	<b>61,919,896</b>	<b>57,918,859</b>	<b>4,001,037</b>	<b>6.9%</b>
Consulting/ Professional - (521201)	0	33,080	82,852	13,195,504	14,055,481	(859,977)	(6.1%)
Legal Fees - (521202)	0	0	0	2,086,669	2,086,669	0	0.0%
Auditing Fees - (521203)	0	0	0	206,029	198,029	8,000	4.0%
Trustee Fees - (521204)	0	0	0	345,899	345,899	0	0.0%
Traffic Engineering Fees - (521207)	0	0	0	688,199	1,188,199	(500,000)	(42.1%)
Police Services (DPS) - (521208)	0	0	8,985,742	8,985,742	8,985,742	0	0.0%
Armored Car Services - (521209)	0	0	0	59,627	39,827	19,800	49.7%
Recruitment - (523301)	0	0	0	157,820	157,820	0	0.0%
Temporary Contract Labor - (523851)	0	0	0	12,267,764	12,170,374	97,390	0.8%
<b>Consulting &amp; Professional Services</b>	<b>0</b>	<b>33,080</b>	<b>9,068,594</b>	<b>37,993,253</b>	<b>39,228,040</b>	<b>(1,234,787)</b>	<b>(3.1%)</b>
Outside Maintenance Services - (521212)	0	0	55,136	21,758,982	20,430,896	1,328,086	6.5%
Landscaping - (522202)	0	0	0	61,500	127,820	(66,320)	(51.9%)
Rentals - Land - (522301)	0	0	0	423,151	509,151	(86,000)	(16.9%)
Rentals - Equipment - (522302)	0	0	0	146,172	280,650	(134,478)	(47.9%)
Licenses - (523801)	0	600	0	29,502	26,427	3,075	11.6%
Other Materials and Supplies - (531102)	0	0	129,417	3,173,777	4,118,997	(945,220)	(22.9%)
Motor Fuel Expense - (531107)	0	0	0	1,023,309	992,000	31,309	3.2%
Water - (531211)	0	0	0	722,590	722,590	0	0.0%
Gas - (531221)	0	0	0	70,600	70,600	0	0.0%
Electricity - (531231)	0	0	0	2,164,256	2,464,256	(300,000)	(12.2%)
Small Tools and Shop Supplies - (531601)	0	0	0	290,685	151,525	139,160	91.8%
Uniforms - (531701)	0	0	96,687	316,523	306,890	9,633	3.1%
<b>Maintenance</b>	<b>0</b>	<b>600</b>	<b>281,240</b>	<b>30,181,047</b>	<b>30,201,802</b>	<b>(20,755)</b>	<b>(0.1%)</b>
Postage - (523201)	0	0	0	10,668,292	10,380,954	287,338	2.8%
Telecommunications - (523202)	0	0	0	1,364,758	1,364,758	0	0.0%
Education and Training - (523701)	3,053	6,283	33,614	452,183	457,028	(4,845)	(1.1%)
Mobile Equipment Expense - (531103)	0	0	0	1,059,425	1,057,250	2,175	0.2%
Inven for resale(toll tags) - (531501)	0	0	0	10,567,552	10,261,333	306,219	3.0%
Software - (531651)	0	0	0	10,994,874	7,195,086	3,799,788	52.8%
Credit Card Fees - (573002)	0	0	0	19,982,558	19,939,979	42,579	0.2%
<b>Operations</b>	<b>3,053</b>	<b>6,283</b>	<b>33,614</b>	<b>55,089,642</b>	<b>50,656,388</b>	<b>4,433,254</b>	<b>8.8%</b>
Public Information Fees - (523203)	0	0	0	29,958	22,416	7,542	33.6%
Magazine and Newspaper - (523302)	0	0	0	1,426,601	1,426,601	0	0.0%
Television & Radio - (523303)	0	0	0	1,019,697	1,019,697	0	0.0%
Promotional Expenses - (523304)	0	0	7,636	1,177,440	1,172,940	4,500	0.4%
Printing and Photographic - (523401)	0	0	0	13,299	9,299	4,000	43.0%
Maps & Pamphlets - (523402)	0	0	0	91,960	91,960	0	0.0%
<b>Business &amp; Marketing</b>	<b>0</b>	<b>0</b>	<b>7,636</b>	<b>3,758,955</b>	<b>3,742,913</b>	<b>16,042</b>	<b>0.4%</b>
Meeting Expense - (521101)	2,013	0	0	127,201	126,232	969	0.8%
Insurance Expense - Other - (523101)	0	0	2,349,211	2,349,211	1,774,172	575,039	32.4%
Employee Appreciation - (523305)	0	0	0	1,752	1,752	0	0.0%
Travel - (523501)	31,579	11,711	18,449	328,708	302,403	26,305	8.7%
Dues & Subscriptions - (523601)	11,278	3,855	5,424	346,102	427,665	(81,563)	(19.1%)
Liability Claims - (523902)	0	0	6,182	6,182	6,182	0	0.0%
Office Supplies - (531101)	775	1,790	14,525	468,385	549,025	(80,640)	(14.7%)
Freight and Express - (531105)	215	456	171	6,711	6,611	100	1.5%
Books & Periodicals - (531401)	0	0	0	1,600	1,600	0	0.0%
Bank Charges - (573001)	0	0	0	201,355	781,355	(580,000)	(74.2%)
Rating Agency Fees - (521205)	0	0	0	0	25,000	(25,000)	(100.0%)
<b>Administrative</b>	<b>45,860</b>	<b>17,812</b>	<b>2,393,962</b>	<b>3,837,207</b>	<b>4,001,997</b>	<b>(164,790)</b>	<b>(4.1%)</b>
<b>Totals</b>	<b>\$957,071</b>	<b>\$2,686,502</b>	<b>\$18,236,814</b>	<b>\$192,780,000</b>	<b>\$185,750,000</b>	<b>\$7,030,000</b>	<b>3.8%</b>

# All Funds Budget by Account FY2019

Account	Accounting	Administration	Board	Treasury Management
Salaries and Wages-Direct - (511101)	\$1,397,555	\$411,309	\$87,196	\$987,067
Salaries and Wages-Internship - (511202)	0	0	0	0
Salaries and Wage-Overtime - (511301)	544	0	0	0
Group Insurance - (512101)	0	0	0	0
Retirement Contributions - (512401)	176,949	42,065	11,056	126,525
Retirement Contr.-Internship - (512402)	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0
Unemployment Insurance - (512601)	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0
Meeting Expense - (521101)	2,308	2,382	59,697	0
Consulting/Professional - (521201)	1,023	273,641	0	727,374
Legal Fees - (521202)	0	0	0	0
Auditing Fees - (521203)	0	0	0	0
Trustee Fees - (521204)	0	0	0	535,399
Rating Agency Fees - (521205)	0	0	0	91,000
Remarketing/Loc Provider Fees - (521206)	0	0	0	2,180,167
Traffic Engineering Fees - (521207)	0	0	0	988,199
Police Services (DPS) - (521208)	0	0	0	0
Armored Car Services - (521209)	0	0	0	0
Outside Maintenance Services - (521212)	0	0	0	0
General Engineering - (521213)	0	0	0	0
Consulting/Profess Serv Tech - (521301)	0	0	0	0
Landscaping - (522202)	0	0	0	0
Signing Expense - (522203)	0	0	0	0
Pavement Markings - (522204)	0	0	0	0
Pavement & Shoulders - (522205)	0	0	0	0
Bridge Repairs - (522206)	0	0	0	0
Rentals - Land - (522301)	0	0	0	0
Rentals - Equipment - (522302)	0	0	0	0
Insurance Expense - Other - (523101)	0	0	0	0
Postage - (523201)	0	0	0	0
Telecommunications - (523202)	0	0	0	0
Public Information Fees - (523203)	0	0	0	0
Recruitment - (523301)	0	0	0	0
Magazine and Newspaper - (523302)	0	0	0	0
Television & Radio - (523303)	0	0	0	0
Promotional Expenses - (523304)	280	15,246	0	0
Employee Appreciation - (523305)	0	0	0	0
Printing and Photographic - (523401)	4,000	0	0	0
Maps & Pamphlets - (523402)	0	0	0	0
Travel - (523501)	14,776	14,760	15,430	11,578
Dues & Subscriptions - (523601)	3,418	50,093	8,500	3,661
Education and Training - (523701)	10,505	9,187	0	8,044
Licenses - (523801)	644	0	0	0
Temporary Contract Labor - (523851)	0	0	0	0
Liability Claims - (523902)	0	0	0	0
Office Supplies - (531101)	8,335	876	2,842	3,169
Other Materials and Supplies - (531102)	0	0	0	0
Mobile Equipment Expense - (531103)	0	0	0	0
Freight and Express - (531105)	537	274	1,099	635
Electronic Supplies - (531106)	0	0	0	0
Motor Fuel Expense - (531107)	0	0	0	0
Water - (531211)	0	0	0	0
Gas - (531221)	0	0	0	0
Electricity - (531231)	0	0	0	0
Books & Periodicals - (531401)	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0
Machinery - (531611)	0	0	0	0
Vehicles - (531621)	0	0	0	0
Computers - (531641)	0	0	0	0
Software - (531651)	0	0	0	0
Uniforms - (531701)	0	0	0	0
Building Improvements - (541302)	0	0	0	0
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	0	0
Infrastructure - Other - (541403)	0	0	0	0
Bank Charges - (573001)	0	0	0	0
Credit Card Fees - (573002)	0	0	0	0
Right-of-Way (06)	0	0	0	0
Administration (01)	0	0	0	0
Planning (02)	0	0	0	0
Design (03)	0	0	0	0
Construction (04)	0	0	0	0
Equipment/Hardware (05)	0	0	0	0
Other (176999)	0	0	0	0
<b>Totals</b>	<b>\$1,620,874</b>	<b>\$819,833</b>	<b>\$185,820</b>	<b>\$5,662,818</b>

<b>Account</b>	<b>Human Resources</b>	<b>Internal Audit</b>	<b>Legal Services</b>	<b>Procurement and Business Diversity</b>
Salaries and Wages-Direct - (511101)	\$1,062,321	\$798,505	\$794,341	1,483,515
Salaries and Wages-Internship - (511202)	47,270	0	128,045	0
Salaries and Wage-Overtime - (511301)	2,396	0	0	1,978
Group Insurance - (512101)	0	0	0	0
Retirement Contributions - (512401)	134,899	101,371	98,989	188,109
Retirement Contr.-Internship - (512402)	5,994	0	16,236	0
Tuition Reimbursement - (512501)	31,575	0	0	0
Unemployment Insurance - (512601)	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0
Meeting Expense - (521101)	8,418	646	600	1,571
Consulting/Professional - (521201)	162,551	197,763	0	2,030
Legal Fees - (521202)	0	0	4,386,669	0
Auditing Fees - (521203)	0	392,699	0	0
Trustee Fees - (521204)	0	0	0	0
Rating Agency Fees - (521205)	0	0	0	0
Remarketing/Loc Provider Fees - (521206)	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0
Police Services (DPS) - (521208)	0	0	0	0
Armored Car Services - (521209)	0	0	0	0
Outside Maintenance Services - (521212)	0	0	0	0
General Engineering - (521213)	0	0	0	0
Consulting/Profess Serv Tech - (521301)	0	0	0	0
Landscaping - (522202)	0	0	0	0
Signing Expense - (522203)	0	0	0	0
Pavement Markings - (522204)	0	0	0	0
Pavement & Shoulders - (522205)	0	0	0	0
Bridge Repairs - (522206)	0	0	0	0
Rentals - Land - (522301)	0	0	0	0
Rentals - Equipment - (522302)	0	0	0	0
Insurance Expense - Other - (523101)	0	0	0	0
Postage - (523201)	0	100	0	0
Telecommunications - (523202)	0	0	0	0
Public Information Fees - (523203)	0	0	0	47,958
Recruitment - (523301)	157,820	0	0	0
Magazine and Newspaper - (523302)	0	0	0	0
Television & Radio - (523303)	0	0	0	0
Promotional Expenses - (523304)	81,057	0	0	69,488
Employee Appreciation - (523305)	0	0	0	0
Printing and Photographic - (523401)	0	0	0	1,122
Maps & Pamphlets - (523402)	0	0	0	0
Travel - (523501)	6,371	5,000	12,869	20,670
Dues & Subscriptions - (523601)	8,440	5,060	77,763	76,391
Education and Training - (523701)	87,669	10,597	3,423	30,705
Licenses - (523801)	0	801	0	3,892
Temporary Contract Labor - (523851)	6,594	0	0	0
Liability Claims - (523902)	0	0	0	0
Office Supplies - (531101)	5,065	2,828	42,129	8,043
Other Materials and Supplies - (531102)	0	0	0	0
Mobile Equipment Expense - (531103)	0	0	0	0
Freight and Express - (531105)	752	19	537	140
Electronic Supplies - (531106)	0	0	0	0
Motor Fuel Expense - (531107)	0	0	0	0
Water - (531211)	0	0	0	0
Gas - (531221)	0	0	0	0
Electricity - (531231)	0	0	0	0
Books & Periodicals - (531401)	0	1,600	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0
Machinery - (531611)	0	0	0	0
Vehicles - (531621)	0	0	0	0
Computers - (531641)	0	0	0	0
Software - (531651)	0	0	0	0
Uniforms - (531701)	0	0	0	0
Building Improvements - (541302)	0	0	0	0
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	0	0
Infrastructure - Other - (541403)	0	0	0	0
Bank Charges - (573001)	0	0	0	0
Credit Card Fees - (573002)	0	0	0	0
Right-of-Way (06)	0	0	0	0
Administration (01)	0	0	0	0
Planning (02)	0	0	0	0
Design (03)	0	0	0	0
Construction (04)	0	0	0	0
Equipment/Hardware (05)	0	0	0	0
Other (176999)	0	0	0	0
<b>Totals</b>	<b>\$1,809,192</b>	<b>\$1,516,989</b>	<b>\$5,561,601</b>	<b>\$1,935,612</b>

<b>Account</b>	<b>Public Affairs</b>	<b>Shared Services</b>	<b>Contact Center and Collections</b>	<b>Information Technology</b>
Salaries and Wages-Direct - (511101)	\$1,529,161	\$0	\$12,513,437	\$7,937,736
Salaries and Wages-Internship - (511202)	0	0	0	0
Salaries and Wage-Overtime - (511301)	1,562	0	426,494	100,257
Group Insurance - (512101)	0	10,142,352	0	0
Retirement Contributions - (512401)	193,577	0	1,588,288	1,016,889
Retirement Contr.-Internship - (512402)	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0
Unemployment Insurance - (512601)	0	227,386	0	0
OPEB Annual Req'd Contribution - (512602)	0	3,100,000	0	0
Worker's Comp Ins - (512701)	0	327,941	0	0
Meeting Expense - (521101)	12,941	0	30,525	0
Consulting/Professional - (521201)	1,807,752	0	12,482,637	3,100,000
Legal Fees - (521202)	0	0	0	0
Auditing Fees - (521203)	0	0	0	0
Trustee Fees - (521204)	0	0	0	0
Rating Agency Fees - (521205)	0	0	0	0
Remarketing/Loc Provider Fees - (521206)	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0
Police Services (DPS) - (521208)	0	0	0	0
Armored Car Services - (521209)	0	0	59,627	0
Outside Maintenance Services - (521212)	0	0	0	8,121,000
General Engineering - (521213)	0	0	0	0
Consulting/Profess Serv Tech - (521301)	0	0	0	15,132,202
Landscaping - (522202)	0	0	0	0
Signing Expense - (522203)	0	0	0	0
Pavement Markings - (522204)	0	0	0	0
Pavement & Shoulders - (522205)	0	0	0	0
Bridge Repairs - (522206)	0	0	0	0
Rentals - Land - (522301)	0	0	163,595	0
Rentals - Equipment - (522302)	0	0	55,822	0
Insurance Expense - Other - (523101)	0	0	0	0
Postage - (523201)	0	0	13,278,751	0
Telecommunications - (523202)	0	0	0	1,385,586
Public Information Fees - (523203)	0	0	0	0
Recruitment - (523301)	0	0	0	0
Magazine and Newspaper - (523302)	1,676,601	0	0	0
Television & Radio - (523303)	1,269,697	0	0	0
Promotional Expenses - (523304)	2,021,966	0	0	0
Employee Appreciation - (523305)	1,752	0	0	0
Printing and Photographic - (523401)	8,177	0	0	0
Maps & Pamphlets - (523402)	91,960	0	0	0
Travel - (523501)	55,010	0	20,005	47,400
Dues & Subscriptions - (523601)	28,155	1,120	29,429	7,900
Education and Training - (523701)	2,960	0	67,793	106,000
Licenses - (523801)	0	0	0	0
Temporary Contract Labor - (523851)	0	0	16,838,597	86,000
Liability Claims - (523902)	0	0	0	0
Office Supplies - (531101)	6,967	66,353	180,650	112,200
Other Materials and Supplies - (531102)	2,798	0	0	81,500
Mobile Equipment Expense - (531103)	0	0	0	0
Freight and Express - (531105)	332	0	1,144	0
Electronic Supplies - (531106)	0	0	0	2,169,500
Motor Fuel Expense - (531107)	0	0	0	0
Water - (531211)	0	0	0	0
Gas - (531221)	0	0	0	0
Electricity - (531231)	0	0	0	0
Books & Periodicals - (531401)	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	13,147,271	0
Small Tools and Shop Supplies - (531601)	0	0	0	0
Machinery - (531611)	0	0	0	0
Vehicles - (531621)	0	0	0	0
Computers - (531641)	0	0	0	31,268,000
Software - (531651)	0	0	0	47,475,950
Uniforms - (531701)	1,979	0	28,257	0
Building Improvements - (541302)	0	0	0	0
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	0	5,771,724
Infrastructure - Other - (541403)	0	0	0	2,100,000
Bank Charges - (573001)	0	0	232,253	0
Credit Card Fees - (573002)	0	0	24,880,274	0
Right-of-Way (06)	0	0	0	0
Administration (01)	0	0	0	0
Planning (02)	0	0	0	0
Design (03)	0	0	0	0
Construction (04)	0	0	0	0
Equipment/Hardware (05)	0	0	0	0
Other (176999)	0	0	0	0
<b>Totals</b>	<b>\$8,713,347</b>	<b>\$13,865,152</b>	<b>\$96,024,849</b>	<b>\$126,019,844</b>



Account	Maintenance	Operations	Project Delivery	System & Incident Mgmt.
Salaries and Wages-Direct - (511101)	\$9,062,847	\$933,769	\$2,373,630	\$6,525,446
Salaries and Wages-Internship - (511202)	0	0	0	0
Salaries and Wage-Overtime - (511301)	340,032	0	0	23,147
Group Insurance - (512101)	0	0	0	0
Retirement Contributions - (512401)	1,151,587	115,961	296,817	834,820
Retirement Contr.-Internship - (512402)	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0
Unemployment Insurance - (512601)	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0
Meeting Expense - (521101)	6,100	2,013	0	0
Consulting/Professional - (521201)	487,000	56,000	33,080	82,852
Legal Fees - (521202)	0	0	0	0
Auditing Fees - (521203)	0	0	0	0
Trustee Fees - (521204)	0	0	0	0
Rating Agency Fees - (521205)	0	0	0	0
Remarketing/Loc Provider Fees - (521206)	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	850,000
Police Services (DPS) - (521208)	0	0	0	9,592,404
Armored Car Services - (521209)	0	0	0	0
Outside Maintenance Services - (521212)	16,175,655	0	0	55,136
General Engineering - (521213)	0	0	2,575,051	0
Consulting/Profess Serv Tech - (521301)	0	0	1,603,832	0
Landscaping - (522202)	631,500	0	0	0
Signing Expense - (522203)	0	0	1,316,000	0
Pavement Markings - (522204)	0	0	1,270,500	0
Pavement & Shoulders - (522205)	0	0	7,544,999	0
Bridge Repairs - (522206)	0	0	4,170,000	0
Rentals - Land - (522301)	259,556	0	0	0
Rentals - Equipment - (522302)	90,350	0	0	0
Insurance Expense - Other - (523101)	0	0	0	2,562,211
Postage - (523201)	0	0	0	0
Telecommunications - (523202)	0	0	0	0
Public Information Fees - (523203)	0	0	0	0
Recruitment - (523301)	0	0	0	0
Magazine and Newspaper - (523302)	0	0	0	0
Television & Radio - (523303)	0	0	0	0
Promotional Expenses - (523304)	0	0	0	7,636
Employee Appreciation - (523305)	0	0	0	0
Printing and Photographic - (523401)	0	0	0	0
Maps & Pamphlets - (523402)	0	0	0	0
Travel - (523501)	43,100	31,579	11,711	18,449
Dues & Subscriptions - (523601)	25,615	11,278	3,855	5,424
Education and Training - (523701)	72,350	3,053	6,283	33,614
Licenses - (523801)	23,565	0	600	0
Temporary Contract Labor - (523851)	145,000	0	0	0
Liability Claims - (523902)	0	0	0	6,182
Office Supplies - (531101)	21,100	775	1,790	14,525
Other Materials and Supplies - (531102)	2,960,062	0	0	129,417
Mobile Equipment Expense - (531103)	1,059,425	0	0	0
Freight and Express - (531105)	400	215	456	171
Electronic Supplies - (531106)	0	0	0	0
Motor Fuel Expense - (531107)	1,023,309	0	0	0
Water - (531211)	767,590	0	0	0
Gas - (531221)	70,600	0	0	0
Electricity - (531231)	2,246,756	0	0	0
Books & Periodicals - (531401)	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0
Small Tools and Shop Supplies - (531601)	290,685	0	0	75,000
Machinery - (531611)	836,492	0	0	0
Vehicles - (531621)	2,420,000	0	0	0
Computers - (531641)	0	0	0	15,000
Software - (531651)	0	0	0	0
Uniforms - (531701)	189,600	0	0	126,387
Building Improvements - (541302)	6,540,000	0	0	0
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	47,402,416	2,500,000
Infrastructure - Other - (541403)	0	0	0	225,000
Bank Charges - (573001)	0	0	0	0
Credit Card Fees - (573002)	0	0	0	0
Right-of-Way (06)	0	0	2,348,000	0
Administration (01)	0	0	7,535,300	0
Planning (02)	0	0	3,840,449	0
Design (03)	0	0	9,669,589	0
Construction (04)	0	0	108,529,469	0
Equipment/Hardware (05)	0	0	604,029	0
Other (176999)	0	0	2,003,401	0
<b>Totals</b>	<b>\$46,940,276</b>	<b>\$1,154,643</b>	<b>\$203,141,257</b>	<b>\$23,682,821</b>

Account	FY19 Budget	FY18 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
Salaries and Wages-Direct - (511101)	\$47,897,835	\$46,921,636	\$976,199	2.1%
Salaries and Wages-Internship - (511202)	175,315	174,760	555	0.3%
Salaries and Wage-Overtime - (511301)	896,410	896,928	(518)	(0.1%)
Group Insurance - (512101)	10,142,352	10,171,587	(29,235)	(0.3%)
Retirement Contributions - (512401)	6,077,902	6,194,206	(116,304)	(1.9%)
Retirement Contr.-Internship - (512402)	22,230	23,085	(855)	(3.7%)
Tuition Reimbursement - (512501)	31,575	31,575	0	0.0%
Unemployment Insurance - (512601)	227,386	227,386	0	0.0%
OPEB Annual Req'd Contribution - (512602)	3,100,000	0	3,100,000	100.0%
Worker's Comp Ins - (512701)	327,941	382,573	(54,632)	(14.3%)
Meeting Expense - (521101)	127,201	126,232	969	0.8%
Consulting/Professional - (521201)	19,413,703	17,820,980	1,592,723	8.9%
Legal Fees - (521202)	4,386,669	4,368,669	18,000	0.4%
Auditing Fees - (521203)	392,699	384,699	8,000	2.1%
Trustee Fees - (521204)	535,399	535,399	0	0.0%
Rating Agency Fees - (521205)	91,000	116,000	(25,000)	(21.6%)
Remarketing/Loc Provider Fees - (521206)	2,180,167	2,180,167	0	0.0%
Traffic Engineering Fees - (521207)	1,838,199	2,338,199	(500,000)	(21.4%)
Police Services (DPS) - (521208)	9,592,404	9,818,605	(226,201)	(2.3%)
Armored Car Services - (521209)	59,627	39,827	19,800	49.7%
Outside Maintenance Services - (521212)	24,351,791	23,275,860	1,075,931	4.6%
General Engineering - (521213)	2,575,051	3,467,810	(892,759)	(25.7%)
Consulting/Profess Serv Tech - (521301)	16,736,034	19,766,266	(3,030,232)	(15.3%)
Landscaping - (522202)	631,500	427,820	203,680	47.6%
Signing Expense - (522203)	1,316,000	2,331,000	(1,015,000)	(43.5%)
Pavement Markings - (522204)	1,270,500	970,000	300,500	31.0%
Pavement & Shoulders - (522205)	7,544,999	12,940,000	(5,395,001)	(41.7%)
Bridge Repairs - (522206)	4,170,000	3,115,000	1,055,000	33.9%
Rentals - Land - (522301)	423,151	509,151	(86,000)	(16.9%)
Rentals - Equipment - (522302)	146,172	280,650	(134,478)	(47.9%)
Insurance Expense - Other - (523101)	2,562,211	1,924,172	638,039	33.2%
Postage - (523201)	13,278,851	12,096,177	1,182,674	9.8%
Telecommunications - (523202)	1,385,586	1,364,758	20,828	1.5%
Public Information Fees - (523203)	47,958	40,416	7,542	18.7%
Recruitment - (523301)	157,820	157,820	0	0.0%
Magazine and Newspaper - (523302)	1,676,601	1,676,601	0	0.0%
Television & Radio - (523303)	1,269,697	1,269,697	0	0.0%
Promotional Expenses - (523304)	2,195,673	1,892,180	303,493	16.0%
Employee Appreciation - (523305)	1,752	1,752	0	0.0%
Printing and Photographic - (523401)	13,299	9,299	4,000	43.0%
Maps & Pamphlets - (523402)	91,960	91,960	0	0.0%
Travel - (523501)	328,708	302,403	26,305	8.7%
Dues & Subscriptions - (523601)	346,102	427,665	(81,563)	(19.1%)
Education and Training - (523701)	452,183	457,028	(4,845)	(1.1%)
Licenses - (523801)	29,502	26,427	3,075	11.6%
Temporary Contract Labor - (523851)	17,076,191	13,128,432	3,947,759	30.1%
Liability Claims - (523902)	6,182	6,182	0	0.0%
Office Supplies - (531101)	477,647	562,496	(84,849)	(15.1%)
Other Materials and Supplies - (531102)	3,173,777	4,118,997	(945,220)	(22.9%)
Mobile Equipment Expense - (531103)	1,059,425	1,057,250	2,175	0.2%
Freight and Express - (531105)	6,711	6,611	100	1.5%
Electronic Supplies - (531106)	2,169,500	1,969,500	200,000	10.2%
Motor Fuel Expense - (531107)	1,023,309	992,000	31,309	3.2%
Water - (531211)	767,590	767,590	0	0.0%
Gas - (531221)	70,600	70,600	0	0.0%
Electricity - (531231)	2,246,756	2,546,756	(300,000)	(11.8%)
Books & Periodicals - (531401)	1,600	1,600	0	0.0%
Inven for resale(toll tags) - (531501)	13,147,271	11,953,179	1,194,092	10.0%
Small Tools and Shop Supplies - (531601)	365,685	226,525	139,160	61.4%
Machinery - (531611)	836,492	943,789	(107,297)	(11.4%)
Vehicles - (531621)	2,420,000	2,098,293	321,707	15.3%
Computers - (531641)	31,283,000	23,355,000	7,928,000	33.9%
Software - (531651)	47,475,950	44,786,827	2,689,123	6.0%
Uniforms - (531701)	346,223	306,890	39,333	12.8%
Building Improvements - (541302)	6,540,000	5,280,000	1,260,000	23.9%
Infrastructure Rdway/Hwy/Bridg - (541401)	55,674,140	36,357,146	19,316,994	53.1%
Infrastructure - Other - (541403)	2,325,000	3,800,000	(1,475,000)	(38.8%)
Bank Charges - (573001)	232,253	899,691	(667,438)	(74.2%)
Credit Card Fees - (573002)	24,880,274	22,693,672	2,186,602	9.6%
Right-of-Way (06)	2,348,000	2,462,413	(114,413)	(4.6%)
Administration (01)	7,535,300	6,919,344	615,956	8.9%
Planning (02)	3,840,449	1,045,968	2,794,481	267.2%
Design (03)	9,669,589	14,661,558	(4,991,969)	(34.0%)
Construction (04)	108,529,469	75,257,094	33,272,375	44.2%
Equipment/Hardware (05)	604,029	1,159,010	(554,981)	(47.9%)
Other (176999)	2,003,401	1,268,706	734,695	57.9%
<b>Totals</b>	<b>\$538,654,928</b>	<b>\$472,277,544</b>	<b>\$66,377,384</b>	<b>14.1%</b>

# FY2019 Staffing Summary

	FY2018 Budget			FY2019 Budget			
	Approved	Changes	Ending	Additions	Full Time	Part Time	Interns
<b>ADMINISTRATIVE SERVICES</b>							
Accounting	18	(3)	15	-	15	-	-
Administration	2	-	2	-	2	-	-
Board	1	-	1	-	1	-	-
Financial Planning and Analysis	6	(6)	-	-	-	-	-
Human Resources	13	-	13	-	13	-	8
Internal Audit	9	-	9	-	9	-	-
Legal Services	7	-	7	-	7	-	3
Procurement and Business Diversity	18	-	18	-	18	-	-
Public Affairs	18	-	18	-	18	-	-
Treasury Management	4	6	10	-	10	-	-
<b>Total Administrative Services</b>	<b>96</b>	<b>(3)</b>	<b>93</b>	<b>-</b>	<b>93</b>	<b>-</b>	<b>11</b>
<b>OPERATIONAL SERVICES</b>							
Contact Center and Collections	308	(5)	303	8	311	27	-
Information Technology	93	-	93	-	93	-	-
Maintenance	187	-	187	6	193	-	-
Operations	6	1	7	-	7	-	-
Project Delivery	18	-	18	-	18	-	-
System & Incident Management	125	6	131	7	138	-	-
<b>Total Operational Services</b>	<b>737</b>	<b>2</b>	<b>739</b>	<b>21</b>	<b>760</b>	<b>27</b>	<b>-</b>
<b>Total</b>	<b>833</b>	<b>(1)</b>	<b>832</b>	<b>21</b>	<b>853</b>	<b>27</b>	<b>11</b>

## No Changes

Administration, Board, Human Resource, Internal Audit, Legal Services, Procurement and Business Diversity, Public Affairs, Information Technology and Project Delivery staffing remains the same.

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

Accounting: See Position Summary page 56.

Financial Planning and Analysis was dissolved during FY2018. 2 positions were eliminated and 4 transferred to other departments.

Treasury Management: See Position Summary page 81.

Contact Center and Collections: See Position Summary pages 86-87.

Maintenance: See Position Summary pages 97-98.

Operations: See Position Summary page 101.

System & Incident Management: See Position Summary page 107.

## FY2015 to FY2019 FTE Staffing Summary History

	FY2015 Budget	FY2016 Budget	FY2017 Budget	FY2018 Budget	FY2019 Budget	Change in Budgeted FTEs Variance
<b>ADMINISTRATIVE SERVICES</b>						
Accounting	18	18	18	18	15	(3)
Administration	2	2	2	2	2	-
Board	1	1	1	1	1	-
Financial Planning and Analysis	7	6	6	6	-	(6)
Human Resources	13	13	13	13	13	-
Internal Audit	9	9	9	9	9	-
Legal Services	5	5	7	7	7	-
Procurement and Business Diversity	15	16	16	18	18	-
Public Affairs	18	18	18	18	18	-
Strategy and Innovation	3	3	-	-	-	-
Treasury Management	4	4	4	4	10	6
<b>Total Administrative Services</b>	<b>95</b>	<b>95</b>	<b>94</b>	<b>96</b>	<b>93</b>	<b>(3)</b>
<b>OPERATIONAL SERVICES</b>						
Collections and Toll Enforcement	95	103	-	-	-	-
Contact Center and Collections	-	-	298	308	311	3
Customer Care	-	-	11	-	-	-
Customer Service Contact Center	177	202	-	-	-	-
Information Technology	90	90	93	93	93	-
Maintenance	195	187	187	187	193	6
Operations	5	5	5	6	7	1
Project Delivery	11	17	18	18	18	-
System & Incident Management	104	108	113	125	138	13
<b>Total Operational Services</b>	<b>677</b>	<b>712</b>	<b>725</b>	<b>737</b>	<b>760</b>	<b>23</b>
<b>Grand Total</b>	<b>772</b>	<b>807</b>	<b>819</b>	<b>833</b>	<b>853</b>	<b>20</b>

# DEPARTMENTAL BUDGETS AND INFORMATION





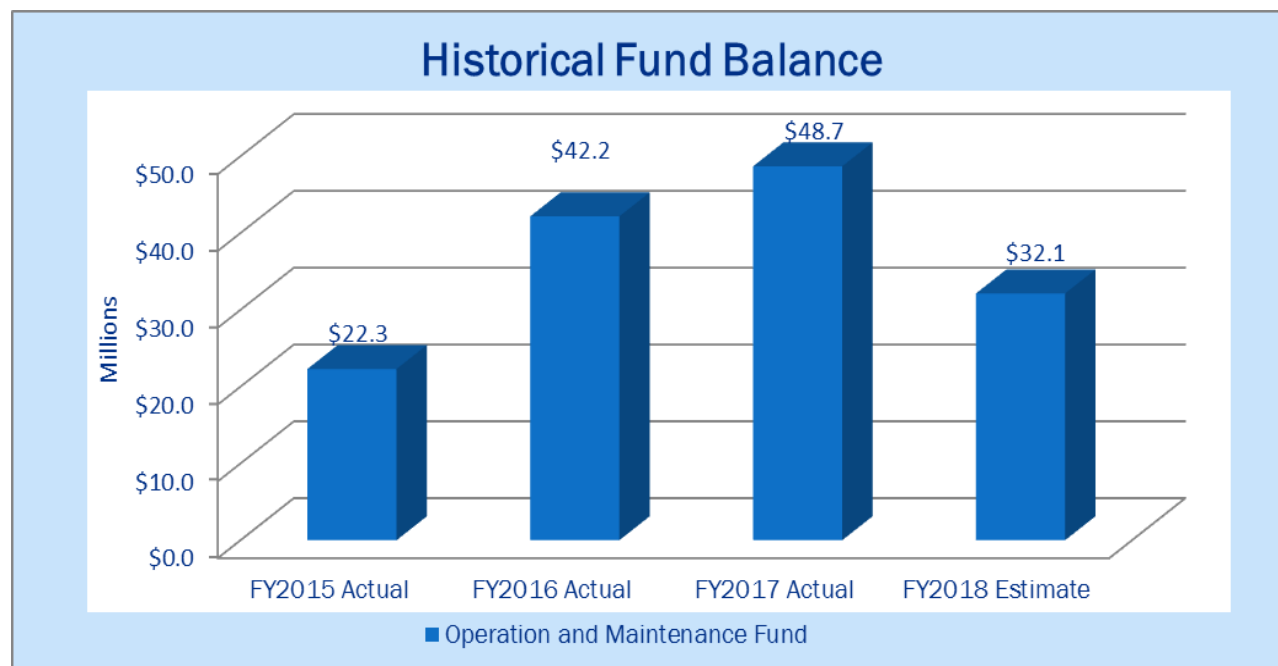
## Operation and Maintenance Fund FY2019 Budget Comparisons to FY2018 Estimate

Department	FY2018 Estimate	FY2019 Budget	Variance Amount	Percent
<b>Administrative Services:</b>				
Accounting	1,601,822	1,400,969	(200,853)	(12.5%)
Administration	739,081	756,085	17,004	2.3%
Board	183,630	184,275	645	0.4%
Human Resources	1,640,270	1,630,670	(9,600)	(0.6%)
Internal Audit	1,188,011	1,197,807	9,796	0.8%
Legal Services	3,118,721	3,139,770	21,049	0.7%
Procurement and Business Diversity	1,812,675	1,892,203	79,528	4.4%
Public Affairs	6,991,386	6,973,028	(18,358)	(0.3%)
Shared Services	9,369,079	12,468,195	3,099,116	33.1%
Treasury Management	2,693,703	2,655,487	(38,216)	(1.4%)
<b>Total Administrative Services</b>	<b>29,338,378</b>	<b>32,298,489</b>	<b>2,960,111</b>	<b>10.1%</b>
<b>Operational Services:</b>				
Contact Center and Collections	74,705,841	76,220,075	1,514,234	2.0%
Information Technology	23,210,398	28,625,877	5,415,479	23.3%
Maintenance	32,886,584	33,755,172	868,588	2.6%
Operations	905,029	957,071	52,042	5.8%
Project Delivery	2,669,147	2,686,502	17,355	0.7%
System & Incident Mgmt.	17,414,623	18,236,814	822,191	4.7%
<b>Total Operational Services</b>	<b>151,791,622</b>	<b>160,481,511</b>	<b>8,689,889</b>	<b>5.7%</b>
<b>Grand Totals</b>	<b>\$181,130,000</b>	<b>\$192,780,000</b>	<b>\$11,650,000</b>	<b>6.4%</b>

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

# Estimated Operation and Maintenance Fund Requirements FY2019

<b>Operation Maintenance Fund Estimated Balance as of 1/1/2019</b>		<b>\$32,130,000</b>
Estimated Transfers:		
Revenue Distribution	182,529,522	
Other Funds - Salary Allocations	<u>10,250,478</u>	
Total Transfers		192,780,000
Estimated Expenditures FY2019 Operating Budget		<u>(192,780,000)</u>
<b>Estimated Balance at 12/31/2019</b>		<b><u>\$32,130,000</u></b>
<b>Required Balance per Trust Agreement (1/6 of FY2019 Operating Budget)</b>		<b>\$32,130,000</b>



The FY2016 and FY2017 balances include adjustment for year-end accruals.

## Accounting Department

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### OVERVIEW

As the foundation for a fiscally sound organization, the Accounting Department provides comprehensive financial strategies and solution, 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 FY2019 on managing costs, performing rigorous financial analyses and delivering tangible results that advance the strategic goal of being a financially sound and vibrant organization.

### FY2019 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

#### Financially Sound & Vibrant Organization

- Continue the complete and accurate reporting of the Authority's finances, including producing monthly financial statements, and focus on development of policies and procedures.
- Produce Comprehensive Annual Financial Report (CAFR) and expand on reporting of Tolling Services Agreements (TSAs).
- Produce audited financial statements and required reporting for the 360 Tollway.
- Produce required reporting for Regional Tolling Services Agreement including auditor reviewed expense reimbursement to NTTA
- Evaluate electronic banking technology in the area of accounts payable and payment processing.
- Continue the timely and accurate payment of NTTA employees through Payroll and NTTA vendors through Accounts Payable.

#### Delivering Transportation Solutions

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

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

- Elevate outreach efforts through regional organizational participation.
- Promote best-in-class business relationships that reflect the diversity of the region.
- Serve as the financial custodian for the Central IOP hub members to the Southeast IOP hub.

#### Highly Qualified, Energized & Engaged Team

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

## DEPARTMENTAL FY2019 OPERATIONS AND MAINTENANCE FUND (OMF) BUDGET – ACCOUNTING

Account	FY2018	FY2019	Variance	Variance %
	Estimate	Budget		
Salaries and Wages-Direct - (511101)	\$1,375,540	\$1,203,602	(\$171,938)	(12.5)%
Salaries and Wage-Overtime - (511301)	456	456	0	0.0%
Retirement Contributions - (512401)	184,000	151,085	(32,915)	(17.9)%
Meeting Expense - (521101)	2,308	2,308	0	0.0%
Consulting/Professional - (521201)	1,023	1,023	0	0.0%
Promotional Expenses - (523304)	280	280	0	0.0%
Printing and Photographic - (523401)	0	4,000	4,000	100.0%
Travel - (523501)	14,776	14,776	0	0.0%
Dues & Subscriptions - (523601)	3,418	3,418	0	0.0%
Education and Training - (523701)	10,505	10,505	0	0.0%
Licenses - (523801)	644	644	0	0.0%
Office Supplies - (531101)	8,335	8,335	0	0.0%
Freight and Express - (531105)	537	537	0	0.0%
<b>Total Expenses</b>	<b>\$1,601,822</b>	<b>\$1,400,969</b>	<b>(\$200,853)</b>	<b>(12.5)%</b>

### MAJOR FY2019 OMF BUDGET ITEMS

#### Accounting

The department's FY2019 OMF budget decreased by **(\$200,853)** from FY2018 estimate. All variances that exceed \$50,000 along with variances that are greater than 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct decreased **(\$171,938)** mainly due to the transfer of 3 positions to Treasury Management Department and the elimination of 1 position.
- Retirement Contributions decreased **(\$32,915)** commensurate with salaries.

### FY2019 OPERATION AND MAINTENANCE FUND (OMF) BUDGET – SHARED SERVICES

Account	FY2018	FY2019	Variance	Variance %
	Estimate	Budget		
Group Insurance - (512101)	\$8,571,931	\$8,754,657	\$182,726	2.1%
Unemployment Insurance - (512601)	227,386	227,386	0	0.0%
OPEB Annual Req'd Contribution - (512602)		3,100,000	3,100,000	100.0%
Worker's Comp Ins - (512701)	382,573	327,941	(54,632)	(14.3)%
Rentals - Equipment - (522302)	124,978	0	(124,978)	(100.0)%
Dues & Subscriptions - (523601)	1,120	1,120	0	0.0%
Office Supplies - (531101)	61,091	57,091	(4,000)	(6.5)%
<b>Total Expenses</b>	<b>\$9,369,079</b>	<b>\$12,468,195</b>	<b>\$3,099,116</b>	<b>33.1%</b>

### MAJOR FY2019 OMF BUDGET ITEMS

#### Shared Services

Shared Services is a division within Finance where agency-wide expenditures are budgeted. The division's FY2019 OMF budget increased by \$3,099,116 from FY2018 estimate. All variances that exceed \$50,000 along with variances that are greater than 15.0% and \$5,000 are explained below.

- Group Insurance increased by \$182,726 due to new positions and slight increase in rates.
- Other Post-Employment Benefits added \$3,100,000 based on an actuarial valuation dated November 2018.
- Worker's Comp Ins decreased by **(\$54,632)** due to adjustment to historical spend.



- Rentals – Equipment decreased by **(\$124,978)** due to copiers now being handled through a capital lease in CIF.

## ALL FUNDS – ACCOUNTING

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2019 Budget. (See Other Funds section pages 112-142).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$1,203,602	\$0	\$0	\$0	\$0	\$1,203,602
Salaries and Wage-Overtime - (511301)	456	0	0	0	0	456
Retirement Contributions - (512401)	151,085	0	0	0	0	151,085
Meeting Expense - (521101)	2,308	0	0	0	0	2,308
Consulting/Professional - (521201)	1,023	0	0	0	0	1,023
Promotional Expenses - (523304)	280	0	0	0	0	280
Printing and Photographic - (523401)	4,000	0	0	0	0	4,000
Travel - (523501)	14,776	0	0	0	0	14,776
Dues & Subscriptions - (523601)	3,418	0	0	0	0	3,418
Education and Training - (523701)	10,505	0	0	0	0	10,505
Licenses - (523801)	644	0	0	0	0	644
Office Supplies - (531101)	8,335	0	0	0	0	8,335
Freight and Express - (531105)	537	0	0	0	0	537
<b>FY2019 Totals</b>	<b>\$1,400,969</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,400,969</b>
<b>FY2018 Totals</b>	<b>\$1,601,822</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,601,822</b>
<b>Increase/(Decrease)</b>	<b>(\$200,853)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$200,853)</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)	\$8,754,657	\$0	\$0	\$0	\$0	\$8,754,657
Unemployment Insurance - (512601)	227,386	0	0	0	0	227,386
OPEB Annual Req'd Contribution - (512602)	3,100,000	0	0	0	0	3,100,000
Worker's Comp Ins - (512701)	327,941	0	0	0	0	327,941
Rentals - Equipment - (522302)	0	0	0	0	0	0
Dues & Subscriptions - (523601)	1,120	0	0	0	0	1,120
Office Supplies - (531101)	57,091	0	0	0	0	57,091
<b>FY2019 Totals</b>	<b>\$12,468,195</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,468,195</b>
<b>FY2018 Totals</b>	<b>\$9,369,079</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,369,079</b>
<b>Increase/(Decrease)</b>	<b>\$3,099,116</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,099,116</b>

## OTHER FUNDS VARIANCE – SHARED SERVICES

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

### 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 143-147).

- **\$21,789** from Accounting for allocated accounting and financial functions costs associated with the project.
- **\$120,834** from Shared Services for allocated employee group insurance.

### ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages 148-150).

- **\$198,116** from Accounting for allocated accounting and financial functions costs associated with the fund.
- **\$1,276,123** from Shared Services for allocated employee group insurance.

### POSITION SUMMARY

Accounting Department			
Full-Time Positions	FY2018	FY2019	Difference
Accountant	3	3	0
Accounting Manager	1	1	0
Accounts Payable Manager	1	1	0
Accounts Payable Specialist	2	2	0
Administrative Assistant	0	1	1
Chief Financial Officer	1	1	0
Controller	1	1	0
Executive Assistant to CFO	1	1	0
Financial Services Manager	1	0	(1)
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	0	(3)
<b>Total Full-Time Positions</b>	<b>18</b>	<b>15</b>	<b>(3)</b>

- The department was re-organized during FY2018. The Administrative Assistant was transferred from the eliminated Financial Planning and Analysis Department. The Financial Service Manager and 2 Senior Finance Analyst were transferred to the Treasury Management Department and 1 Senior Finance Analyst position was eliminated.

### 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.

# 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.

## FY2019 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 FY2019 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2018	FY2019	Variance	Variance %
	Estimate	Budget		
Salaries and Wages-Direct - (511101)	\$335,241	\$353,872	\$18,631	5.6%
Retirement Contributions - (512401)	37,381	35,754	(1,627)	(4.4)%
Meeting Expense - (521101)	2,382	2,382	0	0.0%
Consulting/Professional - (521201)	273,641	273,641	0	0.0%
Promotional Expenses - (523304)	15,246	15,246	0	0.0%
Travel - (523501)	14,760	14,760	0	0.0%
Dues & Subscriptions - (523601)	50,093	50,093	0	0.0%
Education and Training - (523701)	9,187	9,187	0	0.0%
Office Supplies - (531101)	876	876	0	0.0%
Freight and Express - (531105)	274	274	0	0.0%
<b>Total Expenses</b>	<b>\$739,081</b>	<b>\$756,085</b>	<b>\$17,004</b>	<b>2.3%</b>

### MAJOR FY2019 OMF BUDGET ITEMS

The department's FY2019 OMF budget has increased by \$17,004 from FY2018 estimate. All variances that exceed \$50,000 along with variances that are greater than 15.0% and \$5,000 are explained below.

- No variances meet the explanation requirements.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2019 Budget (see Other Funds section pages 112-142).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$353,872	\$0	\$0	\$0	\$0	\$353,872
Retirement Contributions - (512401)	35,754	0	0	0	0	35,754
Meeting Expense - (521101)	2,382	0	0	0	0	2,382
Consulting/Professional - (521201)	273,641	0	0	0	0	273,641
Promotional Expenses - (523304)	15,246	0	0	0	0	15,246
Travel - (523501)	14,760	0	0	0	0	14,760
Dues & Subscriptions - (523601)	50,093	0	0	0	0	50,093
Education and Training - (523701)	9,187	0	0	0	0	9,187
Office Supplies - (531101)	876	0	0	0	0	876
Freight and Express - (531105)	274	0	0	0	0	274
<b>FY2019 Totals</b>	<b>\$756,085</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$756,085</b>
<b>FY2018 Totals</b>	<b>\$739,081</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$739,081</b>
<b>Increase/(Decrease)</b>	<b>\$17,004</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,004</b>

### OTHER FUNDS VARIANCE

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

### 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 143-147).

- \$5,950 for allocated administrative costs of the project.

### ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 148-150).

- \$57,798 for allocated administrative costs of the TSA projects.

### POSITION SUMMARY

Administration Department			
Full-Time Positions	FY2018	FY2019	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 FTEs.

### MAJOR BUSINESS FUNCTIONS

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

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



# Board of Directors Department

## OVERVIEW

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

## FY2019 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Financially Sound & Vibrant Organization

- Work with executive leadership to update the strategic plan, 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 FY2019 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2018	FY2019	Variance	Variance %
	Estimate	Budget		
Salaries and Wages-Direct - (511101)	\$84,810	\$85,832	\$1,022	1.2%
Retirement Contributions - (512401)	11,252	10,875	(377)	(3.4)%
Meeting Expense - (521101)	59,697	59,697	0	0.0%
Travel - (523501)	15,430	15,430	0	0.0%
Dues & Subscriptions - (523601)	8,500	8,500	0	0.0%
Office Supplies - (531101)	2,842	2,842	0	0.0%
Freight and Express - (531105)	1,099	1,099	0	0.0%
<b>Total Expenses</b>	<b>\$183,630</b>	<b>\$184,275</b>	<b>\$645</b>	<b>0.4%</b>

## MAJOR FY2019 OMF BUDGET ITEMS

The department's FY2019 OMF budget has increased by \$645 from FY2018 estimate. All variances that exceed \$50,000 along with variances that are greater than 15.0% and \$5,000 are explained below.

- No variances meet the explanation requirements.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2019 Budget (see Other Funds section pages 112-142).

Account	OMF	CF	RMF	CIF	CIF/FSF	Total
	1001	3700	1201	1501	1601	Budget
Salaries and Wages-Direct - (511101)	\$85,832	\$0	\$0	\$0	\$0	\$85,832
Retirement Contributions - (512401)	10,875	0	0	0	0	10,875
Meeting Expense - (521101)	59,697	0	0	0	0	59,697
Travel - (523501)	15,430	0	0	0	0	15,430
Dues & Subscriptions - (523601)	8,500	0	0	0	0	8,500
Office Supplies - (531101)	2,842	0	0	0	0	2,842
Freight and Express - (531105)	1,099	0	0	0	0	1,099
<b>FY2019 Totals</b>	<b>\$184,275</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$184,275</b>
<b>FY2018 Totals</b>	<b>\$183,630</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$183,630</b>
<b>Increase/(Decrease)</b>	<b>\$645</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$645</b>

### OTHER FUNDS VARIANCE

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

### 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 143-147).

- **\$1,545** for allocated costs associated with the project.

### ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 148-150).

- **\$0**

### POSITION SUMMARY

Board Department			
Full-Time Positions	FY2018	FY2019	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 FTEs.

### MAJOR BUSINESS FUNCTIONS

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

- Strategic insight and direction to achieve short and long term business goals and objectives.
- Oversight of NTTA's annual budget process.
- 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.

# Human Resources Department

## OVERVIEW

The Human Resources Department supports the mission of NTTA by administering comprehensive and high-quality employee programs and services to prospective, current and former employees. The FY2019 Budget will enable the department to provide a high level of service in employee and labor relations, compensation and benefits, recruiting and retaining top talent, training and development, organizational design and process improvement and maintaining a high level of employee engagement and satisfaction.

## FY2019 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Highly Qualified, Energized & Engaged Team

- Work with the Executive Director and Assistant Executive Directors to create a “three-deep bench” succession plan for directors and above.
- Implement the talent management module of PeopleSoft to support the succession planning and career development process.
- 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.
- Continue to enhance 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.

## DEPARTMENTAL FY2019 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2018 Estimate	FY2019 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$912,514	\$904,010	(\$8,504)	(0.9)%
Salaries and Wages-Internship - (511202)	46,176	47,270	1,094	2.4%
Salaries and Wage-Overtime - (511301)	2,396	2,396	0	0.0%
Retirement Contributions - (512401)	116,753	114,688	(2,065)	(1.8)%
Retirement Contr.-Internship - (512402)	6,119	5,994	(125)	(2.0)%
Tuition Reimbursement - (512501)	31,575	31,575	0	0.0%
Meeting Expense - (521101)	8,418	8,418	0	0.0%
Consulting/Professional - (521201)	162,551	162,551	0	0.0%
Recruitment - (523301)	157,820	157,820	0	0.0%
Promotional Expenses - (523304)	81,057	81,057	0	0.0%
Travel - (523501)	6,371	6,371	0	0.0%
Dues & Subscriptions - (523601)	8,440	8,440	0	0.0%
Education and Training - (523701)	87,669	87,669	0	0.0%
Temporary Contract Labor - (523851)	6,594	6,594	0	0.0%
Office Supplies - (531101)	5,065	5,065	0	0.0%
Freight and Express - (531105)	752	752	0	0.0%
<b>Total Expenses</b>	<b>\$1,640,270</b>	<b>\$1,630,670</b>	<b>(\$9,600)</b>	<b>(0.6)%</b>

## MAJOR FY2019 BUDGET ITEMS

The department’s FY2019 OMF budget has decreased by **(\$9,600)** from FY2018 estimate. All variances that exceed \$50,000 along with variances that are greater than 15.0% and \$5,000 are explained below.

- No variances meet the explanation requirements.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2019 Budget (see Other Funds section pages 112-142).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$904,010	\$0	\$0	\$0	\$0	\$904,010
Salaries and Wages-Internship - (511202)	47,270	0	0	0	0	47,270
Salaries and Wage-Overtime - (511301)	2,396	0	0	0	0	2,396
Retirement Contributions - (512401)	114,688	0	0	0	0	114,688
Retirement Contr.-Internship - (512402)	5,994	0	0	0	0	5,994
Tuition Reimbursement - (512501)	31,575	0	0	0	0	31,575
Meeting Expense - (521101)	8,418	0	0	0	0	8,418
Consulting/Professional - (521201)	162,551	0	0	0	0	162,551
Recruitment - (523301)	157,820	0	0	0	0	157,820
Promotional Expenses - (523304)	81,057	0	0	0	0	81,057
Travel - (523501)	6,371	0	0	0	0	6,371
Dues & Subscriptions - (523601)	8,440	0	0	0	0	8,440
Education and Training - (523701)	87,669	0	0	0	0	87,669
Temporary Contract Labor - (523851)	6,594	0	0	0	0	6,594
Office Supplies - (531101)	5,065	0	0	0	0	5,065
Freight and Express - (531105)	752	0	0	0	0	752
<b>FY2019 Totals</b>	<b>\$1,630,670</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,630,670</b>
<b>FY2018 Totals</b>	<b>\$1,640,270</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,640,270</b>
<b>Increase/(Decrease)</b>	<b>(\$9,600)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$9,600)</b>

## OTHER FUNDS VARIANCE

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

## 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 143-147).

- **\$16,662** allocated costs for the employee and benefits functions associated with the project.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 148-150).

- **\$161,860** allocated costs for the employee and benefits functions associated with the fund.

## POSITION SUMMARY

Human Resources Department			
Full-Time Positions	FY2018	FY2019	Difference
Assistant Director of Human Resources	1	1	0
Benefits Analyst	1	1	0
Sr 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 I	1	1	0
Human Resources Coordinator	1	2	1
Human Resources Generalist I	1	0	(1)
Receptionist	1	1	0
Recruiter	1	0	(1)
Senior Human Resources Generalist	2	3	1
<b>Total Full-Time Positions</b>	<b>13</b>	<b>13</b>	<b>0</b>
Temporary Positions	FY2018	FY2018	Difference
Interns	8	8	0
<b>Total Part-Time Positions</b>	<b>8</b>	<b>8</b>	<b>0</b>

- No changes to FTEs, only position re-classifications.

## 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; to the continuous refinement of recruitment strategies that enable the organization to build bench strength.
- **Employee Relations** – The outreach, plan and process of developing, implementing, administering and analyzing the employer-employee relationship, and providing management and employees with professional, discreet and timely counsel regarding the interpretation and consistent application of policy.
- **Performance Management** – A continuous process of communicating and clarifying job responsibilities, priorities and performance expectations in order to ensure mutual understanding between supervisor and employee. A philosophy which values and encourages employee development provides frequent feedback and fosters teamwork.

**HR Administration – Policies and Procedure** - The daily administration of all employee- related work activities for NTTA with policies and procedures that are intended to serve as guidelines to assist in the uniform and consistent administration of employee policies.



# Internal Audit Department

## OVERVIEW

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

## FY2019 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.
- Provide a review of TCDRS SOC1

### Highly Qualified, Energized & Engaged Team

- Continue to monitor the NTTA's ethics hotline.

## DEPARTMENTAL FY2019 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2018	FY2019	Variance	Variance %
	Estimate	Budget		
Salaries and Wages-Direct - (511101)	\$667,625	\$681,496	\$13,871	2.1%
Retirement Contributions - (512401)	89,943	85,868	(4,075)	(4.5)%
Meeting Expense - (521101)	646	646	0	0.0%
Consulting/Professional - (521201)	197,763	197,763	0	0.0%
Auditing Fees - (521203)	198,029	206,029	8,000	4.0%
Postage - (523201)	100	100	0	0.0%
Travel - (523501)	11,381	5,000	(6,381)	(56.1)%
Dues & Subscriptions - (523601)	5,060	5,060	0	0.0%
Education and Training - (523701)	12,216	10,597	(1,619)	(13.3)%
Licenses - (523801)	801	801	0	0.0%
Office Supplies - (531101)	2,828	2,828	0	0.0%
Freight and Express - (531105)	19	19	0	0.0%
Books & Periodicals - (531401)	1,600	1,600	0	0.0%
<b>Total Expenses</b>	<b>\$1,188,011</b>	<b>\$1,197,807</b>	<b>\$9,796</b>	<b>0.8%</b>

## MAJOR FY2019 OMF BUDGET ITEMS

The department's FY2019 OMF budget has increased by \$9,796 from FY2018 estimate. All variances that exceed \$50,000 along with variances that are greater than 15.0% and \$5,000 are explained below.

- Travel decreased **(\$6,381)** to offset an increase in Auditing Fees.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2019 Budget. (See Other Funds section pages 112-142).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$681,496	\$0	\$0	\$0	\$0	\$681,496
Retirement Contributions - (512401)	85,868	0	0	0	0	85,868
Meeting Expense - (521101)	646	0	0	0	0	646
Consulting/Professional - (521201)	197,763	0	0	0	0	197,763
Auditing Fees - (521203)	206,029	69,780	11,630	23,260	0	310,699
Postage - (523201)	100	0	0	0	0	100
Travel - (523501)	5,000	0	0	0	0	5,000
Dues & Subscriptions - (523601)	5,060	0	0	0	0	5,060
Education and Training - (523701)	10,597	0	0	0	0	10,597
Licenses - (523801)	801	0	0	0	0	801
Office Supplies - (531101)	2,828	0	0	0	0	2,828
Freight and Express - (531105)	19	0	0	0	0	19
Books & Periodicals - (531401)	1,600	0	0	0	0	1,600
<b>FY2019 Totals</b>	<b>\$1,197,807</b>	<b>\$69,780</b>	<b>\$11,630</b>	<b>\$23,260</b>	<b>\$0</b>	<b>\$1,302,477</b>
<b>FY2018 Totals</b>	<b>\$1,188,011</b>	<b>\$69,780</b>	<b>\$11,630</b>	<b>\$23,260</b>	<b>\$0</b>	<b>\$1,292,681</b>
<b>Increase/(Decrease)</b>	<b>\$9,796</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,796</b>

### OTHER FUNDS VARIANCE

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

### 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses associated with the project agreement. (See Other Funds section pages 143-147).

- **\$64,368** allocated costs associated with audit requirements of the project.

### ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 148-150).

- **\$150,144** allocated costs associated with audit requirements of the TSA projects.

## POSITION SUMMARY

Internal Audit Department			
Full-Time Positions	FY2018	FY2019	Difference
Administrative Assistant	1	1	0
Assistant Director of Internal Audit	1	1	0
Director of Internal Audit	1	1	0
Enterprise Risk Specialist	1	1	0
Information Technology Auditor	2	2	0
Internal Audit Analyst	1	1	0
Internal Auditor	1	0	(1)
Senior Internal Auditor	1	2	1
<b>Total Full-Time Positions</b>	<b>9</b>	<b>9</b>	<b>0</b>

- No changes to FTEs, only re-classification of positions.

## MAJOR BUSINESS FUNCTIONS

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

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

## FY2019 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.
- Working with staff, provide legal support for agreements necessary for the operation of system assets.

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

- Develop relationships in the regional transportation community to further NTTA's long-range legal and transportation goals.
- Stay current with emerging legal theories or challenges that 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.
- Stay abreast of legislative changes affecting NTTA.

## DEPARTMENTAL FY2019 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2018	FY2019	Variance	Variance %
	Estimate	Budget		
Salaries and Wages-Direct - (511101)	\$661,640	\$686,610	\$24,970	3.8%
Salaries and Wages-Internship - (511202)	128,584	128,045	(539)	(0.4)%
Retirement Contributions - (512401)	87,541	84,889	(2,652)	(3.0)%
Retirement Contr.-Internship - (512402)	16,966	16,236	(730)	(4.3)%
Meeting Expense - (521101)	600	600	0	0.0%
Legal Fees - (521202)	2,086,669	2,086,669	0	0.0%
Travel - (523501)	12,869	12,869	0	0.0%
Dues & Subscriptions - (523601)	77,763	77,763	0	0.0%
Education and Training - (523701)	3,423	3,423	0	0.0%
Office Supplies - (531101)	42,129	42,129	0	0.0%
Freight and Express - (531105)	537	537	0	0.0%
<b>Total Expenses</b>	<b>\$3,118,721</b>	<b>\$3,139,770</b>	<b>\$21,049</b>	<b>0.7%</b>

### MAJOR FY2019 BUDGET ITEMS

The department's FY2019 OMF budget has increased by \$21,049 from the FY2018 estimate. All variances that exceed \$50,000 along with variances that are greater than 15.0% and \$5,000 are explained below.

- No variances meet the explanation requirements.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2019 Budget (see Other Funds section, pages 112-142).

Account	OMF	CF	RMF	CIF	CIF/FSF	Total
	1001	3700	1201	1501	1601	Budget
Salaries and Wages-Direct - (511101)	\$686,610	\$0	\$0	\$0	\$0	\$686,610
Salaries and Wages-Internship - (511202)	128,045	0	0	0	0	128,045
Retirement Contributions - (512401)	84,889	0	0	0	0	84,889
Retirement Contr.-Internship - (512402)	16,236	0	0	0	0	16,236
Meeting Expense - (521101)	600	0	0	0	0	600
Legal Fees - (521202)	2,086,669	50,000	50,000	2,000,000	150,000	4,336,669
Travel - (523501)	12,869	0	0	0	0	12,869
Dues & Subscriptions - (523601)	77,763	0	0	0	0	77,763
Education and Training - (523701)	3,423	0	0	0	0	3,423
Office Supplies - (531101)	42,129	0	0	0	0	42,129
Freight and Express - (531105)	537	0	0	0	0	537
<b>FY2019 Totals</b>	<b>\$3,139,770</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$2,000,000</b>	<b>\$150,000</b>	<b>\$5,389,770</b>
<b>FY2018 Totals</b>	<b>\$3,118,721</b>	<b>\$48,000</b>	<b>\$41,000</b>	<b>\$1,993,000</b>	<b>\$150,000</b>	<b>\$5,350,721</b>
<b>Increase/(Decrease)</b>	<b>\$21,049</b>	<b>\$2,000</b>	<b>\$9,000</b>	<b>\$7,000</b>	<b>\$0</b>	<b>\$39,049</b>

### OTHER FUNDS VARIANCE

All amounts for the funds below are to restore the budget for public notice fees transferred to Procurement department in FY2018.

- **CF - \$2,000**
- **RMF - \$9,000**
- **CIF - \$7,000**
- **CIF/FSF - \$0**

### 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses associated with the project agreement. (See Other Funds section pages 143-147).

- **\$11,371** for allocated costs associated with legal services for the project.

### ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section, pages 148-150).

- **\$160,460** for allocated and direct costs associated with legal services for TSAs.

### POSITION SUMMARY

Legal Services Department			
Full-Time Positions	FY2018	FY2019	Difference
Assist Executive Director, General Counsel	1	1	0
Director, Assistant General Counsel	1	1	0
Bankruptcy Specialist	1	1	0
Executive Assistant	1	1	0
Executive Assistant to AED	1	1	0
Legal Department Administrator	0	1	1
Officer of Public Information	0	1	1
Paralegal	1	0	(1)
Records Retention Coordinator	1	0	(1)
<b>Total Full-Time Positions</b>	<b>7</b>	<b>7</b>	<b>0</b>
Part-Time & Temporary Positions	FY2018	FY2018	Difference
P/T Intern-Legal (Law Students)	3	3	0
<b>Total Part-Time Positions</b>	<b>3</b>	<b>3</b>	<b>0</b>

- No changes in FTEs, only re-classification of positions.

### MAJOR BUSINESS FUNCTIONS

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

- Provide legal advice and counsel on a wide variety of issues for all departments
- Assist in negotiating and drafting agreements
- Conduct ethics training for new employees
- Respond to Public Information Act requests, subpoenas, search warrants, and court orders
- Support collections and toll-enforcement efforts
- Direct, coordinate, and oversee outside legal counsel's services
- Oversee policies and procedures
- Supervise litigation matters (including dispute resolution)
- Provide prompt and effective counsel upon identification of 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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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 Business Enterprise(D/M/WBE); and managing and maintaining requisitions, purchase orders and contracts. The division also coordinates and manages the formal bid process including RFBs, RFPs and RFQs.

## **FY2019 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 business enterprises (D/M/WBEs) 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 all procurements 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 FY2019 OPERATIONS AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2018	FY2019	Variance	Variance %
	Estimate	Budget		
Salaries and Wages-Direct - (511101)	\$1,396,928	\$1,461,106	\$64,178	4.6%
Salaries and Wage-Overtime - (511301)	1,947	1,947	0	0.0%
Retirement Contributions - (512401)	185,290	185,140	(150)	(0.1)%
Meeting Expense - (521101)	1,571	1,571	0	0.0%
Consulting/Professional - (521201)	2,030	2,030	0	0.0%
Public Information Fees - (523203)	22,416	29,958	7,542	33.6%
Promotional Expenses - (523304)	64,988	69,488	4,500	6.9%
Printing and Photographic - (523401)	1,122	1,122	0	0.0%
Travel - (523501)	14,670	20,670	6,000	40.9%
Dues & Subscriptions - (523601)	87,452	76,391	(11,061)	(12.6)%
Education and Training - (523701)	25,705	30,705	5,000	19.5%
Licenses - (523801)	3,892	3,892	0	0.0%
Office Supplies - (531101)	4,524	8,043	3,519	77.8%
Freight and Express - (531105)	140	140	0	0.0%
<b>Total Expenses</b>	<b>\$1,812,675</b>	<b>\$1,892,203</b>	<b>\$79,528</b>	<b>4.4%</b>

### MAJOR FY2019 OMF BUDGET ITEMS

The department's FY2019 OMF budget has increased by \$79,528 from FY2018 estimate. All variances that exceed \$50,000 along with variances that are greater than 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct increased by \$64,178 mainly due to re-classification of positions
- Public Information Fees increased by \$7,542 as all notices are now being handled by Procurement.
- Travel increased by \$6,000 for the Diversity Information Resources Training program.
- Dues & Subscriptions decreased by (\$11,061) for adjustment to historically spending.
- Education and Training increased by \$5,000 due to the Diversity Information Resources Training program.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2019 Budget. (See Other Funds section pages 112-142).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$1,461,106	\$0	\$0	\$0	\$0	\$1,461,106
Salaries and Wage-Overtime - (511301)	1,947	0	0	0	0	1,947
Retirement Contributions - (512401)	185,140	0	0	0	0	185,140
Meeting Expense - (521101)	1,571	0	0	0	0	1,571
Consulting/Professional - (521201)	2,030	0	0	0	0	2,030
Public Information Fees - (523302)	29,958	2,000	9,000	7,000	0	47,958
Promotional Expenses - (523304)	69,488	0	0	0	0	69,488
Printing and Photographic - (523401)	1,122	0	0	0	0	1,122
Travel - (523501)	20,670	0	0	0	0	20,670
Dues & Subscriptions - (523601)	76,391	0	0	0	0	76,391
Education and Training - (523701)	30,705	0	0	0	0	30,705
Licenses - (523801)	3,892	0	0	0	0	3,892
Office Supplies - (531101)	8,043	0	0	0	0	8,043
Freight and Express - (531105)	140	0	0	0	0	140
<b>FY2019 Totals</b>	<b>\$1,892,203</b>	<b>\$2,000</b>	<b>\$9,000</b>	<b>\$7,000</b>	<b>\$0</b>	<b>\$1,910,203</b>
<b>FY2018 Totals</b>	<b>\$1,812,675</b>	<b>\$2,000</b>	<b>\$9,000</b>	<b>\$7,000</b>	<b>\$0</b>	<b>\$1,830,675</b>
<b>Increase/(Decrease)</b>	<b>\$79,528</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$79,528</b>

## OTHER FUNDS VARIANCE

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

## 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance to the project agreement. (See Other Funds section pages 143-147).

- \$25,409 for allocated costs associated with procurement process for the project.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages 148-150).

- \$0

## POSITION SUMMARY

Procurement and Business Diversity Department			
Full-Time Positions	FY2018	FY2019	Difference
Procurement Services	13	13	0
Assistant Director of Procurement	1	1	0
Contract Manager	1	1	0
Procurement Analyst	1	1	0
Procurement Specialist	2	0	(2)
Purchase Order Specialist	1	0	(1)
Senior Contract Administrator	1	1	0
Senior Director Procurement and Business Diversity	1	1	0
Senior Procurement Specialist	4	7	3
Senior Purchase Order Specialist	1	1	0
Business Diversity Department	5	5	0
Bus. Diversity Liaison	1	1	0
Business Diversity Compliance Analyst	1	1	0
Director of Business Diversity	1	1	0
Manager of Business Diversity	1	1	0
Outreach Coordinator	1	1	0
<b>Total Full-Time Positions</b>	<b>18</b>	<b>18</b>	<b>0</b>

- No changes in FTE's, only re-classification of 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 Business Enterprises (D/M/WBEs).
- 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, NTTA's voice with internal and external audiences, executes the Authority's strategic goals and objectives through quantifiable government affairs, communications and marketing to customers, stakeholders, elected officials, bondholders, business leaders, media and employees.

The department's FY2019 Budget is tailored to meet a brand promise of "Connecting North Texas through safer, quicker and smoother roads" through the execution of three strategic communications goals (previously presented to the Board of Directors):

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

## FY2019 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Customer-Driven Organization

- Promote customer TollTag value through our Roadside Safety Services (#999), TollPerks, airport parking, Tollmate app and other value-added products and services. Expand TollPerks and Tollmate to meet targets.
- Streamline and improve the customer experience by promoting the newly redesigned, user- and mobile-friendly website and its self-service options.
- Support customer service enhancements and toll collection initiatives to improve the customer journey, including new Customer Service Center tentatively set for Garland/Mesquite area.
- 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, customers and stakeholders via public relations.
- Position NTTA as the leader in safety, through ongoing promotion of Roadside Safety Services, its #999 service, the Red Thumb program and other safety initiatives.
- Apply results of 2018 Biennial Customer Survey to operations, communications and marketing initiatives as merited. Develop and launch interactive maps on website with real-time travel conditions and touting the value of new fourth lanes on DNT and PGBT to help customers make informed driving decisions. Expand marketing and communications channels to reach geo-targeted and demographic-specific customers with TollTag value message.

### Financially Sound & Vibrant Organization

- As NTTA approaches the 82 percent TollTag penetration rate, the emphasis in 2019 will further shift to targeting the right product to the right group and tailoring messaging and product offerings to specific, underrepresented demographics. Mass market advertising will also continue to maintain TollTag penetration rates.
- Focus will continue on promoting the new 360 Tollway and growing its use among NTTA customers and increasing the TollTag penetration rate.
- Work with Operations to promote new services, including new payment methods, new Customer Service centers and customer self-help options to further payments for every toll.
- Emphasis on TollTag marketing for TSA lanes, particularly those where we are at risk (LBJ East, NTE 1&2)

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

- Continue positioning the TollTag as a lifestyle brand - the preferred way to travel toll roads and the key to get you where you need to go around North Texas and beyond (interoperability for the Central and Southern regions).
- Focus on under-represented demographic groups in cooperation with transportation partners to increase TollTag use on managed lanes (TSA lanes – particularly those where we are at risk) and others (airports, toll managed-lane developers, tolling entities, TxDOT, and others).
- Continue building and maintaining elected official support for NTTA programs, issues and public policy.
- Increase public relations efforts around community and business outreach to share NTTA's story and humanize the brand.
- Deliver public relations and promotions around NTTA's economic impact to the North Texas community including speaking engagements and during meetings with elected officials.

### Highly Qualified & Engaged Team

- Execute communications plan guided by results of employee engagement survey.
- Renew employee "HERO" series by combining it with compelling communications to sustain employee engagement and each individual employee's personal connection.
- Identify and develop visual communications to engage employees with NTTA and its value to the region.
- Foster understanding and alignment of strategic priorities through compelling executive communications and engage employees with creative programs and communications.
- Increase NTTA leadership team interaction and communications with employees.

## DEPARTMENTAL FY2019 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2018	FY2019	Variance	Variance %
	Estimate	Budget		
Salaries and Wages-Direct - (511101)	\$1,393,214	\$1,332,997	(\$60,217)	(4.3)%
Salaries and Wage-Overtime - (511301)	1,554	1,554	0	0.0%
Retirement Contributions - (512401)	185,804	167,663	(18,141)	(9.8)%
Meeting Expense - (521101)	12,941	12,941	0	0.0%
Consulting/Professional - (521201)	1,747,752	1,807,752	60,000	3.4%
Magazine and Newspaper - (523302)	1,426,601	1,426,601	0	0.0%
Television & Radio - (523303)	1,019,697	1,019,697	0	0.0%
Promotional Expenses - (523304)	1,003,733	1,003,733	0	0.0%
Employee Appreciation - (523305)	1,752	1,752	0	0.0%
Printing and Photographic - (523401)	8,177	8,177	0	0.0%
Maps & Pamphlets - (523402)	91,960	91,960	0	0.0%
Travel - (523501)	55,010	55,010	0	0.0%
Dues & Subscriptions - (523601)	28,155	28,155	0	0.0%
Education and Training - (523701)	2,960	2,960	0	0.0%
Office Supplies - (531101)	6,967	6,967	0	0.0%
Other Materials and Supplies - (531102)	2,798	2,798	0	0.0%
Freight and Express - (531105)	332	332	0	0.0%
Uniforms - (531701)	1,979	1,979	0	0.0%
<b>Total Expenses</b>	<b>\$6,991,386</b>	<b>\$6,973,028</b>	<b>(\$18,358)</b>	<b>(0.3)%</b>

### MAJOR FY2019 OMF BUDGET ITEMS

The department's FY2019 OMF budget has decreased by **(\$18,358)** from the FY2018 estimate. All variances that exceed \$50,000 along with variances that are greater than 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct decreased by **(\$60,217)** due to re-organizing the department.
- Consulting/Professional increased by \$60,000 to add a consultant for legislative matters.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2019 Budget (see Other Funds section pages 112-142).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$1,332,997	\$0	\$0	\$0	\$0	\$1,332,997
Salaries and Wage-Overtime - (511301)	1,554	0	0	0	0	1,554
Retirement Contributions - (512401)	167,663	0	0	0	0	167,663
Meeting Expense - (521101)	12,941	0	0	0	0	12,941
Consulting/Professional - (521201)	1,807,752	0	0	0	0	1,807,752
Magazine and Newspaper - (523302)	1,426,601	0	0	0	0	1,426,601
Television & Radio - (523303)	1,019,697	0	0	0	0	1,019,697
Promotional Expenses - (523304)	1,003,733	0	0	0	0	1,003,733
Employee Appreciation - (523305)	1,752	0	0	0	0	1,752
Printing and Photographic - (523401)	8,177	0	0	0	0	8,177
Maps & Pamphlets - (523402)	91,960	0	0	0	0	91,960
Travel - (523501)	55,010	0	0	0	0	55,010
Dues & Subscriptions - (523601)	28,155	0	0	0	0	28,155
Education and Training - (523701)	2,960	0	0	0	0	2,960
Office Supplies - (531101)	6,967	0	0	0	0	6,967
Other Materials and Supplies - (531102)	2,798	0	0	0	0	2,798
Freight and Express - (531105)	332	0	0	0	0	332
Uniforms - (531701)	1,979	0	0	0	0	1,979
<b>FY2019 Totals</b>	<b>\$6,973,028</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,973,028</b>
<b>FY2018 Totals</b>	<b>\$6,991,386</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,991,386</b>
<b>Increase/(Decrease)</b>	<b>(\$18,358)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$18,358)</b>

## OTHER FUNDS VARIANCE

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

## 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses accordance to the project agreement. (See Other Funds section pages 143-147).

- **\$747,291** for allocated costs associated with the promotion of the project.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 148-150).

- **\$993,028** consists of \$196,533 allocated costs and \$796,495 of direct costs for advertising, customer outreach and marketing campaigns focusing on the value of the TollTag and increasing TollTag penetration for managed lanes in cooperation with Cintra and TxDOT.



## POSITION SUMMARY

Public Affairs Department			
Full-Time Positions	FY2018	FY2019	Difference
Public Affairs	15	15	0
Administrative Assistant/Communications	1	1	0
Assistant Director Public Affairs	1	1	0
Copy Writer/ Mkt. Strategist	1	1	0
Corporate Communications Manager	1	1	0
Digital Communications Specialist	1	0	(1)
Director of Public Affairs	0	1	1
Graphic Communications Specialist	1	1	0
Media/Public Relations Manager	2	1	(1)
Project Communications Manager	1	1	0
Project Communications Specialist	1	1	0
Public & Comm. Relations Manager	0	1	1
Senior Communications Specialist	1	1	0
Senior Digital Communications Specialist	0	1	1
Senior Director of Public Affairs	1	0	(1)
Senior Marketing Manager	1	1	0
TollTag Marketing Specialist	1	0	(1)
TollTag Marketing Strategist	0	1	1
Web Content Specialist	1	1	0
Government Affairs	3	3	0
Asst. Director of Government Affairs	1	0	(1)
Director of Government Affairs	1	1	0
Government Affairs Analyst	1	1	0
Local Government Liaison	0	1	1
<b>Total Full-Time Positions</b>	<b>18</b>	<b>18</b>	<b>0</b>

- Five positions were re-classified.

### MAJOR BUSINESS FUNCTIONS – PUBLIC AFFAIRS

With the FY2019 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 the TollTag is the least expensive way to travel on toll roads coupled with the theme that the TollTag takes customers where they want to go. Imaginative promotions and events and use of paid media in new customer communications channels will draw in new customers and help convert ZipCash customers. Emphasis on growing TollTag customers around the new 360 Tollway.
- **Project Communications** – Create and widely disseminate communications using online and traditional communication channels to notify customers of ongoing construction and

maintenance activity including the expansion of PGBT and SRT. Communications will include toll road value and safety program messaging. Work with IT and SIM departments to develop effective website and Tollmate tools to improve project customer communications.

- **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 and NTTA's role to provide options for the region's transportation needs.
- **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. Work to secure a sponsor to pay for cost to create Red Thumb bands.
- **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 Affairs** – Cultivate and maintain productive relationships with local and state elected officials as well as stakeholders to advance public policy that supports NTTA's mission and role in the region.

# Treasury Management Department

## OVERVIEW

The department manages all short- and long-term financing for the Authority and performs post-issuance administrative functions. It is responsible for the planning, development and maintenance of the annual budgets and Five-Year-Capital Plan and performance reporting. In addition, the department is responsible for all banking relationships, cash management, investment portfolio management and continuing disclosure compliance, as well as the establishment and monitoring of all investment, debt, and continuing disclosure policies and procedures. The department was re-organized during FY2018 by transferring some of the duties and positions from the Accounting Department and the eliminated Financial Planning and Analysis Department.

## FY2019 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.
- Continuously improve the annual budget plan process for clarity and more transparency.
- Produce a Five-Year Capital Plan based on best estimates for future planning.
- Enhance monthly and quarterly metric reports to provide the most accurate and comprehensive analysis of NTTA's financial and operating performance.

### Delivering Transportation Solutions

- Assist with renegotiation of the performance security provision in the LBJ TSA.
- Continue back office processing of payments for TSA partner facilities.

### Highly Qualified, Energized & Engaged Team

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

## DEPARTMENTAL FY2019 OPERATIONS AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2018 Estimate	FY2019 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$834,926	\$828,598	(\$6,328)	(0.8)%
Retirement Contributions - (512401)	113,118	106,230	(6,888)	(6.1)%
Consulting/Professional - (521201)	659,474	659,474	0	0.0%
Trustee Fees - (521204)	345,899	345,899	0	0.0%
Rating Agency Fees - (521205)	25,000	0	(25,000)	(100.0)%
Traffic Engineering Fees - (521207)	688,199	688,199	0	0.0%
Travel - (523501)	11,578	11,578	0	0.0%
Dues & Subscriptions - (523601)	3,661	3,661	0	0.0%
Education and Training - (523701)	8,044	8,044	0	0.0%
Office Supplies - (531101)	3,169	3,169	0	0.0%
Freight and Express - (531105)	635	635	0	0.0%
<b>Total Expenses</b>	<b>\$2,693,703</b>	<b>\$2,655,487</b>	<b>(\$38,216)</b>	<b>(1.4)%</b>

## MAJOR FY2019 OMF BUDGET ITEMS

The department's FY2019 OMF budget has decreased by **(\$38,216)** from FY2018 estimate. All variances that exceed \$50,000 along with variances that are greater than 15.0% and \$5,000 are explained below.

- Rating Agency Fees decreased by **(\$25,000)**, no longer needed since SPS bonds have been refinanced.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2019 Budget. (See Other Funds section pages 112-142).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$828,598	\$0	\$0	\$0	\$0	\$828,598
Retirement Contributions - (512401)	106,230	0	0	0	0	106,230
Consulting/Professional - (521201)	659,474	0	0	67,900	0	727,374
Trustee Fees - (521204)	345,899	0	0	189,500	0	535,399
Rating Agency Fees - (521205)	0	0	0	91,000	0	91,000
Remarketing/Loc Provider Fees - (521206)	0	0	0	2,180,167	0	2,180,167
Traffic Engineering Fees - (521207)	688,199	0	0	300,000	0	988,199
Travel - (523501)	11,578	0	0	0	0	11,578
Dues & Subscriptions - (523601)	3,661	0	0	0	0	3,661
Education and Training - (523701)	8,044	0	0	0	0	8,044
Office Supplies - (531101)	3,169	0	0	0	0	3,169
Freight and Express - (531105)	635	0	0	0	0	635
<b>FY2019 Totals</b>	<b>\$2,655,487</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,828,567</b>	<b>\$0</b>	<b>\$5,484,054</b>
<b>FY2018 Totals</b>	<b>\$2,693,703</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,828,567</b>	<b>\$0</b>	<b>\$5,522,270</b>
<b>Increase/(Decrease)</b>	<b>(\$38,216)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$38,216)</b>

## OTHER FUNDS VARIANCE

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

## 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 143-147).

- **\$14,435** for allocated costs associated with the treasury and budget management of the project.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages 148-150).

- **\$164,329** for allocated costs associated with the cash and budget management of the project.

## POSITION SUMMARY

Treasury Management Department			
Full-Time Positions	FY2018	FY2019	Difference
Administrative Assistant	1	1	0
Budget & Compliance Manager	0	1	1
Debt Manager	1	1	0
Director of Treasury Management	1	1	0
Financial Services Manager	0	1	1
Senior Finance Analyst	0	4	4
Treasury Investment Manager	1	1	0
<b>Total Full-Time Positions</b>	<b>4</b>	<b>10</b>	<b>6</b>

- For better efficiency, the department was re-organized during FY2018. The elimination of the Financial Planning and Analysis Department added 3 positions; the Budget and Compliance Manager and 2 Senior Finance Analyst. The Financial Service Manager and 2 Senior Finance Analyst were transferred from the Accounting Department.

## MAJOR BUSINESS FUNCTIONS

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

## Contact Center and Collections Department

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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 department's FY2019 objective continues the focus on the C's of exceptional customer service; Connect, Collect, Convert, Continuous Improvement, Coach, and Commitment.

- Connect: Customers should expect an exceptional customer service experience with NTTA based on their preferred communication method.
- Collect: Customers will be treated with the upmost respect while being held responsible for their decisions.
- Convert: Every windshield has a TollTag.
- Continuous Improvement: Improve infrastructure and processes by leveraging appropriate technology.
- Coach: Staff and Leadership appropriate training and coaching to improve customer experience.
- Commitment: Staff and Leadership are committed to providing an exceptional customer service experience.

### FY2019 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

#### Customer-Driven Organization

- Actively participate in the implementation and testing of the new back office toll collection system.
- 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.
- Further enhance customer preferred communication channels through the web and interactive voice response (IVR) system.
- Work with Communications and Legal to streamline the ZipCash invoice for clarity and to encourage payment of amounts owed.
- Expand proactive customer outreach via targeted outbound messaging to inform TollTag customers of account issues.
- Expand contact channel opportunities to provide additional customer access and to leverage existing technology, such as the Tollmate mobile application and electronic statements, for ease of access.
- Sell and promote TollTag benefits at targeted events, such as corporate events, new or expanding local businesses, sporting games, and university events.
- Expand relationships with car dealerships to distribute TollTags and increase ability to collect transactions for car sales, fleet and loaner vehicles.
- Further enhance speech analytics to improve customer service, and coaching to build efficiencies.



- Improve customer contact and collection opportunities through the addition of two late-stage collection agencies.
- Leverage emerging payment technologies to facilitate customers' ability to pay.
- Create an internal infrastructure that has the appropriate technology and analytical capabilities to fulfill core functions.
- Develop and deliver programs to assist cash and unbanked/underbanked customers with access to payment locations and other payment options.
- Create Customer Obsession by expanding the customer experience and journey mapping.
- Maximize every ZipCash customer interaction to provide benefits of TollTag membership.
- Leverage business intelligence tools for better volume forecasting to facilitate the conversion of un-happy customers to happy customers.

#### **Financially Sound & Vibrant Organization**

- Continue to increase TollTag penetration to the FY2019 goal of 82.5%.
- Continue focus on payments from out-of-state drivers.
- Improve pursuable transactions to achieve a FY2019 goal of 95.7%.
- Drive collectables to the FY2019 goal of 93% collected within 24 months.
- Constantly evaluate and improve the Toll Enforcement Remedies program to maximize performance.
- Execute an enhanced collection strategy through management of four 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; (4) improve toll collection earlier within their collection process; (5) continue focus on collection efforts for unpaid invoices placed for longer than six months; (6) continue customer outreach and collection efforts through secondary collection agencies.
- Work with additional counties for vehicle registration blocks.
- Leverage the Business Intelligence environment in decision making.

#### **Highly Qualified, Energized & Engaged Team**

- Collaborate with the Human Resources Department to develop staff, build core skills and provide career path development.
- 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.
- Enhance the department succession plan for management strength and career pathing. Staff and Leadership appropriate training and coaching to improve customer experience.

## DEPARTMENTAL FY2019 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2018	FY2019	Variance	Variance %
	Estimate	Budget		
Salaries and Wages-Direct - (511101)	\$10,365,417	\$10,738,259	\$372,842	3.6%
Salaries and Wage-Overtime - (511301)	366,132	366,132	0	0.0%
Retirement Contributions - (512401)	1,390,511	1,353,062	(37,449)	(2.7)%
Meeting Expense - (521101)	30,556	30,525	(31)	(0.1)%
Consulting/Professional - (521201)	9,191,036	9,675,338	484,302	5.3%
Armored Car Services - (521209)	39,827	59,627	19,800	49.7%
Rentals - Land - (522301)	49,595	163,595	114,000	229.9%
Rentals - Equipment - (522302)	55,822	55,822	0	0.0%
Postage - (523201)	10,380,854	10,668,192	287,338	2.8%
Travel - (523501)	19,916	20,005	89	0.4%
Dues & Subscriptions - (523601)	104,469	29,429	(75,040)	(71.8)%
Education and Training - (523701)	67,793	67,793	0	0.0%
Temporary Contract Labor - (523851)	12,030,780	12,030,780	0	0.0%
Office Supplies - (531101)	181,065	180,650	(415)	(0.2)%
Freight and Express - (531105)	1,144	1,144	0	0.0%
Inven for resale(toll tags) - (531501)	10,261,333	10,567,552	306,219	3.0%
Uniforms - (531701)	28,257	28,257	0	0.0%
Bank Charges - (573001)	201,355	201,355	0	0.0%
Credit Card Fees - (573002)	19,939,979	19,982,558	42,579	0.2%
<b>Total Expenses</b>	<b>\$74,705,841</b>	<b>\$76,220,075</b>	<b>\$1,514,234</b>	<b>2.0%</b>

### MAJOR FY2019 OMF BUDGET ITEMS

The department's FY2019 OMF budget increased by \$1,514,234 from FY2018 estimate. All variances that exceed \$50,000 along with variances that are greater than 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct had a net increase of \$372,842 due to adjusted allocation to TSA's of \$600,514 and a reduction of (\$227,672) due to transferring 6 positions to System and Incident Management Department.
- Consulting/Professional Fees increased by \$484,302. Mainly due to projected increase in volume of image reviews and invoicing.
- Armored Car Services increased \$19,800 to add money pick up services to the Customer Service Center in Grand Prairie and proposed new center in the Mesquite area.
- Rentals-Land increased by \$114,000 to include rent for Grand Prairie and proposed new center in the Mesquite area.
- Postage increased by \$287,338. Mainly due to projected increase in volume of invoices.
- Dues & Subscriptions decreased by (\$75,040) due to discontinued membership.
- TollTags increased by \$306,219 based on growth of T&R estimates and adding two additional store locations.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2019 Budget (see Other Funds section pages 112-142).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$10,738,259	\$0	\$0	\$0	\$0	\$10,738,259
Salaries and Wage-Overtime - (511301)	366,132	0	0	0	0	366,132
Retirement Contributions - (512401)	1,353,062	0	0	0	0	1,353,062
Meeting Expense - (521101)	30,525	0	0	0	0	30,525
Consulting/Professional - (521201)	9,675,338	0	0	0	0	9,675,338
Armored Car Services - (521209)	59,627	0	0	0	0	59,627
Rentals - Land - (522301)	163,595	0	0	0	0	163,595
Rentals - Equipment - (522302)	55,822	0	0	0	0	55,822
Postage - (523201)	10,668,192	0	0	0	0	10,668,192
Travel - (523501)	20,005	0	0	0	0	20,005
Dues & Subscriptions - (523601)	29,429	0	0	0	0	29,429
Education and Training - (523701)	67,793	0	0	0	0	67,793
Temporary Contract Labor - (523851)	12,030,780	0	0	2,000,000	0	14,030,780
Office Supplies - (531101)	180,650	0	0	0	0	180,650
Freight and Express - (531105)	1,144	0	0	0	0	1,144
Inven for resale(toll tags) - (531501)	10,567,552	0	0	0	0	10,567,552
Uniforms - (531701)	28,257	0	0	0	0	28,257
Bank Charges - (573001)	201,355	0	0	0	0	201,355
Credit Card Fees - (573002)	19,982,558	0	0	0	0	19,982,558
<b>FY2019 Totals</b>	<b>\$76,220,075</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$78,220,075</b>
<b>FY2018 Totals</b>	<b>\$74,705,841</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$74,705,841</b>
<b>Increase/(Decrease)</b>	<b>\$1,514,234</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$3,514,234</b>

## OTHER FUNDS VARIANCE

- CF-\$0
- RMF-\$0
- CIF-\$2,000,000 for possible staffing of the call center during the implementation of new contracts.
- CIF/FSF-\$0

## 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 143-147).

- **\$1,132,332** for allocated costs to handle the processing of revenue transactions.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 148-150).

- **\$16,672,442** for allocated costs to handle the processing of increasing revenue transactions for TSA projects.

## POSITION SUMMARY

Contact Center and Collections Department			
Full-Time Positions	FY2018	FY2019	Difference
Call Center	128	110	(18)
Admin. Assistant	1	1	0
CSC Supervisor	9	7	(2)
CSC Project Coordinator	0	1	1
CSS II	83	90	7
CSS II Bilingual	24	0	(24)
Director of Contact Center & Collections	1	1	0
Senior Customer Service Specialist	6	8	2
Senior – CSS Bilingual	3	0	(3)
Sr. Call Center Manager	1	1	0
Technical Writer	0	1	1
Customer Service Center	61	82	21
CSC Supervisor	8	8	0
CSS II	31	63	32
CSS II Bilingual	7	0	(7)
Receptionist	1	1	0
Senior – CSS Bilingual	2	0	(2)
Senior Customer Service Specialist	11	9	(2)
Sr. Customer Center Manager	1	1	0
Workforce & Training	8	7	(1)
CSC Training Coordinator	1	1	0
Forecast and Reporting Analyst	0	1	1
Sr. Training Coordinator	1	0	(1)
CSC Training Manager	0	1	1
Workforce Manager	1	1	0
Workforce Analyst	5	3	(2)
Regional Tolling Partners	4	4	0
CSS II	2	2	0
Manager - Key Accounts	1	1	0
CSC Supervisor	1	1	0
Collections	7	7	0
Assistant Director of Contact Center and Collections	1	1	0
Collections Manager	1	1	0
CSC Supervisor	2	2	0
CSC Project Coordinator	1	1	0
Senior Customer Service Specialist	2	2	0
Toll Enforcement Remedies	23	19	(4)
Admin. Team Lead	1	0	(1)
Admin. Technician	3	0	(3)
Court Coordinator	3	3	0
CSS I	0	1	1
TER Manager	1	1	0
TER Specialist	6	12	6
TER Specialist - Bilingual	6	0	(6)
CSC Supervisor	2	1	(1)
TER Team Leader	1	0	(1)
Senior Customer Service Specialist	0	1	1

## POSITION SUMMARY (CONTINUED)

Contact Center and Collections Department			
Full-Time Positions	FY2018	FY2019	Difference
Support Services	65	70	5
CSS I	51	49	(2)
CSS II	0	2	2
Inventory Control Specialist	0	1	1
Mail Specialist	1	1	0
QA/QC Coordinator I	5	7	2
QA/QC Coordinator I - Bilingual	1	0	(1)
QA/QC CSS	0	1	1
Senior Customer Service Specialist	2	4	2
Support Services Process Manager	1	1	0
CSC Supervisor	4	4	0
Customer Care	12	12	0
Customer Care Coordinator	1	1	0
Customer Care Manager	1	1	0
Director of Customer Care	1	1	0
QA/QC Coordinator II	5	5	0
QA/QC Coordinator II - Bilingual	2	2	0
CSC Supervisor	1	1	0
Speech Analytics Analyst	1	0	(1)
Sr. Operations Analyst	0	1	1
<b>Total Full Time Positions</b>	<b>308</b>	<b>311</b>	<b>3</b>
Part-Time Positions	FY2018	FY2019	Difference
CSS I P/T	20	18	(2)
CSS II - P/T	4	3	(1)
TER Specialist P/T	1	1	0
TollTag Event Specialist	4	5	1
<b>Total Part-Time Positions</b>	<b>29</b>	<b>27</b>	<b>(2)</b>

- Customer Service Center added 8 positions for FY2019 to staff an additional storefront location: 1 Supervisor, 1 Senior Customer Service Specialist and 6 CSS II.
- Support Services added 1 QA/QC CSS position by converting a CSS 1 Part-Time position to an FTE during FY2018.
- Toll Enforcement Remedies transferred 6 positions during FY2018 to System and Incident Management Department, including 1 that was created in FY2018.
- Also during FY2018, 1 CSSII-P/T position was transferred to the Operations Department. All other changes are re-classification of positions.

## 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:

- **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.
- **Customer Service Center** – Serves as the “face of the NTTA” for more than 250,000 walk-up customers each year via five retail locations in Fort Worth, Irving, Plano and South Dallas/DPS and 360 Tollway.

- **Workforce & Training** – Serves as the command center for the Call Center, Customer Service Center and Toll Enforcement Remedies divisions. Primary functions include scheduling work shift analysis, projecting contact volumes, and reassigning personnel throughout the day to ensure prompt service is available across all contact channels.
- **Regional Tolling Partners** – Local retailers such as Albertson’s, Kroger, Fiesta, and Tom Thumb 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. Coordinates with SIMs to ensure proper citation packet preparation for the issuance of failure-to-pay toll citations. Coordinates with Justice of the Peace offices in legal proceedings.
- **Support Services** – The team is made up of several smaller teams that provide back-office support, including posting of payments received, fulfillment and mail delivery for NTTA and responding to written customer correspondence.
- **Customer Care** – Partners with Contact Center and Collections leadership to:
  - Provide audits of all CSC processes and procedures
  - Report on all TSA related service levels
  - Develop and maintain all SOPs
  - Develop and maintain Speech Analytics and reporting
  - Provide insight training for new hires – focusing on Quality Assurance
  - Complete all Board, Ombudsman, Legal, Communications, and Government affairs escalations
  - Respond to all Subpoenas and PIA’s, testify as Custodian of Records for all NTTA and law enforcement trials
  - Provide customer perspective on proposed customer-facing projects, programs and enhancements



# 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.

## FY2019 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 and external customers and the strategic objectives of NTTA.
- Continue the four-year Intelligent Transportation Systems (ITS) program to further customer safety and service by increasing dynamic message sign coverage across NTTA facilities and looking at innovative ways to capture and analyze traffic data on NTTA's roadways. This project includes the addition of around 60 new cameras and six new dynamic message signs.
- Identify and implement new methods for customer payment of TollTag accounts and ZipCash invoices (Direct Carrier Billing Program), 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.
- Continue the implementation of the new back office toll system.

### Financially Sound & Vibrant Organization

- Maintain and enhance 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.
- Enhance Toll Enforcement Remedy functions to ensure the equitable collection of tolls.
- Continue the expansion and adoption of the Business Intelligence program by moving toward near real-time analysis of data at the lane, augmenting transactional data with customer behavior attributes, and integration with the new back office toll system.
- Implement technology to enhance budgeting process.

### Delivering Transportation Solutions

- Expand central states interoperability with the addition of Colorado and continue implementation of national interoperability with the western, southeastern, and northeastern states.
- Continue to provide the required levels of service for the LBJ Express, North Tarrant Express and regional Toll Service Agreements.
- Enhance data and image sharing between TxDOT, NTTA, and other municipalities to better coordinate communication and traffic information to increase safety and congestion relief efforts.
- Install new camera locations to provide better coverage for Safety Operations.

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

- Continue to participate in the regional HOV Detection project with North Central Texas Council of Governments (NCTCOG) and TxDOT.
- Continue to partner with Dallas/Fort Worth International and Dallas Love Field airports for processing parking transactions.

- Support the data needs of NTTA's internal departments such as Public Affairs and System and Incident Management to ensure they can continue to be responsive to requests to assist and partner with peer agencies and government officials within the region.

#### Highly Qualified, Energized & Engaged Team

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

### DEPARTMENTAL FY2019 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2018 Estimate	FY2019 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$6,337,306	\$6,851,702	\$514,396	8.1%
Salaries and Wage-Overtime - (511301)	85,663	85,663	0	0.0%
Retirement Contributions - (512401)	852,287	872,943	20,656	2.4%
Consulting/Professional - (521201)	104,280	0	(104,280)	(100.0)%
Outside Maintenance Services - (521212)	6,849,342	8,015,547	1,166,205	17.0%
Telecommunications - (523202)	1,364,758	1,364,758	0	0.0%
Travel - (523501)	25,853	47,400	21,547	83.3%
Dues & Subscriptions - (523601)	6,062	7,900	1,838	30.3%
Education and Training - (523701)	118,801	106,000	(12,801)	(10.8)%
Temporary Contract Labor - (531101)	0	85,390	85,390	100.0%
Office Supplies - (531101)	191,839	112,200	(79,639)	(41.5)%
Other Materials and Supplies - (531102)	79,121	81,500	2,379	3.0%
Software - (531651)	7,195,086	10,994,874	3,799,788	52.8%
<b>Total Expenses</b>	<b>\$23,210,398</b>	<b>\$28,625,877</b>	<b>\$5,415,479</b>	<b>23.3%</b>

### MAJOR FY2019 OMF BUDGET ITEMS

The department's FY2019 OMF budget has increased by \$5,415,479 from FY2018 estimate. All variances that exceed \$50,000 along with variances that are greater than 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct increased by \$514,396 due mainly to merit and salary adjustments.
- Consulting/Professional decreased (\$104,280) due to services brought in-house.
- Outside Maintenance Services increased by \$ 1,166,205; \$1,000,000 for annual storage maintenance renewal to support business needs (Production and Disaster Recovery); \$155,000 for Iron Mountain, \$50,000 for Microsoft Premium Support. These costs were previously paid from Capital Improvement Fund.
- Travel increased by \$21,547 mainly for attending meeting associated with HUB steering and deployment committees; and IBTTA meetings.
- Temporary Contract Labor increased \$85,390 to augment staff during temporary heavy workload periods.
- Office Supplies decreased (\$79,639) printers being handled through a capital lease in CIF.
- Software maintenance increased by \$3,799,788. Microsoft Maintenance and Oracle Unlimited License Agreement previously paid from Capital Improvement Fund.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2019 Budget (see Other Funds section pages 112-142).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$6,851,702	\$0	\$0	\$0	\$0	\$6,851,702
Salaries and Wage-Overtime - (511301)	85,663	0	0	0	0	85,663
Retirement Contributions - (512401)	872,943	0	0	0	0	872,943
Consulting/Professional - (521201)	0	0	0	3,100,000	0	3,100,000
Outside Maintenance Services - (521212)	8,015,547	0	0	0	0	8,015,547
Consulting/Profess Serv Tech - (521301)	0	0	0	15,132,202	0	15,132,202
Telecommunications - (523202)	1,364,758	0	0	0	0	1,364,758
Travel - (523501)	47,400	0	0	0	0	47,400
Dues & Subscriptions - (523601)	7,900	0	0	0	0	7,900
Education and Training - (523701)	106,000	0	0	0	0	106,000
Yemporary Contract Labor - (523851)	85,390	0	0	0	0	85,390
Office Supplies - (531101)	112,200	0	0	0	0	112,200
Other Materials and Supplies - (531102)	81,500	0	0	0	0	81,500
Electronic Supplies - (531106)	0	0	2,169,500	0	0	2,169,500
Computers - (531641)	0	0	9,803,000	21,465,000	0	31,268,000
Software - (531651)	10,994,874	0	210,000	34,451,801	0	45,656,675
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	5,771,724	0	0	5,771,724
Infrastructure - Other - (541403)	0	0	0	2,100,000	0	2,100,000
<b>FY2019 Totals</b>	<b>\$28,625,877</b>	<b>\$0</b>	<b>\$17,954,224</b>	<b>\$76,249,003</b>	<b>\$0</b>	<b>\$122,829,104</b>
<b>FY2018 Totals</b>	<b>\$23,210,398</b>	<b>\$0</b>	<b>\$15,206,396</b>	<b>\$77,104,866</b>	<b>\$0</b>	<b>\$115,521,660</b>
<b>Increase/(Decrease)</b>	<b>\$5,415,479</b>	<b>\$0</b>	<b>\$2,747,828</b>	<b>(\$855,863)</b>	<b>\$0</b>	<b>\$7,307,444</b>

## OTHER FUNDS VARIANCE

- CF - \$0
- RMF – \$2,747,828 The Reserve Maintenance Fund increased mainly due to the end-of-life replacement of fabric switch infrastructure and servers.
- CIF – **(\$855,863)** The Capital Improvement Fund net decreased mainly due to the transferring of software and licenses maintenance to OMF.
- CIF/FSF - \$0

## 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 143-147).

- **\$347,894** allocated costs associated with processing revenue transactions for the project.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 148-150).

- **\$2,842,846** allocated costs associated with processing revenue transactions for the project.

## POSITION SUMMARY

Information Technology			
Full-Time Positions	FY2018	FY2019	Difference
Administrative Assistant IT	1	1	0
Applications Administrator	4	3	(1)
Applications Administrator I	0	1	1
Assistant Director Business Applications	1	1	0
Assistant Director of IT	1	1	0
Backup Engineer	1	1	0
Business Intelligence Analyst	1	0	(1)
Business Intelligence Architect	0	1	1
Business Intelligence Developer	0	1	1
Communications Administrator	1	1	0
Compliance Analyst	3	2	(1)
Desktop Support Engineer	1	1	0
Director of IT	1	1	0
Enterprise Applications Administrator	1	0	(1)
Enterprise Applications Lead	0	1	1
Enterprise Applications Manager	1	1	0
Enterprise Communications Manager	1	1	0
GIS Analyst	3	3	0
GIS Manager	1	1	0
Information Security Manager	1	1	0
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	1	1	0
RITE Applications Lead Support Analyst	1	1	0
RITE Systems Support Analyst II	2	2	0
Roadway Systems Lead	3	3	0
Roadway Systems Manager	2	2	0
Roadway Systems Supervisor	3	3	0
Security Engineer	3	3	0
Server Administrator	1	1	0
Service Desk Manager	1	1	0
ServiceNow Developer	1	1	0
Solutions Architect	0	1	1
Sr. Application Manager	1	1	0
Sr. BI Developer	2	1	(1)
Sr. Business Analyst	3	3	0
Sr. Communications Engineer	1	1	0
Sr. Database Administrator	2	2	0
Sr. Desktop Support Technician	3	3	0
Sr. ETL Developer	1	1	0
Sr. ITS Manager	1	1	0

<b>Information Technology (continued)</b>			
Sr. Network Engineer	3	3	0
Sr. Project Manager	3	3	0
Sr. Server Administrator	2	2	0
Sr. Storage Engineer	1	1	0
Sr. Systems Engineer	4	4	0
Sr. Technical Lead	1	1	0
Sr. Web Applications Developer	2	2	0
Systems Support Tech II	3	1	(2)
Systems Support Tech II - HD	2	2	0
Systems Support Tech II RW	2	4	2
Systems Support Tech III	1	1	0
Systems Support Tech III - PS	1	1	0
Systems Support Tech III RW	7	7	0
Technical Architect	1	0	(1)
Technical Supervisor	0	1	1
<b>Total Full-Time Positions</b>	<b>93</b>	<b>93</b>	<b>0</b>

- No change in FTEs, only re-classification of 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. 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/Communications** – 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 clean 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.

## FY2019 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

- Minimize financial risk by limiting on-hand inventories and storage of items to support a lean yet responsive operation.

### Delivering Transportation Solutions

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

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

- Collaborate with 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.
- Participate and actively get involved with in regional and national technical organization such as American Public Works Associate, International Bridge, Tunnel and Turnpike Association, Association for the Management and Operation of Transportation Infrastructure Assets, and American Production and Inventory Control Society.



## DEPARTMENTAL FY2019 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2018	FY2019	Variance	Variance %
	Estimate	Budget		
Salaries and Wages-Direct - (511101)	\$8,644,678	\$9,048,031	\$403,353	4.7%
Salaries and Wage-Overtime - (511301)	340,000	340,000	0	0.0%
Retirement Contributions - (512401)	1,142,850	1,149,679	6,829	0.6%
Meeting Expense - (521101)	6,100	6,100	0	0.0%
Consulting/Professional - (521201)	149,999	300,000	150,001	100.0%
Outside Maintenance Services - (521212)	13,526,418	13,688,299	161,881	1.2%
Landscaping - (522202)	127,820	61,500	(66,320)	(51.9)%
Rentals - Land - (522301)	259,556	259,556	0	0.0%
Rentals - Equipment - (522302)	99,850	90,350	(9,500)	(9.5)%
Travel - (523501)	38,050	43,100	5,050	13.3%
Dues & Subscriptions - (523601)	22,915	25,615	2,700	11.8%
Education and Training - (523701)	67,775	72,350	4,575	6.8%
Licenses - (523801)	20,490	23,565	3,075	15.0%
Temporary Contract Labor - (523851)	133,000	145,000	12,000	9.0%
Office Supplies - (531101)	21,100	21,100	0	0.0%
Other Materials and Supplies - (531102)	2,937,862	2,960,062	22,200	0.8%
Mobile Equipment Expense - (531103)	1,057,250	1,059,425	2,175	0.2%
Freight and Express - (531105)	300	400	100	33.3%
Motor Fuel Expense - (531107)	992,000	1,023,309	31,309	3.2%
Water - (531211)	722,590	722,590	0	0.0%
Gas - (531221)	70,600	70,600	0	0.0%
Electricity - (531231)	2,164,256	2,164,256	0	0.0%
Small Tools and Shop Supplies - (531601)	151,525	290,685	139,160	91.8%
Uniforms - (531701)	189,600	189,600	0	0.0%
<b>Total Expenses</b>	<b>\$32,886,584</b>	<b>\$33,755,172</b>	<b>\$868,588</b>	<b>2.6%</b>

### MAJOR FY2019 OMF BUDGET ITEMS

The department's FY2019 OMF budget has increased by \$868,588 from FY2018 estimate. All variances that exceed \$50,000 along with variances that are greater than 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct increased by \$403,353 due to merit changes and 6 new positions being added for about \$200,000
- Consulting/Professional increased by \$150,001 due to the use of MMC for specification preparation.
- Outside Maintenance Services increased by \$161,883 due to the addition of four new landscape services contracts, the maintenance of the 360 TollTag store, additional nighttime lane closures, and anticipated increases within the new TRM contract.
- Landscaping decreased **(\$66,320)** for costs moved to Outside Maintenance Services.
- Small Tools and Shop Supplies increased by \$139,160 for the replacement of tools and new tools need for 3 new positions.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2019 Budget (see Other Funds section pages 112-142).

Account	OMF	CF	RMF	CIF	CIF/FSF	Total
	1001	3700	1201	1501	1601	Budget
Salaries and Wages-Direct - (511101)	\$9,048,031	\$0	\$0	\$0	\$0	\$9,048,031
Salaries and Wage-Overtime - (511301)	340,000	0	0	0	0	340,000
Retirement Contributions - (512401)	1,149,679	0	0	0	0	1,149,679
Meeting Expense - (521101)	6,100	0	0	0	0	6,100
Consulting/Professional - (521201)	300,000	0	0	0	0	300,000
Outside Maintenance Services - (521212)	13,688,299	0	0	0	0	13,688,299
Landscaping - (522202)	61,500	0	570,000	0	0	631,500
Rentals - Land - (522301)	259,556	0	0	0	0	259,556
Rentals - Equipment - (522302)	90,350	0	0	0	0	90,350
Travel - (523501)	43,100	0	0	0	0	43,100
Dues & Subscriptions - (523601)	25,615	0	0	0	0	25,615
Education and Training - (523701)	72,350	0	0	0	0	72,350
Licenses - (523801)	23,565	0	0	0	0	23,565
Temporary Contract Labor - (523851)	145,000	0	0	0	0	145,000
Office Supplies - (531101)	21,100	0	0	0	0	21,100
Other Materials and Supplies - (531102)	2,960,062	0	0	0	0	2,960,062
Mobile Equipment Expense - (531103)	1,059,425	0	0	0	0	1,059,425
Freight and Express - (531105)	400	0	0	0	0	400
Motor Fuel Expense - (531107)	1,023,309	0	0	0	0	1,023,309
Water - (531211)	722,590	0	0	0	0	722,590
Gas - (531221)	70,600	0	0	0	0	70,600
Electricity - (531231)	2,164,256	0	0	0	0	2,164,256
Small Tools and Shop Supplies - (531601)	290,685	0	0	0	0	290,685
Machinery - (531611)	0	0	836,492	0	0	836,492
Vehicles - (531621)	0	0	2,420,000	0	0	2,420,000
Uniforms - (531701)	189,600	0	0	0	0	189,600
Building Improvements - (541302)	0	0	2,880,000	3,660,000	0	6,540,000
<b>FY2019 Totals</b>	<b>\$33,755,172</b>	<b>\$0</b>	<b>\$6,706,492</b>	<b>\$3,660,000</b>	<b>\$0</b>	<b>\$44,121,664</b>
<b>FY2018 Totals</b>	<b>\$32,886,584</b>	<b>\$0</b>	<b>\$5,667,082</b>	<b>\$3,155,000</b>	<b>\$0</b>	<b>\$41,708,666</b>
<b>Increase/(Decrease)</b>	<b>\$868,588</b>	<b>\$0</b>	<b>\$1,039,410</b>	<b>\$505,000</b>	<b>\$0</b>	<b>\$2,412,998</b>

## OTHER FUNDS VARIANCE

- **CF - \$0**
- **RMF - \$1,039,410** The Reserve Maintenance Fund varies year by year based on projects identified in the five-year capital plan and as a result of the Annual Inspection.
- **CIF - \$505,000** 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.
- **CIF/FSF - \$0**

## 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 143-147).

- **\$2,818,612** consists of allocated costs of \$16,756 and direct costs of \$2,801,856 associated with the maintenance and repair of the project's infrastructure.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 148-150).

- **\$0**

## POSITION SUMMARY

Maintenance Department				
Full-Time Positions	FY2018	FY2019	Difference	
Roadway	115	115	0	
CSR/Maintenance	2	2	0	
Laborer	77	29	(48)	
Lead Roadway Maintenance Tech	8	8	0	
Maintenance Tech I	0	25	25	
Maintenance Tech II	0	23	23	
Roadway Maintenance Supervisor	8	8	0	
Roadway Manager	2	2	0	
Senior Maintenance Technician	18	18	0	
Facilities	23	22	(1)	
Bldg. Maintenance Supervisor	1	1	0	
CSR Maintenance	1	0	(1)	
Custodian	1	1	0	
Electrical Lead	1	1	0	
Electrical Maintenance Technician	2	2	0	
Electrical Supervisor	1	1	0	
Electrician	3	3	0	
Facilities Manager	1	1	0	
GE Bldg. Maintenance Specialist	1	1	0	
HVAC&R Technician	2	2	0	
Maintenance Specialist Plumer	1	1	0	
Maintenance Technician	4	4	0	
Senior Electrician	2	2	0	
Maintenance Facility Lead	2	2	0	
Landscape	14	17	3	
Asst. Landscape Manager	1	0	(1)	
Irrigation Maintenance Specialist	1	2	1	
Laborer	2	5	3	
Laborer - Landscape	1	0	(1)	
Landscape Maintenance Technician	6	4	(2)	
Landscape Maintenance Technician II	0	2	2	
Landscape Manager/Architect	1	1	0	
Landscape Supervisor	0	1	1	
Lead Landscape Maintenance Technician	1	1	0	
Senior Landscape Maintenance Technician	1	1	0	

<b>Maintenance Department (continued)</b>			
<b>Full-Time Positions</b>	<b>FY2018</b>	<b>FY2019</b>	<b>Difference</b>
Support Services	25	29	4
Compliance Specialist	0	1	1
Fleet Manager	1	1	0
Fleet Supervisor	2	2	0
Inventory Control Specialist	0	3	3
Lead Mechanic	2	2	0
Maintenance Support Manager	1	1	0
Maintenance Technician	1	1	0
Mechanic	7	9	2
Physical Assets Supervisor	1	1	0
Senior Mechanic	1	2	1
Senior Sign Specialist	1	1	0
Sign & Fabrication Supervisor	1	1	0
Sign Specialist	1	1	0
Signing Coordinator	1	1	0
Warehouse Team Lead	2	2	0
Warehouse Technician	3	0	(3)
<b>Administration</b>	<b>10</b>	<b>10</b>	<b>0</b>
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	0	(1)
Project Coordinator	1	2	1
Roadway Project Engineer	1	0	(1)
Roadway Special Project Manager	2	3	1
<b>Total Full-Time Positions</b>	<b>187</b>	<b>193</b>	<b>6</b>

- Landscape Division added 3 Landscape Maintenance Tech. to manage increased landscaping areas.
- Support Services Division added 3 Mechanic positions to better service the increase in vehicles and equipment, all other changes are only re-classification of positions.

## 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 of the Gleneagles facilities, SRT, DNT, LLTB, and AATT.
- **Support Services Division** - Provides maintenance of the authority-owned fleet and equipment, oversight of the NTTA warehouse, maintenance and fabrication of signs.
- **Administration Division** – Oversight of contracted maintenance of the PGBT, MCLB, and CTP, management of the department's RMF and CIF funds, and building renovations.

# Operations Department

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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.

## FY2019 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 and improve first contact resolution (ease of doing business with NTTA) scores.
- Continue involvement with the IBTTA steering committee for national interoperability and lead the efforts to achieve national interoperability through the connection of regional interoperability hubs.
- Implement alternative payment options, with a focus on expanding current options and locations to handle cash-backed TollTag accounts and ZipCash payments.
- Implement interoperability with Colorado, the southern states and the western US.

### Financially Sound & Vibrant Organization

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

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

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

### Highly Qualified, Energized & Engaged Team

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

## DEPARTMENTAL FY2019 OPERATIONS AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2018	FY2019	Variance	Variance %
	Estimate	Budget		
Salaries and Wages-Direct - (511101)	\$756,496	\$808,612	\$52,116	6.9%
Retirement Contributions - (512401)	100,384	99,546	(838)	(0.8)%
Meeting Expense - (521101)	1,013	2,013	1,000	98.7%
Travel - (523501)	31,579	31,579	0	0.0%
Dues & Subscriptions - (523601)	11,278	11,278	0	0.0%
Education and Training - (523701)	3,053	3,053	0	0.0%
Office Supplies - (531101)	1,011	775	(236)	(23.3)%
Freight and Express - (531105)	215	215	0	0.0%
<b>Total Expenses</b>	<b>\$905,029</b>	<b>\$957,071</b>	<b>\$52,042</b>	<b>5.8%</b>

### MAJOR FY2019 OMF BUDGET ITEMS

The department's FY2019 OMF budget has increased by \$52,042 from FY2018 estimate. All variances that exceed \$50,000 along with variances that are greater than 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct increased by \$52,116 due mainly to converting a part-time position to a full-time employee.

### ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2019 Budget. (See Other Funds section pages 112-142).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$808,612	\$0	\$0	\$0	\$0	\$808,612
Retirement Contributions - (512401)	99,546	0	0	0	0	99,546
Meeting Expense - (521101)	2,013	0	0	0	0	2,013
Travel - (523501)	31,579	0	0	0	0	31,579
Dues & Subscriptions - (523601)	11,278	0	0	0	0	11,278
Education and Training - (523701)	3,053	0	0	0	0	3,053
Office Supplies - (531101)	775	0	0	0	0	775
Freight and Express - (531105)	215	0	0	0	0	215
<b>FY2019 Totals</b>	<b>\$957,071</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$957,071</b>
<b>FY2018 Totals</b>	<b>\$905,029</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$905,029</b>
<b>Increase/(Decrease)</b>	<b>\$52,042</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$52,042</b>

### OTHER FUNDS VARIANCE

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

### 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 143-147).

- **\$13,214** for allocated costs associated with the operations of the project.



## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages 148-150).

- **\$184,358** for allocated and direct costs associated with the operations of the TSAs.

## POSITION SUMMARY

<b>Operations</b>			
<b>Full-Time Positions</b>	<b>FY2018</b>	<b>FY2019</b>	<b>Difference</b>
Asst. Exec. Director Operations	1	1	0
Business Analytics/Sr Projects Manager	1	1	0
Business Ops Manager	1	1	0
Management Analyst	1	1	0
Operations Support Staff	0	1	1
Ops Analytics Manager	1	1	0
Project Manager	1	1	0
<b>Total Full-time Positions</b>	<b>6</b>	<b>7</b>	<b>1</b>

- Transferred 1 Part-time position in FY2018 from the Contact Center and Collections department and converted it to an FTE.

## MAJOR BUSINESS FUNCTIONS

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

# Project Delivery Department

## OVERVIEW

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

## FY2019 DEPARTMENT OBJECTIVES (SUPPORTING 5-YEAR STRATEGIC GOALS)

### Delivering Transportation Solutions

- Continue planning and delivery of NTTA 5-Year Capital Plan commitments.
- Continue construction of the President George Bush Turnpike widening projects.
- Begin construction of the Sam Rayburn Tollway fourth lane widening 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.

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

- Continue working with our regional partners to advance priority projects.

## DEPARTMENTAL FY2019 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2018 Estimate	FY2019 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$2,308,230	\$2,336,749	\$28,519	1.2%
Retirement Contributions - (512401)	303,142	291,978	(11,164)	(3.7)%
Consulting/Professional - (521201)	33,080	33,080	0	0.0%
Travel - (523501)	11,711	11,711	0	0.0%
Dues & Subscriptions - (523601)	3,855	3,855	0	0.0%
Education and Training - (523701)	6,283	6,283	0	0.0%
Licenses - (523801)	600	600	0	0.0%
Office Supplies - (531101)	1,790	1,790	0	0.0%
Freight and Express - (531105)	456	456	0	0.0%
<b>Total Expenses</b>	<b>\$2,669,147</b>	<b>\$2,686,502</b>	<b>\$17,355</b>	<b>0.7%</b>

## MAJOR FY2019 OMF BUDGET ITEMS

The department’s FY2019 OMF budget has increased \$17,355 from FY2018 estimate. All variances that exceed \$50,000 along with variances that are greater than 15.0% and \$5,000 are explained below.

- No variances meet the explanation requirements.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2019 Budget (see Other Funds section pages 112-142).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$2,336,749	\$0	\$0	\$0	\$0	\$2,336,749
Retirement Contributions - (512401)	291,978	0	0	0	0	291,978
Consulting/Professional - (521201)	33,080	0	0	0	0	33,080
General Engineering - (521213)	0	0	2,347,051	228,000	0	2,575,051
Consulting/Profess Serv Tech - (521301)	0	0	1,603,832	0	0	1,603,832
Signing Expense - (522203)	0	0	1,316,000	0	0	1,316,000
Pavement Markings - (522204)	0	0	1,270,500	0	0	1,270,500
Pavement & Shoulders - (522205)	0	0	7,544,999	0	0	7,544,999
Bridge Repairs - (522206)	0	0	4,170,000	0	0	4,170,000
Travel - (523501)	11,711	0	0	0	0	11,711
Dues & Subscriptions - (523601)	3,855	0	0	0	0	3,855
Education and Training - (523701)	6,283	0	0	0	0	6,283
Licenses - (523801)	600	0	0	0	0	600
Office Supplies - (531101)	1,790	0	0	0	0	1,790
Freight and Express - (531105)	456	0	0	0	0	456
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	14,952,416	32,450,000	0	47,402,416
Right-of-Way (06)	0	2,288,000	0	60,000	0	2,348,000
Administration (01)	0	2,713,000	0	4,322,300	500,000	7,535,300
Planning (02)	0	0	0	3,840,449	0	3,840,449
Design (03)	0	655,876	0	9,013,713	0	9,669,589
Construction (04)	0	60,603,517	0	47,925,952	0	108,529,469
Equipment/Hardware (05)	0	375,000	0	229,029	0	604,029
Other (176999)	0	929,687	0	1,073,714	0	2,003,401
<b>FY2019 Totals</b>	<b>\$2,686,502</b>	<b>\$67,565,080</b>	<b>\$33,204,798</b>	<b>\$99,143,157</b>	<b>\$500,000</b>	<b>\$203,099,537</b>
<b>FY2018 Totals</b>	<b>\$2,669,147</b>	<b>\$42,626,330</b>	<b>\$26,998,460</b>	<b>\$83,999,764</b>	<b>\$500,000</b>	<b>\$156,793,701</b>
<b>Increase/(Decrease)</b>	<b>\$17,355</b>	<b>\$24,938,750</b>	<b>\$6,206,338</b>	<b>\$15,143,393</b>	<b>\$0</b>	<b>\$46,305,836</b>

## OTHER FUND VARIANCE

- **CF - \$24,938,750** The Construction Fund increased due mainly to ramp up of construction on SRT Widening with the \$30.7M FY2018 Budget amount increasing to \$54.9M for FY2019 Budget.
- **RMF - \$6,206,338** The Reserve Maintenance Fund increased due to signing expense, pavement repairs, overlays and other routine maintenance projects.
- **CIF - \$15,143,393** - The Capital Improvement Fund net increase is mainly due to ramp up of the following project in FY2019.
  - PGBT Widening - FY2018 Budget \$31.6M; FY2019 Budget \$35.2M
  - DNT Phase 4A Bridges over U.S. 380 - FY2018 Budget \$5.6M; FY2019 Budget \$16.0M
- **CIF/FSF - \$0**

## 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance with the project agreement. (See Other Funds section pages 143-147).

- **\$41,720** for allocated costs associated with the oversight of the projects maintenance.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 148-150).

- **\$0**

## POSITION SUMMARY

Project Delivery				
Full-Time Positions	FY2018	FY2019	Difference	
AD Infrastructure Engineer	1	1	0	
AED Infrastructure	1	1	0	
Chief Engineer Construction	1	1	0	
Director of Project Delivery	1	1	0	
Executive Assistant	1	1	0	
Manager of Construction	1	1	0	
Manager of Contracts	1	1	0	
Manager of Program Controls	1	1	0	
Project Engineer	2	2	0	
Project Manager	2	2	0	
Right of Way Manager	1	1	0	
Roadway Project Manager	2	2	0	
Senior Corridor Manager	1	1	0	
Senior Manager of Project Delivery	1	1	0	
Senior Project Manager Design Guidelines	1	1	0	
<b>Total Full-Time Positions</b>	<b>18</b>	<b>18</b>	<b>0</b>	

- No change in FTEs.

## MAJOR BUSINESS FUNCTIONS

With the carefully considered FY2019 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.

## FY2019 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 costs to repair assets damaged by third parties.

### Delivering Transportation Solutions

- Develop new RSS delivery strategies to reduce congestion and lane closures by removing vehicles and debris from travel lanes.
- Increase the use of NTTA's traffic management software and share information 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 FY2019 OPERATION AND MAINTENANCE FUND (OMF) BUDGET

Account	FY2018	FY2019	Variance	Variance %
	Estimate	Budget		
Salaries and Wages-Direct - (511101)	\$5,491,985	\$5,702,934	\$210,949	3.8%
Salaries and Wage-Overtime - (511301)	23,028	23,028	0	0.0%
Retirement Contributions - (512401)	729,568	725,806	(3,762)	(0.5)%
Consulting/Professional - (521201)	82,852	82,852	0	0.0%
Police Services (DPS) - (521208)	8,985,742	8,985,742	0	0.0%
Outside Maintenance Services - (521212)	55,136	55,136	0	0.0%
Insurance Expense - Other - (523101)	1,774,172	2,349,211	575,039	32.4%
Promotional Expenses - (523304)	7,636	7,636	0	0.0%
Travel - (523501)	18,449	18,449	0	0.0%
Dues & Subscriptions - (523601)	5,424	5,424	0	0.0%
Education and Training - (523701)	33,614	33,614	0	0.0%
Liability Claims - (523902)	6,182	6,182	0	0.0%
Office Supplies - (531101)	14,394	14,525	131	0.9%
Other Materials and Supplies - (531102)	99,216	129,417	30,201	30.4%
Freight and Express - (531105)	171	171	0	0.0%
Uniforms - (531701)	87,054	96,687	9,633	11.1%
<b>Total Expenses</b>	<b>\$17,414,623</b>	<b>\$18,236,814</b>	<b>\$822,191</b>	<b>4.7%</b>

## MAJOR FY2019 OMF BUDGET ITEMS

The department's FY2019 OMF budget has increased \$822,191 from FY2018 estimate. All variances that exceed \$50,000 along with variances that are greater than 15.0% and \$5,000 are explained below.

- Salaries and Wages-Direct increased \$210,949 due to 6 positions transferred from Toll Enforcement Remedies Division.
- Insurance Expense increased \$575,039 due to \$420,000 for additional Cyber insurance and \$155,000 for projected increases in premiums.
- Other Materials and Supplies increased by \$30,201 for additional crews assisting customers.

## ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System FY2019 Budget (see Other Funds section pages 112-142).

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$5,702,934	\$0	\$0	\$0	\$0	\$5,702,934
Salaries and Wage-Overtime - (511301)	23,028	0	0	0	0	23,028
Retirement Contributions - (512401)	725,806	0	0	0	0	725,806
Consulting/Professional - (521201)	82,852	0	0	0	0	82,852
Traffic Engineering Fees - (521207)	0	0	100,000	750,000	0	850,000
Police Services (DPS) - (521208)	8,985,742	0	0	0	0	8,985,742
Outside Maintenance Services - (521212)	55,136	0	0	0	0	55,136
Insurance Expense - Other - (523101)	2,349,211	0	0	0	0	2,349,211
Promotional Expenses - (523304)	7,636	0	0	0	0	7,636
Travel - (523501)	18,449	0	0	0	0	18,449
Dues & Subscriptions - (523601)	5,424	0	0	0	0	5,424
Education and Training - (523701)	33,614	0	0	0	0	33,614
Liability Claims - (523902)	6,182	0	0	0	0	6,182
Office Supplies - (531101)	14,525	0	0	0	0	14,525
Other Materials and Supplies - (531102)	129,417	0	0	0	0	129,417
Freight and Express - (531105)	171	0	0	0	0	171
Small Tools and Shop Supplies - (531601)	0	0	75,000	0	0	75,000
Computers - (531641)	0	0	15,000	0	0	15,000
Uniforms - (531701)	96,687	0	0	0	0	96,687
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	0	2,500,000	0	2,500,000
Infrastructure - Other - (541403)	0	0	0	225,000	0	225,000
<b>FY2019 Totals</b>	<b>\$18,236,814</b>	<b>\$0</b>	<b>\$190,000</b>	<b>\$3,475,000</b>	<b>\$0</b>	<b>\$21,901,814</b>
<b>FY2018 Totals</b>	<b>\$17,414,623</b>	<b>\$0</b>	<b>\$195,000</b>	<b>\$3,250,000</b>	<b>\$0</b>	<b>\$20,859,623</b>
<b>Increase/(Decrease)</b>	<b>\$822,191</b>	<b>\$0</b>	<b>(\$5,000)</b>	<b>\$225,000</b>	<b>\$0</b>	<b>\$1,042,191</b>

## OTHER FUNDS VARIANCE

- CF - \$0
- RMF - **(\$5,000)** Reduction on the replacement of computers needed.
- CIF - \$225,000 The Reserve Maintenance Fund varies year by year based on projects identified in the five-year capital plan and as a result of the Annual Inspection.
- CIF/FSF - \$0

## 360 TOLLWAY BUDGET

The fund was created to account for revenues and expenses in accordance to the project agreement. (See Other Funds section pages 143-147).

- **\$1,745,660** consists of allocated costs of \$896,298 and direct costs of \$849,362 for insurance and safety services on the project.

## ENTERPRISE FUND BUDGET

The fund was created to account for revenues and expenses associated with tolling services agreements (see Other Funds section pages 148-150).

- \$35,347 for allocated costs associated with implementing toll enforcement remedies.

### POSITION SUMMARY

<b>System &amp; Incident Management</b>			
<b>Full-Time Positions</b>	<b>FY2018</b>	<b>FY2019</b>	<b>Difference</b>
Administration	10	16	6
Admin Specialist	1	1	0
Admin. Team Lead	0	1	1
Admin. Technician	0	4	4
Administrative Assistant	1	1	0
Assistant Director SIM Operations	1	1	0
Assistant Traffic Engineer	1	1	0
Director SIM	1	1	0
Loss Prevention Manager	1	1	0
Safety Coordinator	1	1	0
Safety and Emergency Manager	1	1	0
Supervisor	0	1	1
Emergency Management Coordinator	1	1	0
Traffic Operations Engineer	1	1	0
Safety Operations Center	43	46	3
Administrative Assistant Safety Ops Center	1	1	0
Safety Ops Center Manager	1	1	0
Safety Ops Center Service Specialist I	6	7	1
Safety Ops Center Service Specialist II	16	17	1
Safety Ops Center Supervisor	5	5	0
Safety Ops Center Team Lead	7	8	1
Safety Ops Center Technician	7	7	0
Insurance	2	2	0
Claims Coordinator	1	1	0
Insurance Program Administrator	1	1	0
Roadway Safety Services	70	74	4
Roadway Safety Service Manager	1	1	0
Roadway Safety Service Specialist	51	54	3
Roadway Safety Service Specialist II	6	6	0
Roadway Safety Service Supervisor	7	8	1
Roadway Safety Service Team Lead	5	5	0
<b>Total Full-Time Positions</b>	<b>125</b>	<b>138</b>	<b>13</b>

- Administration added 6 positions transferred during FY2018 from Toll Enforcement Remedies Division.
- The Safety Operations Center added 3 positions for FY2019 to handle the increase in traffic and customer call volumes.
- Roadway Safety Services added 4 positions for FY2019 to better assist customers with issue they might have on NTTA roadways.



## 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:

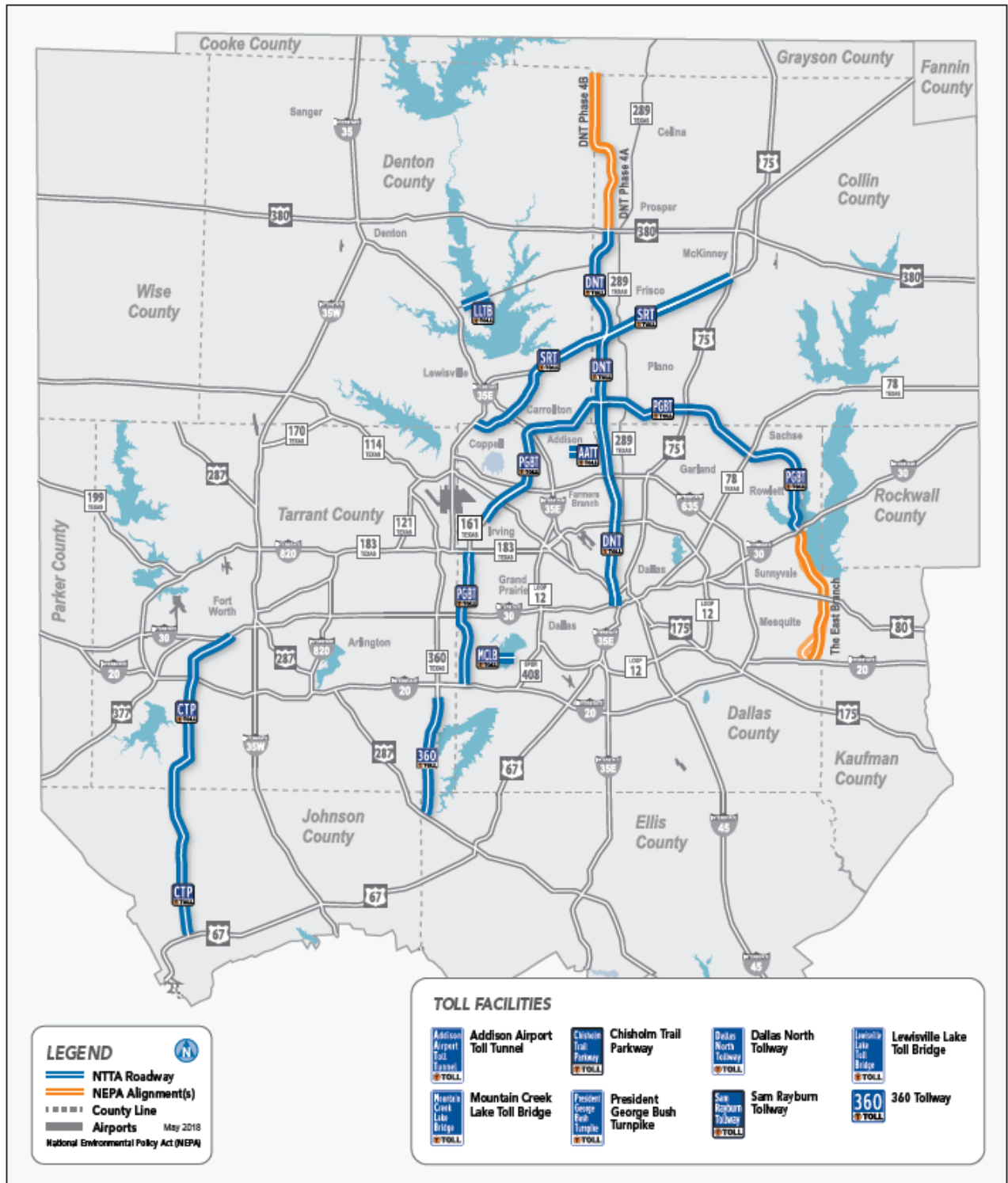
- **Administration Division** – Includes Loss Prevention, Safety, Emergency Management, and Traffic Engineering. This group manages agency-wide programs to mitigate risk; recover lost revenue due to traffic interruptions; develop and manage emergency management and business continuity strategies; develop security strategies to safeguard NTTA customers, employees, facilities and property; and provide Traffic Engineering functions to the Authority.
- **Safety Operations Center Division** – Oversees the activities of Roadside Safety Services, police, fire, EMS, HAZMAT, wrecker service and security at NTTA facilities. The team uses Intelligent Transportation Systems and provides traveler notifications on dynamic message signs 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.
- **Toll Enforcement Remedies** – Implements tools provided by the Legislature to encourage equitable payment from all drivers.





# Facility Map of the North Texas Region

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





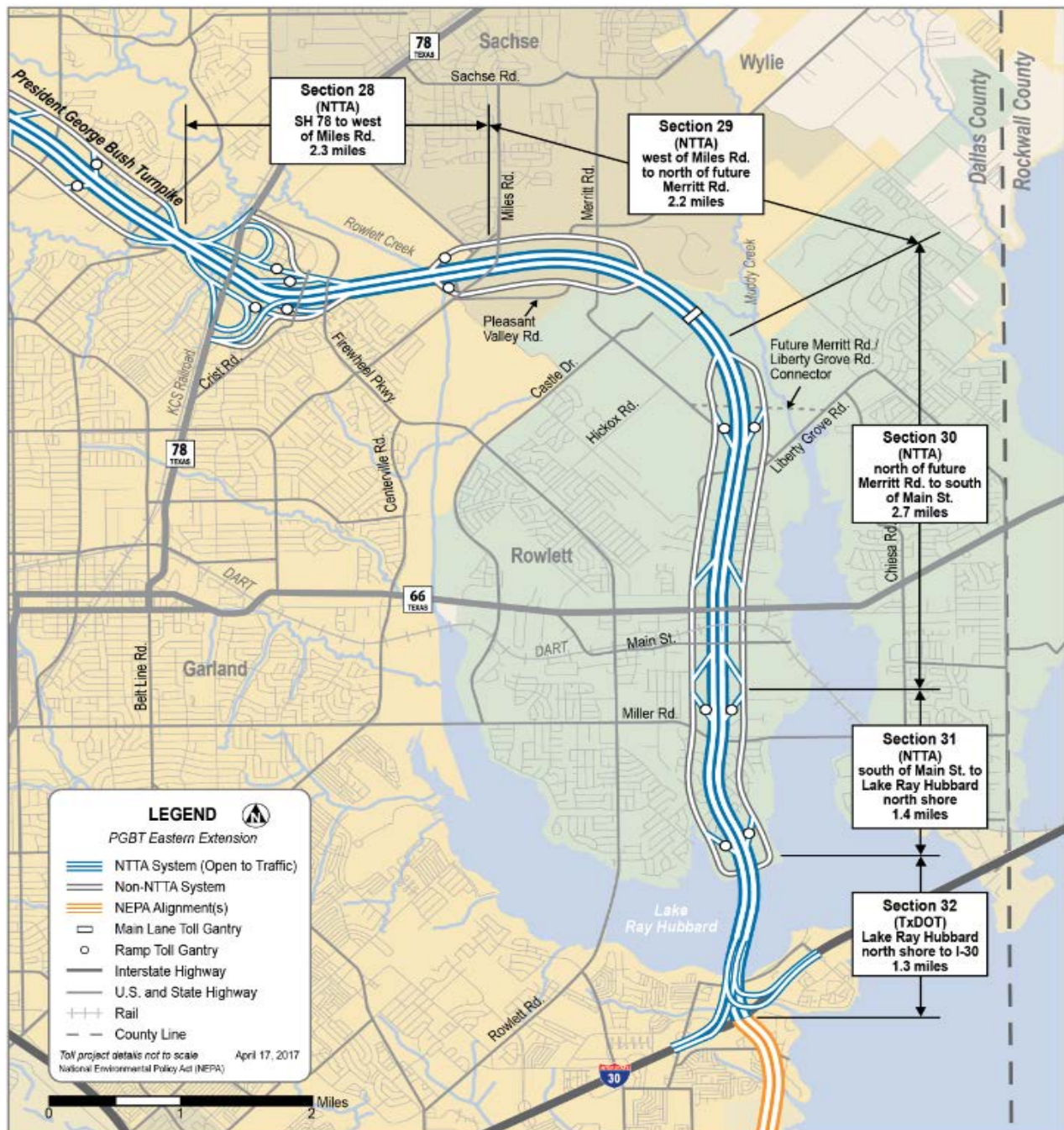
# Construction Fund

## FY2019 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 FY2019 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 PGBT. The project was completed in late FY2012 with only minor cost in FY2019 of \$1.9 million for right-of-way obligations.





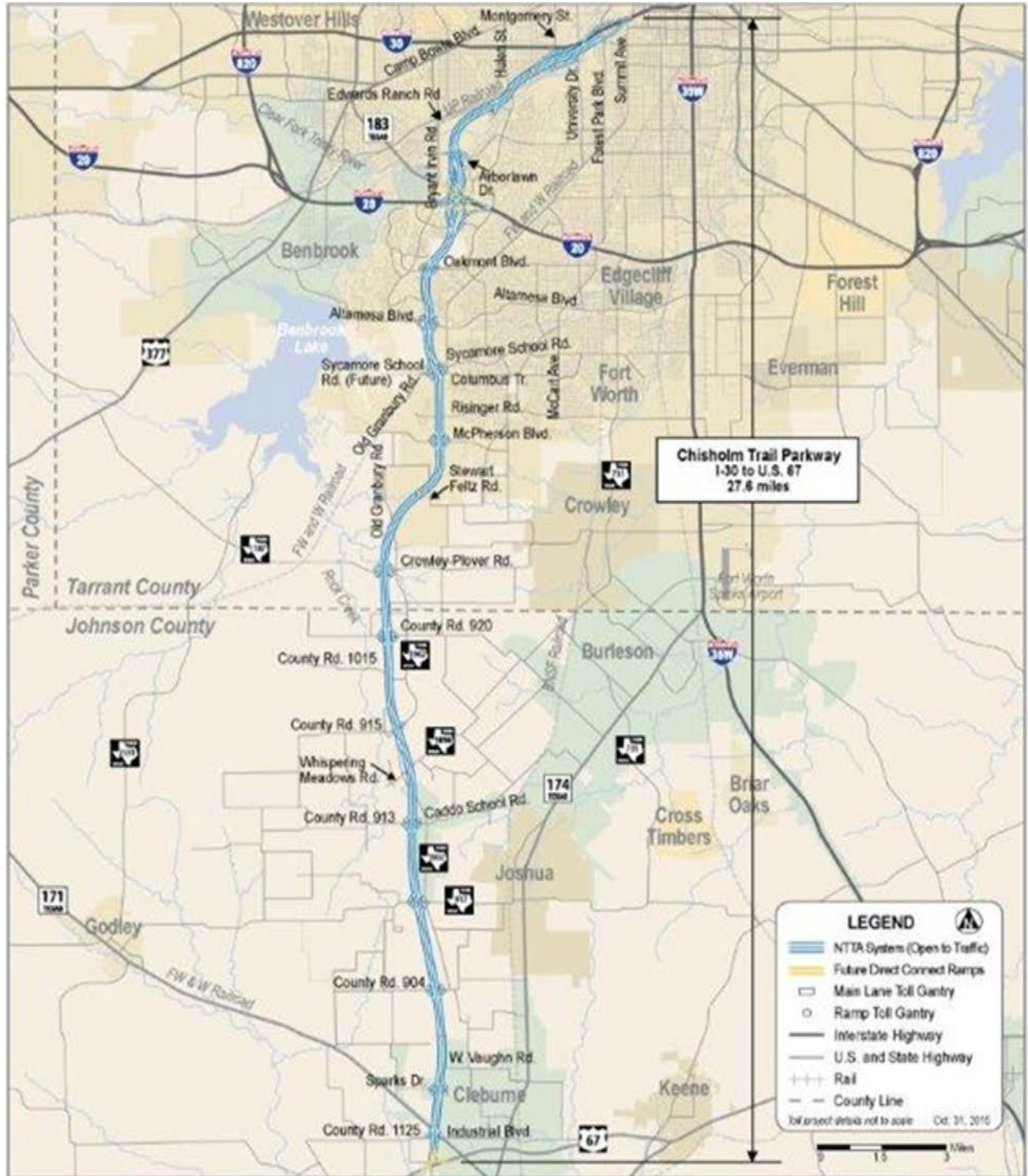
## SAM RAYBURN TOLLWAY FOURTH LANE (WIDENING) PROJECT

The SRT is an approximately 26-mile long tollway. The first segment of the toll road opened to traffic in FY2008 and the last segment opened in November 2011. Improvements to the project include constructing an additional lane in each direction, in the center median, along the entire 26-miles, from west of Denton Tap Road to U.S. 75. Ramp improvements will also be made between the Dallas North Tollway (DNT) and Preston Road. Construction begin in early FY2019; scheduled open to traffic in FY2021. The FY2019 – FY2023 Capital Plan includes \$185.2 million for this project. The total project construction costs are estimated at \$199.5 million.



## CHISHOLM TRAIL PARKWAY

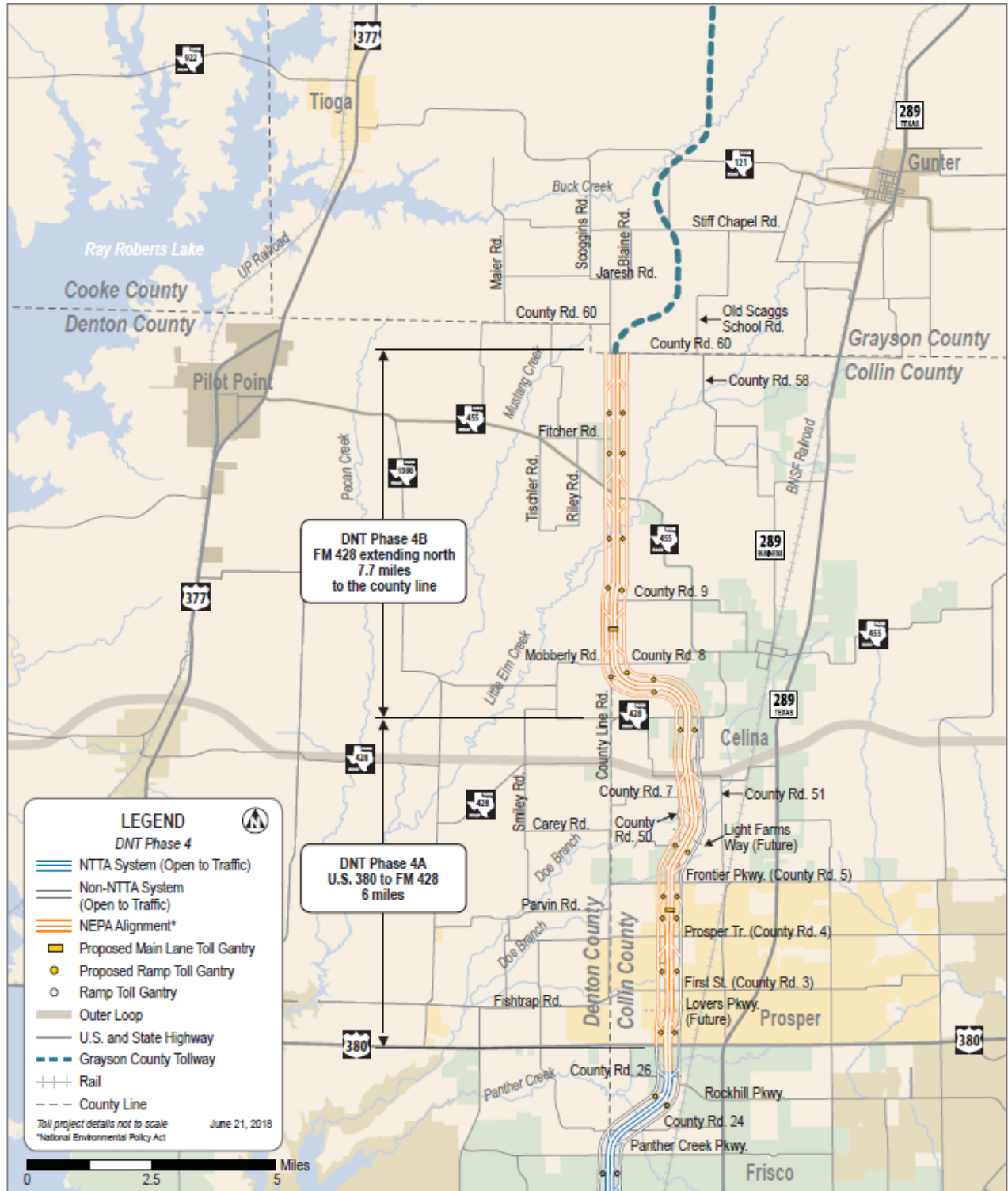
Chisholm Trail Parkway, a 28-mile toll road, is a limited-access toll road in southwest Tarrant and northwest Johnson counties. It extends from Fort Worth's Central Business District to southwest Fort Worth and south to Cleburne. CTP provides an alternate north-south route for I-35W. CTP opened to traffic in May 2014. The FY2019 - FY2023 Capital Plan includes approximately \$0.8 million for completion and finish out work for the project.





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

Part of a proposed 13.7-mile extension of the DNT from U.S. 380 north to Grayson County, Phase 4B runs 7.7-miles from FM 428 to the Denton/Grayson county line. Construction of Phase 4B southbound frontage road from Mobberly Road to County Line Road is estimated at \$23.9 million in the FY2019 – FY2023 Capital Plan. The total frontage road cost of \$26.5 million will be reimbursed by Denton County through an Interlocal Agreement.

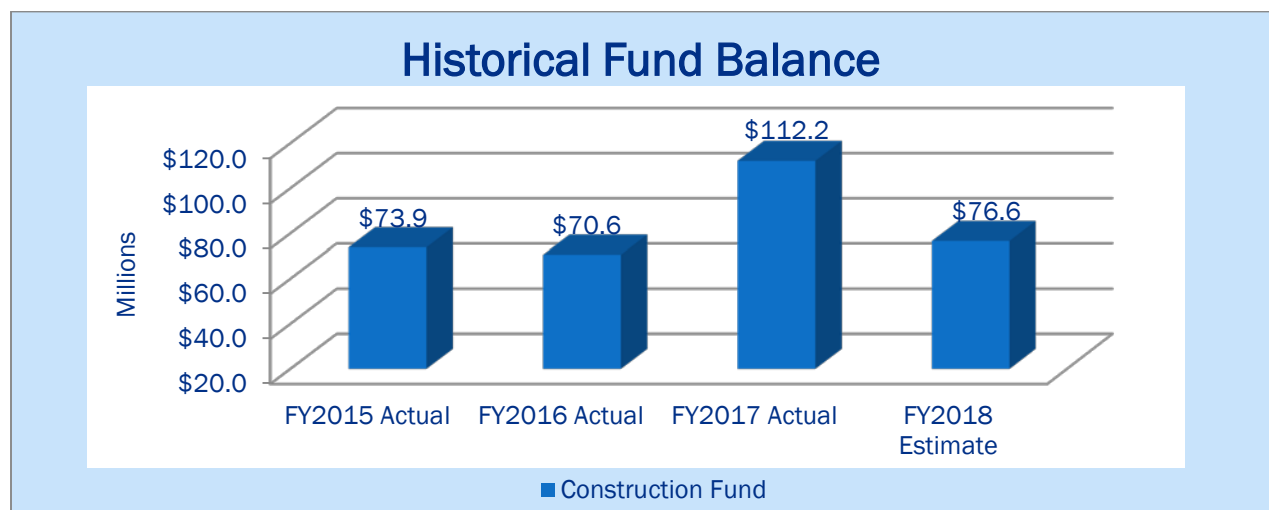


## PROJECT COSTS FOR FY2019

Estimated NTTA System Expenditures for FY2019	
Sam Rayburn Tollway Construction	\$54,885,603
Dallas North Tollway Phase 4B (Southbound Frontage Road)	9,955,027
PGBT Eastern Extension Construction	1,868,450
Chisholm Trail Parkway	856,000
Professional Fees, Legal Fee	121,780
<b>Estimated FY2019 Construction Project Cost</b>	<b>67,686,860</b>
Cash Transfer to OMF – Overhead Cost	2,067,329
<b>Total Estimated FY2019 Construction Cost</b>	<b>\$69,754,189</b>

## ESTIMATED CONSTRUCTION FUND REQUIREMENTS FY2019

NTTA System Construction Fund Estimated Balance as of 1/1/2019		\$76,621,310
Denton County ILA Reimbursement		9,955,027
Estimated Expenditures for FY2019		
Sam Rayburn Tollway Construction	(54,885,603)	
DNT Phase 4B (Southbound Frontage Road)	(9,955,027)	
PGBT Eastern Extension Construction	(1,868,450)	
Chisholm Trail Parkway	(856,000)	
Professional Fees, Audit Fees, Legal Fees	(121,780)	
<b>Estimated FY2019 Construction Project Costs</b>	<b>(67,686,860)</b>	
Transfer to OMF for Overhead Costs		(2,067,329)
<b>Total Estimated FY2019 Construction Cost</b>	<b>(69,754,189)</b>	
<b>Estimated NTTA System Available Balance as of 12/31/2019</b>		<b>\$16,822,148</b>



FY2017 included \$51.0 million from the combining of the Special Projects System.

**CONSOLIDATED NTA SYSTEM CONSTRUCTION FUND (3700) BUDGET COMPARISONS  
FY2019 TO FY2018**

Department	FY2018	FY2019	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%
Human Resources	0	0	0	0.0%
Internal Audit	69,780	69,780	0	0.0%
Legal Services	48,000	50,000	2,000	4.2%
Procurement and Business Diversity	2,000	2,000	0	0.0%
Public Affairs	0	0	0	0.0%
Shared Services	0	0	0	0.0%
Treasury Management	0	0	0	0.0%
<b>Total Administrative Services</b>	<b>119,780</b>	<b>121,780</b>	<b>2,000</b>	<b>1.7%</b>
<b>Operational Services:</b>				
Contact Center and Collections	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	42,626,330	67,565,080	24,938,750	58.5%
System & Incident Mgmt.	0	0	0	0.0%
<b>Total Operational Services</b>	<b>42,626,330</b>	<b>67,565,080</b>	<b>24,938,750</b>	<b>58.5%</b>
<b>Grand Totals</b>	<b>\$42,746,110</b>	<b>\$67,686,860</b>	<b>\$24,940,750</b>	<b>58.3%</b>

**CONSOLIDATED NTA SYSTEM CONSTRUCTION FUNDS - (3700) ESTIMATE FY2019**

Department	Account	
<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>Procurement Services</b>	Public Information Fees - (523203)	2,000
	<b>Procurement Services Total</b>	<b>2,000</b>
<b>Project Delivery</b>	Right-of-Way (06)	2,288,000
	Administration (01)	2,713,000
	Design (03)	655,876
	Construction (04)	60,603,517
	Equipment/Hardware (05)	375,000
	Other (176999)	929,687
	<b>Project Delivery Total</b>	<b>67,565,080</b>
<b>Total</b>		<b>\$67,686,860</b>

**CONSOLIDATED NTTA SYSTEM CONSTRUCTION FUND (3700) PROJECT LIST FY2019 - FY2023**

Department	Project	Estimated FY2018	FY2019
Project Delivery - (20511)	2000410 - PGBTEE	\$1,850,090	\$0
Project Delivery - (20511)	2100008 - DNT PH4B (Southbound Frontage Road)	6,608,015	9,955,027
Project Delivery - (20511)	2500003 - SRT Widening	30,538,225	54,885,603
Project Delivery - (20511)	6200000 - CTP	3,480,000	856,000
	<b>Project Delivery - (20511) Total</b>	<b>42,476,330</b>	<b>65,696,630</b>
<b>Totals</b>		<b>\$42,476,330</b>	<b>\$65,696,630</b>

**FY2018 Carryover Projects and Adjustments**

Project Delivery - (20511)	2000410 - PGBTEE	(1,850,090)	1,868,450
Project Delivery - (20511)	2500003 - SRT Widening	150,000	0
<b>Totals</b>		<b>(\$1,700,090)</b>	<b>\$1,868,450</b>
<b>Total FY2019 - FY2023 Construction Project Costs</b>		<b>\$40,776,240</b>	<b>\$67,565,080</b>

Report contains only project costs.

Changes to projects are color coded. Amounts must be added for total project cost.

<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>Five Year Total FY2019 - FY2023</b>
\$0	\$0	\$0	\$0	\$0
9,731,643	4,169,636	0	0	23,856,306
59,733,831	60,547,141	9,894,649	132,150	185,193,374
0	0	0	0	856,000
<b>69,465,474</b>	<b>64,716,777</b>	<b>9,894,649</b>	<b>132,150</b>	<b>209,905,680</b>
<b>\$69,465,474</b>	<b>\$64,716,777</b>	<b>\$9,894,649</b>	<b>\$132,150</b>	<b>\$209,905,680</b>
0	0	0	0	1,868,450
0	0	0	0	\$0
<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,868,450</b>
<b>\$69,465,474</b>	<b>\$64,716,777</b>	<b>\$9,894,649</b>	<b>\$132,150</b>	<b>\$211,774,130</b>

# Reserve Maintenance Fund

## FY2019 RESERVE MAINTENANCE FUND MAJOR PROJECTS OR PURCHASES

The Reserve Maintenance Fund was created to account for maintenance expenditures that do not occur on an annual or more frequent basis. In other words, it is for the renewal and replacement of capital assets. The Authority elected to use the GASB 34 Modified Approach to account for maintenance of infrastructure assets. As required by the Trust Agreement, an annual inspection of the Authority's roadways is conducted by the general engineering consultant. This inspection provides an assessment of conditions of all Authority infrastructure assets (roadways, bridges and facilities). The assessment of conditions is made by visual and mechanical tests designed to reveal any condition that would reduce user benefits below the set minimum level of service. The Authority's goal is to maintain the infrastructure assets at a rating of eight or better (1 through 10 scale) 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 FY2019.

## 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

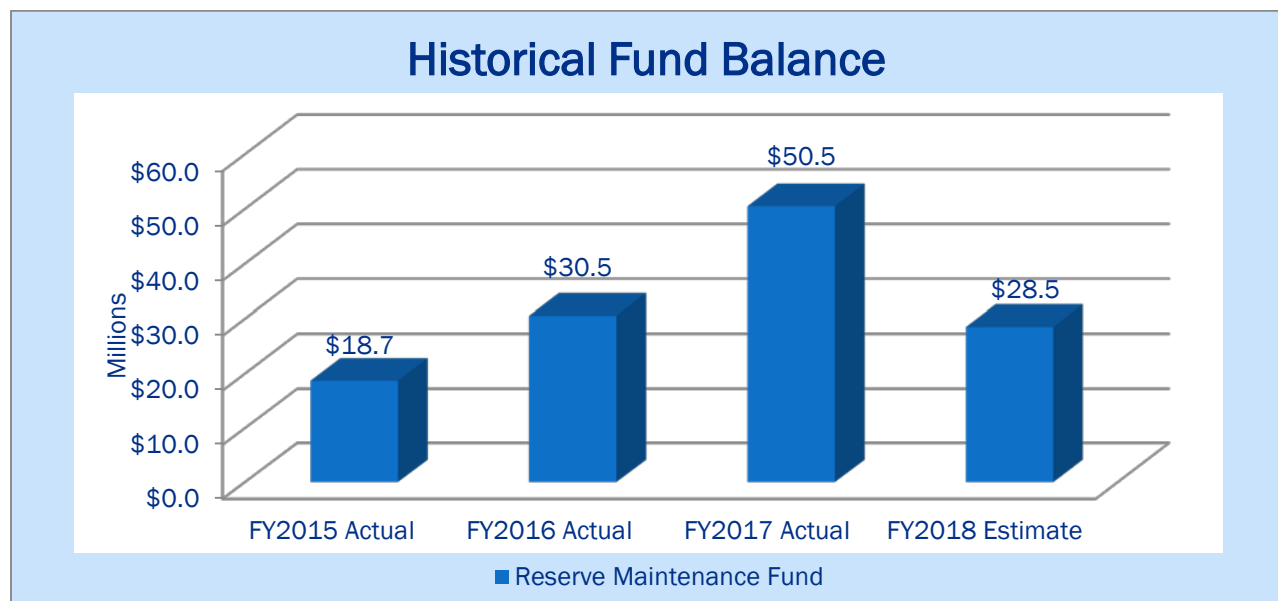
NTTA purchases and replaces hardware/software at specific intervals based on useful life and necessity. Once implemented the hardware/software are primarily used for ongoing operations and maintenance.

FY2019 Projects	
Systemwide Roadway Improvements	\$26,970,140
Computers, Servers and Equipment - New & Replacement, including software	12,182,500
Pavement Repairs	7,544,999
Trucks, Fleet & Equipment - New & Replacement	3,256,492
Facility Improvements	2,880,000
General Engineering Fees	2,347,051
Annual Inspection - Required by GASB 34 Modified Approach	1,603,832
Pavement Restriping	1,270,500
Professional, Audit and Legal Fees	70,630
<b>Total FY2019 RMF Projects</b>	<b>58,126,144</b>
Cash Transfer to OMF - Overhead Costs	3,422,114
<b>Total FY2019 Reserve Maintenance Fund Cost</b>	<b>\$61,548,258</b>



## CALCULATION OF DEPOSIT TO RESERVE MAINTENANCE FUND FY2019

<b>Reserve Maintenance Fund Uncommitted Balance 1/1/2019</b>		<b>\$23,495,005</b>
Estimated FY2019 Project Costs		
Software / Licensing	(210,000)	
Computer / Servers / Equipment	(11,972,500)	
Facility Improvements / Fleet	(6,136,492)	
Roadway Maintenance	(39,736,522)	
Professional Fees, Audit Fees, Legal Fees	(70,630)	
FY2019 Projects Cost		(58,126,144)
<b>Total RMF Projects Cost</b>		<b>(58,126,144)</b>
Cash Transfer to OMF for Overhead Costs		(3,422,114)
<b>Total Estimated FY2019 RMF Cost</b>		<b>(61,548,258)</b>
Estimated FY2019 Balance before Deposit		(38,053,253)
Estimated FY2019 Deposit to Reserve Maintenance Fund		38,053,253
Estimated Uncommitted Cash Account Balance at 12/31/2019		-
RMF Required Reserve Balance at 12/31/2019		5,000,000
<b>Reserve Maintenance Fund Balance as of 12/31/2019</b>		<b>\$ 5,000,000</b>
<b>FY2019 Required Deposit to Reserve Maintenance Fund Calculation</b>		
Estimated Fund Balance at 12/31/19	\$5,000,000	
Required Trust Agreement Balance	5,000,000	
Fully Funded no additional Deposit Required for FY2019	\$ -	



The Reserve Maintenance Fund has \$23.5 million expected to be utilized in FY2019 and the required deposit balance of \$5.0 million. The \$50.5 million FY2017 was due to the combining of the Special Projects System.

## RESERVE MAINTENANCE FUND – (1201) BUDGET COMPARISONS FY2019 TO FY2018

Department	FY2018 Budget	FY2019 Budget	Variance Amount	Percent
<b>Administrative Services:</b>				
Accounting	\$0	\$0	\$0	0.0%
Administration	0	0	0	0.0%
Board	0	0	0	0.0%
Human Resources	0	0	0	0.0%
Internal Audit	11,630	11,630	0	0.0%
Legal Services	41,000	50,000	9,000	22.0%
Procurement and Business Diversity	9,000	9,000	0	0.0%
Public Affairs	0	0	0	0.0%
Shared Services	0	0	0	0.0%
Treasury Management	0	0	0	0.0%
<b>Total Administrative Services</b>	<b>61,630</b>	<b>70,630</b>	<b>9,000</b>	<b>14.6%</b>
<b>Operational Services:</b>				
Contact Center and Collections	0	0	0	0.0%
Information Technology	15,206,396	17,954,224	2,747,828	18.1%
Maintenance	5,667,082	6,706,492	1,039,410	18.3%
Operations	0	0	0	0.0%
Project Delivery	26,998,460	33,204,798	6,206,338	23.0%
System & Incident Mgmt.	195,000	190,000	(5,000)	(2.6%)
<b>Total Operational Services</b>	<b>48,066,938</b>	<b>58,055,514</b>	<b>9,988,576</b>	<b>20.8%</b>
<b>Grand Totals</b>	<b>\$48,128,568</b>	<b>\$58,126,144</b>	<b>\$9,997,576</b>	<b>20.8%</b>

## RESERVE MAINTENANCE FUND – (1201) ESTIMATE FY2019

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>Procurement Services</b>	Public Information Fees - (523203)	9,000
	<b>Procurement Services Total</b>	<b>9,000</b>
<b>Information Technology</b>	Electronic Supplies - (531106)	2,169,500
	Computers - (531641)	9,803,000
	Software - (531651)	210,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	5,771,724
	<b>Information Technology Total</b>	<b>17,954,224</b>
<b>Maintenance</b>	Landscaping - (522202)	570,000
	Machinery - (531611)	836,492
	Vehicles - (531621)	2,420,000
	Building Improvements - (541302)	2,880,000
	<b>Maintenance Total</b>	<b>6,706,492</b>
<b>Project Delivery</b>	General Engineering - (521213)	2,347,051
	Consulting/Profess Serv Tech - (521301)	1,603,832
	Signing Expense - (522203)	1,316,000
	Pavement Markings - (522204)	1,270,500
	Pavement & Shoulders - (522205)	7,544,999
	Bridge Repairs - (522206)	4,170,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	14,952,416
	<b>Project Delivery Total</b>	<b>33,204,798</b>
<b>System &amp; Incident Mgmt.</b>	Traffic Engineering Fees - (521207)	100,000
	Small Tools and Shop Supplies - (531601)	75,000
	Computers - (531641)	15,000
	<b>System &amp; Incident Mgmt. Total</b>	<b>190,000</b>
<b>Total</b>		<b>\$58,126,144</b>

## RESERVE MAINTENANCE FUND – (1201) PROJECT LIST FY2019 - FY2023 CAPITAL PLAN

Department	Project	Estimated FY2018	FY2019
Information Technology - (20111)	1000431 - Systemwide Roadway Improvements	\$6,276,896	\$5,771,724
Information Technology - (20111)	1000825 - Server Hardware Upgrades and Replacements	4,600,000	8,420,000
Information Technology - (20111)	1000826 - Computer Hardware Upgrades and Replacements	1,950,000	1,283,000
Information Technology - (20111)	1000827 - Printer Hardware Upgrades and Replacements	200,000	100,000
Information Technology - (20111)	1000828 - Network Equip. & Comm. Systems Replacement	1,969,500	2,169,500
Information Technology - (20111)	1000829 - Software and Licensing	210,000	210,000
	<b>Information Technology - (20111) Total</b>	<b>15,206,396</b>	<b>17,954,224</b>
Admin Infrastructure - (20221)	1000431 - Systemwide Roadway Improvements	300,000	530,000
Admin Infrastructure - (20221)	1000835 - Systemwide Facility Improvements	2,325,000	2,480,000
Admin Infrastructure - (20221)	1000840 - RMF - Fleet	3,042,082	3,013,699
	<b>Admin Infrastructure - (20221) Total</b>	<b>5,667,082</b>	<b>6,023,699</b>
Project Delivery - (20511)	1000431 - Systemwide Roadway Improvements	21,087,060	12,120,050
Project Delivery - (20511)	1000831 - Systemwide Wall Repair	1,750,000	10,094,916
Project Delivery - (20511)	1000833 - Systemwide Bridge Repair	3,115,000	2,585,000
Project Delivery - (20511)	1000836 - Annual Inspection Program	1,046,400	1,603,832
	<b>Project Delivery - (20511) Total</b>	<b>26,998,460</b>	<b>26,403,798</b>
System & Incdnt Mgmt. - (20611)	1000431 - Systemwide Roadway Improvements	195,000	190,000
	<b>System &amp; Incdnt Mgmt. - (20611) Total</b>	<b>195,000</b>	<b>190,000</b>
<b>Totals</b>		<b>\$48,066,938</b>	<b>\$50,571,721</b>

### FY2018 Carryover Projects and Adjustments

Information Technology - (20111)	1000826 - Computer Hardware Upgrades and Replacements	200,000	0
Admin Infrastructure - (20221)	1000431 - Systemwide Roadway Improvements	(40,000)	40,000
Admin Infrastructure - (20221)	1000835 - Systemwide Facility Improvements	(400,000)	400,000
Admin Infrastructure - (20221)	1000840 - RMF - Fleet	(242,793)	242,793
Project Delivery - (20511)	1000431 - Systemwide Roadway Improvements	(4,038,500)	4,426,000
Project Delivery - (20511)	1000831 - Systemwide Wall Repair	(790,000)	790,000
Project Delivery - (20511)	1000833 - Systemwide Bridge Repair	(1,972,500)	1,585,000
<b>Totals</b>		<b>(\$7,283,793)</b>	<b>\$7,483,793</b>
<b>Total FY2019 - FY2023 Reserve Maintenance Project Costs</b>		<b>\$40,783,145</b>	<b>\$58,055,514</b>

Report contains only project costs.

Changes to projects are color coded. Amounts must be added for total project cost.

<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>Five Year Total FY2019 - FY2023</b>
\$9,377,133	\$7,969,130	\$4,561,410	\$2,100,000	\$29,779,397
5,000,000	4,000,000	1,000,000	2,000,000	20,420,000
965,000	495,000	495,000	495,000	3,733,000
150,000	150,000	150,000	200,000	750,000
769,500	719,500	719,500	719,500	5,097,500
210,000	210,000	210,000	210,000	1,050,000
<b>16,471,633</b>	<b>13,543,630</b>	<b>7,135,910</b>	<b>5,724,500</b>	<b>60,829,897</b>
540,000	550,000	550,000	560,000	2,730,000
2,215,000	1,845,000	1,495,000	1,005,000	9,040,000
2,404,500	2,319,600	2,466,560	2,340,000	12,544,359
<b>5,159,500</b>	<b>4,714,600</b>	<b>4,511,560</b>	<b>3,905,000</b>	<b>24,314,359</b>
17,451,783	16,018,586	20,260,371	29,872,801	95,723,591
6,094,686	3,707,500	2,400,000	3,870,506	26,167,608
2,735,000	1,650,000	785,000	1,375,000	9,130,000
1,626,370	1,582,249	1,735,285	1,542,382	8,090,118
<b>27,907,839</b>	<b>22,958,335</b>	<b>25,180,656</b>	<b>36,660,689</b>	<b>139,111,317</b>
175,000	175,000	175,000	250,000	965,000
<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>250,000</b>	<b>965,000</b>
<b>\$49,713,972</b>	<b>\$41,391,565</b>	<b>\$37,003,126</b>	<b>\$46,540,189</b>	<b>\$225,220,573</b>
0	0	0	0	0
0	0	0	0	40,000
0	0	0	0	400,000
0	0	0	0	242,793
0	0	0	0	4,426,000
0	0	0	0	790,000
0	0	0	0	1,585,000
<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,483,793</b>
<b>\$49,713,972</b>	<b>\$41,391,565</b>	<b>\$37,003,126</b>	<b>\$46,540,189</b>	<b>\$232,704,366</b>

# Capital Improvement Fund

## FY2019 CAPITAL IMPROVEMENT FUND PROJECTS

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

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

NTTA added a fourth lane to the DNT in each direction between President George Bush Turnpike and the Sam Rayburn Tollway. Construction was completed in early FY2018. The FY2019–FY2023 Capital Plan includes \$1.2 million for this project. Total project costs are estimated at \$113.9 million.

(See map below).

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

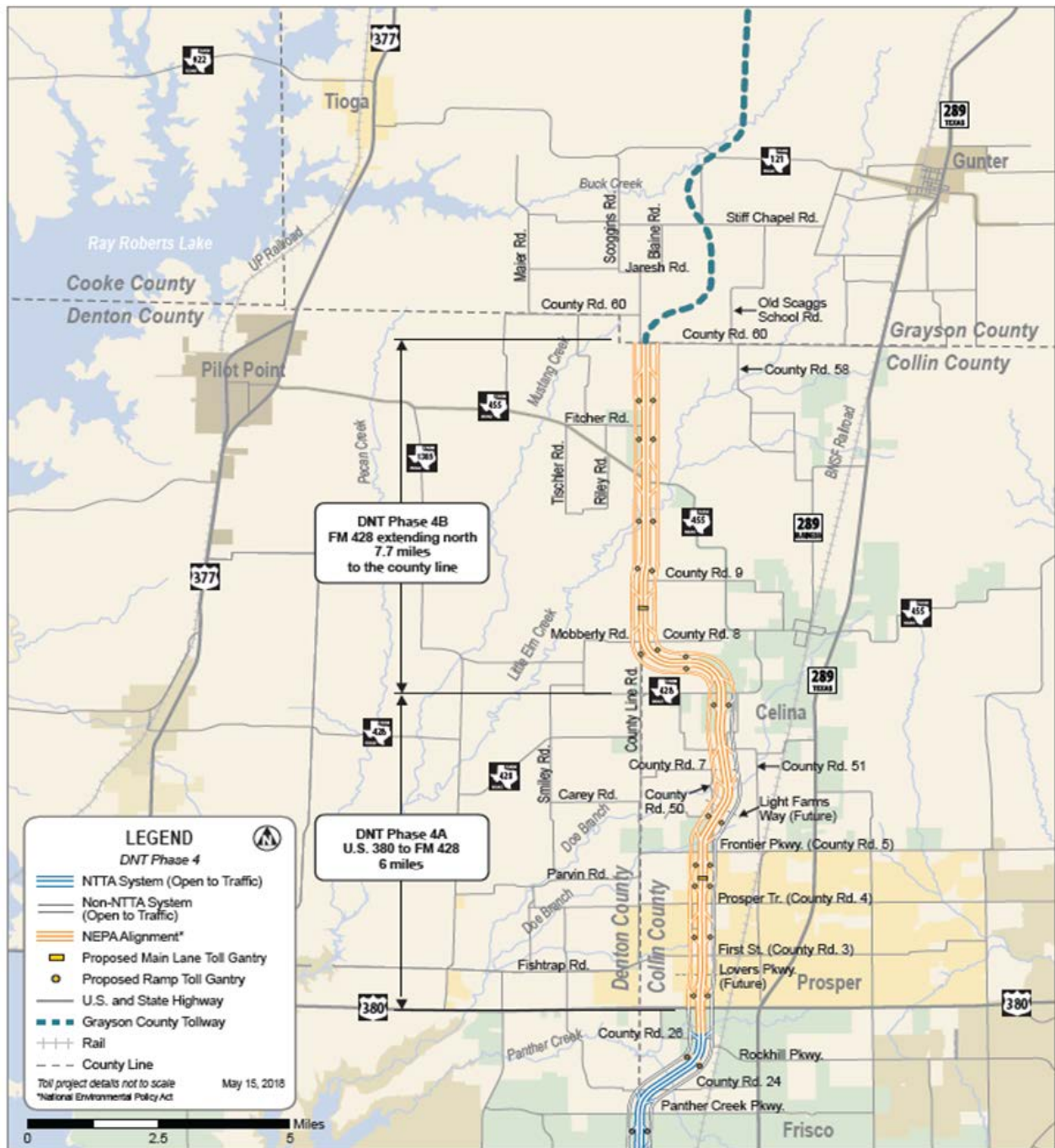
The DNT/ PGBT interchange improvement project increased capacity and improved the flow of traffic on the northern direct connectors and through the interchange. Construction was completed in early FY2018. The FY2019– FY2023 Capital Plan includes \$0.5 million for this project. Total project costs are estimated at \$101.4 million.





## DALLAS NORTH TOLLWAY PHASE 4A

The Phase 4A extension is a 6-mile section from U.S. 380 to FM 428. The FY2019-FY2023 Capital Plan includes \$112.0 million for planning from FY2019-FY2020, design from FY2020-FY2022 and construction from FY2023-FY2025 of 6 main lanes. Total project costs are estimated at \$350.0 million.



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

NTTA is planning to add an additional lane in each direction to DNT from SRT to U.S. 380. Environmental and schematic work scheduled to begin in FY2018 and design in FY2020. Construction is anticipated to begin in FY2021 and is scheduled for completion in FY2024. The FY2019-FY2023 Capital Plan includes \$77.6 million for this project. Total project costs are estimated at \$100.0 million.

## DALLAS NORTH TOLLWAY BRIDGES OVER U.S. 380

NTTA is planning to extend the DNT north by constructing main lane bridges over U.S. 380. Construction is anticipated to begin in FY2020 and is scheduled for completion in FY2022. The FY2019-FY2023 Capital Plan includes the estimated project cost of \$100.5 million. Total project costs are estimated at \$106.1 million.



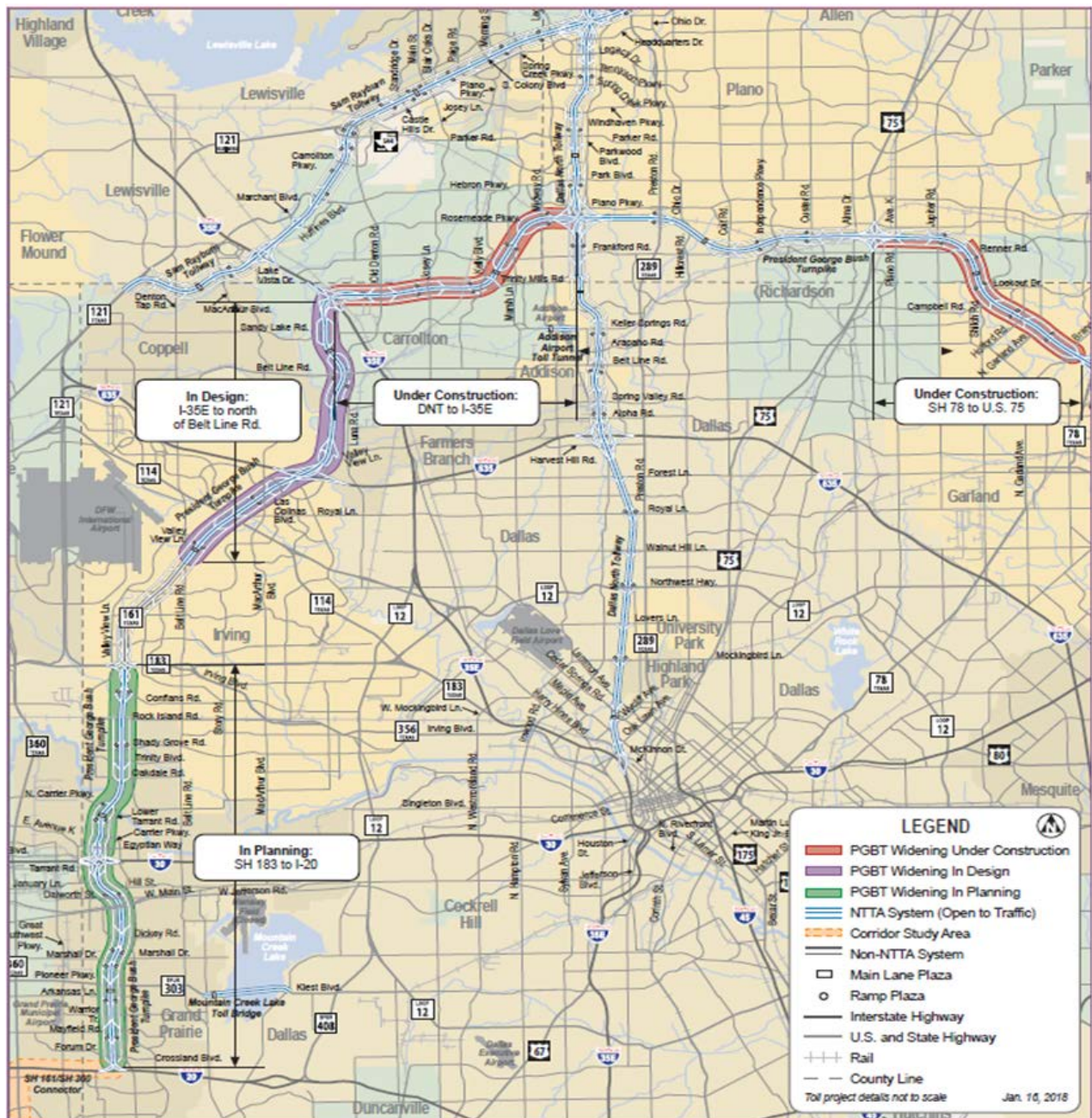


## PRESIDENT GEORGE BUSH TURNPIKE WIDENING BETWEEN I-30 AND STATE HIGHWAY 78

NTTA is adding a fourth lane in each direction between I-20 and SH 78. Construction is underway and is anticipated to be complete by FY2020.

- Phase 1 [from U.S. 75 and DNT]; Construction began May 2015 and opened to traffic November 2016.
- Phase 2 [from SH 78 to U.S. 75]; Construction began in mid-2017; completed November 2018.
- Phase 3 [from DNT to I-35E]; Construction anticipated to begin mid-FY2017 and done by late FY2019.
- Phase 4 [from I-35E to north of Belt Line Road (Irving)]; the project is currently in design phase.
- Phase 5 [from SH 183 to I-20]; the project is currently in design phase.

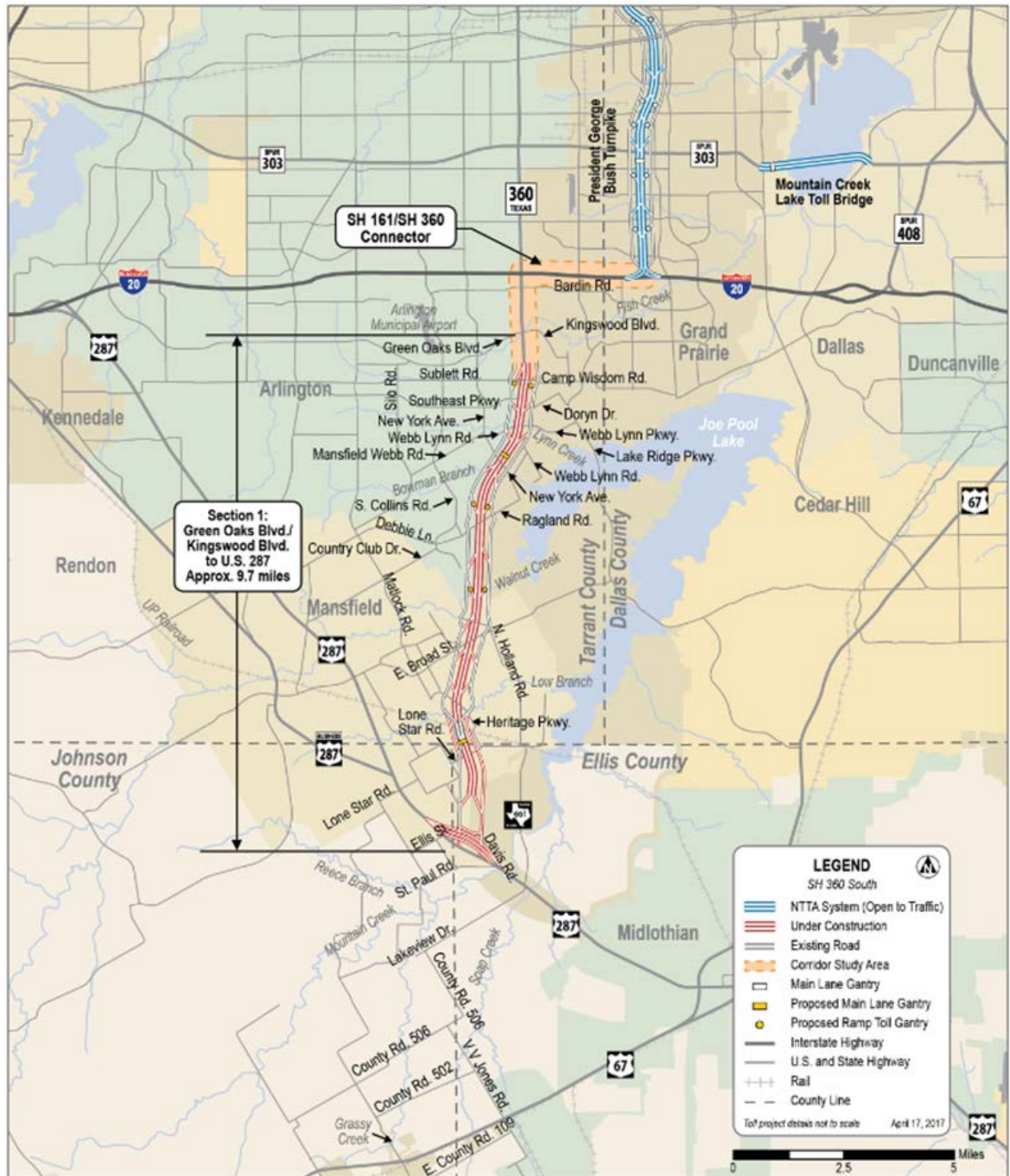
The FY2019–FY2023 Capital Plan includes \$100.7 million for this project. Total project costs are estimated at \$206.0 million.





## PGBT/360 TOLLWAY CONNECTOR

The proposed project connects PGBT from south of Mayfield Road to 360 Tollway at north of Camp Wisdom Road in southern Tarrant County. The FY2019-FY2023 Capital Plan includes \$24.5 million for planning, design and construction of this project. The total estimated project costs are \$363.0 million.



## PGBT EAST BRANCH

The proposed project would extend approximately 11-miles from I-30 to I-20. The corridor would connect the proposed Loop 9 in Dallas County to the President George Bush Turnpike Eastern Extension. TxDOT is the lead agency for this proposed project through the environmental process. The FY2019-FY2023 Capital Plan contains \$28.3 million for NTTA's design and right-of-way responsibilities.



## **CTP SOUTH 2-LANES**

This project adds two southbound main lanes from south of FM 1187 to U.S. 67. The FY2019 – FY2023 Capital Plan includes \$25.0 million for planning and design. Total estimated project costs are \$240.0 million. See map on page 114.

## **DNT CAPACITY IMPROVEMENTS STUDY**

General engineering fees are being budgeted to identify possible capacity improvements on DNT. The FY2019 – FY2023 Capital Plan includes \$2.5 million for this project.

## **EQUIPMENT/HARDWARE/SOFTWARE**

As NTTA grows, it is important to upgrade infrastructure to maintain satisfactory services to internal and external customers. This includes upgrading equipment, hardware and software. Some of the major upgrades included in the FY2019 – FY2023 Capital Plan are as follows: network, disaster recovery, enterprise storage, toll collection system replacement, intelligent transportation systems and items related to information security and compliance. The FY2019 – FY2023 Capital Plan includes \$235.9 million for this category.

## **RECONSTRUCTION/REPAIR OF RETAINING WALLS**

Several retaining wall projects are being developed to address identified issues. The FY2019 – FY2023 Capital Plan includes \$88.2 million for this project. Through a legal settlement NTTA was reimbursed \$11.9 million in FY2016 an additional reimbursement of \$27.0 million is scheduled for FY2020.

## **ROADWAYS**

Various improvement projects are planned across the NTTA System including but not limited to repairs, resurfacing, reconstruction and replacements. The FY2019 – FY2023 Capital Plan includes \$54.5 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. Over the next five years, the Capital Plan includes \$10.7 million for this category.

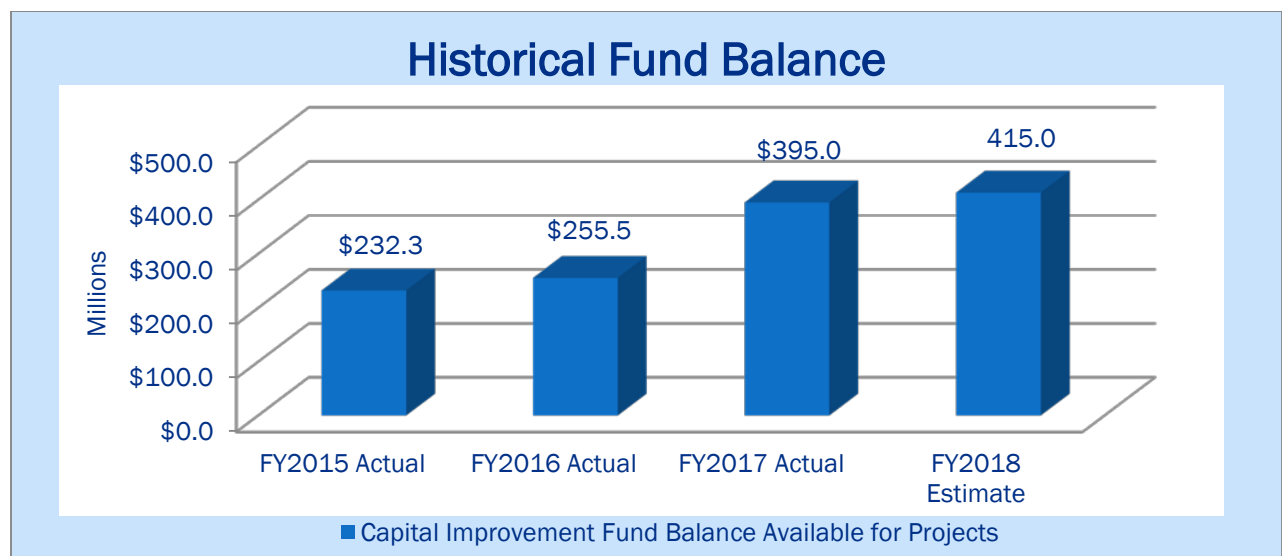


**THE FOLLOWING IS THE LIST OF PROJECTS AND PURCHASES FOR FY2019:**

<b>Capital Improvement Fund Projects</b>	
PGBT 4th Lane Widening	\$35,245,622
Toll Collection System Software Enhancements/Replacement	34,800,002
MSE Wall Stabilization and Maintenance Program	29,300,000
Dallas North Tollway Phase 4A Bridges over U.S. 380	16,018,907
System Enhancements	15,170,001
Systemwide Roadway Improvements	6,853,000
Disaster Recovery	6,430,000
PCI Compliance	5,559,000
PGBT Continuous Illumination	4,440,564
Systemwide Facility Improvements	3,760,000
Intelligent Transportation Systems	3,325,000
DNT South End Design Guidelines Implementation	2,828,000
Multi-Channel Communications	2,700,000
Dallas North Tollway Widening (SRT to U.S. 380)	2,312,749
Windows Server Upgrade	2,000,000
National Interoperability	1,200,000
PeopleSoft HR HCM Enhancements	1,000,000
DNT PH4A	1,000,000
PGBT/360 Tollway Connector	1,000,000
DNT Capacity Improvements Study	500,000
Dallas North Tollway 4th Lane (PGBT to SRT)	825,000
EPDS Enhancements	810,000
Business Analytics	700,000
Safety Center Radio Upgrade	650,000
GIS Enhancement	395,000
Service Desk Software Enhancements	500,000
Managed Print	490,000
DNT/PGBT Interchange & Ramp Modifications	210,000
Redesign of Internet and Intranet	120,000
Succession Planning	100,000
360 Tollway	10,000
Professional, Audit, Legal Fees	9,133,142
<b>Total Project Costs</b>	<b>189,385,987</b>
Cash transfer to CIF Bond Payment Account	66,646,781
Cash transfer to CIF/Revolving Account	650,000
Cash Transfer to OMF – Overhead Costs	4,761,035
<b>Total Expenditures</b>	<b>\$261,443,803</b>

## ESTIMATED CAPITAL IMPROVEMENT FUND REQUIREMENTS FY2019

Capital Improvement Fund Balance Available for Projects 1/1/2019		\$340,048,397
<b>FY2019 Estimated Cash Inflows</b>		
Estimated Deposit from Revenue Fund	218,564,873	
<b>Total Cash Inflows</b>		218,564,873
<b>FY2019 Estimated Cash Outflows</b>		
ISTEA Payment	(12,250,000)	
CIF Subordinate Debt	(54,396,781)	
<b>Total Debt Service Payments</b>		(66,646,781)
Estimated CIF Projects Cost	(180,252,845)	
LOC Professional Fees, Audit Fees, Legal Fees	(9,133,142)	
<b>Total CIF Projects Cost</b>		(189,385,987)
Estimated Expenditures CIF/Revolving Acct. FSF Projects	0	
Professional Fees, Audit Fees, Legal Fees	(650,000)	
<b>Total CIF/Revolving Account -FSF Projects Cost</b>		(650,000)
Cash Transfer to Rainy Day Fund	0	
Cash Transfer to OMF for Overhead Costs	(4,761,035)	
<b>Total Cash Outflows</b>		(261,443,803)
Estimated Balance Available for Projects at 12/31/2019		297,169,467
FY2019 CIF Bond Payment Account balance		66,440,151
FY2019 CIF Rainy Day Fund Account balance		75,000,000
<b>Estimated Total CIF Cash Balances at 12/31/2019</b>		<b>\$438,609,618</b>



The Capital Improvement Fund has \$340.0 million expected to be utilized on planned projects and the Rainy Day Fund balance of \$75.0 million.

**CAPITAL IMPROVEMENT FUND - (1501) BUDGET COMPARISONS FY2019 TO FY2018**

Department	FY2018 Budget	FY2019 Budget	Variance Amount	Percent
<b>Administrative Services:</b>				
Accounting	\$0	\$0	\$0	0.0%
Administration	0	0	0	0.0%
Board	0	0	0	0.0%
Human Resources	0	0	0	0.0%
Internal Audit	23,260	23,260	0	0.0%
Legal Services	1,993,000	2,000,000	7,000	0.4%
Procurement and Business Diversity	7,000	7,000	0	0.0%
Public Affairs	0	0	0	0.0%
Shared Services	0	0	0	0.0%
Treasury Management	2,828,567	2,828,567	0	0.0%
<b>Total Administrative Services</b>	<b>4,851,827</b>	<b>4,858,827</b>	<b>7,000</b>	<b>0.1%</b>
<b>Operational Services:</b>				
Contact Center and Collections	0	2,000,000	2,000,000	0.0%
Information Technology	77,104,866	76,249,003	(855,863)	(1.1%)
Maintenance	3,155,000	3,660,000	505,000	16.0%
Operations	0	0	0	0.0%
Project Delivery	83,999,764	99,143,157	15,143,393	18.0%
System & Incident Mgmt.	3,250,000	3,475,000	225,000	6.9%
<b>Total Operational Services</b>	<b>167,509,630</b>	<b>184,527,160</b>	<b>17,017,530</b>	<b>10.2%</b>
<b>Grand Totals</b>	<b>\$172,361,457</b>	<b>\$189,385,987</b>	<b>\$17,024,530</b>	<b>9.9%</b>

## CAPITAL IMPROVEMENT FUND – (1501) ESTIMATE FY2019

Department	Account	
Internal Audit	Auditing Fees - (521203)	23,260
	<b>Internal Audit Total</b>	<b>23,260</b>
Legal Services	Legal Fees - (521202)	2,000,000
	<b>Legal Services Total</b>	<b>2,000,000</b>
Procurement Services	Public Information Fees - (523203)	7,000
	<b>Procurement Services Total</b>	<b>7,000</b>
Treasury Management	Consulting/Professional - (521201)	67,900
	Trustee Fees - (521204)	189,500
	Rating Agency Fees - (521205)	91,000
	Remarketing/Loc Provider Fees - (521206)	2,180,167
	Traffic Engineering Fees - (521207)	300,000
	<b>Treasury Management Total</b>	<b>2,828,567</b>
Contact Center and Collections	Consulting/Professional - (521201)	2,000,000
	<b>Contact Center &amp; Collections Total</b>	<b>2,000,000</b>
Information Technology	Consulting/Professional - (521201)	3,100,000
	Consulting/Profess Serv Tech - (521301)	15,132,202
	Computers - (531641)	21,465,000
	Software - (531651)	34,451,801
	Infrastructure - Other - (541403)	2,100,000
	<b>Information Technology Total</b>	<b>76,249,003</b>
Maintenance	Building Improvements - (541302)	3,660,000
	<b>Maintenance Total</b>	<b>3,660,000</b>
Project Delivery	General Engineering - (521213)	228,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	32,450,000
	Right-of-Way (06)	60,000
	Administration (01)	4,180,000
	Planning (02)	3,982,749
	Design (03)	9,013,713
	Construction (04)	47,925,952
	Equipment/Hardware (05)	229,029
	Other (176999)	1,073,714
	<b>Project Delivery Total</b>	<b>99,143,157</b>
System & Incident Mgmt.	Traffic Engineering Fees - (521207)	750,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	2,500,000
	Infrastructure - Other - (541403)	225,000
	<b>System &amp; Incident Mgmt. Total</b>	<b>3,475,000</b>
<b>Total</b>		<b>\$189,385,987</b>



**CAPITAL IMPROVEMENT FUND - (1501) PROJECT LIST FY2019 - FY2023 CAPITAL PLAN**

Department	Project	Estimated FY2018	FY2019
Information Technology - (20111)	1000030 - C*Cure Upgrade	400,000	100,000
Information Technology - (20111)	7000005 - Business Analytics	720,000	700,000
Information Technology - (20111)	7000006 - PCI Compliance	7,589,864	3,563,267
Information Technology - (20111)	7000008 - Disaster Recovery	4,600,000	6,430,000
Information Technology - (20111)	7000011 - Intelligent Transportation Systems Retrofit	5,400,000	3,325,000
Information Technology - (20111)	7000016 - Data Storage	0	0
Information Technology - (20111)	7000017 - EPDS Enhancements	810,000	0
Information Technology - (20111)	7000018 - Redesign of Internet and Intranet	500,000	120,000
Information Technology - (20111)	7000021 - PeopleSoft HR HCM Enhancements	325,000	1,000,000
Information Technology - (20111)	7000022 - Digital Aerial Photography	0	48,200
Information Technology - (20111)	7000024 - Toll Collection Sys Software Enhancements/Maint	6,100,000	4,800,000
Information Technology - (20111)	7000033 - Microsoft Enterprise Agreement	0	400,000
Information Technology - (20111)	7000034 - Oracle Unlimited License Agreement	0	886,801
Information Technology - (20111)	7000040 - Virtualization/Hardware Reduction	695,000	1,450,000
Information Technology - (20111)	7000042 - Computer Hardware Upgrade	685,000	325,000
Information Technology - (20111)	7000047 - Toll Enforcement Remedies	200,000	50,000
Information Technology - (20111)	7000050 - GIS Enhancement	910,000	0
Information Technology - (20111)	7000051 - Mobile App Enhancements	500,000	500,000
Information Technology - (20111)	7000054 - Service Desk Software Enhancements	400,000	500,000
Information Technology - (20111)	7000056 - Toll Collection System Implementation	9,850,002	34,800,002
Information Technology - (20111)	7000058 - Infrastructure Professional Service	900,000	900,000
Information Technology - (20111)	7000062 - Conf Rooms Display Enhancement	100,000	0
Information Technology - (20111)	7000064 - Board Room Video/Presentation Enhancement	100,000	100,000
Information Technology - (20111)	7000067 - DataLogger	225,000	260,000
Information Technology - (20111)	7000068 - National IOP	800,000	1,200,000
Information Technology - (20111)	7000070 - Multi-Channel Communications - CSC	3,000,000	2,700,000
Information Technology - (20111)	7000071 - LoneStar Module Expansion	100,000	135,000
Information Technology - (20111)	7000076 - Hyperion Upgrade/Forecasting Tool	525,000	100,000
Information Technology - (20111)	7000081 - eProcurement Project Workflow Tracker	450,000	500,000
Information Technology - (20111)	7000086 - NTTA Employee Portal	400,000	150,000
Information Technology - (20111)	7000106 - Succession Planning	0	100,000
Information Technology - (20111)	7000107 - Managed Print	490,000	490,000
Information Technology - (20111)	7000110 - Enterprise Content Management	0	1,300,000
Information Technology - (20111)	7000111 - GIS Fiber Migration	0	285,000
Information Technology - (20111)	7000112 - Contract Management System	0	550,000
Information Technology - (20111)	7000113 - Reporting Tool for BDD	0	300,000
Information Technology - (20111)	7000115 - C*Cure/ServiceNow Integration	0	30,000
Information Technology - (20111)	7000116 - Backup System	0	900,000
Information Technology - (20111)	7000117 - Lane System Upgrade	0	750,000
Information Technology - (20111)	7001252 - Windows Server Upgrade	2,000,000	2,000,000
Information Technology - (20111)	7001255 - Windows SQL Upgrade	0	0
Information Technology - (20111)	7001253 - Command Center Radio Upgrade	650,000	650,000
<b>Information Technology - (20111) Total</b>		<b>49,424,866</b>	<b>72,398,270</b>



<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>Five Year Total FY2019 - FY2023</b>
100,000	100,000	0	0	300,000
150,000	400,000	100,000	50,000	1,400,000
6,600,000	4,900,000	7,200,000	5,525,000	27,788,267
4,500,000	4,600,000	3,600,000	1,600,000	20,730,000
1,900,000	1,400,000	900,000	825,000	8,350,000
3,166,700	0	0	0	3,166,700
800,000	500,000	0	0	1,300,000
100,000	0	0	0	220,000
1,000,000	300,000	300,000	300,000	2,900,000
0	48,200	0	48,200	144,600
4,800,000	0	0	0	9,600,000
100,000	100,000	100,000	100,000	800,000
335,569	0	0	0	1,222,370
400,000	400,000	0	0	2,250,000
1,800,000	0	0	0	2,125,000
0	0	0	0	50,000
100,000	150,000	100,000	50,000	400,000
500,000	0	0	0	1,000,000
0	0	0	0	500,000
23,600,002	2,300,000	2,300,000	2,300,000	65,300,004
900,000	0	0	0	1,800,000
100,000	100,000	0	0	200,000
100,000	100,000	100,000	100,000	500,000
0	0	0	0	260,000
1,200,000	1,200,000	0	0	3,600,000
2,700,000	2,500,000	0	0	7,900,000
125,000	0	0	0	260,000
0	0	0	0	100,000
0	0	0	0	500,000
0	0	0	0	150,000
0	0	0	0	100,000
280,000	550,000	550,000	200,000	2,070,000
1,200,000	0	0	0	2,500,000
0	0	0	0	285,000
300,000	0	0	0	850,000
0	0	0	0	300,000
0	0	0	0	30,000
500,000	0	0	0	1,400,000
500,000	1,500,000	25,500,000	25,500,000	53,750,000
600,000	300,000	300,000	300,000	3,500,000
250,000	200,000	0	0	450,000
650,000	475,000	650,000	0	2,425,000
<b>59,357,271</b>	<b>22,123,200</b>	<b>41,700,000</b>	<b>36,898,200</b>	<b>232,476,941</b>

**CAPITAL IMPROVEMENT FUND - (1501) PROJECT LIST FY2019 - FY2023 CAPITAL PLAN (CONTINUED)**

Department	Project	Estimated FY2018	FY2019
Admin Infrastructure - (20221)	1000835 - Systemwide Facility Improvements	3,155,000	2,490,000
	<b>Admin Infrastructure - (20221) Total</b>	<b>3,155,000</b>	<b>2,490,000</b>
Project Delivery - (20511)	1000431 - Systemwide Roadway Improvements	11,530,000	3,378,000
Project Delivery - (20511)	2000005 - PGBT Continuous Illumination	0	4,440,564
Project Delivery - (20511)	2000417 - PGBT 4th Lane Widening	31,643,655	35,245,622
Project Delivery - (20511)	2000430 - MSE Wall Stabilization and Maintenance Program	10,400,000	29,300,000
Project Delivery - (20511)	2100003 - DNT 4th Lane (PGBT to SRT)	7,374,000	825,000
Project Delivery - (20511)	2100004 - DNT/PGBT IC & Ramp Mods	5,155,591	210,000
Project Delivery - (20511)	2100007 - DNT PH4A Bridges over U.S. 380	5,592,830	16,018,907
Project Delivery - (20511)	2100008 - DNT PH4B	0	0
Project Delivery - (20511)	2100011 - DNT Widening (SRT to U.S. 380)	501,691	2,312,749
Project Delivery - (20511)	2100012 - DNT Capacity Improvements Study	1,000,000	500,000
Project Delivery - (20511)	2100013 - DNT PH4A	0	1,000,000
Project Delivery - (20511)	2100310 - DNT South End Design Guidelines Implementation	5,371,870	2,828,000
Project Delivery - (20511)	2500004 - SRT Continuous Illumination	0	0
Project Delivery - (20511)	2900000 - 360 Tollway	976,400	10,000
Project Delivery - (20511)	3000000 - PGBT East Branch	0	0
Project Delivery - (20511)	3900001 - PGBT/360 Tollway Connector	0	1,000,000
Project Delivery - (20511)	7000055 - DNT Improvements (I-635 to PGBT)	3,031,727	0
Project Delivery - (20511)	7200001 - CTP South 2-lanes	0	0
	<b>Project Delivery - (20511) Total</b>	<b>82,577,764</b>	<b>97,068,842</b>
System & Incdnt Mgmt. - (20611)	1000431 - Systemwide Roadway Improvements	3,250,000	3,475,000
	<b>System &amp; Incdnt Mgmt. - (20611) Total</b>	<b>3,250,000</b>	<b>3,475,000</b>
<b>Totals</b>		<b>\$138,407,630</b>	<b>\$175,432,112</b>

**FY2018 Carryover Projects and Adjustments**

Information Technology - (20111)	1000030 - C*Cure Upgrade	(400,000)	0
Information Technology - (20111)	7000005 - Business Analytics	280,000	0
Information Technology - (20111)	7000006 - PCI Compliance	(1,995,733)	1,995,733
Information Technology - (20111)	7000017 - EPDS Enhancements	(810,000)	810,000
Information Technology - (20111)	7000034 - Oracle Unlimited License Agreement	1,995,733	0
Information Technology - (20111)	7000047 - Toll Enforcement Remedies	(200,000)	200,000
Information Technology - (20111)	7000050 - GIS Enhancement	(910,000)	200,000
Information Technology - (20111)	7000076 - Hyperion Upgrade/Forecasting Tool	(225,000)	100,000
Information Technology - (20111)	7000086 - NTTA Employee Portal	(400,000)	150,000
Admin Infrastructure - (20221)	1000835 - Systemwide Facility Improvements	(1,170,000)	1,170,000
<b>Totals</b>		<b>(\$3,835,000)</b>	<b>\$4,625,733</b>
<b>Total FY2019 - FY2023 Capital Improvement Project Costs</b>		<b>\$134,572,630</b>	<b>\$180,057,845</b>

Report contains only project costs.

Changes to projects are color coded. Amounts must be added for total project cost.

<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>Five Year Total FY2019 - FY2023</b>
2,320,000	1,670,000	1,525,000	1,490,000	9,495,000
<b>2,320,000</b>	<b>1,670,000</b>	<b>1,525,000</b>	<b>1,490,000</b>	<b>9,495,000</b>
14,158,288	778,000	253,500	253,500	18,821,288
2,376,060	22,511,778	24,576,424	24,074,675	77,979,501
31,029,768	21,217,000	13,180,000	0	100,672,390
23,300,000	10,600,000	12,500,000	12,500,000	88,200,000
350,000	0	0	0	1,175,000
300,000	0	0	0	510,000
34,591,900	30,998,401	18,495,370	360,583	100,465,161
1,200,000	1,400,000	14,901,394	18,771,930	36,273,324
6,224,382	11,179,055	26,753,838	31,158,762	77,628,786
1,000,000	1,000,000	0	0	2,500,000
7,000,000	10,000,000	14,000,000	80,000,000	112,000,000
2,870,317	6,645,383	16,109,251	122,559	28,575,510
810,370	2,153,591	7,340,906	14,461,606	24,766,473
0	0	0	0	10,000
0	1,250,000	10,000,000	17,000,000	28,250,000
1,000,000	2,000,000	2,000,000	18,500,000	24,500,000
0	0	0	0	0
2,000,000	7,000,000	8,000,000	8,000,000	25,000,000
<b>128,211,085</b>	<b>128,733,208</b>	<b>168,110,683</b>	<b>225,203,615</b>	<b>747,327,433</b>
7,075,000	9,075,000	11,375,000	4,725,000	35,725,000
<b>7,075,000</b>	<b>9,075,000</b>	<b>11,375,000</b>	<b>4,725,000</b>	<b>35,725,000</b>
<b>\$196,963,356</b>	<b>\$161,601,408</b>	<b>\$222,710,683</b>	<b>\$268,316,815</b>	<b>\$1,025,024,374</b>
0	0	0	0	0
0	0	0	0	0
0	0	0	0	1,995,733
0	0	0	0	810,000
0	0	0	0	0
0	0	0	0	200,000
0	0	0	0	200,000
0	0	0	0	100,000
0	0	0	0	150,000
0	0	0	0	1,170,000
<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,625,733</b>
<b>\$196,963,356</b>	<b>\$161,601,408</b>	<b>\$222,710,683</b>	<b>\$268,316,815</b>	<b>\$1,029,650,107</b>

# Feasibility Study Fund

## FY2019 CIF/REVOLVING ACCOUNT-FEASIBILITY STUDY FUND PROJECTS

The fund contains amounts for the study, engineering and professional cost for possible future projects.

<b>PROJECT COST</b>	
Professional Fees, Legal Fees	650,000
<b>Total Estimated FY2019 Feasibility Cost</b>	<b>\$650,000</b>

## FEASIBILITY STUDY FUND - (1601) BUDGET COMPARISONS FY2019 TO FY2018

Department	FY2018 Budget	FY2019 Budget	Variance Amount	Percent
<b>Administrative Services:</b>				
Accounting	\$0	\$0	\$0	0.0%
Administration	0	0	0	0.0%
Board	0	0	0	0.0%
Human Resources	0	0	0	0.0%
Internal Audit	0	0	0	0.0%
Legal Services	150,000	150,000	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%
Treasury Management	0	0	0	0.0%
<b>Total Administrative Services</b>	<b>150,000</b>	<b>150,000</b>	<b>0</b>	<b>0.0%</b>
<b>Operational Services:</b>				
Contact Center and Collections	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	500,000	500,000	0	0.0%
System & Incident Mgmt.	0	0	0	0.0%
<b>Total Operational Services</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>	<b>0.0%</b>
<b>Grand Totals</b>	<b>\$650,000</b>	<b>\$650,000</b>	<b>\$0</b>	<b>0.0%</b>

## FUND 1601 - FEASIBILITY STUDY FUND - (1601) ESTIMATE FY2019

Department	Account	
Legal Services	Legal Fees - (521202)	150,000
	<b>Legal Services Total</b>	<b>150,000</b>
Project Delivery	Administration (01)	500,000
	<b>Project Delivery Total</b>	<b>500,000</b>
<b>Total</b>		<b>\$650,000</b>

## 360 Tollway Fund

Through an agreement with TxDOT, NTTA took ownership of the State Highway 360 South renaming it 360 Tollway in early FY2018. The project extended the SH 360 South between the existing frontage roads from its terminus at Camp Wisdom Road in southern Tarrant County to U.S. 287 in northwestern Ellis County and northeastern Johnson County. TxDOT funded, designed and constructed the project and turned it over to NTTA upon construction completion to own, operate and maintain. Construction on the project began in November 2015. It was open to traffic on May 11, 2018. It is a stand-alone project and it is not part of the NTTA System.

The FY2019 Budget totals \$7.1 million for the project. NTTA will pay TxDOT or a designated contractor, selected by TxDOT, for the maintenance on the project for the first five years. The project will reimburse the NTTA System for the tolling services. The FY2019 Budget contains \$2.6 million for maintenance costs; \$3.8 million for tolling services and a reimbursement to NTTA for \$0.7 million for pre-opening costs. All costs are completely aligned with the project agreement.

### 360 TOLLWAY - (6000) BUDGET COMPARISONS FY2019 TO FY2018

Department	FY2018	FY2019	Variance	
	Budget	Budget	Amount	Percent
<b>Administrative Services:</b>				
Accounting	\$38,955	\$21,789	(\$17,166)	(44.1%)
Administration	9,437	5,950	(3,487)	(36.9%)
Board	1,768	1,545	(223)	(12.6%)
Human Resources	23,362	16,662	(6,700)	(28.7%)
Internal Audit	70,004	64,368	(5,636)	(8.1%)
Legal Services	13,924	11,371	(2,553)	(18.3%)
Procurement and Business Diversity	24,501	25,409	908	3.7%
Public Affairs	492,003	747,291	255,288	51.9%
Shared Services	0	120,834	120,834	0.0%
Treasury Management	19,553	14,435	(5,118)	(26.2%)
<b>Total Administrative Services</b>	<b>693,506</b>	<b>1,029,654</b>	<b>336,148</b>	<b>48.5%</b>
<b>Operational Services:</b>				
Contact Center and Collections	944,462	1,132,332	187,870	19.9%
Information Technology	207,403	347,894	140,491	67.7%
Maintenance *	3,116,574	2,818,612	(297,962)	(9.6%)
Operations	14,633	13,214	(1,419)	(9.7%)
Project Delivery	29,950	41,720	11,770	39.3%
System & Incident Mgmt.	1,151,549	1,745,660	594,111	51.6%
<b>Total Operational Services</b>	<b>5,464,571</b>	<b>6,099,432</b>	<b>634,861</b>	<b>11.6%</b>
<b>Grand Totals</b>	<b>\$6,158,077</b>	<b>\$7,129,086</b>	<b>\$971,009</b>	<b>15.8%</b>

\* Contains \$2.6 million to be paid to TxDOT or designated maintenance contractor.

### MAJOR FY2019 BUDGET ITEMS

The FY2019 Budget increased by \$971,009 from FY2018 Budget, mainly due to one full year of operations. The changes between the departments are due to changing the expense allocation method for FY2019. All department allocations are now based on transactions. As opposed to FY2018 which was a combination of lane miles and transactions

### 360 TOLLWAY FY2019 ESTIMATED BALANCE

Operation Maintenance Fund Estimated Balance as of 1/1/2019		\$0
Projected Gross Revenues	\$ 15,299,464	
Projected Bad Debt	<u>(2,973,000)</u>	
Projected Net Revenues		12,326,464
Estimated Expenditures FY2019 Operating Budget		
Maintenance Costs (including utilities)	(2,614,856)	
Tolling Services	(3,792,492)	
Reimbursement to NTTA Capital Improvement Fund	(721,738)	
Estimated Expenditures FY2019 Operating Budget*		<u>(7,129,086)</u>
Net Revenues		5,197,378
Debt Service Obligation*		<u>-</u>
<b>Estimated Balance Available for Debt and Capital Costs at 12/31/2019</b>		<b><u>\$5,197,378</u></b>

\*No debt service obligation until FY2023 (see page 193).

### 360 TOLLWAY - (6000) ESTIMATE FY2019

Department	Account	
<b>Accounting</b>	Salaries and Wages-Direct - (511101)	19,249
	Salaries and Wages-Overtime - (511301)	8
	Retirement Contributions - (512401)	2,532
	<b>Accounting Total</b>	<b>21,789</b>
<b>Administration</b>	Salaries and Wages-Direct - (511101)	5,361
	Retirement Contributions - (512401)	589
	<b>Administration Total</b>	<b>5,950</b>
<b>Board</b>	Salaries and Wages-Direct - (511101)	1,364
	Retirement Contributions - (512401)	181
	<b>Board Total</b>	<b>1,545</b>
<b>Human Resources</b>	Salaries and Wages-Direct - (511101)	14,776
	Retirement Contributions - (512401)	1,886
	<b>Human Resources Total</b>	<b>16,662</b>
<b>Internal Audit</b>	Salaries and Wages-Direct - (511101)	10,921
	Retirement Contributions - (512401)	1,447
	Auditing Fees - (521203)	52,000
	<b>Internal Audit Total</b>	<b>64,368</b>
<b>Legal Services</b>	Salaries and Wages-Direct - (511101)	10,055
	Retirement Contributions - (512401)	1,316
	<b>Legal Services Total</b>	<b>11,371</b>
<b>Procurement and Business Diversity</b>	Salaries and Wages-Direct - (511101)	22,409
	Salaries and Wages-Overtime - (511301)	31
	Retirement Contributions - (512401)	2,969
	<b>Procurement and Business Diversity Total</b>	<b>25,409</b>
<b>Public Affairs</b>	Salaries and Wages-Direct - (511101)	22,562
	Salaries and Wages-Overtime - (511301)	8
	Retirement Contributions - (512401)	2,983
	Promotional Expenses - (523304)	721,738
	<b>Public Affairs Total</b>	<b>747,291</b>



### 360 TOLLWAY - (6000) ESTIMATE FY2019 (CONTINUED)

Department	Account	
<b>Shared Services</b>	Group Insurance	120,834
	<b>Shared Services Total</b>	<b>120,834</b>
<b>Treasury Management</b>	Salaries and Wages-Direct - (511101)	12,734
	Retirement Contributions - (512401)	1,701
	<b>Treasury Management Total</b>	<b>14,435</b>
<b>Contact Center and Collections</b>	Salaries and Wages-Direct - (511101)	165,687
	Salaries and Wages-Overtime - (511301)	5,633
	Retirement Contributions - (512401)	21,956
	Consulting/Professional - (521201)	157,080
	Postage - (523201)	155,091
	Temporary Contract Labor - (523851)	171,122
	Inven for resale(toll tags) - (531501)	153,259
	Bank Charges - (573001)	11,535
	Credit Card Fees - (573002)	290,969
	<b>Contact Center and Collections Total</b>	<b>1,132,332</b>
<b>Information Technology</b>	Salaries and Wages-Direct - (511101)	101,366
	Salaries and Wages-Overtime - (511301)	1,362
	Retirement Contributions - (512401)	13,435
	Outside Maintenance Services - (521212)	105,453
	Telecommunications - (523202)	20,828
	Temporary Contract Labor - (523851)	610
	Software - (531651)	104,840
	<b>Information Technology Total</b>	<b>347,894</b>
<b>Maintenance</b>	Salaries and Wages-Direct - (511101)	14,816
	Salaries and Wages-Overtime - (511301)	32
	Retirement Contributions - (512401)	1,908
	Consulting/Professional - (521201)	187,000
	Outside Maintenance Services - (521212)	2,487,356
	Water - (531211)	45,000
	Electricity - (531231)	82,500
	<b>Maintenance Total</b>	<b>2,818,612</b>
<b>Operations</b>	Salaries and Wages-Direct - (511101)	11,682
	Retirement Contributions - (512401)	1,532
	<b>Operations Total</b>	<b>13,214</b>
<b>Project Delivery</b>	Salaries and Wages-Direct - (511101)	36,881
	Retirement Contributions - (512401)	4,839
	<b>Project Delivery Total</b>	<b>41,720</b>
<b>System &amp; Incident Mgmt.</b>	Salaries and Wages-Direct - (511101)	791,288
	Salaries and Wages-Overtime - (511301)	119
	Retirement Contributions - (512401)	104,891
	Police Services (DPS) - (521208)	606,662
	Insurance Expense - Other - (523101)	213,000
	Uniforms - (531701)	29,700
	<b>System &amp; Incident Mgmt. Total</b>	<b>1,745,660</b>
<b>Total</b>	<b>\$7,129,086</b>	

**360 TOLLWAY FIRST FIVE-YEARS ESTIMATE**

	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>
Transactions			
TollTag	5,767,100	9,910,700	12,438,700
ZipCash	3,105,500	4,836,700	5,530,600
<b>Total Trxn</b>	<b>8,872,600</b>	<b>14,747,400</b>	<b>17,969,300</b>
Revenue			
TollTag Revenue	\$5,106,800	\$9,093,500	\$11,800,900
ZipCash Revenue	682,700	2,430,800	3,031,100
Other Revenue	368,577	802,164	1,000,263
<b>Total Revenue</b>	<b>6,158,077</b>	<b>12,326,464</b>	<b>15,832,263</b>
O&M Services (including utilities)	2,576,420	2,614,856	2,710,437
Tolling Services	2,534,646	3,792,492	4,168,668
FY2017 Start Up Costs:	1,047,011	721,738	-
Debt Service	-	-	-
<b>Total Expenses</b>	<b>6,158,077</b>	<b>7,129,086</b>	<b>6,879,105</b>
<b>Available for Debt and Capital Costs</b>	<b>\$0</b>	<b>\$5,197,378</b>	<b>\$8,953,158</b>

<b>FY2021</b>	<b>FY2022</b>	<b>Years 1-5</b>
15,256,700	18,362,100	61,735,300
6,214,000	6,888,100	26,574,900
<b>21,470,700</b>	<b>25,250,200</b>	<b>88,310,200</b>
\$14,958,300	\$18,570,700	\$59,530,200
3,520,000	4,090,000	13,754,600
1,161,600	1,349,700	4,682,304
<b>19,639,900</b>	<b>24,010,400</b>	<b>77,967,104</b>
2,869,973	2,930,107	13,701,793
4,824,323	5,112,781	20,432,910
-	-	1,768,749
-	-	-
<b>7,694,296</b>	<b>8,042,888</b>	<b>35,903,452</b>
<b>\$11,945,604</b>	<b>\$15,967,512</b>	<b>42,063,652</b>

# Enterprise Fund

## FY2019 ENTERPRISE FUND

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

<b>Fund Costs</b>	
Software Maintenance and Enhancements	\$1,714,435
Professional and Legal Fees	898,537
Allocated Cost – Salaries, Benefits and Transaction Processing Cost	20,283,879
<b>Total FY2019 EF Budget</b>	<b>\$22,896,851</b>

## ESTIMATED FY2019 DEVELOPER TSA REQUIREMENTS

Developer TSA Projects	LBJ	NTE 1/2W	NTE 3A/3B	Total
<b>Transactions</b>				
TollTag	32,775,583	22,528,900	22,951,737	78,256,220
ZipCash	11,385,456	7,479,679	7,721,573	26,586,709
<b>Total Transactions</b>	<b>44,161,039</b>	<b>30,008,579</b>	<b>30,673,311</b>	<b>104,842,929</b>
<b>Payments to TSA's</b>				
Gross Payments	\$141,066,085	\$126,532,344	\$74,210,727	\$341,809,156
NTTA Fees	(6,463,382)	(5,252,566)	(4,129,539)	(15,845,487)
<b>Net Payments to TSA's</b>	<b>\$134,602,704</b>	<b>\$121,279,777</b>	<b>\$70,081,188</b>	<b>\$325,963,669</b>
<b>Revenues Collected from TSA's</b>				
TollTag Revenue	107,047,014	97,218,436	61,118,376	265,383,826
ZipCash Revenue	21,766,177	22,291,737	13,092,351	57,150,266
Administrative Fees	4,124,155	4,148,093	2,267,884	10,540,132
<b>Net Revenue Collected</b>	<b>132,937,346</b>	<b>123,658,267</b>	<b>76,478,611</b>	<b>333,074,224</b>
<b>Collection (Exposure) Profit</b>	<b>(1,665,358)</b>	<b>2,378,489</b>	<b>\$6,397,423</b>	<b>\$7,110,555</b>
NTTA Expenses	(5,909,208)	(4,015,461)	(4,104,409)	(14,029,079)
<b>Cash Flow Before IOP</b>	<b>(\$7,574,566)</b>	<b>(\$1,636,972)</b>	<b>\$2,293,014</b>	<b>(\$6,918,524)</b>
IOP Revenue	3,732,776	2,536,518	2,592,706	8,862,000
<b>Net TSA Cash Flow</b>	<b>(\$3,841,790)</b>	<b>\$899,547</b>	<b>\$4,885,720</b>	<b>\$1,943,476</b>

## ESTIMATED FY2019 REGIONAL TSA REQUIREMENTS

Regional TSA Projects	DFWC	I-30	LBJ East	I-35E	SH114	SH183	LP12	Total
<b>Transactions</b>								
TollTag	2,645,379	3,306,854	8,909,404	17,766,800	3,045,000	10,643,000	1,160,000	47,476,437
ZipCash	790,178	1,667,440	2,813,496	8,419,600	1,015,000	3,683,000	406,000	18,794,714
<b>Total Transactions</b>	<b>3,435,557</b>	<b>4,974,294</b>	<b>11,722,900</b>	<b>26,186,400</b>	<b>4,060,000</b>	<b>14,326,000</b>	<b>1,566,000</b>	<b>66,271,151</b>
<b>Collection Exposure (Pay When Pa</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>
NTTA Expenses	(459,713)	(665,612)	(1,568,646)	(3,504,014)	(543,270)	(1,916,968)	(209,547)	(8,867,772)
NTTA Expense Reimburseme	459,713	665,612	1,568,646	3,504,014	543,270	1,916,968	209,547	8,867,772
<b>Net TSA Cash Flow</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>

## ENTERPRISE FUND - (7800) BUDGET COMPARISONS FY2019 TO FY2018

Department	FY2018 Budget	FY2019 Budget	Variance Amount	Variance Percent
<b>Administrative Services:</b>				
Accounting	\$338,646	\$198,116	(\$140,530)	(41.5%)
Administration	81,998	57,798	(24,200)	(29.5%)
Board	0	0	0	0.0%
Human Resources	202,990	161,860	(41,130)	(20.3%)
Internal Audit	186,440	150,144	(36,296)	(19.5%)
Legal Services	170,982	160,460	(10,522)	(6.2%)
Procurement and Business Diversity	0	0	0	0.0%
Public Affairs	1,009,330	993,028	(16,302)	(1.6%)
Shared Services	1,023,127	1,276,123	252,996	24.7%
Treasury Management	169,898	164,329	(5,569)	(3.3%)
<b>Total Administrative Services</b>	<b>3,183,411</b>	<b>3,161,858</b>	<b>(21,553)</b>	<b>(0.7%)</b>
<b>Operational Services:</b>				
Contact Center and Collections	10,769,491	16,672,442	5,902,951	54.8%
Information Technology	2,353,286	2,842,846	489,560	20.8%
Maintenance	0	0	0	0.0%
Operations	177,144	184,358	7,214	4.1%
Project Delivery	0	0	0	0.0%
System & Incident Mgmt.	0	35,347	35,347	0.0%
<b>Total Operational Services</b>	<b>13,299,921</b>	<b>19,734,993</b>	<b>6,435,072</b>	<b>48.4%</b>
<b>Grand Totals</b>	<b>\$16,483,332</b>	<b>\$22,896,851</b>	<b>\$6,413,519</b>	<b>38.9%</b>

TSA Transaction	FY2018	FY2019	Variance
Developer TSA's	88,000,000	104,842,929	16,842,929
Regional TSA's	49,361,100	66,271,151	16,910,051
<b>Total Transactions</b>	<b>137,361,100</b>	<b>171,114,080</b>	<b>33,752,980</b>

The FY2018 transactions were adjusted to reflect the latest revenue and transaction projections.

## ENTERPRISE FUND - (7800) ESTIMATE FY2019

Department	Account	
<b>Accounting</b>	Salaries and Wages-Direct - (511101)	174,704
	Salaries and Wage-Overtime - (511301)	80
	Retirement Contributions - (512401)	23,332
	<b>Accounting Total</b>	<b>198,116</b>
<b>Administration</b>	Salaries and Wages-Direct - (511101)	52,076
	Retirement Contributions - (512401)	5,722
	<b>Administration Total</b>	<b>57,798</b>
<b>Human Resources</b>	Salaries and Wages-Direct - (511101)	143,535
	Retirement Contributions - (512401)	18,325
	<b>Human Resources Total</b>	<b>161,860</b>
<b>Internal Audit</b>	Salaries and Wages-Direct - (511101)	106,088
	Retirement Contributions - (512401)	14,056
	Auditing Fees - (521203)	30,000
	<b>Internal Audit Total</b>	<b>150,144</b>
<b>Legal Services</b>	Salaries and Wages-Direct - (511101)	97,676
	Retirement Contributions - (512401)	12,784
	Legal Fees - (521202)	50,000
	<b>Legal Services Total</b>	<b>160,460</b>

**ENTERPRISE FUND - (7800) ESTIMATE FY2019 (CONTINUED)**

<b>Department</b>	<b>Account</b>	
<b>Public Affairs</b>	Salaries and Wages-Direct - (511101)	173,602
	Salaries and Wage-Overtime - (511301)	0
	Retirement Contributions - (512401)	22,931
	Magazine and Newspaper - (523302)	250,000
	Television & Radio - (523303)	250,000
	Promotional Expenses - (523304)	296,495
	<b>Public Affairs Total</b>	<b>993,028</b>
<b>Shared Services</b>	Group Insurance - (512101)	1,266,861
	Office Supplies - (531101)	9,262
	<b>Shared Services Total</b>	<b>1,276,123</b>
<b>Treasury Management</b>	Salaries and Wages-Direct - (511101)	145,735
	Retirement Contributions - (512401)	18,594
	<b>Treasury Management Total</b>	<b>164,329</b>
<b>Contact Center and Collections</b>	Salaries and Wages-Direct - (511101)	1,609,491
	Salaries and Wage-Overtime - (511301)	54,729
	Retirement Contributions - (512401)	213,270
	Consulting/Professional - (521201)	2,650,220
	Postage - (523201)	2,455,467
	Temporary Contract Labor - (523851)	2,636,695
	Inven for resale(toll tags) - (531501)	2,426,460
	Bank Charges - (573001)	19,363
	Credit Card Fees - (573002)	4,606,746
<b>Contact Center and Collections Total</b>	<b>16,672,442</b>	
<b>Information Technology</b>	Salaries and Wages-Direct - (511101)	984,668
	Salaries and Wage-Overtime - (511301)	13,232
	Retirement Contributions - (512401)	130,511
	Software - (531651)	1,714,435
	<b>Information Technology Total</b>	<b>2,842,846</b>
<b>Operations</b>	Salaries and Wages-Direct - (511101)	113,475
	Retirement Contributions - (512401)	14,883
	Consulting/Professional - (521201)	56,000
	<b>Operations Total</b>	<b>184,358</b>
<b>System &amp; Incident Mgmt</b>	Salaries and Wages-Direct - (511101)	31,224
	Retirement Contributions - (512401)	4,123
	<b>Operations Total</b>	<b>35,347</b>
<b>Total</b>		<b>\$22,896,851</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 FY2019 - FY2023 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 93.7%, of revenue in the long-term revenue plan is the toll revenue estimate provided by the Traffic and Revenue Engineers. The estimated other revenues, about 6.3%, are provided by the Authority and include video tolling fees and other charges, and estimated projected interest earnings. Total revenue growth is expected to average 4.8% per year between FY2019 and FY2023. All NTTA revenues on deposit in the Revenue Fund must be distributed to the other funds in accordance to the Trust Agreement.

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Five-Year Totals FY2019 - FY2023
<b>REVENUE FUND</b>							
Estimated Beginning Available Cash Balance	-	-	-	-	-	-	-
<b>INFLOWS</b>							
Estimated Toll Revenues	\$ 846,068,600	\$ 886,656,100	\$ 925,052,800	\$ 971,161,200	\$ 1,027,216,300	\$ 1,078,521,700	\$ 4,888,608,100
Estimated Other Revenues	64,258,900	63,582,700	63,323,098	64,894,310	67,468,039	69,534,842	328,802,989
<b>TOTAL INFLOWS</b>	<b>910,327,500</b>	<b>950,238,800</b>	<b>988,375,898</b>	<b>1,036,055,510</b>	<b>1,094,684,339</b>	<b>1,148,056,542</b>	<b>5,217,411,089</b>
Estimated Ending Available Cash Balance	-	-	-	-	-	-	-
<b>Total Revenues Available for Operations</b>	<b>\$ 910,327,500</b>	<b>\$ 950,238,800</b>	<b>\$ 988,375,898</b>	<b>\$ 1,036,055,510</b>	<b>\$ 1,094,684,339</b>	<b>\$ 1,148,056,542</b>	<b>\$ 5,217,411,089</b>

## 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 32.1% of operating cost.

The estimated operating expenses for the year are prepared by the individual departments and are compared to the General Consultant Engineer's estimated amount. The operating expenses are expected to increase an average of 3.0% per year between FY2019 and FY2023.

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.

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Five-Year Totals FY2019 - FY2023
<b>Total Revenues Available for Operations</b>	\$910,327,500	\$950,238,800	\$988,375,898	\$1,036,055,510	\$1,094,684,339	\$1,148,056,542	\$ 5,217,411,089
<b>OPERATION AND MAINTENANCE FUND</b>							
<b>Estimated Beginning Available Cash Balance</b>	48,685,288	32,130,000	32,130,000	33,093,900	34,086,717	35,109,319	32,130,000
<b>INFLOWS</b>							
Transfer from Revenue Fund	154,622,792	182,529,522	188,969,308	194,638,387	200,477,538	206,491,865	973,106,619
Inter-Fund Transfers	9,951,920	10,250,478	10,557,992	10,874,732	11,200,974	11,537,003	54,421,181
<b>TOTAL INFLOWS</b>	164,574,712	192,780,000	199,527,300	205,513,119	211,678,513	218,028,868	1,027,527,799
<b>OUTFLOWS</b>							
Estimated Operating Expenses	(181,130,000)	(192,780,000)	(198,563,400)	(204,520,302)	(210,655,911)	(216,975,588)	(1,023,495,201)
<b>TOTAL OUTFLOWS</b>	(181,130,000)	(192,780,000)	(198,563,400)	(204,520,302)	(210,655,911)	(216,975,588)	(1,023,495,201)
<b>Estimated Ending Available Cash Balance</b>	32,130,000	32,130,000	33,093,900	34,086,717	35,109,319	36,162,598	36,162,598
Ending Balances greater than 10% minimum. (1)		-	-	-	-	-	
<b>Net Revenues Available for Debt Service</b>	\$755,704,708	\$767,709,278	\$799,406,590	\$ 841,417,123	\$ 894,206,801	\$ 941,564,677	\$ 4,244,304,470

(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.

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Five-Year Totals FY2019 - FY2023
<b>Net Revenues Available for Debt Service</b>	\$755,704,708	\$767,709,278	\$799,406,590	\$841,417,123	\$894,206,801	\$941,564,677	\$ 4,244,304,470
<b>DEBT SERVICE FUNDS</b>							
<b>Estimated Beginning Available Cash Balance</b>	-	-	-	-	-	-	-
<b>INFLOWS</b>							
Transfer from Capital Improvement Fund	34,529,260	36,279,260	39,332,497	68,806,715	68,745,778	68,698,520	281,862,770
Capitalized interest transfer	-	-	-	-	-	-	-
Transfer from Revenue Fund	512,631,190	511,091,152	536,866,066	563,698,042	583,544,179	600,424,706	2,795,624,145
<b>TOTAL INFLOWS</b>	547,160,450	547,370,412	576,198,563	632,504,757	652,289,957	669,123,226	3,077,486,915
<b>OUTFLOWS</b>							
1st Tier Debt Service	(411,737,402)	(397,822,489)	(419,083,104)	(444,088,330)	(438,038,967)	(450,793,644)	(2,149,826,534)
2nd Tier Debt Service	(100,893,788)	(113,268,663)	(117,782,962)	(119,609,712)	(145,505,212)	(149,631,062)	(645,797,611)
3rd Tier Debt Service	-	-	-	-	-	-	-
Total Debt Service	(512,631,190)	(511,091,152)	(536,866,066)	(563,698,042)	(583,544,179)	(600,424,706)	(2,795,624,145)
Capital Improvement Fund - Subordinate Debt	(24,029,260)	(24,029,260)	(24,010,101)	(53,484,319)	(53,423,382)	(53,376,124)	(208,323,186)
Capital Improvement Fund - ISTEAL Loan	(10,500,000)	(12,250,000)	(15,322,396)	(15,322,396)	(15,322,396)	(15,322,396)	(73,539,584)
<b>TOTAL OUTFLOWS</b>	(547,160,450)	(547,370,412)	(576,198,563)	(632,504,757)	(652,289,957)	(669,123,226)	(3,077,486,915)
<b>Estimated Ending Available Cash Balance</b>	-	-	-	-	-	-	-
Ending Balances greater than 10% minimum. (1)		-	-	-	-	-	
<b>Net Revenues Available for Major Maintenance Projects</b>	\$243,073,518	\$256,618,126	\$262,540,524	\$277,719,081	\$310,662,622	\$341,139,971	\$ 1,448,680,325
First Tier Debt Service Coverage	1.84	1.93	1.91	1.89	2.04	2.09	1.97
First & Second Tier Debt Service Coverage	1.47	1.50	1.49	1.49	1.53	1.57	1.52
All Debt Service Coverage	1.38	1.40	1.39	1.33	1.37	1.41	1.38
CIF Subordinated Debt Coverage	1.35	1.34	1.30	1.27	1.32	1.34	1.38

(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 system assets. The replacement of information technology hardware and software accounts for another 20%. The FY2019 through FY2023 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.

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Five-Year Totals FY2019 - FY2023
Net Revenues Available for Reserve Maintenance Projects	\$ 243,073,518	\$ 256,618,126	\$ 262,540,524	\$ 277,719,081	\$ 310,662,622	\$ 341,139,971	\$ 1,448,680,325
<b>RESERVE MAINTENANCE FUND</b>							
Estimated Beginning Available Cash Balance	45,478,174	23,495,005	-	-	-	-	23,495,005
<b>INFLOWS</b>							
Transfer from Revenue Fund	22,184,046	38,053,253	53,311,498	45,097,017	40,819,742	50,471,303	227,752,814
<b>TOTAL INFLOWS</b>	22,184,046	38,053,253	53,311,498	45,097,017	40,819,742	50,471,303	227,752,814
<b>OUTFLOWS</b>							
RMF Project Expenses	(40,783,145)	(58,055,514)	(49,713,972)	(41,391,565)	(37,003,126)	(46,540,189)	(232,704,366)
RMF Professional Fees and Other Expenses	(61,630)	(70,630)	(72,749)	(74,931)	(77,179)	(79,495)	(374,984)
RMF Salaries/Wages	(3,322,440)	(3,422,114)	(3,524,777)	(3,630,521)	(3,739,436)	(3,851,619)	(18,168,468)
<b>TOTAL OUTFLOWS</b>	(44,167,215)	(61,548,258)	(53,311,498)	(45,097,017)	(40,819,742)	(50,471,303)	(251,247,818)
Estimated Ending Available Cash Balance	23,495,005	-	-	-	-	-	-
Ending Balance changes greater than 10% minimum. (1)		(23,495,005)	-	-	-	-	-
<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	\$ 220,889,472	\$ 218,564,873	\$ 209,229,026	\$ 232,622,064	\$ 269,842,880	\$ 290,668,668	\$ 1,220,927,511

(1) The Reserve Maintenance Fund greater than 10% change in FY2019 is due to the annual deposit calculation required by the Trust Agreement. (See requirement 8) page 197 and deposit calculation page 121.

## 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.

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Five-Year Totals FY2019 - FY2023
<b>Net Revenues Available for Capital Improvement Projects</b>	\$ 220,889,472	\$ 218,564,873	\$ 209,229,026	\$ 232,622,064	\$ 269,842,880	\$ 290,668,668	\$ 1,220,927,511
<b>CAPITAL IMPROVEMENT FUND</b>							
<b>Estimated Beginning CIF Cash Balance Available for Projects</b>	345,049,849	340,048,397	297,169,467	210,251,035	138,479,684	101,344,106	340,048,397
<b>INFLOWS</b>							
Transfer from Revenue Fund	220,889,472	218,564,873	209,229,026	232,622,064	269,842,880	290,668,668	1,220,927,511
Commercial Paper Issuance	-	-	-	-	-	-	-
Legal Settlement	-	-	27,000,000	-	-	-	27,000,000
Reimbursement from Prosper - US 380	-	-	-	-	8,000,000	-	8,000,000
Reimbursement from TxDOT - SH 360	2,330,000	-	-	-	-	-	-
<b>NET INFLOWS AVAILABLE FOR CIF EXPENSES</b>	223,219,472	218,564,873	236,229,026	232,622,064	277,842,880	290,668,668	1,255,927,511
<b>OUTFLOWS</b>							
Commercial Paper Payment	-	-	-	-	-	-	-
CIF Project Expenses	(134,572,630)	(180,057,845)	(196,963,356)	(161,601,408)	(222,710,683)	(268,316,815)	(1,029,650,107)
CIF Professional/LOC Fees	(4,851,827)	(9,328,142)	(5,711,937)	(4,686,441)	(6,458,610)	(7,773,938)	(33,959,068)
CIF Salaries/Wages	(4,579,151)	(4,761,035)	(4,903,866)	(5,050,982)	(5,202,511)	(5,358,586)	(25,276,979)
Transfer to NTTA System Construction Funds	-	-	(45,162,364)	(62,643,964)	(10,215,236)	(136,432)	(118,157,996)
Transfer to CIF Bond Payment Account	(48,067,316)	(54,396,781)	(54,433,539)	(54,438,225)	(54,419,022)	(54,321,994)	(272,009,561)
Transfer to Debt Service Fund for STEA Payment	(10,500,000)	(12,250,000)	(15,322,396)	(15,322,396)	(15,322,396)	(15,322,396)	(73,539,584)
Transfer to CIF Rainy Day Fund Account	(25,000,000)	-	-	-	-	-	-
Transfer to Feasibility Study Fund	(650,000)	(650,000)	(650,000)	(650,000)	(650,000)	(650,000)	(3,250,000)
<b>TOTAL OUTFLOWS</b>	(228,220,924)	(261,443,803)	(323,147,458)	(304,393,415)	(314,978,458)	(351,880,161)	(1,555,843,295)
<b>Estimated Ending CIF Cash Balance Available for Projects</b>	340,048,397	297,169,467	210,251,035	138,479,684	101,344,106	40,132,613	40,132,613
Ending Balance changes greater than 10% minimum. (1)	-	(42,878,930)	(86,918,432)	(71,771,351)	(37,135,578)	(61,211,493)	-
<b>CIF Bond Payment Account</b>							
<b>Estimated Beginning CIF Bond Payment Account Cash Balance</b>	12,034,574	36,072,630	66,440,151	96,863,589	97,817,495	98,813,135	36,072,630
Transfers from CIF Cash Account	48,067,316	54,396,781	54,433,539	54,438,225	54,419,022	54,321,994	272,009,561
Transfer to Debt Service Fund for CIF Subordinated Debt Payment	(24,029,260)	(24,029,260)	(24,010,101)	(53,484,319)	(53,423,382)	(53,376,124)	(208,323,186)
<b>Estimated Ending CIF Bond Payment Account Cash Balance</b>	36,072,630	66,440,151	96,863,589	97,817,495	98,813,135	99,759,005	99,759,005
<b>CIF Rainy Day Fund Account</b>							
<b>Estimated Beginning CIF Rainy Day Fund Account Cash Balance</b>	50,000,000	75,000,000	75,000,000	75,000,000	75,000,000	75,000,000	75,000,000
Transfers from CIF Cash Account	25,000,000	-	-	-	-	-	-
<b>Estimated Ending CIF Rainy Day Fund Account Cash Balance</b>	75,000,000	75,000,000	75,000,000	75,000,000	75,000,000	75,000,000	75,000,000
<b>Estimated Ending Total CIF Cash Balances</b>	\$ 451,121,027	\$ 438,609,618	\$ 382,114,624	\$ 311,297,179	\$ 275,157,241	\$ 214,891,618	\$ 214,891,618

(1) The Capital Improvement Fund greater than 10% change is due to the Authority's long-term financial plan of paying for capital improvements without issuing long term debt and the timing of projects.

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Five-Year Totals FY2019 - FY2023
<b>FEASIBILITY STUDY FUND</b>							
<b>Estimated Beginning Available Cash Balance</b>	-	-	-	-	-	-	-
<b>INFLOWS</b>							
Transfer from Capital Improvement Fund	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 3,250,000
<b>TOTAL INFLOWS</b>	650,000	650,000	650,000	650,000	650,000	650,000	3,250,000
<b>OUTFLOWS</b>							
Legal fees	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
Professional Fees	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(2,500,000)
<b>TOTAL OUTFLOWS</b>	\$ (650,000)	\$ (650,000)	\$ (650,000)	\$ (650,000)	\$ (650,000)	\$ (650,000)	\$ (3,250,000)
<b>Estimated Ending Available Cash Balance</b>	-	-	-	-	-	-	-

## 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.

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Five-Year Totals FY2019 - FY2023
<b>CONSTRUCTION FUNDS - NTTA SYSTEM</b>							
<b>Estimated Beginning Available Cash Balance</b>	<b>\$ 112,177,205</b>	<b>\$ 76,621,310</b>	<b>\$ 16,822,148</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ (0)</b>	<b>\$ 76,621,310</b>
<b>INFLOWS</b>							
Reimbursement Agreements:							
Denton County IIA - DNT Phase 4B	6,608,015	9,955,027	9,731,643	4,169,636	-	-	23,856,306
Transfer from Capital Improvement Fund		-	45,162,364	62,643,964	10,215,236	136,432	118,157,996
<b>TOTAL INFLOWS</b>	<b>6,608,015</b>	<b>9,955,027</b>	<b>54,894,007</b>	<b>66,813,600</b>	<b>10,215,236</b>	<b>136,432</b>	<b>142,014,302</b>
<b>OUTFLOWS</b>							
Transfer to Capital Improvement Fund							
Professional Fees, Legal Fees	(187,670)	(121,780)	(131,332)	(119,934)	(11,011)	(4,282)	(388,339)
Construction Fund Salaries and Wages	(1,200,000)	(2,067,329)	(2,119,349)	(1,976,888)	(309,577)	-	(6,473,143)
CTP Expenses	(3,480,000)	(856,000)	-	-	-	-	(856,000)
SRT Expenses	(30,688,225)	(54,885,603)	(59,733,831)	(60,547,141)	(9,894,649)	(132,150)	(185,193,374)
PGBT EE Expenses	-	(1,868,450)	-	-	-	-	(1,868,450)
DNT Phase 4B Southbound Frontage Road Expenses	(6,608,015)	(9,955,027)	(9,731,643)	(4,169,636)	-	-	(23,856,306)
<b>TOTAL OUTFLOWS</b>	<b>(42,163,910)</b>	<b>(69,754,189)</b>	<b>(71,716,155)</b>	<b>(66,813,600)</b>	<b>(10,215,237)</b>	<b>(136,432)</b>	<b>(218,635,612)</b>
<b>Estimated Ending Available Cash Balance</b>	<b>\$ 76,621,310</b>	<b>\$ 16,822,148</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ (0)</b>	<b>\$ 0</b>	<b>\$ 0</b>

Ending Balance changes greater than 10% minimum. (1)

(59,799,162) (16,822,148)

(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 \$63,000 for each lane mile. This cost represents the marginal increase for adding an additional lane mile which has remained relatively steady.

NTTA currently has two major widening projects in various stages of planning and construction. A fourth lane will be added in phases to PGBT in each direction from I-20 to SH 78. The second widening adds a fourth lane in each direction to SRT from Business 121 to U.S. 75.

Estimated Impact of Capital Improvements on Operating Budget					
Construction Project	Years				
	FY2019	FY2020	FY2021	FY2022	FY2023
DNT Phase 4B (Frontage Road)	\$ -	\$ -	\$ -	\$ 863,100	\$ -
PGBT Fourth Lane	\$ 1,638,000	\$ 1,128,960	\$ -	\$ 1,737,540	\$ 2,898,000
SRT Fourth Lane	\$ -	\$ -	\$ 3,276,000	\$ -	\$ -
<b>Total</b>	<u>\$ 1,638,000</u>	<u>\$ 1,128,960</u>	<u>\$ 3,276,000</u>	<u>\$ 2,600,640</u>	<u>\$ 2,898,000</u>

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

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

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



## **EQUIPMENT/HARDWARE/SOFTWARE ENHANCEMENTS**

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

<b>Estimated Impact of Software and Enhancement Capital Expenditures on Operating Budget Years</b>					
<b>Project</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
Annual Support and Maintenance	\$ 2,490,000	\$ 2,614,500	\$2,745,225	\$ 2,882,486	\$ 3,026,611

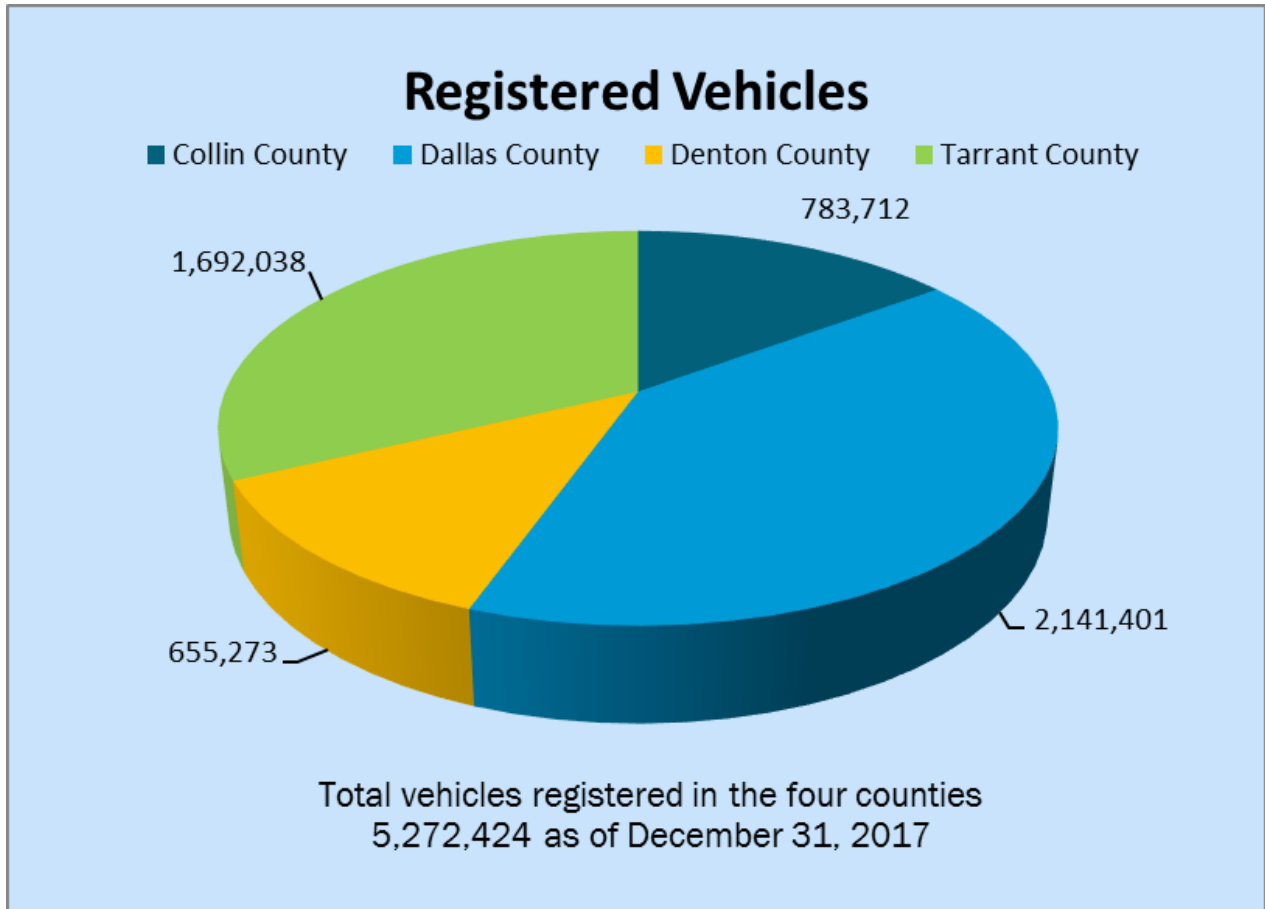






## Statistical Data

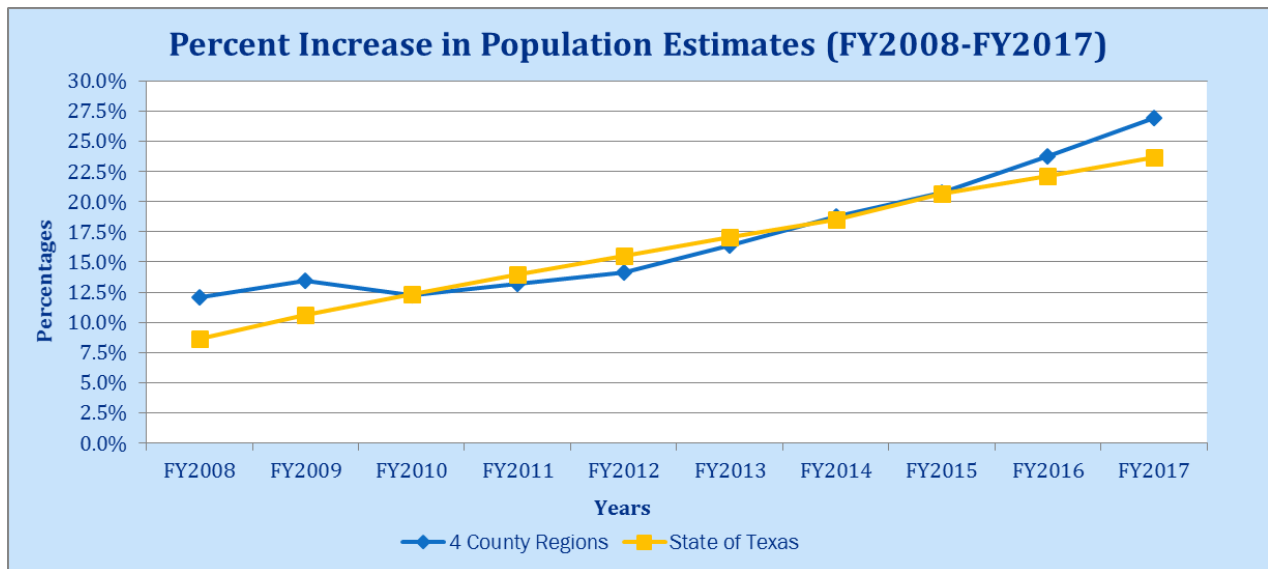
The North Texas four county region has 5.3 million registered vehicles as of FY2017. The region's population has grown by 23.7 percent since FY2008. The average household income has grown by 27.1 percent with an average unemployment rate of 5.8%.



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

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

Year	COLLIN	DALLAS	DENTON	TARRANT	Est. Four County Regional Totals	Estimated Texas Totals	Percentage Change (From Prior Year)	
							4 County	TEXAS
FY2008	748,050	2,451,800	614,650	1,780,150	5,594,650	24,371,000	2.71%	2.01%
FY2009	764,500	2,471,000	628,300	1,807,750	5,671,550	24,857,000	1.37%	1.99%
FY2010	791,631	2,368,139	637,750	1,809,034	5,606,554	25,294,000	-1.15%	1.76%
FY2011	801,740	2,373,870	662,614	1,817,840	5,656,064	25,695,000	0.88%	1.59%
FY2012	813,133	2,385,990	683,010	1,831,230	5,713,363	26,107,000	1.01%	1.60%
FY2013	834,642	2,453,843	694,050	1,858,921	5,841,456	26,497,000	2.24%	1.49%
FY2014	854,778	2,480,331	713,200	1,931,335	5,979,644	26,889,000	2.37%	1.48%
FY2015	885,241	2,519,000	734,940	1,959,449	6,098,630	27,469,114	1.99%	2.16%
FY2016	939,585	2,553,385	806,180	1,982,498	6,281,648	27,862,596	3.00%	1.43%
FY2017	969,603	2,618,148	836,210	2,054,475	6,478,436	28,304,596	3.13%	1.59%
<b>Increase/Decrease Total from FY2008 to FY2017</b>	<b>221,553</b>	<b>166,348</b>	<b>221,560</b>	<b>274,325</b>	<b>883,786</b>	<b>3,933,596</b>	<b>26.9%</b>	<b>23.7%</b>

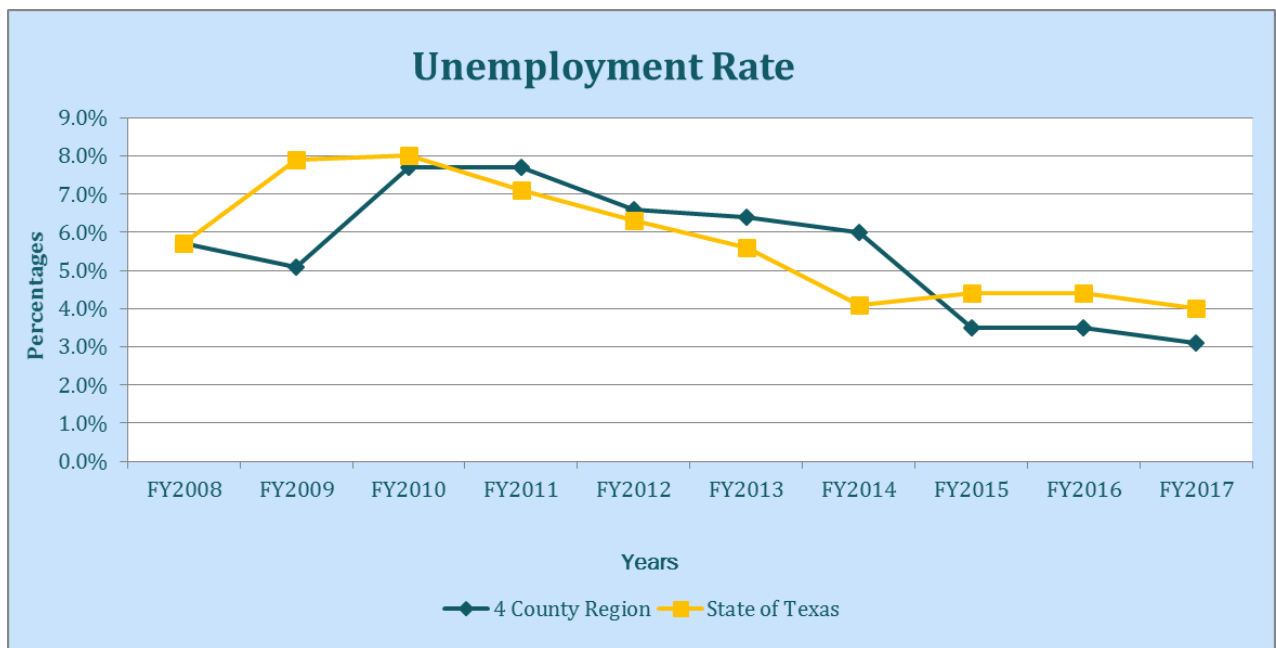


Source: [US Census Bureau](#)



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

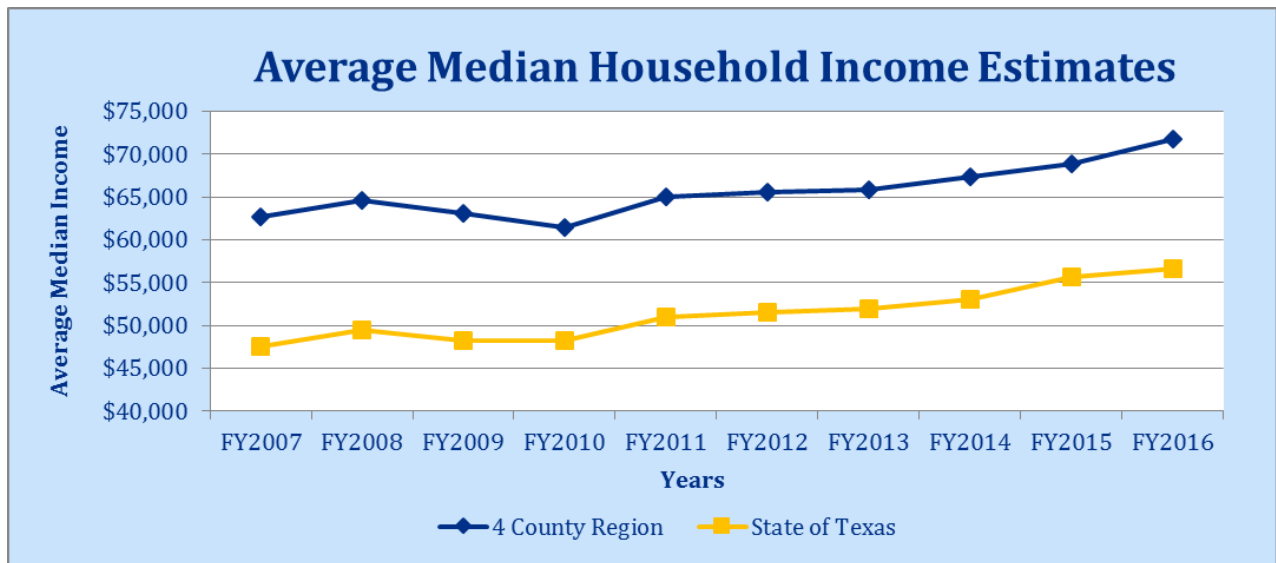
Year	COLLIN	DALLAS	DENTON	TARRANT	Combined Four		Unemployment		
					County Regional	Texas	Rate		
					Estimated Totals	Estimated Totals	4 County	Texas	
FY2008	407,840	1,180,870	346,869	877,646	2,813,225	11,466,657	5.7%	5.7%	
FY2009	285,900	1,415,000	172,600	743,500	2,617,000	10,204,500	5.1%	7.9%	
FY2010	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%	
FY2016	381,500	1,662,300	228,800	860,400	3,133,000	11,830,700	3.5%	4.4%	
FY2017	398,000	1,691,100	239,600	877,800	3,206,500	12,008,941	3.1%	4.0%	
<b>Increase Total from Year FY2008 to Year FY2017</b>									
	<b>(9,840)</b>	<b>510,230</b>	<b>(107,269)</b>	<b>154</b>	<b>393,275</b>	<b>542,284</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		Percentage Change from Prior Years	
					Totals	Texas	4 County	Texas
					Estimated Avg Median Income	Estimated Avg Median Income		
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	\$86,823	\$51,824	\$75,898	\$60,735	\$68,820	\$55,653	2.16%	4.94%
FY2016	\$90,382	\$54,429	\$80,841	\$61,553	\$71,801	\$56,565	4.33%	1.64%
<b>Averaged Yearly Totals</b>	<b>\$83,206</b>	<b>\$49,138</b>	<b>\$73,403</b>	<b>\$56,714</b>	<b>\$65,615</b>	<b>\$51,316</b>	<b>2.18%</b>	<b>2.63%</b>



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

**Top Ten Employers in Four County Region**

<b>2017</b>			
<b>COLLIN COUNTY TOP TEN EMPLOYERS</b>			
<b>EMPLOYER</b>	<b>NUMBER OF EMPLOYEES</b>	<b>PERCENTAGE OF TOTAL EMPLOYMENT</b>	<b>INDUSTRY</b>
HP ENTERPRISE SERVICES Llc	10,000	1.99%	PROF/TECH
JP MORGAN CHASE & CO.	6,000	1.19%	FINANCIAL SERVICES
BANK OF AMERICA HOME LOANS	4,646	0.93%	FINANCIAL SERVICES
LIBERTY MUTUAL INSURANCE	4,000	0.80%	INSURANCE
TOYOTA	4,000	0.80%	MANUFACTURING
JC PENNY CORPORATE	3,800	0.76%	RETAIL
CAPITAL ONE	3,683	0.73%	FINANCIAL SERVICES
UNIVERSITY OF TEXAS AT DALLAS	3,500	0.70%	EDUCATION
BLUE CROSS BLUE SHEILD OF TEXAS	3,100	0.62%	INSURANCE
MEDICAL CENTER OF PLANO	3,000	0.60%	HEALTH CARE PROVIDER
<b>Total</b>	<b>45,729</b>	<b>9.12%</b>	
<b>DALLAS COUNTY TOP TEN EMPLOYERS</b>			
<b>EMPLOYER</b>	<b>NUMBER OF EMPLOYEES</b>	<b>PERCENTAGE OF TOTAL EMPLOYMENT</b>	<b>INDUSTRY</b>
WAL-MART	34,000	1.30%	RETAIL
DALLAS INDEPENDENT SCHOOL DISTRICT	19,740	0.75%	EDUCATION
BAYLOR SCOTT & WHITE HEALTH	16,500	0.63%	HEALTH CARE PROVIDER
BANK OF AMERICA	13,500	0.52%	FINANCIAL SERVICES
CITY OF DALLAS	13,336	0.51%	MUNICIPALITY
UT SOUTHWESTERN MEDICAL	13,018	0.50%	HEALTH CARE PROVIDER
TEXAS INSTRUMENTS	13,000	0.50%	SEMICONDUCTORS
JP MORGAN CHASE	12,676	0.48%	FINANCIAL SERVICES
HCA NORTH TEXAS DIVISION	11,722	0.45%	HEALTH CARE PROVIDER
PARKLAND HEALTH & HOSPITAL SYSTEM	9,986	0.38%	HEALTH CARE PROVIDER
<b>Total</b>	<b>157,478</b>	<b>6.02%</b>	
<b>DENTON COUNTY TOP TEN EMPLOYERS</b>			
<b>EMPLOYER</b>	<b>NUMBER OF EMPLOYEES</b>	<b>PERCENTAGE OF TOTAL EMPLOYMENT</b>	<b>INDUSTRY</b>
UNIVERSITY OF NORTH TEXAS	8,887	2.00%	EDUCATION
DENTON ISD	4,417	0.99%	EDUCATION
WALMART (DISTRIBUTION CENTER & STORES)	3,722	0.84%	RETAIL
FRITO LAY	2,500	0.56%	MANUFACTURING/DISTRIBUTING
PETERBILT MOTORS	2,314	0.52%	MANUFACTURING
NORTHWEST INDEPENDENT SCHOOL DISTRICT	2,246	0.50%	EDUCATION
LEWISVILLE INDEPENDENT SCHOOL DISTRICT	2,061	0.46%	EDUCATION
NEBRASKA FURNITURE MART	2,000	0.45%	RETAIL
TEXAS WOMAN'S UNIVERSITY	1,787	0.00%	EDUCATION
DENTON COUNTY	1,700	0.38%	COUNTY GOVERNMENT
<b>Total</b>	<b>31,634</b>	<b>6.70%</b>	
<b>TARRANT COUNTY TOP TEN EMPLOYERS</b>			
<b>EMPLOYER</b>	<b>NUMBER OF EMPLOYEES</b>	<b>PERCENTAGE OF TOTAL EMPLOYMENT</b>	<b>INDUSTRY</b>
AMRCORP./AMERICAN AIRLINES	25,000	2.43%	AIRLINE
LOCKHEED MARTIN AERONAUTICS CO	13,690	1.33%	MANUFACTURING
TEXAS HEALTH RESOURCES	12,000	1.17%	HEALTH CARE PROVIDER
FORT WORTH INDEPENDENT SCHOOL DISTRICT	12,000	1.17%	EDUCATION
NAS- FORT WORTH JOINT RESERVE BASE	10,000	0.97%	MILITARY
ARLINGTON ISD	8,500	0.83%	EDUCATION
UNIVERSITY OF TEXAS AT ARLINGTON	7,311	0.71%	EDUCATION
JPS HEALTH NETWORK	6,500	0.63%	HEALTH CARE PROVIDER
CITY OF FORTH WORTH	6,161	0.60%	MUNICIPALITY
COOK'S CHILDREN HEALTH CARE SYSTEM	6,042	0.59%	HEALTH CARE PROVIDER
<b>Total</b>	<b>107,204</b>	<b>10.43%</b>	

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

## FY2018 Strategic Priorities & Accomplishments

Priorities to support the Authority's five-year strategic goals and objectives are established annually. Below is a summary of the FY2017 priorities and key accomplishments.

### Customer-Driven Organization

FY2018 Strategic Priorities	FY2018 Accomplishments
<b>Drive branding and educate the public about using toll roads</b>	<ul style="list-style-type: none"> <li>Continue expansion of NTTA's TollTag customer base at a record pace, with 5.7 million active TollTags in the marketplace.</li> <li>12 million distinct users</li> <li>Achieved 82.2% TollTag penetration across the system (first time system penetration has hit the 82% mark)</li> <li>Grew customer e-newsletter by nearly 500,000 TollTag members</li> </ul>
<b>Provide high-quality and consistent customer service experience</b>	<ul style="list-style-type: none"> <li>Earned 97% customer service satisfaction rating</li> <li>Enhanced Interactive Voice Response system to streamline customer experience</li> <li>Continued efforts to improve functionality of Tollmate mobile app by integrating TollPerks for easy customer participation. Grew Tollmate downloads to over 800,000</li> <li>Completed biennial customer survey</li> </ul>

### Financially Sound & Vibrant Organization

FY2018 Strategic Priorities	FY2018 Accomplishments
<b>Develop collections breakthrough</b>	<ul style="list-style-type: none"> <li>Procured new collection agencies to increase overall performance</li> <li>Completed procurement of and began implementation for a next-generation toll system to support further enhancement of NTTA's billing process and customer experience.</li> <li>Executed interoperability agreement with Colorado</li> <li>Expanded TollTag automobile dealership distribution program to 28 dealerships</li> </ul>
<b>Deliver debt coverage ratios at or above targets</b>	<ul style="list-style-type: none"> <li>Continued Strategic Refinancing Plan in 2018 by refinancing \$350 million in debt. This captured \$25 million in savings on our debt interest payments and eliminated SWAPS.</li> <li>Upgraded credit rating</li> <li>Earned Debt Transparency Star from state Comptroller's office</li> </ul>

### Delivering Transportation Solutions

FY2018 Strategic Priorities	2018 Accomplishments
<b>Execute Capital Plan</b>	<ul style="list-style-type: none"> <li>Opened 360 Tollway</li> <li>Opened fourth lane on the Dallas North Tollway (DNT) between Beltline to Sam Rayburn Tollway (SRT)</li> <li>Opened new fourth lane segment on the PGBT between SH 78 to U.S. 75</li> <li>Continued construction on fourth lane on the PGBT from DNT to I-35E</li> <li>Began design for PGBT western extension fourth line IH 20 to SH 183</li> </ul>

	<ul style="list-style-type: none"> <li>• Began design for new fourth lane of the Sam Rayburn Tollway</li> <li>• Planning work underway for main lane extension of the Dallas North Tollway over U.S. 380</li> <li>• Continued improvements and new toll gantry for Mountain Creek Lake Bridge</li> <li>• Continued improvements on south end of DNT, new barrier and overlay project</li> <li>• Continued ongoing efforts to maintain the quality of our infrastructure including pavement improvements, erosion mitigation, concrete rehabilitation, and landscaping</li> <li>• Facilities Maintenance Rating Program score of 94.8</li> </ul>
<b>Enhance Safety</b>	<ul style="list-style-type: none"> <li>• Communication and media campaign to bring attention to our Roadside Safety Services (RSS)/#999 program. This year was the 10<sup>th</sup> anniversary of providing RSS</li> <li>• Expanded Red Thumb program sponsors</li> <li>• Expanded number of cameras monitoring the system</li> <li>• Roadside Service clearance time: average 16.23 minutes</li> <li>• Accident clearance time: average of 57:57 minutes</li> </ul>
<b>Continue to relieve congestion</b>	<ul style="list-style-type: none"> <li>• Adding capacity or extending roads including the Dallas North Tollway and President George Bush Turnpike</li> <li>• Opened 360 Tollway</li> </ul>

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

<b>FY2017 Strategic Priorities</b>	<b>FY2017 Accomplishments</b>
<b>Maintain primacy in region</b>	<ul style="list-style-type: none"> <li>• Expanded tolling services for managed lanes as part of NTE 3A/B, SH 114, Midtown Loop 12 and Midtown 183</li> <li>• Continued coordination with project partners on regional projects including I-30/ 360, I-35E and I-635E managed lane projects</li> </ul>
<b>Continue to improve diversity</b>	<ul style="list-style-type: none"> <li>• Attained of D/M/WBE participation of 30%</li> <li>• Expanded vendor outreach programs</li> <li>• Graduated 2016-2018 participants in our Relationships and Opportunities Advancement Diversity (ROAD) program</li> <li>• Introduced 2018-2020 ROAD program participants</li> </ul>

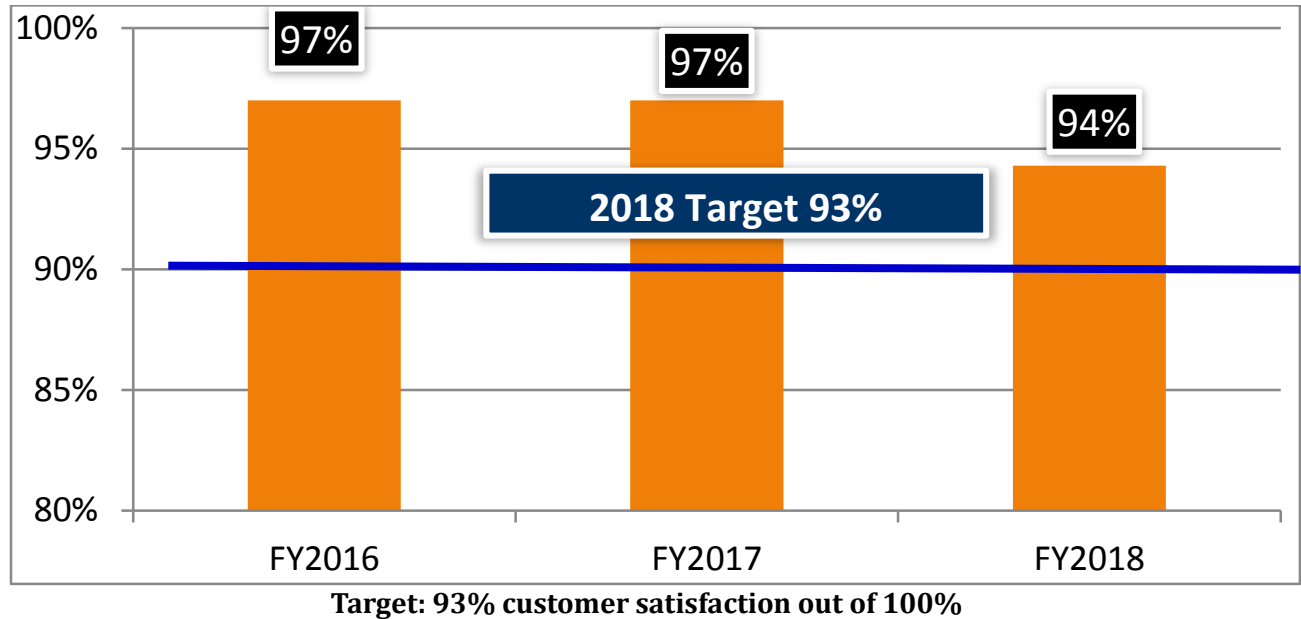
#### Highly Qualified, Energized and Engaged Team

<b>FY2017 Strategic Priorities</b>	<b>FY2017 Accomplishments</b>
<b>Continue to bolster staff development</b>	<ul style="list-style-type: none"> <li>• Employees conducted fundraisers to benefit, Special Olympic Texas (sixth consecutive year), volunteer service for food pantries</li> <li>• Continued employee-led committees and special events to promote diversity, teamwork, outstanding performance and community involvement.</li> <li>• Conducted annual Employee Benefits Fair to help employees understand all the organization's benefit options and how to receive them.</li> </ul>

## FY2018 Performance Metrics

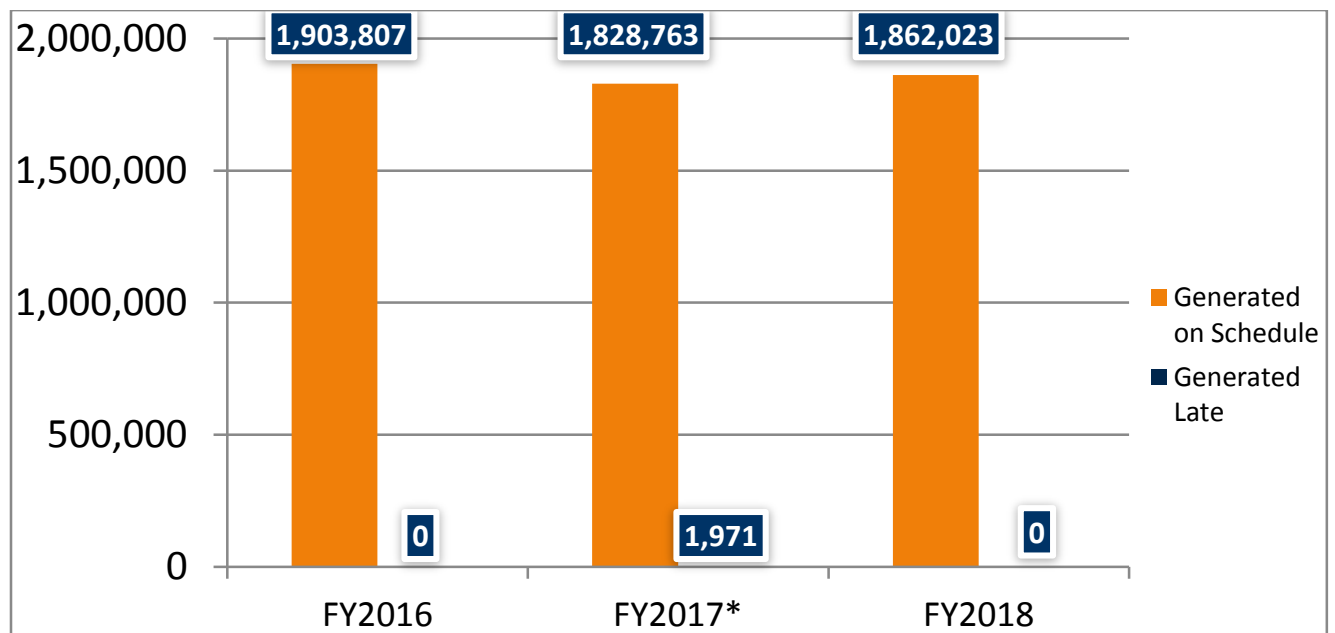
### Customer Service Rating

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



### ZipCash Invoicing

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



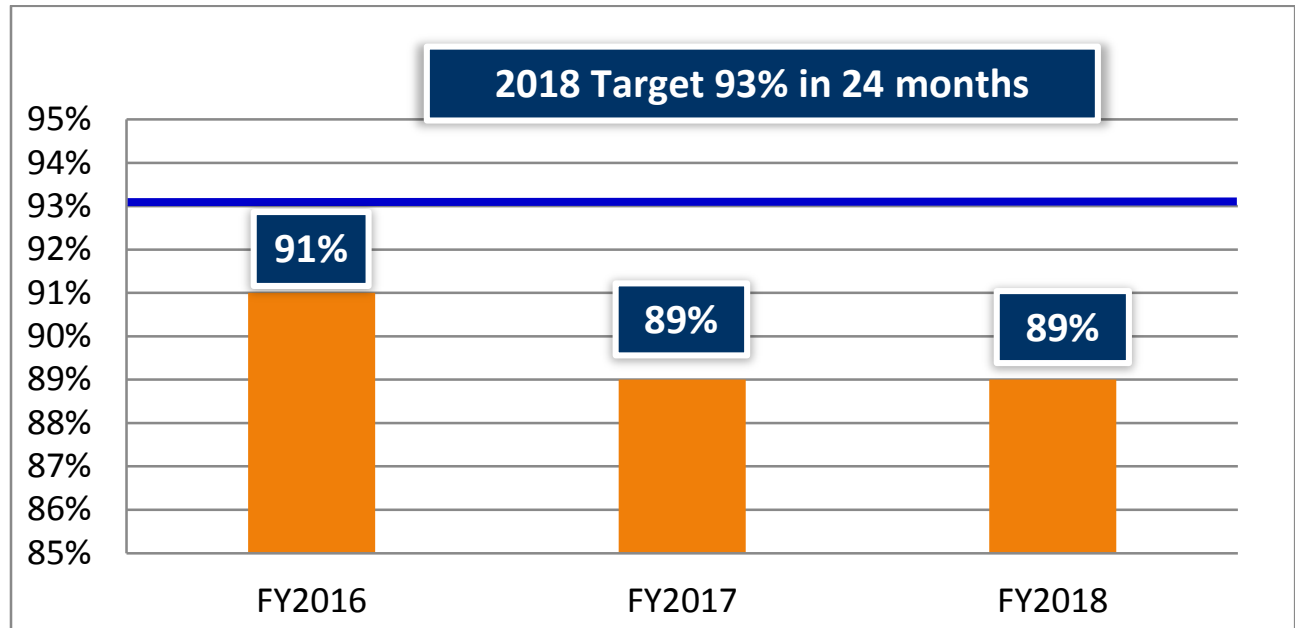
**Target: All ZipCash invoices generated according to each customer's monthly invoice date**

\*In September 2017 there was a glitch in the monthly statement generation due dates.



### Collection Performance

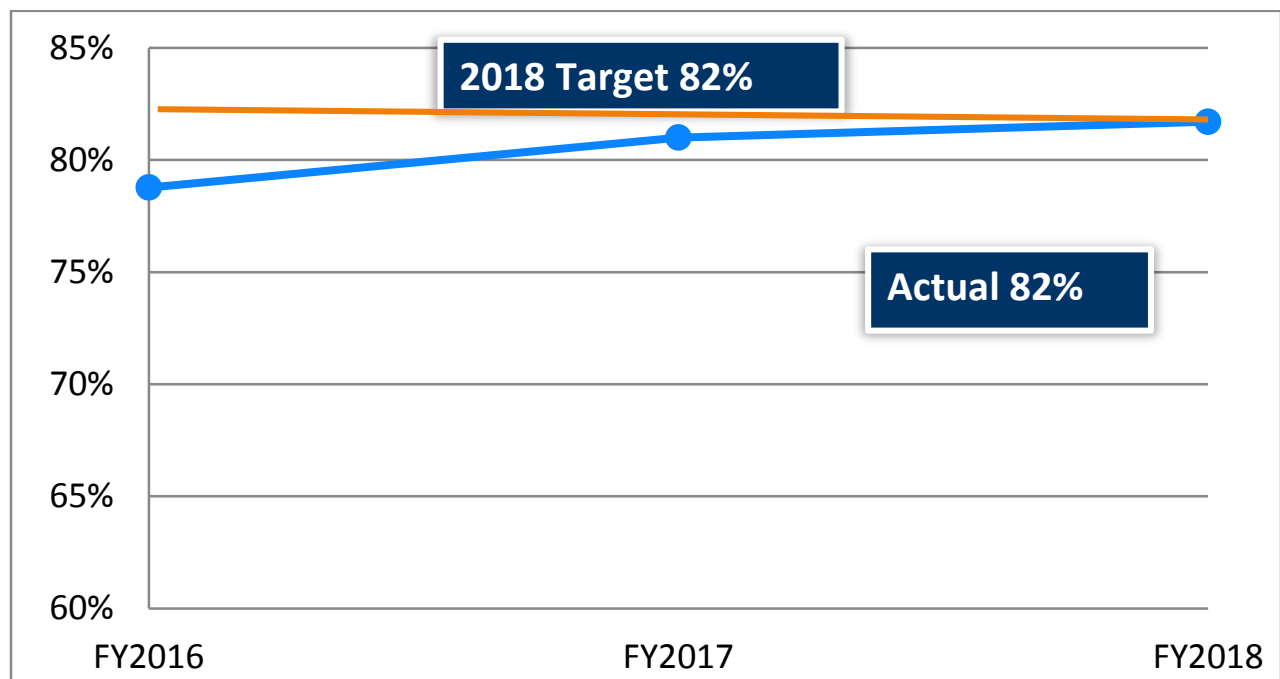
Percent of pursuable revenue that is collected over a 24-month period from the transaction date. (Primary Departmental Objective of: Contact Center, Collections and Toll Enforcement, Information Technology, and Operations.)



Target: 93% of revenue collected in 24 months

### Transponder Penetration Rate @ 90 days

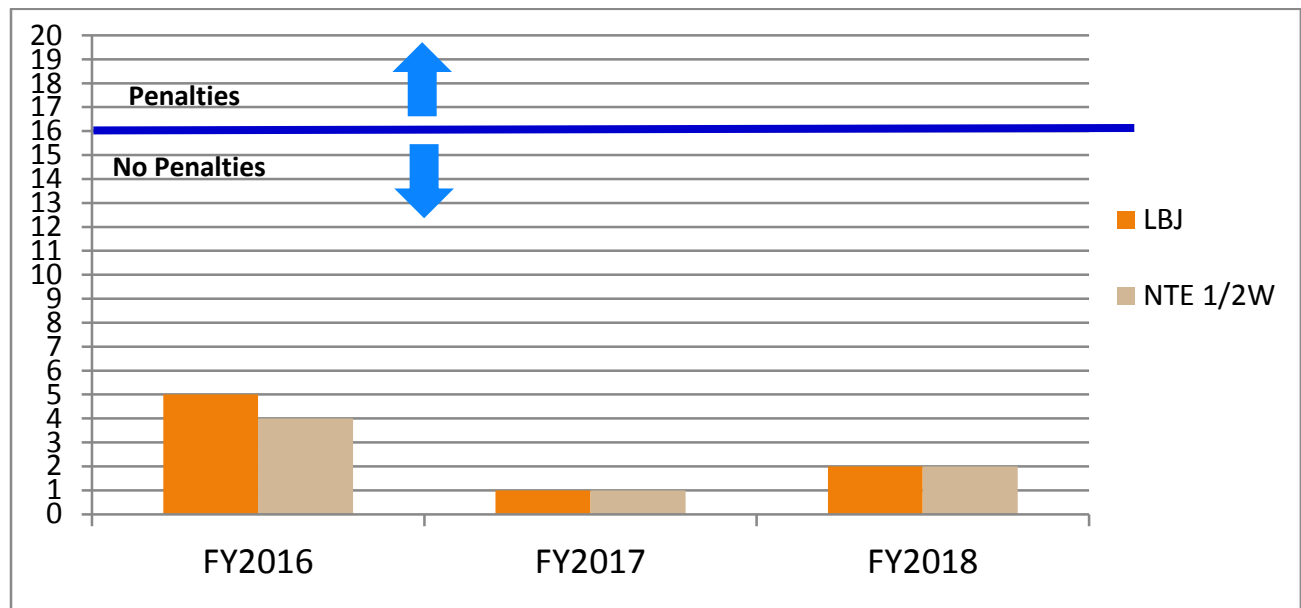
Percent of all transactions matched to a valid transponder account. Actuals reflect a three month lag to process V-Tolls. Transponder-based transactions are the most efficient method to process and collect tolls. (Primary Departmental Objective of: Contact Center and Collections, Public Affairs, and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



Target: 82% in two years

### Compliance with TSA

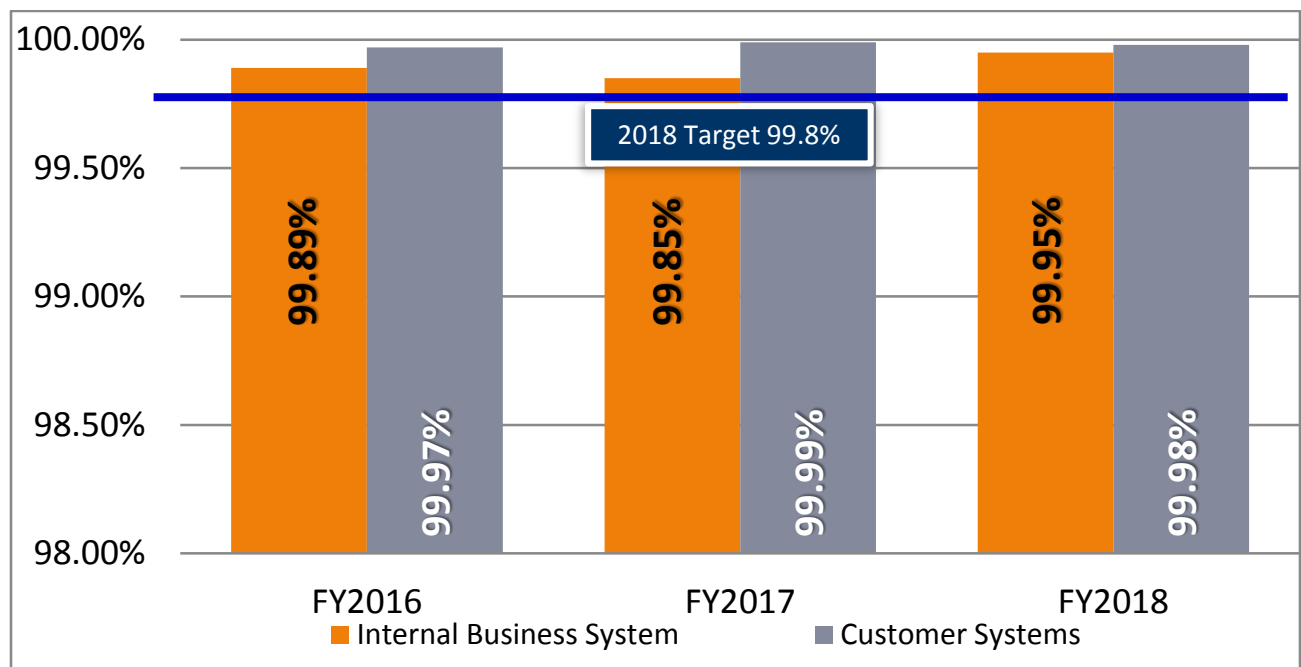
Comprehensive measurement of NTTA's ability to provide a high level customer service. Tracks and monitors performance against TSA performance requirements. (Primary Departmental Objective of: Contact Center and Collections, Operations, Finance, and Information Technology.)



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

### System Reliability

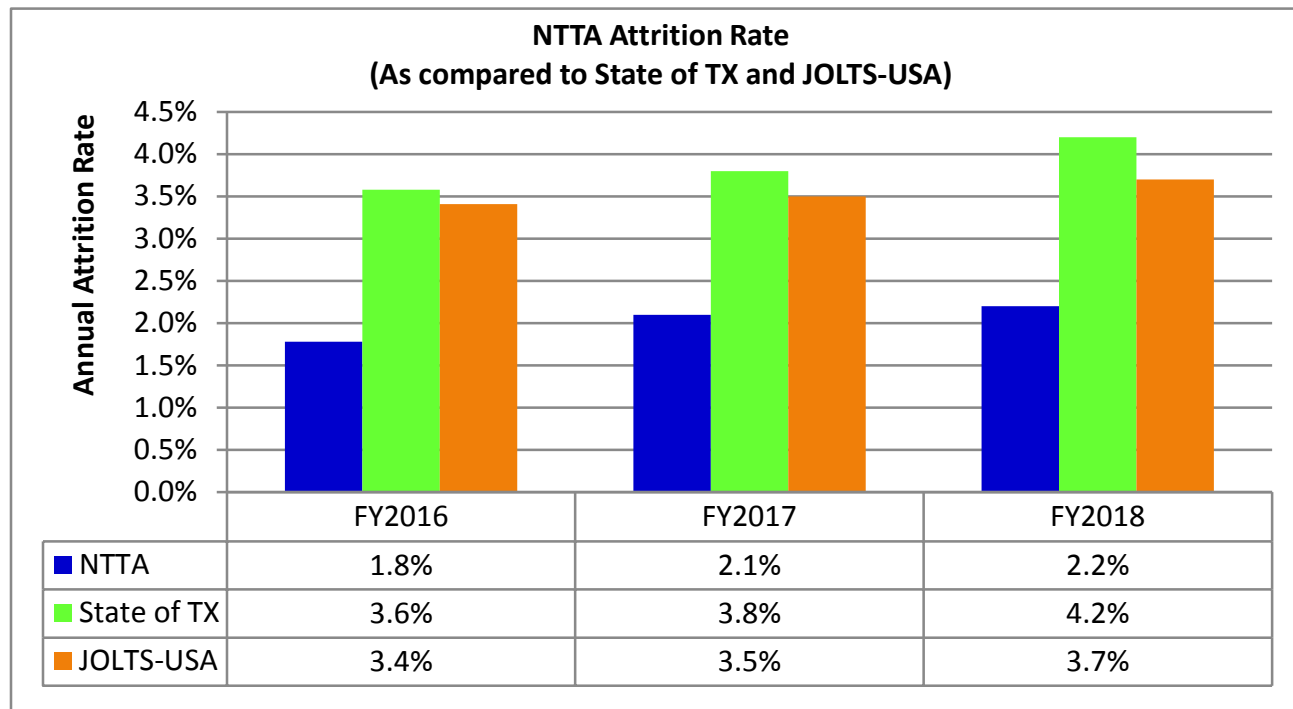
Availability of key internal and customers systems, phones, email and file servers outside of planned maintenance schedule. Measures IT's ability to provide stable systems to support business needs and serve our customers. (Primary Departmental Objective of: Information Technology.)



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

### Employee Turnover

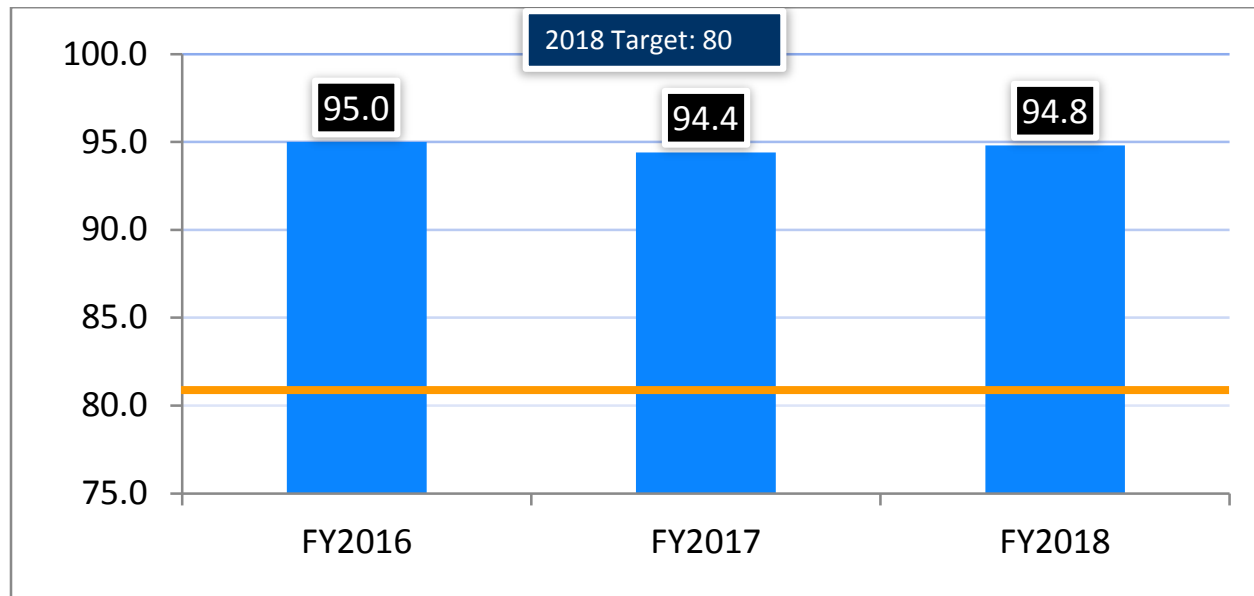
Authority-wide separations as compared to industry benchmark (Job Openings and Labor Turnover Survey - JOLTS). Indicator of NTTA's ability to retain employees. (Primary Departmental Objective of: Human Resources.)



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

### Maintenance Rating Program (MRP)

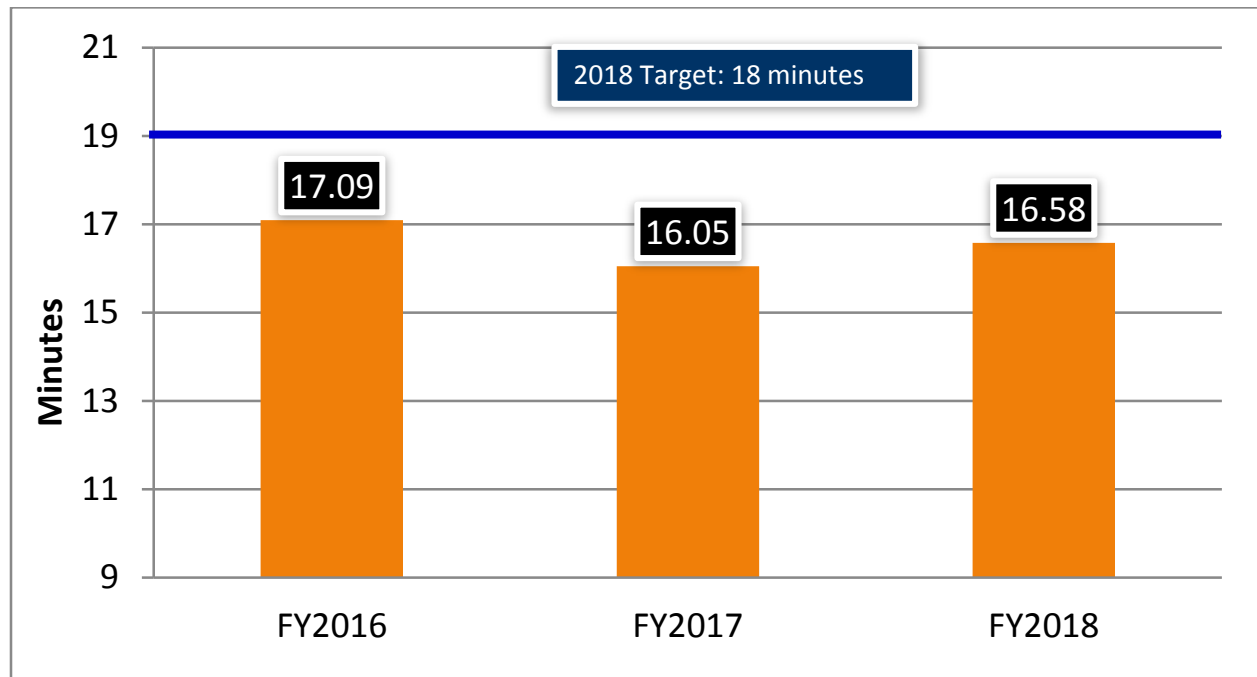
Success of the maintenance program to achieve predetermined asset conditions, which supports the GASB 34 assessment. Maintenance effectiveness and asset conditions are the product we deliver to our customers. (Primary Departmental Objective of: Maintenance.)



**Target: 80 monthly average**

### Roadside Safety Services Clearance Time

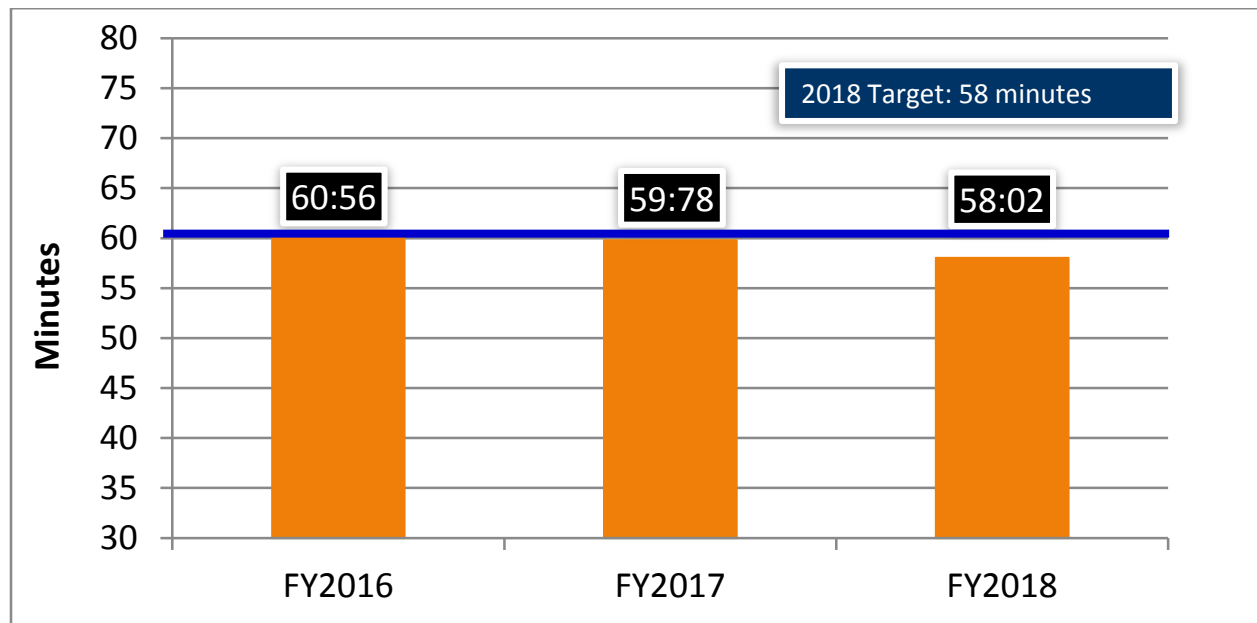
Amount of time from identification of a minor incident to the final departure from the scene (*minor incident defined as non-injury incidents/crashes, debris in road or motorist assist*). The sooner resources clear minor incidents the safer (and reliable) driving conditions become. (Primary Departmental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



Target: 18:00 minutes

### Average Accident Clearance Time

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



Target: 58 minutes

## 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>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Goal</b>	<b>2018 Actual</b>	<b>2019 Goal</b>
News Notifications (Public Affairs)	41	70	N/A	91	40
Commissioners Court Presentations (Public Affairs)	6	2	5	3	4
Public Board Meetings (Board and Administration)	13	12	12	11	12
Public Committee Meetings (Board and Administration)	20	9	23	13	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: Accounting, Treasury Management, and Internal Audit.)</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Goal</b>	<b>2018 Actual</b>	<b>2019 Goal</b>
Prepare and present monthly financial statements to the Board (Accounting)	12	12	12	12	12
Prepare a comprehensive annual financial report "CAFR" for independent outside auditor review (Accounting)	Received	Received	Receive Unqualified Opinion	Opinion Expected 2nd Qtr. 2019	Receive Unqualified Opinion
Submit CAFR for "Certificate of Achievement for Excellence in Financial Reporting" from the Government Finance Officers Association "GFOA"(Accounting)	Received	Received	Receive GFOA Certificate	Certificate Expected 3rd Qtr. 2019	Receive GFOA Certificate
Prepare and present annual budget and five year capital plan for Board approval (Treasury Management)	Approved	Approved	Board approval	Annual Budget Approved Capital Plan Expected 2nd Qtr. 2019	Both Documents approved by the Board
Submit annual budget for "Distinguished Budget Presentation Award" from GFOA (Treasury Management)	Received	Received	Receive GFOA Award	Received	Receive GFOA Award
Internal Control and Process Audits, Project Oversight (Internal Audit)	21	21	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.)

Projects		Budget (\$'s shown in millions)				Project Changes (\$'s shown in millions)			Schedule	
		Total Project Budget	NTTA Budget	Actual Spent to Date	Percent NTTA Budget Spent	Change Amount	Percent Change	Project Contingency	Scheduled Completion (OTT)	Open to Traffic
DNT 4th Lane	Parker Road to SRT	\$113.9	\$108.2	\$89.4	82.6%	\$2.2	2.5%	10.0%	April 2018	March 2018
	DNT/PGBT Interchange	\$101.4	\$101.4	\$77.1	76.0%	\$1.3	2.0%	10.0%	April 2018	March 2018
	LBJ to PGBT	\$25.0	\$25.0	\$23.4	93.9%	\$1.3	6.9%	10.0%	April 2018	December 2017
PGBT 4th Lane	I-20 to SH 183	\$49.6	\$49.6	\$1.6	3.3%	\$0.0	0.0%	20.0%	December 2021	On Schedule
	Beltline to I-35E	\$28.6	\$28.6	\$2.2	7.5%	\$0.0	0.0%	20.0%	December 2021	On Schedule
	I-35E to DNT & US 75 to SH 78	\$51.2	\$51.2	\$26.2	51.1%	\$0.2	0.4%	10.0%	December 2019	On Schedule
	DNT to Renner Road	\$22.0	\$22.0	\$21.0	<b>Complete</b>	\$0.0	0.2%	10.0%	December 2016	Nov-2016
SRT 4th Lane	Denton Tap to US 75	\$193.9	\$193.6	\$13.6	7.0%	\$0.0	0.0%	20.0%	December 2021	On Schedule

**Targets: - Beat schedules in bond documents and commitments**

**- Change orders to be less than 5% 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, 2018. This is the ninth 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 FY2019 Budget continues to conform to program requirements, and we will submit it to GFOA to determine its eligibility for another award.

During FY2018 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, 2017. This is the thirteenth consecutive year of receiving this certificate. The certificate is presented to government entities whose CAFRs achieve the highest standards in government accounting and financial reporting.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**North Texas Tollway Authority  
Texas**

For the Fiscal Year Beginning

**January 1, 2018**

*Christopher P. Morill*

Executive Director







# Appendix A: Budget Policy and Process

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## INTRODUCTION

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, Reserve Maintenance Fund, Capital Improvement Fund and CIF-Revolving Account/Feasibility Study Fund that is approved by Board resolution. The detailed reports of the FY2019–2023 Five-Year Capital Plan are included under the Other Funds section of the FY2019 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 item is prepared for each department and compared to the same line items for the previous fiscal year. The summation of all departments is the Authority's annual budget which is approved by the Board of Directors. The budget control is at the department level and is maintained through the purchase requisition approval process.

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

## CASH BALANCES

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

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

Management determined that it is prudent to retain funds within the Capital Improvement Fund for unanticipated needs. During FY2010, the Authority's executive management requested and the Board of Directors approved a Rainy Day Fund Account in the CIF. The FY2019 fund balance is \$75.0 million. Use of this balance will require specific action by the Board. Given the issuance of subordinated debt, a CIF Bond Payment Account has a reserve amount equal to the next interest payment.



## **BUDGET POLICY**

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

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

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

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

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

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

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



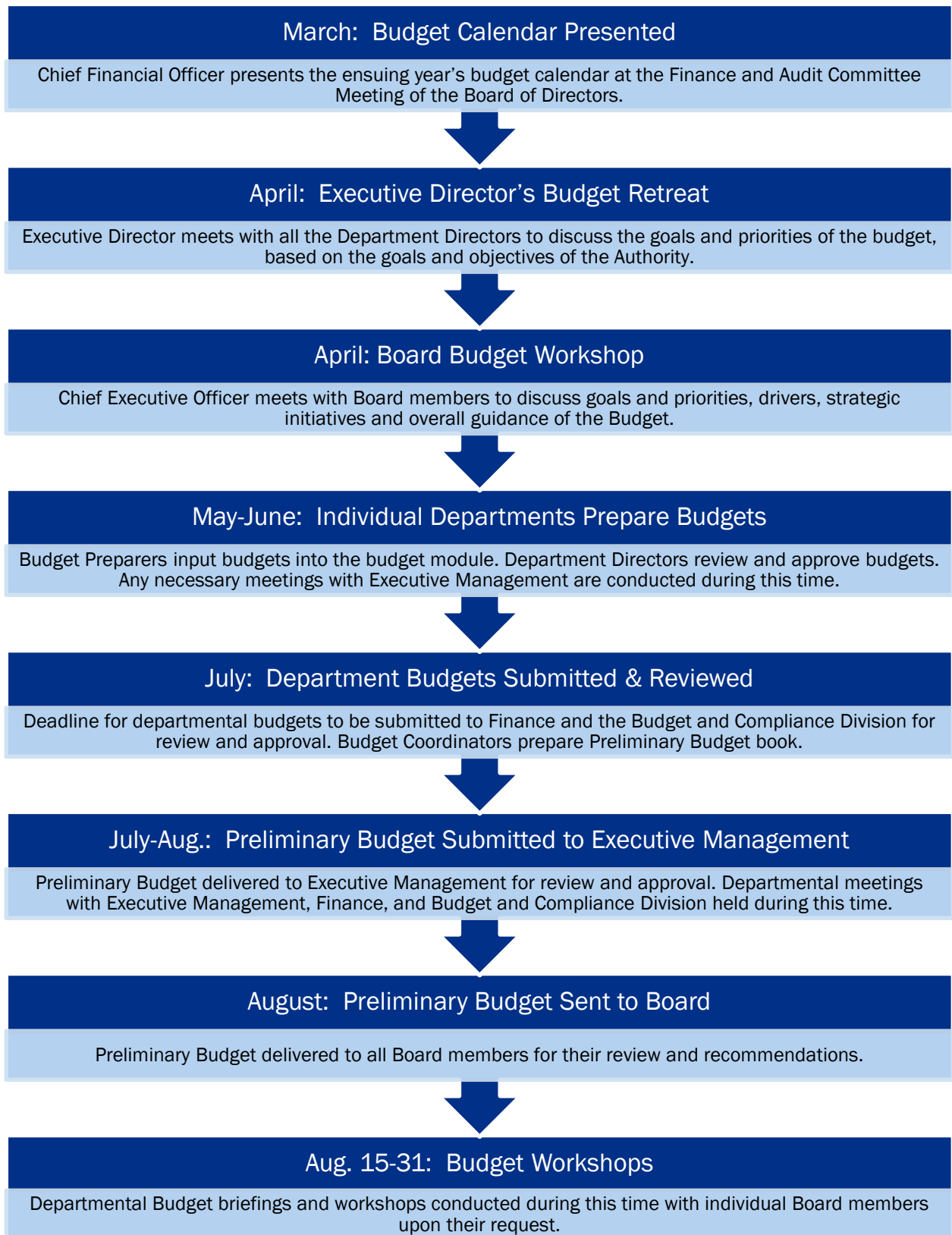
expended therefore in excess of the Annual Budget shall be received by the Authority from some source other than the Net Revenues of the Tollway for such Fiscal Year.

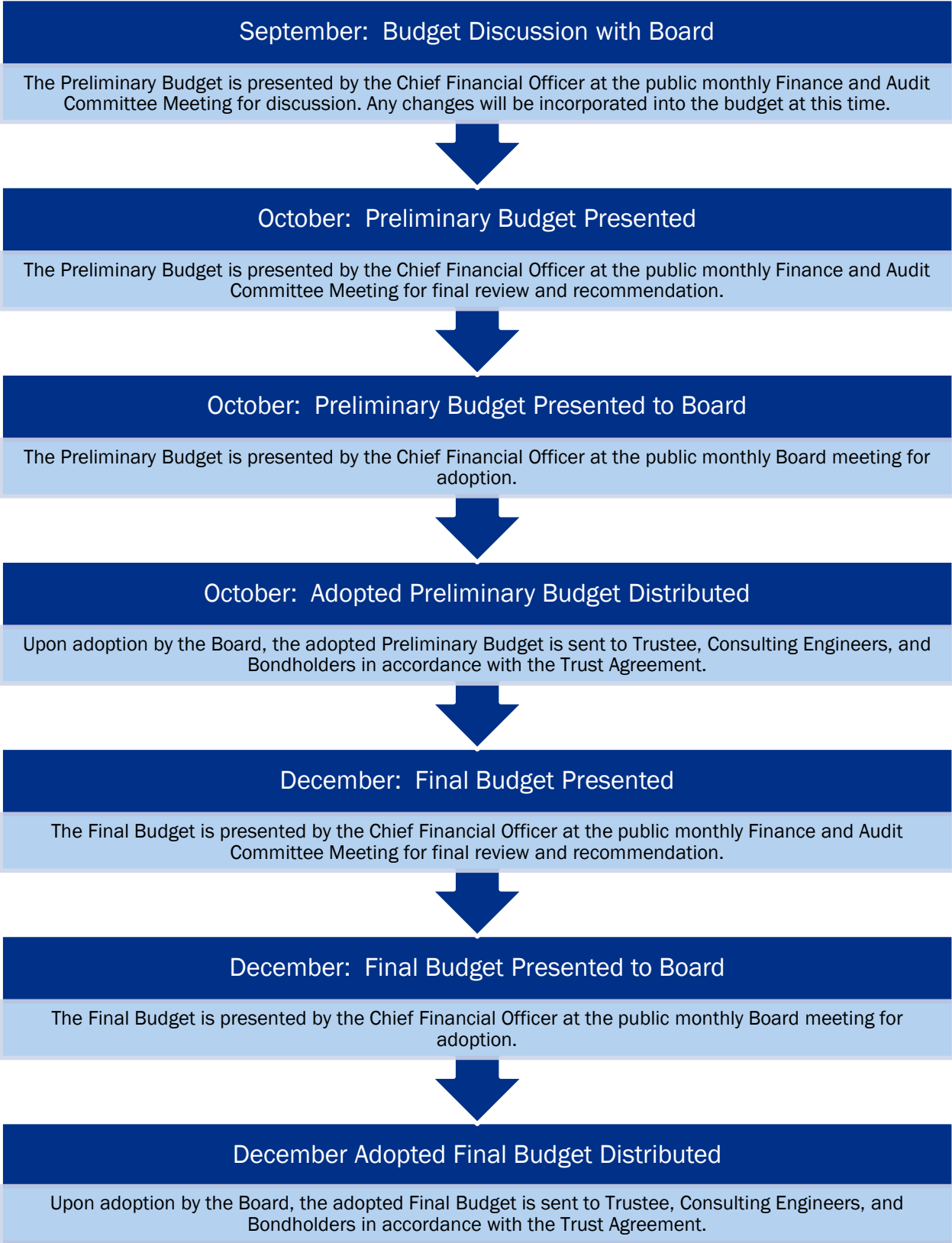
**SECTION 506. PAYMENT OF CURRENT EXPENSES FROM OPERATION AND MAINTENANCE FUND.**

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

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

## BUDGET PROCESS





## BUDGET CALENDAR

DATE	EVENT
<b>January 25, 2018 (Thursday)</b>	Request updated revenues from Traffic and Revenue consultant
<b>March 30, 2018 (Friday)</b>	Updated revenues due from consultants
<b>April 3, 2018 (Tuesday)</b>	Executive Director's FY2019 Staff Budget Meeting to discuss budget priorities and overall direction, including compensation and benefits
<b>April 4, 2018 (Wednesday)</b>	Hyperion Budget module available for inputting Budget
<b>April 5 - June 1, 2018</b>	Individual departments prepare Budget
<b>June 7, 2018 (Thursday)</b>	Board Budget Workshop
<b>June 29, 2018 (Friday)</b>	Department budgets due to Financial Planning And Analysis (FP&A) including FY2019 department objectives supporting the 5-Year Strategic Goals.
<b>July 6, 2018 (Friday)</b>	Preliminary budget distributed to Executive Management
<b>July 13 - July 27, 2018</b>	Departmental meetings with Executive Management and FP&A
<b>August 3, 2018 (Friday)</b>	Review by Executive Management completed
<b>August 10, 2018 (Friday)</b>	Preliminary Budget delivered to Board Members
<b>August 15 - Aug. 31, 2018</b>	Department Budget Briefings (If requested by Board Members)
<b>September 6, 2018 (Thursday)</b>	Finance and Audit Committee First Preliminary Budget Review
<b>October 4, 2018 (Thursday)</b>	Finance and Audit Committee Second Preliminary Budget Review
<b>October 17, 2018 (Wednesday)</b>	Board Meeting Preliminary Budget Approval
<b>December 6, 2018 (Thursday)</b>	Finance and Audit Committee Final Budget Review
<b>December 19, 2018 (Wednesday)</b>	Board Meeting Final Budget Approval

*Assumes Thursday Committee Meetings and Wednesday Board Meetings*

## Appendix B: Financial Policies

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### INTRODUCTION

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

### BASIS OF ACCOUNTING/BUDGETING

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

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

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

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

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

The costs of studies funded by the Feasibility Study Fund are deferred until 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 account, called the Feasibility Study Fund (FSF) to use exclusively for payment of studying the cost and feasibility and any other expenses relating to: (1) the preparation and issuance of bonds for the acquisition and construction of a proposed turnpike project for the Authority; (2) the financing of the improvement, extension or expansion of an existing turnpike for the Authority; (3) private participation, as authorized by law, in the financing of a proposed turnpike project for the Authority, the refinancing of an existing turnpike project for the Authority or the improvement, extension or expansion of a turnpike project for the Authority.
- **First, Second and Third Tier; Bond Interest Accounts** – The Bond Interest Accounts were created to account for the payment of the interest requirements of the revenue bonds.
- **First, Second and Third Tier; Reserve Accounts** – The Reserve Accounts were created for the purpose of paying interest and principal of the bonds whenever and to the extent that the monies held for the credit of the Bond Interest Accounts and the Redemption Accounts shall be insufficient for such purpose. The required reserve is an amount equal to the average annual debt service requirements of all bonds outstanding.
- **First, Second and Third Tier; Redemption Accounts** – The Redemption Accounts were created to account for the payment of the annual principal requirements of the revenue bonds.

#### (b) Cash and Investments

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

#### (C) Capital Assets

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



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

The costs to acquire additional capital assets, which replace existing assets or improve the efficiency of the Authority, are capitalized. Under the Authority's policy of accounting for infrastructure assets pursuant to the "preservation method of accounting" or "modified approach," property costs represent an historical accumulation of costs expended to acquire rights-of-way and to construct, improve, and place in operation the various projects and related facilities. These infrastructure assets are considered 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 toll rate schedule, which will raise and produce net revenues during each fiscal year sufficient to satisfy the greatest of (1), (2), or (3) below:

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

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

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

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

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

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

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

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

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

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

which shall initially be the Chief Financial Officer of the Authority. Each such audit shall set forth in respect to the preceding Fiscal Year the same matters as are hereinabove required for the monthly reports, and 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**

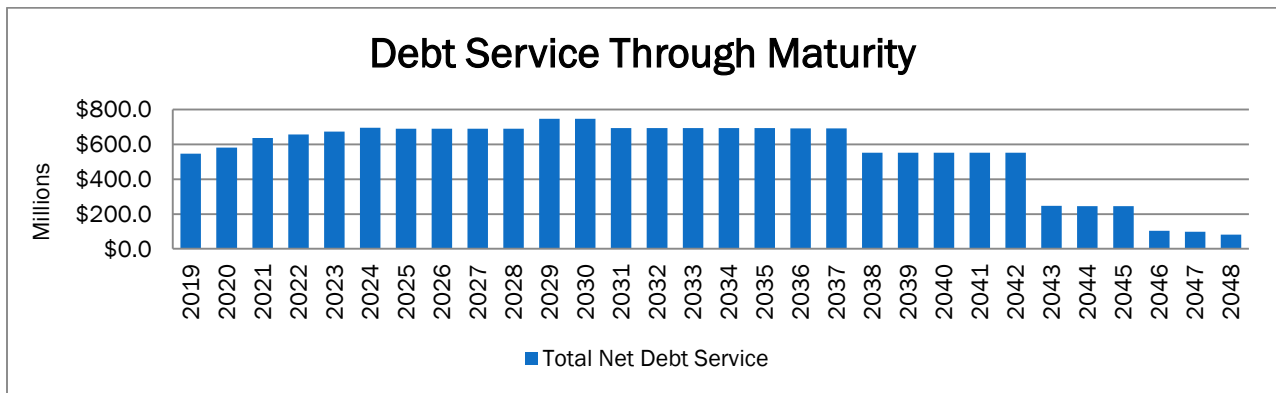
As of December 31, 2018

<u>Description of Issue</u>	<u>Beginning Balance</u>	<u>Additions</u>	<u>Matured or Retired</u>	<u>Ending Balance</u>
Series 2005C	\$ 42,955,000	\$ -	\$ -	\$ 42,955,000
Series 2008A	25,125,000	-	(25,125,000)	-
Series 2008B	400,000	-	(400,000)	-
Series 2008D	707,667,320	42,683,449	-	750,350,769
Series 2008I	295,165,000	-	-	295,165,000
Series 2009A	69,865,000	-	-	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 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	851,230,000	-	(7,170,000)	844,060,000
Series 2015B	758,080,000	-	(4,985,000)	753,095,000
Series 2016A	980,215,000	-	(13,365,000)	966,850,000
Series 2017A	1,743,320,000	-	-	1,743,320,000
Series 2017B	765,995,000	-	-	765,995,000
Series 2018	-	356,085,000	-	356,085,000
<b>Totals</b>	<b>\$ 9,407,647,320</b>	<b>\$ 398,768,449</b>	<b>\$ (431,220,000)</b>	<b>\$ 9,375,195,769</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
2019	397,822,489	113,268,663	-	12,250,000	24,029,260	547,370,412
2020	423,562,044	117,782,963	-	15,322,396	24,029,260	580,696,663
2021	448,565,192	119,609,713	-	15,322,396	53,522,639	637,019,940
2022	442,516,867	145,505,213	-	15,322,396	53,461,701	656,806,177
2023	455,271,545	149,631,063	-	15,322,396	53,414,004	673,639,007
2024	468,492,108	159,257,313	-	15,322,396	53,373,197	696,445,013
2025	493,597,417	128,502,813	-	15,322,396	53,210,295	690,632,921
2026	499,436,425	122,786,063	-	15,322,396	53,041,104	690,585,987
2027	495,723,430	126,624,063	-	15,322,396	52,858,501	690,528,389
2028	507,986,340	114,488,813	-	15,322,396	52,665,048	690,462,597
2029	485,403,832	208,475,313	-	-	52,462,718	746,341,863
2030	421,469,742	272,372,919	-	-	52,252,898	746,095,560
2031	417,592,305	276,220,063	-	-	-	693,812,367
2032	460,112,409	233,664,313	-	-	-	693,776,721
2033	475,138,096	218,604,813	-	-	-	693,742,908
2034	538,723,492	154,904,613	-	-	-	693,628,105
2035	561,902,967	131,285,563	-	-	-	693,188,530
2036	586,884,227	105,438,663	-	-	-	692,322,889
2037	635,532,904	55,525,870	-	-	-	691,058,774
2038	498,523,655	53,272,063	-	-	-	551,795,717
2039	499,458,917	52,336,313	-	-	-	551,795,230
2040	501,388,734	50,410,313	-	-	-	551,799,046
2041	503,439,392	48,372,563	-	-	-	551,811,954
2042	507,663,482	44,150,063	-	-	-	551,813,544
2043	214,660,746	32,163,813	-	-	-	246,824,558
2044	184,690,480	59,889,313	-	-	-	244,579,792
2045	142,624,790	101,968,063	-	-	-	244,592,852
2046	5,852,760	98,196,563	-	-	-	104,049,323
2047	-	99,192,063	-	-	-	99,192,063
2048	-	82,315,309	-	-	-	82,315,309
<b>Total</b>	<b>\$ 12,274,036,787</b>	<b>\$ 3,676,215,236</b>	<b>\$ -</b>	<b>\$ 150,151,564</b>	<b>\$ 578,320,625</b>	<b>\$ 16,678,724,212</b>





**North Texas Tollway Authority - 360 Tollway Loan**

Date December 31	Loan Disbursements	Principal Payment	Interest Accrued	Interest Payment	Debt Service	Outstanding Loan Balance
2018	294,000,000		8,330,000			302,330,000
2019			12,849,025			315,179,025
2020			13,395,109			328,574,134
2021			13,964,401			342,538,534
2022			14,557,888			357,096,422
2023			15,176,598	(15,176,598)	(15,176,598)	357,096,422
2024			15,176,598	(15,176,598)	(15,176,598)	357,096,422
2025			15,176,598	(15,176,598)	(15,176,598)	357,096,422
2026			15,176,598	(15,176,598)	(15,176,598)	357,096,422
2027			15,176,598	(15,176,598)	(15,176,598)	357,096,422
2028		(8,289,823)	15,176,598	(15,176,598)	(23,466,421)	348,806,599
2029		(8,642,141)	14,824,280	(14,824,280)	(23,466,421)	340,164,458
2030		(9,009,432)	14,456,989	(14,456,989)	(23,466,421)	331,155,026
2031		(9,392,333)	14,074,089	(14,074,089)	(23,466,421)	321,762,694
2032		(9,791,507)	13,674,914	(13,674,914)	(23,466,421)	311,971,187
2033		(10,207,646)	13,258,775	(13,258,775)	(23,466,421)	301,763,541
2034		(10,641,471)	12,824,951	(12,824,951)	(23,466,421)	291,122,071
2035		(11,093,733)	12,372,688	(12,372,688)	(23,466,421)	280,028,338
2036		(11,565,217)	11,901,204	(11,901,204)	(23,466,421)	268,463,121
2037		(12,056,739)	11,409,683	(11,409,683)	(23,466,421)	256,406,382
2038		(12,569,150)	10,897,271	(10,897,271)	(23,466,421)	243,837,232
2039		(13,103,339)	10,363,082	(10,363,082)	(23,466,421)	230,733,894
2040		(13,660,231)	9,806,190	(9,806,190)	(23,466,421)	217,073,663
2041		(14,240,790)	9,225,631	(9,225,631)	(23,466,421)	202,832,872
2042		(14,846,024)	8,620,397	(8,620,397)	(23,466,421)	187,986,848
2043		(15,476,980)	7,989,441	(7,989,441)	(23,466,421)	172,509,868
2044		(16,134,752)	7,331,669	(7,331,669)	(23,466,421)	156,375,116
2045		(16,820,479)	6,645,942	(6,645,942)	(23,466,421)	139,554,638
2046		(17,535,349)	5,931,072	(5,931,072)	(23,466,421)	122,019,289
2047		(18,280,601)	5,185,820	(5,185,820)	(23,466,421)	103,738,687
2048		(19,057,527)	4,408,894	(4,408,894)	(23,466,421)	84,681,160
2049		(19,867,472)	3,598,949	(3,598,949)	(23,466,421)	64,813,688
2050		(20,711,839)	2,754,582	(2,754,582)	(23,466,421)	44,101,849
2051		(21,592,093)	1,874,329	(1,874,329)	(23,466,421)	22,509,757
2052		(22,509,757)	956,665	(956,665)	(23,466,421)	0
	294,000,000	(357,096,422)		(305,447,097)	(662,543,519)	

Note: 2018 Interest Accrued includes 8 months of interest as the road opened in early May 2018

## Appendix D: Major Revenue Source

Toll revenue collected on the System is the Authority's major source of revenue. It accounted for \$886,656,100 of the FY2019 Operating Budget's total estimated revenues, or 93.6%.

### TOLL REVENUE

The Authority Act authorizes the Authority to fix, revise, charge, and collect tolls for the use of the NTTA System, 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 18.0 cents per mile on the Dallas North Tollway, the President George Bush Turnpike, the Chisholm Trail Parkway and the Sam Rayburn Tollway. They are aligned with the regional toll rate adopted by the Regional Transportation Council in April 2006. TollTag rates are 62.3 cents per one way trip on both Mountain Creek Lake Bridge and Addison Airport Toll Tunnel, and \$1.25 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 and C&M Associates, Inc. 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 and C&M Associates, Inc. toll revenue estimates for the System, over the next five years.

Roadway	Estimated NTTA System Annual Toll Revenue				
	FY2019	FY2020	FY2021	FY2022	FY2023
DNT	\$274,928,600	\$286,863,200	\$298,955,300	\$314,056,500	\$327,496,100
PGBT	279,185,500	289,852,100	304,287,100	319,808,900	334,671,300
AATT	1,295,200	1,342,200	1,398,700	1,458,000	1,516,800
MCLB	1,649,600	1,706,500	1,768,500	1,845,100	1,913,500
LLTB	9,081,900	9,572,900	9,999,300	10,450,900	10,931,900
SRT	202,695,700	210,095,400	218,516,700	231,043,300	243,266,200
PGBT WE	59,720,800	64,735,500	71,568,700	79,587,700	85,220,500
CTP	58,098,800	60,885,000	64,666,900	68,965,900	73,505,400
<b>System Totals</b>	<b>\$886,656,100</b>	<b>\$925,052,800</b>	<b>\$971,161,200</b>	<b>\$1,027,216,300</b>	<b>\$1,078,521,700</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 \$0.19 per mile for the DNT and PGBT starting July 1, 2019.

- Toll rate for two-axle vehicles with TollTags is \$0.657 for the MCLB and the AATT starting July 1, 2019.
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greatest of (a) 50% of the TollTag toll or (b) 20 cents per transaction.
- Tolls charged to users at any tolling location are rounded to the next highest penny.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.

## **SRT TOLLING**

- Toll rate for two-axle vehicles with TollTags is \$0.19 per mile starting July 1, 2019, and thereafter toll rates shall be determined in accordance with the SRT Project Agreement, as amended, and shall be the maximum rates allowed under the SRT Project Agreement, as amended.
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greatest of (a) 50% of the TollTag toll or (b) 20 cents per transaction.
- Tolls charged to users at any tolling location are rounded to the next highest penny.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting on the SRT, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.

## **PGBT EE TOLLING**

- The Construction, Operation and Maintenance Agreement for the PGBT EE between the Authority and TxDOT dated December 5, 2007, (the "EE Project Agreement") provides for a supplemental toll on the PGBT EE (the "Regional Toll") to be collected by the Authority and held in trust by TxDOT for the benefit of the North Central Texas region. The Regional Toll and the toll charged by 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 \$0.229 per mile as of July 1, 2019. The NTTA Toll rate for two-axle vehicles with TollTags is \$0.19 per mile for PGBT EE as of July 1, 2019. The Regional Toll rate for two-axle vehicles with TollTags is \$0.038 per mile for PGBT EE as of July 1, 2019. 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 80/20 percent.
- Toll rates shall be subject to the assumptions, qualifications and agreements set forth in Section 21 of the EE Project Agreement, as amended (as so amended, the "Amended EE Project Agreement").
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greatest of (a) 50% of TollTag toll or (b) 20 cents per transaction, increased 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.

## 360 TOLLWAY TOLLING

- Toll rate for two-axle vehicles with TollTags is \$0.19 per mile starting July 1, 2019.
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greatest of (a) 50% of the TollTag toll or (b) 20 cents per transaction.
- Tolls charged to users at any tolling location are rounded to the next highest penny.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.
- After (i) the completion of any Capacity Improvements authorized by the Leadership Team, (ii) payment in full of the outstanding balance of the Project Loan, (iii) payment in full of the outstanding balance of any Additional Project Debt, (iv) payment in full of any amounts owed to RTC under the Financial Backstop Agreement, and (v) payment in full of any amounts owed to the Authority, the Authority and TxDOT will equally share (50%/50%) all Available Remaining Revenue.

## 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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June 29, 2018

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

**Subject: NTTA System – FY 2019 Transaction and Revenue Estimates**

Dear Mr. Porter:

To assist with NTTA's annual budgeting process, CDM Smith is pleased to submit monthly transaction and revenue (T&R) estimates for the NTTA System for fiscal year 2019. The NTTA System includes the Dallas North Tollway (DNT), President George Bush Turnpike (PGBT), Sam Rayburn Tollway (SRT), Chisholm Trail Parkway (CTP), Addison Airport Toll Tunnel (AATT), Mountain Creek Lake Bridge (MCLB), and Lewisville Lake Toll Bridge (LLTB). Additionally, T&R estimates for 360 Tollway, which opened to traffic in May 2018, have also been developed as part of this analysis.

While we have seen tremendous growth across the NTTA System over the past few years, recent growth trends have begun to decline, having been impacted by ongoing construction, particularly along the DNT. Additionally, portions of the NTTA System have seen increased competition from improvements to the SH 121, IH 35E and IH 635 corridors. However, while growth on the system is showing some signs of leveling off, we feel that the continued strong economic development trends in the DFW area and the completion of the DNT fourth lane project will have a positive impact on traffic growth on the NTTA System in 2019.

**NTTA System Transaction and Revenue Estimates**

The T&R estimates for 2019, separated into TollTag and ZipCash, are shown for the NTTA System in Table 1 and separately for each facility in Tables 2 through 10. It should be noted that the T&R estimates categorized as "TollTag" in these tables also include V-toll transactions (transactions that are first identified as ZipCash but are subsequently determined to be valid TollTag transactions). The V-toll transactions that are included in the "TollTag" category in this letter are those that are identified in the first 90 days after a transaction has occurred. The ZipCash toll revenue estimates shown also include the ZipCash toll surcharge collected from ZipCash transactions, but they do not include the fees and fines that are collected through the ZipCash invoicing process ("fee revenue"). It should be noted that fee revenue is estimated by NTTA.



The NTTA System T&R estimates for 2019 are 847.8 million and \$886.7 million, respectively. It is assumed that 80.6 percent of the transactions on the NTTA System in 2019 will be TollTag transactions, and the corresponding toll revenue contribution from TollTags will be 86.5 percent. The expected transactions in 2019 are about 3.1 percent greater than the estimated annual transactions of 822.4 million in 2018. The toll revenue in 2019 is expected to be 6.1 percent greater than the estimated annual revenue of \$835.4 million in 2018.

The T&R growth in 2019 is driven by the following:

- Increase in toll transactions due to continued population/employment growth
  - SRT, DNT (north of SRT) and CTP are major contributors to NTTA System-wide transaction growth
  - Development continues to progress rapidly along NTTA facilities particularly SRT, the northern portion of the DNT, and CTP
- Capacity improvements on the DNT due to the opening of the fourth lane from Belt Line Road to SRT
- Toll rate increase of 5.6 percent that will go into effect on July 1, 2019 on all NTTA facilities

**Table 1. Estimated 2019 NTTA System Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	67,662,100	54,546,900	13,115,200	\$69,324,900	\$59,378,400	\$9,946,500
February	63,084,700	50,834,500	12,250,200	\$64,514,800	\$55,256,600	\$9,258,200
March	71,726,600	57,802,400	13,924,200	\$72,469,600	\$63,008,000	\$9,461,600
April	69,836,600	56,255,200	13,581,400	\$70,955,800	\$61,362,700	\$9,593,100
May	74,094,200	59,691,300	14,402,900	\$74,593,400	\$65,224,400	\$9,369,000
June	71,708,200	57,782,300	13,925,900	\$73,408,500	\$63,298,900	\$10,109,600
July	72,934,800	58,756,600	14,178,200	\$77,788,900	\$67,867,500	\$9,921,400
August	75,068,300	60,494,600	14,573,700	\$80,269,400	\$69,781,500	\$10,487,900
September	70,973,100	57,203,300	13,769,800	\$75,873,900	\$65,870,000	\$10,003,900
October	75,086,000	60,515,300	14,570,700	\$80,461,600	\$69,727,600	\$10,734,000
November	68,986,100	55,610,700	13,375,400	\$74,863,700	\$64,190,200	\$10,673,500
December	66,672,700	53,734,300	12,938,400	\$72,131,600	\$62,045,700	\$10,085,900
<b>Total</b>	<b>847,833,400</b>	<b>683,227,400</b>	<b>164,606,000</b>	<b>\$886,656,100</b>	<b>\$767,011,500</b>	<b>\$119,644,600</b>

As seen in Tables 2 and 3, the DNT and PGBT (not including EE and WE) are expected to generate \$274.9 million and \$237.4 million in toll revenue, respectively. Transactions on the DNT in 2019 are expected to be 270.9 million, which represents a growth of 3.3 percent from the forecasted 2018 transactions. Overall, transactions on the PGBT in 2019 are expected to be 248.9 million, representing a growth of 1.4 percent between 2018 and 2019. As shown in Table 4, the PGBT EE is expected to continue growing and generate \$41.8 million in toll revenue (NTTA's share of the PGBT EE toll revenue) from 38.5 million transactions in 2019. The transaction growth on PGBT EE is

expected to be 3.8 percent between 2018 and 2019. As shown in Table 5, the PGBT WE is expected to continue growing and generate \$59.7 million in toll revenue from 65.0 million transactions in 2019. Total transaction growth on PGBT WE is expected to be 3.2 percent between 2018 and 2019. The combined PGBT corridor (including WE and EE) is anticipated to generate a total of \$338.9 million in revenue from 352.4 million transactions in 2019. The SRT (see Table 6) is expected to generate \$202.7 million in toll revenue and 171.9 million transactions in 2019, representing a transaction growth of 3.4 percent from 2018. The CTP (see Table 7) is expected to generate \$58.1 million in toll revenue and 40.6 million transactions in 2019, representing a transaction growth of 10.0 percent from 2018. The AATT, MCLB and LLTB (Tables 8 through 10) are anticipated to produce \$1.3 million, \$1.6 million and \$9.1 million in toll revenue, respectively. These three facilities are expected to generate a combined total of \$12.0 million in toll revenue from 12.0 million transactions in 2019.

**Table 2. Estimated 2019 DNT Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	22,066,400	18,110,600	3,955,800	\$21,831,100	\$19,116,300	\$2,714,800
February	20,431,700	16,766,400	3,665,300	\$20,237,100	\$17,717,600	\$2,519,500
March	23,375,200	19,180,000	4,195,200	\$22,894,600	\$20,329,200	\$2,565,400
April	22,298,000	18,289,100	4,008,900	\$22,105,400	\$19,471,300	\$2,634,100
May	23,567,400	19,333,100	4,234,300	\$23,155,900	\$20,597,500	\$2,558,400
June	22,636,000	18,568,600	4,067,400	\$22,635,900	\$19,842,800	\$2,793,100
July	22,829,400	18,725,800	4,103,600	\$23,689,600	\$21,015,400	\$2,674,200
August	23,682,700	19,428,700	4,254,000	\$24,596,500	\$21,769,400	\$2,827,100
September	22,583,300	18,538,100	4,045,200	\$23,392,700	\$20,699,900	\$2,692,800
October	23,976,400	19,680,700	4,295,700	\$24,865,100	\$22,000,000	\$2,865,100
November	22,042,500	18,096,300	3,946,200	\$23,129,600	\$20,260,200	\$2,869,400
December	21,385,500	17,559,500	3,826,000	\$22,395,100	\$19,669,400	\$2,725,700
<b>Total</b>	<b>270,874,500</b>	<b>222,276,900</b>	<b>48,597,600</b>	<b>\$274,928,600</b>	<b>\$242,489,000</b>	<b>\$32,439,600</b>

**Table 3. Estimated 2019 PGBT Traffic and Revenue (not including EE and WE)**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	19,607,500	15,704,700	3,902,800	\$18,424,800	\$15,765,300	\$2,659,500
February	18,458,700	14,780,100	3,678,600	\$17,294,800	\$14,821,800	\$2,473,000
March	21,114,100	16,900,700	4,213,400	\$19,436,300	\$16,976,600	\$2,459,700
April	20,643,500	16,529,500	4,114,000	\$19,081,900	\$16,545,700	\$2,536,200
May	21,971,400	17,588,000	4,383,400	\$20,118,300	\$17,624,000	\$2,494,300
June	21,177,500	16,955,300	4,222,200	\$19,754,200	\$17,062,600	\$2,691,600
July	21,590,800	17,285,500	4,305,300	\$20,988,100	\$18,344,200	\$2,643,900
August	22,255,000	17,816,500	4,438,500	\$21,688,800	\$18,883,200	\$2,805,600
September	20,964,800	16,786,000	4,178,800	\$20,413,600	\$17,749,300	\$2,664,300
October	22,152,900	17,739,900	4,413,000	\$21,633,200	\$18,771,700	\$2,861,500
November	20,192,700	16,171,700	4,021,000	\$19,999,100	\$17,158,000	\$2,841,100
December	18,819,500	15,072,200	3,747,300	\$18,571,500	\$15,931,600	\$2,639,900
<b>Total</b>	<b>248,948,400</b>	<b>199,330,100</b>	<b>49,618,300</b>	<b>\$237,404,600</b>	<b>\$205,634,000</b>	<b>\$31,770,600</b>



**Table 4. Estimated 2019 PGBT EE Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	2,990,200	2,422,500	567,700	\$3,188,400	\$2,677,500	\$510,900
February	2,788,400	2,258,500	529,900	\$2,986,800	\$2,505,000	\$481,800
March	3,166,400	2,566,500	599,900	\$3,322,700	\$2,824,100	\$498,600
April	3,092,300	2,506,000	586,300	\$3,248,700	\$2,768,100	\$480,600
May	3,360,300	2,722,400	637,900	\$3,498,600	\$3,023,300	\$475,300
June	3,264,800	2,644,600	620,200	\$3,453,300	\$2,947,800	\$505,500
July	3,269,600	2,648,600	621,000	\$3,618,600	\$3,121,300	\$497,300
August	3,424,200	2,773,600	650,600	\$3,800,100	\$3,261,900	\$538,200
September	3,251,700	2,633,200	618,500	\$3,611,100	\$3,094,900	\$516,200
October	3,456,000	2,798,100	657,900	\$3,849,000	\$3,298,800	\$550,200
November	3,232,600	2,617,800	614,800	\$3,647,000	\$3,091,200	\$555,800
December	3,190,500	2,584,600	605,900	\$3,556,600	\$3,027,200	\$529,400
<b>Total</b>	<b>38,487,000</b>	<b>31,176,400</b>	<b>7,310,600</b>	<b>\$41,780,900</b>	<b>\$35,641,100</b>	<b>\$6,139,800</b>

**Table 5. Estimated 2019 PGBT WE Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	5,075,800	3,709,300	1,366,500	\$4,597,900	\$3,646,400	\$951,500
February	4,837,000	3,535,000	1,302,000	\$4,364,400	\$3,477,000	\$887,400
March	5,435,900	3,972,900	1,463,000	\$4,853,100	\$3,917,100	\$936,000
April	5,499,700	4,019,600	1,480,100	\$4,878,100	\$3,963,200	\$914,900
May	5,725,200	4,184,400	1,540,800	\$5,031,200	\$4,125,600	\$905,600
June	5,471,800	3,999,200	1,472,600	\$4,910,900	\$3,943,000	\$967,900
July	5,681,300	4,152,300	1,529,000	\$5,305,500	\$4,326,800	\$978,700
August	5,669,800	4,143,900	1,525,900	\$5,331,900	\$4,318,000	\$1,013,900
September	5,355,500	3,914,200	1,441,300	\$5,034,700	\$4,078,700	\$956,000
October	5,721,400	4,181,600	1,539,800	\$5,402,900	\$4,357,300	\$1,045,600
November	5,204,500	3,803,800	1,400,700	\$4,981,600	\$3,963,700	\$1,017,900
December	5,320,200	3,888,400	1,431,800	\$5,028,600	\$4,051,800	\$976,800
<b>Total</b>	<b>64,998,100</b>	<b>47,504,600</b>	<b>17,493,500</b>	<b>\$59,720,800</b>	<b>\$48,168,600</b>	<b>\$11,552,200</b>

**Table 6. Estimated 2019 SRT Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	13,501,000	11,085,000	2,416,000	\$15,568,100	\$13,409,000	\$2,159,100
February	12,460,600	10,231,000	2,229,600	\$14,353,600	\$12,340,100	\$2,013,500
March	14,272,900	11,719,800	2,553,100	\$16,325,400	\$14,247,000	\$2,078,400
April	13,923,200	11,433,800	2,489,400	\$15,927,500	\$13,876,100	\$2,051,400
May	14,895,900	12,231,900	2,664,000	\$16,900,400	\$14,908,100	\$1,992,300
June	14,776,000	12,132,900	2,643,100	\$16,933,500	\$14,754,300	\$2,179,200
July	15,045,600	12,353,700	2,691,900	\$18,031,500	\$15,889,400	\$2,142,100
August	15,498,300	12,726,700	2,771,600	\$18,645,200	\$16,364,500	\$2,280,700
September	14,481,700	11,889,900	2,591,800	\$17,511,700	\$15,308,800	\$2,202,900
October	15,187,200	12,469,200	2,718,000	\$18,425,100	\$16,066,900	\$2,358,200
November	14,125,700	11,595,800	2,529,900	\$17,296,400	\$14,938,500	\$2,357,900
December	13,750,100	11,286,400	2,463,700	\$16,777,300	\$14,553,700	\$2,223,600
<b>Total</b>	<b>171,918,200</b>	<b>141,156,100</b>	<b>30,762,100</b>	<b>\$202,695,700</b>	<b>\$176,656,400</b>	<b>\$26,039,300</b>

**Table 7. Estimated 2019 CTP Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	3,478,500	2,792,500	686,000	\$4,782,000	\$3,983,800	\$798,200
February	3,205,400	2,573,800	631,600	\$4,395,900	\$3,654,600	\$741,300
March	3,353,000	2,691,200	661,800	\$4,658,700	\$3,879,100	\$779,600
April	3,388,100	2,719,400	668,700	\$4,746,600	\$3,919,700	\$826,900
May	3,525,100	2,829,400	695,700	\$4,873,000	\$4,078,200	\$794,800
June	3,377,200	2,710,700	666,500	\$4,723,300	\$3,907,100	\$816,200
July	3,498,100	2,807,700	690,400	\$5,104,600	\$4,272,600	\$832,000
August	3,491,000	2,802,000	689,000	\$5,125,100	\$4,264,000	\$861,100
September	3,305,400	2,653,100	652,300	\$4,853,600	\$4,037,300	\$816,300
October	3,516,600	2,822,600	694,000	\$5,184,600	\$4,295,200	\$889,400
November	3,218,400	2,583,200	635,200	\$4,800,800	\$3,931,000	\$869,800
December	3,287,700	2,638,800	648,900	\$4,850,600	\$4,015,600	\$835,000
<b>Total</b>	<b>40,644,500</b>	<b>32,624,400</b>	<b>8,020,100</b>	<b>\$58,098,800</b>	<b>\$48,238,200</b>	<b>\$9,860,600</b>

**Table 8. Estimated 2019 AATT Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	173,200	140,300	32,900	\$103,900	\$90,600	\$13,300
February	162,300	131,500	30,800	\$97,000	\$84,900	\$12,100
March	172,700	139,900	32,800	\$103,100	\$90,300	\$12,800
April	171,700	139,100	32,600	\$102,400	\$89,800	\$12,600
May	181,700	147,200	34,500	\$107,400	\$95,000	\$12,400
June	175,400	142,100	33,300	\$104,400	\$91,700	\$12,700
July	185,000	149,900	35,100	\$114,100	\$101,400	\$12,700
August	185,900	150,600	35,300	\$115,300	\$101,900	\$13,400
September	179,800	145,700	34,100	\$111,300	\$98,500	\$12,800
October	192,500	155,900	36,600	\$119,500	\$105,500	\$14,000
November	169,300	137,100	32,200	\$106,300	\$92,700	\$13,600
December	177,300	143,700	33,600	\$110,500	\$97,200	\$13,300
<b>Total</b>	<b>2,126,800</b>	<b>1,723,000</b>	<b>403,800</b>	<b>\$1,295,200</b>	<b>\$1,139,500</b>	<b>\$155,700</b>

**Table 9. Estimated 2019 MCLB Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	209,500	134,800	74,700	\$128,600	\$90,600	\$38,000
February	214,200	137,800	76,400	\$128,800	\$92,700	\$36,100
March	235,100	151,300	83,800	\$137,900	\$101,700	\$36,200
April	232,600	149,600	83,000	\$138,000	\$100,600	\$37,400
May	242,900	156,300	86,600	\$142,300	\$105,100	\$37,200
June	215,700	138,800	76,900	\$131,900	\$93,300	\$38,600
July	216,600	139,300	77,300	\$136,000	\$98,100	\$37,900
August	228,100	146,800	81,300	\$143,300	\$103,400	\$39,900
September	234,000	150,500	83,500	\$143,300	\$106,000	\$37,300
October	244,000	157,000	87,000	\$149,600	\$110,600	\$39,000
November	220,300	141,700	78,600	\$138,700	\$99,800	\$38,900
December	205,000	131,900	73,100	\$131,200	\$92,900	\$38,300
<b>Total</b>	<b>2,698,000</b>	<b>1,735,800</b>	<b>962,200</b>	<b>\$1,649,600</b>	<b>\$1,194,800</b>	<b>\$454,800</b>

**Table 10. Estimated 2019 LLTB Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	560,000	447,200	112,800	\$700,100	\$598,900	\$101,200
February	526,400	420,400	106,000	\$656,400	\$562,900	\$93,500
March	601,300	480,100	121,200	\$737,800	\$642,900	\$94,900
April	587,500	469,100	118,400	\$727,200	\$628,200	\$99,000
May	624,300	498,600	125,700	\$766,300	\$667,600	\$98,700
June	613,800	490,100	123,700	\$761,100	\$656,300	\$104,800
July	618,400	493,800	124,600	\$800,900	\$698,300	\$102,600
August	633,300	505,800	127,500	\$823,200	\$715,200	\$108,000
September	616,900	492,600	124,300	\$801,900	\$696,600	\$105,300
October	639,000	510,300	128,700	\$832,600	\$721,600	\$111,000
November	580,100	463,300	116,800	\$764,200	\$655,100	\$109,100
December	536,900	428,800	108,100	\$710,200	\$606,300	\$103,900
<b>Total</b>	<b>7,137,900</b>	<b>5,700,100</b>	<b>1,437,800</b>	<b>\$9,081,900</b>	<b>\$7,849,900</b>	<b>\$1,232,000</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 11. The total ZipCash revenue invoiced is expected to be \$211.0 million and the net ZipCash revenue recovered is expected to be \$119.6 million.

**Table 11. Estimated 2019 NTTA System ZipCash Revenue Invoiced and Recovered**

Month	Total ZipCash Revenue in Process (Invoiced)	Total ZipCash Unrecovered Revenue	Total ZipCash Revenue Recovered
January	\$16,305,500	\$6,359,000	\$9,946,500
February	\$15,198,800	\$5,940,600	\$9,258,200
March	\$17,314,700	\$7,853,100	\$9,461,600
April	\$16,897,900	\$7,304,800	\$9,593,100
May	\$17,951,600	\$8,582,600	\$9,369,000
June	\$17,404,500	\$7,294,900	\$10,109,600
July	\$18,697,400	\$8,776,000	\$9,921,400
August	\$19,202,300	\$8,714,400	\$10,487,900
September	\$18,122,000	\$8,118,100	\$10,003,900
October	\$19,190,500	\$8,456,500	\$10,734,000
November	\$17,654,800	\$6,981,300	\$10,673,500
December	\$17,092,500	\$7,006,600	\$10,085,900
<b>Total</b>	<b>\$211,032,500</b>	<b>\$91,387,900</b>	<b>\$119,644,600</b>



### 360 Tollway Transaction and Revenue Estimates

The T&R estimates for 2019, separated into TollTag and ZipCash, are shown for 360 Tollway in Table 12. The total 360 Tollway T&R estimates for 2019 are 14.7 million transactions and \$11.5 million in toll revenue. It is assumed that about 67 percent of the transactions on 360 Tollway in 2019 will be TollTag transactions, and the corresponding toll revenue contribution from TollTags will be 79 percent in 2019. Additionally, please note that 360 Tollway 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 12. Estimated 2019 360 Tollway Traffic and Revenue**

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	1,247,000	838,000	409,000	\$888,300	\$748,600	\$139,700
February	1,144,400	769,100	375,300	\$818,300	\$687,100	\$131,200
March	1,247,000	838,000	409,000	\$881,300	\$748,600	\$132,700
April	1,218,700	819,000	399,700	\$893,300	\$731,600	\$161,700
May	1,264,500	849,800	414,700	\$979,600	\$759,200	\$220,400
June	1,201,000	807,100	393,900	\$952,300	\$721,100	\$231,200
July	1,264,500	849,800	414,700	\$1,029,400	\$800,000	\$229,400
August	1,264,500	849,800	414,700	\$1,037,500	\$800,000	\$237,500
September	1,201,000	807,100	393,900	\$983,600	\$759,800	\$223,800
October	1,282,100	861,600	420,500	\$1,057,800	\$811,100	\$246,700
November	1,183,400	795,300	388,100	\$990,900	\$748,700	\$242,200
December	1,229,300	826,100	403,200	\$1,012,000	\$777,700	\$234,300
<b>Total</b>	<b>14,747,400</b>	<b>9,910,700</b>	<b>4,836,700</b>	<b>\$11,524,300</b>	<b>\$9,093,500</b>	<b>\$2,430,800</b>

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

Sincerely,



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



## DISCLAIMER

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

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

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

While CDM Smith believes that the projections or other forward-looking statements contained within the report are based on reasonable assumptions, 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 FY2018 Estimated Costs

Account	Financial					
	Accounting	Administration	Board	Treasury Management	Planning & Analysis	Human Resources
Salaries and Wages-Direct - (511101)	\$1,375,540	\$335,241	\$84,810	\$346,775	\$488,151	\$912,514
Salaries and Wages-Internship - (511202)	0	0	0	0	0	46,176
Salaries and Wage-Overtime - (511301)	456	0	0	0	0	2,396
Group Insurance - (512101)	0	0	0	0	0	0
Retirement Contributions - (512401)	184,000	37,381	11,252	46,642	66,476	116,753
Retirement Contr.-Internship - (512402)	0	0	0	0	0	6,119
Tuition Reimbursement - (512501)	0	0	0	0	0	31,575
Unemployment Insurance - (512601)	0	0	0	0	0	0
OPEB Annual Req'd Contribution - (512601)	0	0	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0	0	0
Meeting Expense - (521101)	2,308	2,382	59,697	0	0	8,418
Consulting/Professional - (521201)	1,023	273,641	0	448,274	211,200	162,551
Legal Fees - (521202)	0	0	0	0	0	0
Auditing Fees - (521203)	0	0	0	0	0	0
Trustee Fees - (521204)	0	0	0	345,899	0	0
Rating Agency Fees - (521205)	0	0	0	25,000	0	0
Traffic Engineering Fees - (521207)	0	0	0	0	688,199	0
Police Services (DPS) - (521208)	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	0	0	0	0
Outside Maintenance Services - (521212)	0	0	0	0	0	0
Landscaping - (522202)	0	0	0	0	0	0
Rentals - Land - (522301)	0	0	0	0	0	0
Rentals - Equipment - (522302)	0	0	0	0	0	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0
Postage - (523201)	0	0	0	0	0	0
Telecommunications - (523202)	0	0	0	0	0	0
Public Information Fees - (523203)	0	0	0	0	0	0
Recruitment - (523301)	0	0	0	0	0	157,820
Magazine and Newspaper - (523302)	0	0	0	0	0	0
Television & Radio - (523303)	0	0	0	0	0	0
Promotional Expenses - (523304)	280	15,246	0	0	0	81,057
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)	14,776	14,760	15,430	5,743	5,835	6,371
Dues & Subscriptions - (523601)	3,418	50,093	8,500	2,921	740	8,440
Education and Training - (523701)	10,505	9,187	0	5,228	2,816	87,669
Licenses - (523801)	644	0	0	0	0	0
Temporary Contract Labor - (523851)	0	0	0	0	0	6,594
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	8,335	876	2,842	680	2,489	5,065
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)	537	274	1,099	443	192	752
Motor Fuel Expense - (531107)	0	0	0	0	0	0
Water - (531211)	0	0	0	0	0	0
Gas - (531221)	0	0	0	0	0	0
Electricity - (531231)	0	0	0	0	0	0
Books & Periodicals - (531401)	0	0	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0
Software (Under \$5,000) - (531651)	0	0	0	0	0	0
Uniforms - (531701)	0	0	0	0	0	0
Bank Charges - (573001)	0	0	0	0	0	0
Credit Card Fees - (573002)	0	0	0	0	0	0
<b>Totals</b>	<b>\$1,601,822</b>	<b>\$739,081</b>	<b>\$183,630</b>	<b>\$1,227,605</b>	<b>\$1,466,098</b>	<b>\$1,640,270</b>

## Appendix E: Operation and Maintenance Fund FY2018 Estimated Costs (continued)

Account	Internal Audit	Legal Services	Procurement and Business Diversity	Public Affairs	Shared Services	Contact Center and Collections
Salaries and Wages-Direct - (511101)	\$667,625	\$661,640	\$1,396,928	\$1,393,214	\$0	\$10,365,417
Salaries and Wages-Internship - (511202)	0	128,584	0	0	0	0
Salaries and Wage-Overtime - (511301)	0	0	1,947	1,554	0	366,132
Group Insurance - (512101)	0	0	0	0	8,571,931	0
Retirement Contributions - (512401)	89,943	87,541	185,290	185,804	0	1,390,511
Retirement Contr.-Internship - (512402)	0	16,966	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	0	0
Unemployment Insurance - (512601)	0	0	0	0	227,386	0
OPEB Annual Req'd Contribution - (512601)	0	0	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0	382,573	0
Meeting Expense - (521101)	646	600	1,571	12,941	0	30,556
Consulting/Professional - (521201)	197,763	0	2,030	1,747,752	0	9,191,036
Legal Fees - (521202)	0	2,086,669	0	0	0	0
Auditing Fees - (521203)	198,029	0	0	0	0	0
Trustee Fees - (521204)	0	0	0	0	0	0
Rating Agency Fees - (521205)	0	0	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0	0	0
Police Services (DPS) - (521208)	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	0	0	0	39,827
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	49,595
Rentals - Equipment - (522302)	0	0	0	0	124,978	55,822
Insurance Expense - Other - (523101)	0	0	0	0	0	0
Postage - (523201)	100	0	0	0	0	10,380,854
Telecommunications - (523202)	0	0	0	0	0	0
Public Information Fees - (523203)	0	0	22,416	0	0	0
Recruitment - (523301)	0	0	0	0	0	0
Magazine and Newspaper - (523302)	0	0	0	1,426,601	0	0
Television & Radio - (523303)	0	0	0	1,019,697	0	0
Promotional Expenses - (523304)	0	0	64,988	1,003,733	0	0
Employee Appreciation - (523305)	0	0	0	1,752	0	0
Printing and Photographic - (523401)	0	0	1,122	8,177	0	0
Maps & Pamphlets - (523402)	0	0	0	91,960	0	0
Travel - (523501)	11,381	12,869	14,670	55,010	0	19,916
Dues & Subscriptions - (523601)	5,060	77,763	87,452	28,155	1,120	104,469
Education and Training - (523701)	12,216	3,423	25,705	2,960	0	67,793
Licenses - (523801)	801	0	3,892	0	0	0
Temporary Contract Labor - (523851)	0	0	0	0	0	12,030,780
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	2,828	42,129	4,524	6,967	61,091	181,065
Other Materials and Supplies - (531102)	0	0	0	2,798	0	0
Mobile Equipment Expense - (531103)	0	0	0	0	0	0
Freight and Express - (531105)	19	537	140	332	0	1,144
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)	1,600	0	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0	0	10,261,333
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0
Software (Under \$5,000) - (531651)	0	0	0	0	0	0
Uniforms - (531701)	0	0	0	1,979	0	28,257
Bank Charges - (573001)	0	0	0	0	0	201,355
Credit Card Fees - (573002)	0	0	0	0	0	19,939,979
<b>Totals</b>	<b>\$1,188,011</b>	<b>\$3,118,721</b>	<b>\$1,812,675</b>	<b>\$6,991,386</b>	<b>\$9,369,079</b>	<b>\$74,705,841</b>

## Appendix E: Operation and Maintenance Fund FY2018 Estimated Costs (continued)

Account	Information Technology	Maintenance	Operations	Project Delivery	System & Incident Mgmt.
Salaries and Wages-Direct - (511101)	\$6,337,306	\$8,644,678	\$756,496	\$2,308,230	\$5,491,985
Salaries and Wages-Internship - (511202)	0	0	0	0	0
Salaries and Wage-Overtime - (511301)	85,663	340,000	0	0	23,028
Group Insurance - (512101)	0	0	0	0	0
Retirement Contributions - (512401)	852,287	1,142,850	100,384	303,142	729,568
Retirement Contr.-Internship - (512402)	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	0
Unemployment Insurance - (512601)	0	0	0	0	0
OPEB Annual Req'd Contribution - (512601)	0	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0	0
Meeting Expense - (521101)	0	6,100	1,013	0	0
Consulting/Professional - (521201)	104,280	149,999	0	33,080	82,852
Legal Fees - (521202)	0	0	0	0	0
Auditing Fees - (521203)	0	0	0	0	0
Trustee Fees - (521204)	0	0	0	0	0
Rating Agency Fees - (521205)	0	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0	0
Police Services (DPS) - (521208)	0	0	0	0	8,985,742
Armored Car Services - (521209)	0	0	0	0	0
Outside Maintenance Services - (521212)	6,849,342	13,526,418	0	0	55,136
Landscaping - (522202)	0	127,820	0	0	0
Rentals - Land - (522301)	0	259,556	0	0	0
Rentals - Equipment - (522302)	0	99,850	0	0	0
Insurance Expense - Other - (523101)	0	0	0	0	1,774,172
Postage - (523201)	0	0	0	0	0
Telecommunications - (523202)	1,364,758	0	0	0	0
Public Information Fees - (523203)	0	0	0	0	0
Recruitment - (523301)	0	0	0	0	0
Magazine and Newspaper - (523302)	0	0	0	0	0
Television & Radio - (523303)	0	0	0	0	0
Promotional Expenses - (523304)	0	0	0	0	7,636
Employee Appreciation - (523305)	0	0	0	0	0
Printing and Photographic - (523401)	0	0	0	0	0
Maps & Pamphlets - (523402)	0	0	0	0	0
Travel - (523501)	25,853	38,050	31,579	11,711	18,449
Dues & Subscriptions - (523601)	6,062	22,915	11,278	3,855	5,424
Education and Training - (523701)	118,801	67,775	3,053	6,283	33,614
Licenses - (523801)	0	20,490	0	600	0
Temporary Contract Labor - (523851)	0	133,000	0	0	0
Liability Claims - (523902)	0	0	0	0	6,182
Office Supplies - (531101)	191,839	21,100	1,011	1,790	14,394
Other Materials and Supplies - (531102)	79,121	2,937,862	0	0	99,216
Mobile Equipment Expense - (531103)	0	1,057,250	0	0	0
Freight and Express - (531105)	0	300	215	456	171
Motor Fuel Expense - (531107)	0	992,000	0	0	0
Water - (531211)	0	722,590	0	0	0
Gas - (531221)	0	70,600	0	0	0
Electricity - (531231)	0	2,164,256	0	0	0
Books & Periodicals - (531401)	0	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	151,525	0	0	0
Software (Under \$5,000) - (531651)	7,195,086	0	0	0	0
Uniforms - (531701)	0	189,600	0	0	87,054
Bank Charges - (573001)	0	0	0	0	0
Credit Card Fees - (573002)	0	0	0	0	0
<b>Totals</b>	<b>\$23,210,398</b>	<b>\$32,886,584</b>	<b>\$905,029</b>	<b>\$2,669,147</b>	<b>\$17,414,623</b>

## Appendix E: Operation and Maintenance Fund FY2018 Estimated Costs (continued)

Account	FY18 Estimated Costs	FY18 Budget	Increase (Decrease) to FY18 Budget	
			Amount	Percent
511101 Salaries and Wages-Direct - (511101)	\$41,566,550	\$41,566,550	\$0	0.0%
511202 Salaries and Wages-Internship - (511202)	174,760	174,760	0	0.0%
511301 Salaries and Wage-Overtime - (511301)	821,176	821,176	0	0.0%
512101 Group Insurance - (512101)	8,571,931	9,161,931	(590,000)	(6.9%)
512401 Retirement Contributions - (512401)	5,529,824	5,529,824	0	0.0%
512402 Retirement Contr.-Internship - (512402)	23,085	23,085	0	0.0%
512501 Tuition Reimbursement - (512501)	31,575	31,575	0	0.0%
512601 Unemployment Insurance - (512601)	227,386	227,386	0	0.0%
512601 OPEB Annual Req'd Contribution - (512601)	0	0	0	(100.0%)
512701 Worker's Comp Ins - (512701)	382,573	382,573	0	0.0%
521101 Meeting Expense - (521101)	126,232	126,232	0	0.0%
521201 Consulting/Professional - (521201)	12,605,481	14,055,481	(1,450,000)	(11.5%)
521202 Legal Fees - (521202)	2,086,669	2,086,669	0	0.0%
521203 Auditing Fees - (521203)	198,029	198,029	0	0.0%
521204 Trustee Fees - (521204)	345,899	345,899	0	0.0%
521205 Rating Agency Fees - (521205)	25,000	25,000	0	0.0%
521207 Traffic Engineering Fees - (521207)	688,199	1,188,199	(500,000)	(72.7%)
521208 Police Services (DPS) - (521208)	8,985,742	8,985,742	0	0.0%
521209 Armored Car Services - (521209)	39,827	39,827	0	0.0%
521212 Outside Maintenance Services - (521212)	20,430,896	20,430,896	0	0.0%
522202 Landscaping - (522202)	127,820	127,820	0	0.0%
522301 Rentals - Land - (522301)	309,151	509,151	(200,000)	(64.7%)
522302 Rentals - Equipment - (522302)	280,650	280,650	0	0.0%
523101 Insurance Expense - Other - (523101)	1,774,172	1,774,172	0	0.0%
523201 Postage - (523201)	10,380,954	10,380,954	0	0.0%
523202 Telecommunications - (523202)	1,364,758	1,364,758	0	0.0%
523203 Public Information Fees - (523203)	22,416	22,416	0	0.0%
523301 Recruitment - (523301)	157,820	157,820	0	0.0%
523302 Magazine and Newspaper - (523302)	1,426,601	1,426,601	0	0.0%
523303 Television & Radio - (523303)	1,019,697	1,019,697	0	0.0%
523304 Promotional Expenses - (523304)	1,172,940	1,172,940	0	0.0%
523305 Employee Appreciation - (523305)	1,752	1,752	0	0.0%
523401 Printing and Photographic - (523401)	9,299	9,299	0	0.0%
523402 Maps & Pamphlets - (523402)	91,960	91,960	0	0.0%
523501 Travel - (523501)	302,403	302,403	0	0.0%
523601 Dues & Subscriptions - (523601)	427,665	427,665	0	0.0%
523701 Education and Training - (523701)	457,028	457,028	0	0.0%
523801 Licenses - (523801)	26,427	26,427	0	0.0%
523851 Temporary Contract Labor - (523851)	12,170,374	12,170,374	0	0.0%
523902 Liability Claims - (523902)	6,182	6,182	0	0.0%
531101 Office Supplies - (531101)	549,025	549,025	0	0.0%
531102 Other Materials and Supplies - (531102)	3,118,997	4,118,997	(1,000,000)	(32.1%)
531103 Mobile Equipment Expense - (531103)	1,057,250	1,057,250	0	0.0%
531105 Freight and Express - (531105)	6,611	6,611	0	0.0%
531107 Motor Fuel Expense - (531107)	992,000	992,000	0	0.0%
531211 Water - (531211)	722,590	722,590	0	0.0%
531221 Gas - (531221)	70,600	70,600	0	0.0%
531231 Electricity - (531231)	2,164,256	2,464,256	(300,000)	(13.9%)
531401 Books & Periodicals - (531401)	1,600	1,600	0	0.0%
531501 Inven for resale(toll tags) - (531501)	10,261,333	10,261,333	0	0.0%
531601 Small Tools and Shop Supplies - (531601)	151,525	151,525	0	0.0%
531651 Software (Under \$5,000) - (531651)	7,195,086	7,195,086	0	0.0%
531701 Uniforms - (531701)	306,890	306,890	0	0.0%
573001 Bank Charges - (573001)	201,355	781,355	(580,000)	(288.0%)
573002 Credit Card Fees - (573002)	19,939,979	19,939,979	0	0.0%
<b>Totals</b>	<b>\$181,130,000</b>	<b>\$185,750,000</b>	<b>(\$4,620,000)</b>	<b>(2.6%)</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

**C&M** – Acronym for C&M Associates, Inc., the firm the Authority currently uses for traffic and revenue estimations on SPS.

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

## E

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

## F

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

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

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

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

**Fiscal Year** – A 12-month period used for the annual operating budget and the reporting of financial position and results of operations of the Authority. The Authority's fiscal year begins January 1<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 75.

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

## P

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

**PGBT** – the President George Bush Turnpike, an approximately 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.

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

**Reserve Maintenance Fund (RMF)** – Fund created by the Trust Agreement for the purpose of paying the cost of repairs, painting, renewals, replacements, improvements, and other costs and expenses necessary for safe or efficient operation of 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 27.6-mile tollway being built as part of the Special Projects System.

## T

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

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

**TELA** – Toll Equity Loan Agreement between NTTA and TxDOT to construct PGBT-WE and CTP.

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

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

**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 tolls collected by the Authority and established by the Board pursuant to the Trust Agreement. It is the main source of revenue for the Authority.

**Toll Road** – Road on which tolls are charged.

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

**Trust Agreement** - The Amended and Restated Trust Agreement with Supplements that governs all matters relating to the bonds and the operation of the North Texas Tollway Authority’s roads, and their improvement,

extension, additions enlargements, and other matters relating to the Authority and its road.

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

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

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

## U

**USDOT** - United States Department of Transportation

## V

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

## Z

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