



NTTA SYSTEM FINAL BUDGET

FY2014

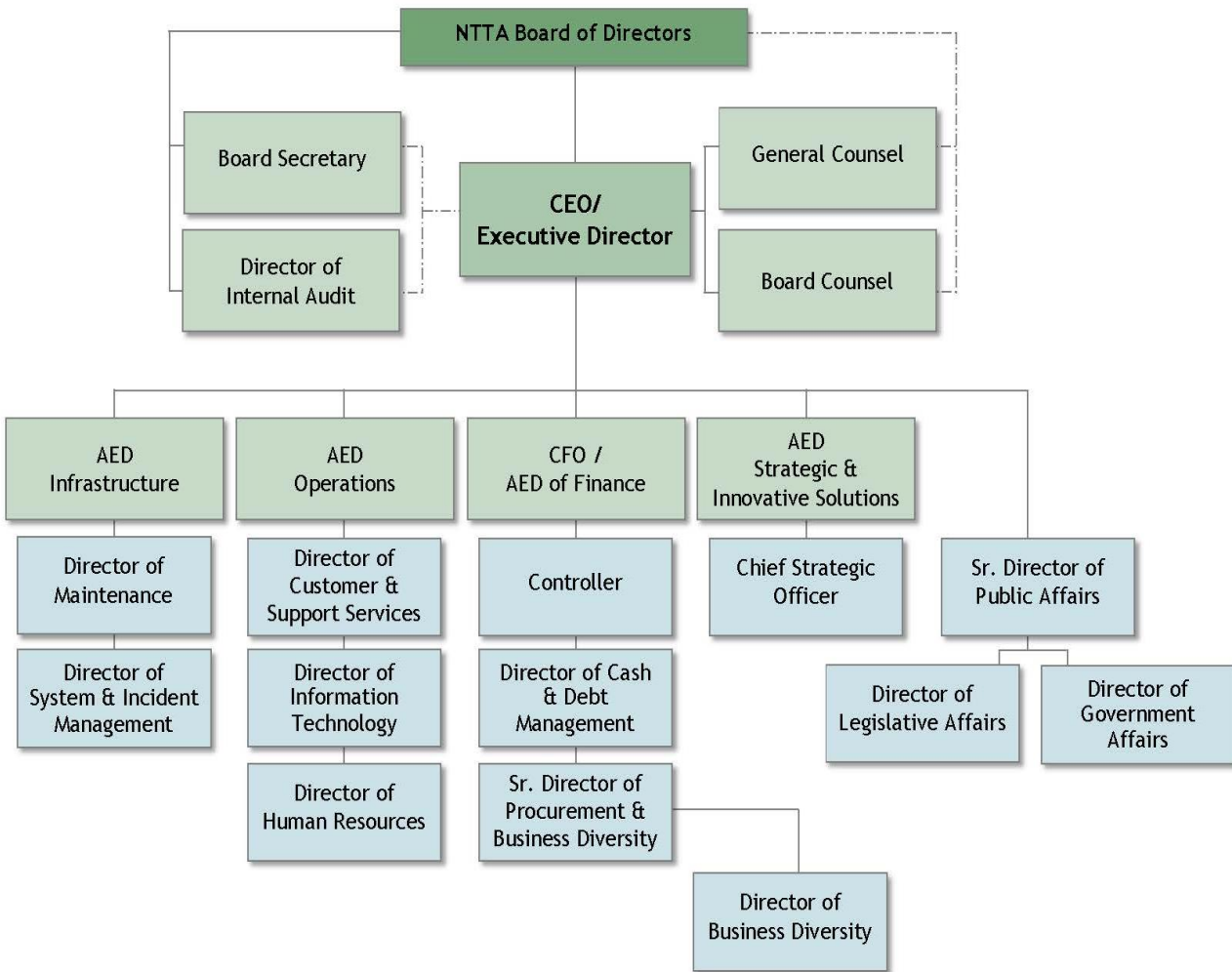
MISSION OF THE NORTH TEXAS TOLLWAY AUTHORITY

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

Board of Directors

Kenneth Barr Chairman	Bill Moore Vice Chairman	William D. Elliott Director
		
Tarrant County Appointee	Collin County Appointee	Gubernatorial Appointee
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Michael R. Nowels Director	George "Tex" Quesada Director	Jane Willard Director
		
Denton County Appointee	Dallas County Appointee	Collin County Appointee

Organizational Chart



List of Officials For FY2014

OFFICIALS

Gerald E. Carrigan	CEO/Executive Director
Lorelei Griffith	Board Secretary
Magdalena Brady	Director, Internal Audit
Thomas Bamonte	Assistant Executive Director, General Counsel
Janice D. Davis	Assistant Executive Director, Strategic and Innovative Solutions
James Hofmann	Assistant Executive Director, Operations
Elizabeth Mow	Assistant Executive Director, Infrastructure
Horatio Porter	CFO/Assistant Executive Director, Finance
Kimberly Jackson	Senior Director, Public Affairs
Felix Alvarez	Senior Director, Procurement and Business Diversity
John Bannerman	Director, Customer and Support Services (Interim)
Dana Gibson-Boone	Director, Cash and Debt Management
Anthony Coleman	Director, Business Diversity
Pete Havel	Director, Legislative Affairs
Eric Hemphill	Director, Maintenance
Marty Legé	Director, System and Incident Management
Craig Lockett	Director, Human Resources
Dave Pounds	Director, Information Technology
Carrie Rogers	Director, Government Affairs
Kimberly Tolbert	Chief Strategic Officer
E. Ray Zies	Controller



Letter of Transmittal

We are pleased to submit for your review the 2014 Budget of the North Texas Tollway Authority ("NTTA" or "Authority").

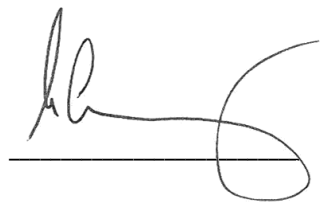
Section 505 of the Trust Agreement for the NTTA System, requires that the Board adopt a Preliminary Budget of current expenses (operating budget) and the deposit to the Reserve Maintenance Fund for the following year in October of the current year. The Final Budget must be adopted in December or the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

This chart provides an overview of the 2014 Budget with a comparison to the 2013 Final Budget.

	North Texas Tollway Authority	
	2014 Budget	2013 Budget
Estimated Revenues	\$541,102,950	\$517,860,948
Operating Budget	\$122,700,000	\$116,268,908
Total Net Debt Service	\$340,823,045	\$325,620,273
Estimated Coverage First Tier	1.50	1.50
Estimated Coverage All Debt	1.14	1.13
Reserve Maintenance Deposit	0	0
Estimated Capital Improvement Fund Deposit	\$83,579,905	\$76,864,461

If you have any questions, or need additional information, please let us know. We look forward to presenting and discussing the 2014 Budget at the December 18, 2013 Board meeting.

Very truly yours,



Gerald Carrigan, Executive Director



Horatio Porter, Chief Financial Officer

Table of Contents

Table of Contents

Board of Directors	3
Organizational Chart	4
List of Officials For FY2014.....	5
Letter of Transmittal	7
Table of Contents.....	8
INTRODUCTION	11
NTTA Overview.....	13
Strategic Plan.....	14
BUDGET OVERVIEW	17
FY2014 Budget Executive Summary.....	19
Fund Account Descriptions.....	25
Flow of NTTA System FY2014 Revenue.....	27
FY2011 - FY2014 Revenue Detail	28
Revenue and Coverage Calculation FY2014 to FY2013	30
Summary of Fund Budgets FY2011-FY2014	32
Actual, Projections, & Budget Information FY2011 to FY2014	34
Budget vs. Actual Revenues and Expenses Graphs	36
Operations and Maintenance Fund Budget by Account FY2014.....	37
All Funds Budget by Account FY2014	40
FY2014 Staffing Summary	43
FY2010-FY2014 FTE Staffing Summary History	44
Informational Graphs FY2014.....	45
DEPARTMENTAL BUDGETS AND INFORMATION	47
Operation and Maintenance Fund Budget Comparisons FY2014 to FY2013	49
Estimated Operation and Maintenance Fund Requirements FY2014	50
ADMINISTRATIVE SERVICES DEPARTMENTS	51
Administration Department.....	51
Board of Directors Department	54
Finance Department.....	56
Human Resources Department.....	62
Internal Audit Department	66

Legal Services Department.....	70
Public Affairs Department.....	73
Strategic and Innovative Solutions Department.....	77
OPERATIONAL SERVICES DEPARTMENTS	81
Customer and Support Services Department.....	81
Information Technology Department.....	86
Maintenance Department.....	91
Operations Department.....	97
Project Delivery Department.....	100
System and Incident Management Department.....	103
OTHER FUNDS	107
Construction Fund.....	109
Reserve Maintenance Fund.....	113
Capital Improvement Fund.....	117
Feasibility Study Fund.....	121
Enterprise Fund.....	126
ABOUT THE NTTA	129
Facility Map of the North Texas Region.....	131
Statistical Data.....	132
FY2013 Strategic Priorities & Accomplishments.....	133
Performance Metrics.....	135
GFOA Distinguished Budget Award.....	143
APPENDICES	145
Appendix A: Budget Policy and Process.....	147
Appendix B: Financial Policies.....	153
Appendix C: Debt Policy.....	158
Appendix D: Major Revenue Source.....	165
Appendix E: Long Term Financial Plan.....	176
Appendix F: Impact of Capital Expenditures on Operations.....	187
Appendix G: Operation and Maintenance Fund FY2013 Estimated Costs.....	189
Appendix H: Operation and Maintenance Fund by Account Category FY2014 Budget.....	192
Appendix I: Departments and Funds Matrix.....	193
Appendix J: Strategic Plan Goals Matrix.....	194
Appendix K: Glossary of Terms and Acronyms.....	195





NTTA Overview

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

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

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

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

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

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

Today NTTA continues working to meet the demands for transportation in the North Texas four-county region, a region with 4.8 million registered vehicles and an estimated FY2012 population of 5.9 million that has grown by 19.5 percent in the last 10 years.

Strategic Plan

MISSION OF THE NORTH TEXAS TOLLWAY AUTHORITY

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

STRATEGY MAP

The NTTA adopts a five-year strategic plan for its operations that sets its short-range and mid-range goals. The 2013-2017 Strategic Plan was adopted by the Board of Directors April 17, 2013. The strategy map below incorporates the Authority's mission, strategic goals, objectives and organizational values.



FY2014 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)
Advance and implement toll enforcement remedies	Customer driven organization Financially sound & vibrant organization
Optimize customer service and collections strategies	Customer driven organization Financially sound and vibrant organization
Expand TollTag and convert ZipCash customers to TollTag customers	Customer driven organization Financially sound and vibrant organization
Develop comprehensive financing plan	Financially sound and vibrant organization Respected leader and partner in the region's transportation network
Streamline monthly financial reporting and improve budget-to-actual reporting	Financially sound and vibrant organization
Complete back office system enhancements	Financially sound and vibrant organization Delivering transportation solutions
Advance regional transportation and system improvement projects	Delivering transportation solutions Respected leader and partner in the region's transportation network
Implement strategies for Tolling Service Agreements (TSA)	Delivering transportation solutions
Leverage partnerships to expand D/M/WBEs in procurement opportunities	Respected leader and partner in the region's transportation network
Improve employee engagement and development strategies	Highly qualified, energized and engaged team



BUDGET OVERVIEW



FY2014 Budget Executive Summary

INTRODUCTION

The North Texas Tollway Authority (NTTA or Authority) is committed to serving as the North Texas region's premiere toll authority. By enhancing capacity and fostering mobility, NTTA collaborates with regional stakeholders to meet the growing need for transportation infrastructure. The FY2014 budget enables the Authority to maintain the high standards of the NTTA System, providing safe and reliable roads for millions of customers across North Texas.

In keeping with the strategic goals and objectives, this budget aligns resources with the organization's key priorities. Specifically, NTTA is:

- Strengthening its customer focus with new customer driven initiatives, which include \$20 TollTags, consolidated monthly statements and restructured administrative fees
- Bolstering its revenues by increasing the number of pursuable transactions, expanding TollTag penetration and improving ZipCash collection
- Dedicating additional resources to maintain the focus on roadway safety and responsiveness
- Enhancing the region's transportation network by collaborating with local, state and regional stakeholders to launch tolling services agreements (TSAs)
- Prioritizing spending as NTTA navigates through the "pinch years"

As NTTA continues to advance these efforts, there are critical assumptions that shape the FY2014 budget. Below is a list of key business drivers and components.

1. Revenues are growing due to anticipated traffic growth and scheduled rate increases
2. Debt service payments for NTTA System construction and expansion are escalating to coincide with the traffic growth on new and existing toll roads. Despite the higher debt obligations, NTTA will maintain a 1.50 first tier debt service coverage
3. The Operation and Maintenance Fund (OMF) will increase consistent with projected traffic and transactions growth. There are new TollTags, additional credit card processing fees, added out-of-state license plate look-ups, increased customer service staffing, enhanced Department of Public Safety Trooper services, and a contingency for mission critical items
4. The Reserve Maintenance Fund (RMF) increases slightly for scheduled maintenance of roads, facilities and equipment

In addition to the current FY2014 Budget for the NTTA System, the annual budget for the Special Projects System and the Authority's Five-Year Capital Plan are available at:

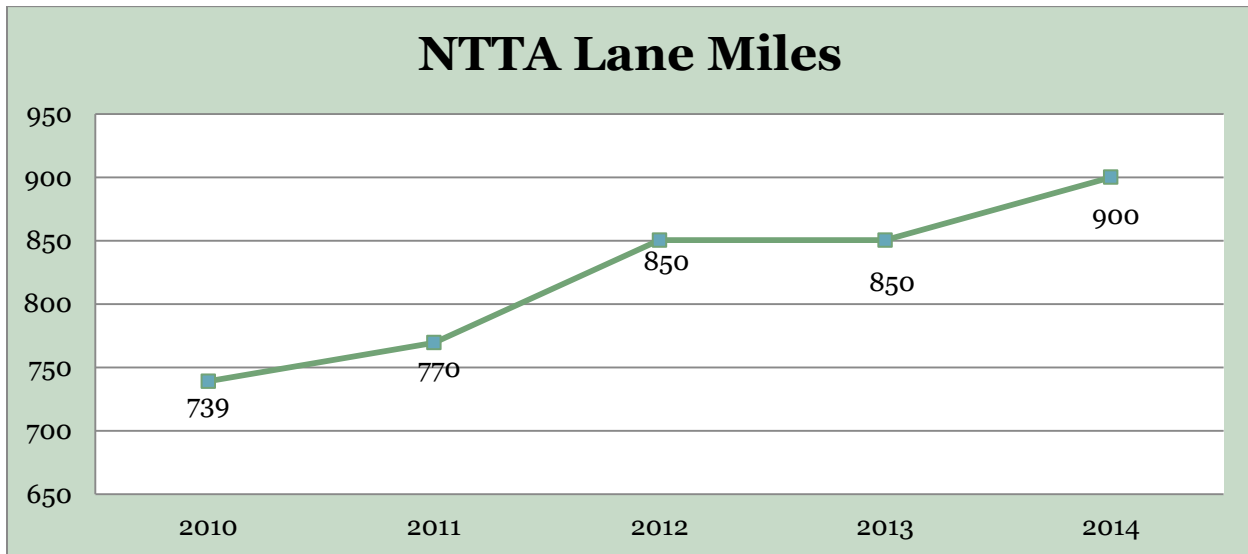
Special Projects System:

https://www.ntta.org/whatwedo/fin_invest_info/financial_Info/Documents/Budget_Books/2014_SPS_BUDGET_BOOK_v2-06062013.pdf

Five-Year Capital Plan: https://www.ntta.org/whatwedo/fin_invest_info/Documents/2014-18%20Capital%20Plan_%20BUDGET%20BOOK%20v2%2008202013.pdf

The following pages offer details on the key components of the FY2014 budget. Also provided is a summary of each department's strategic efforts and significant variance explanations.

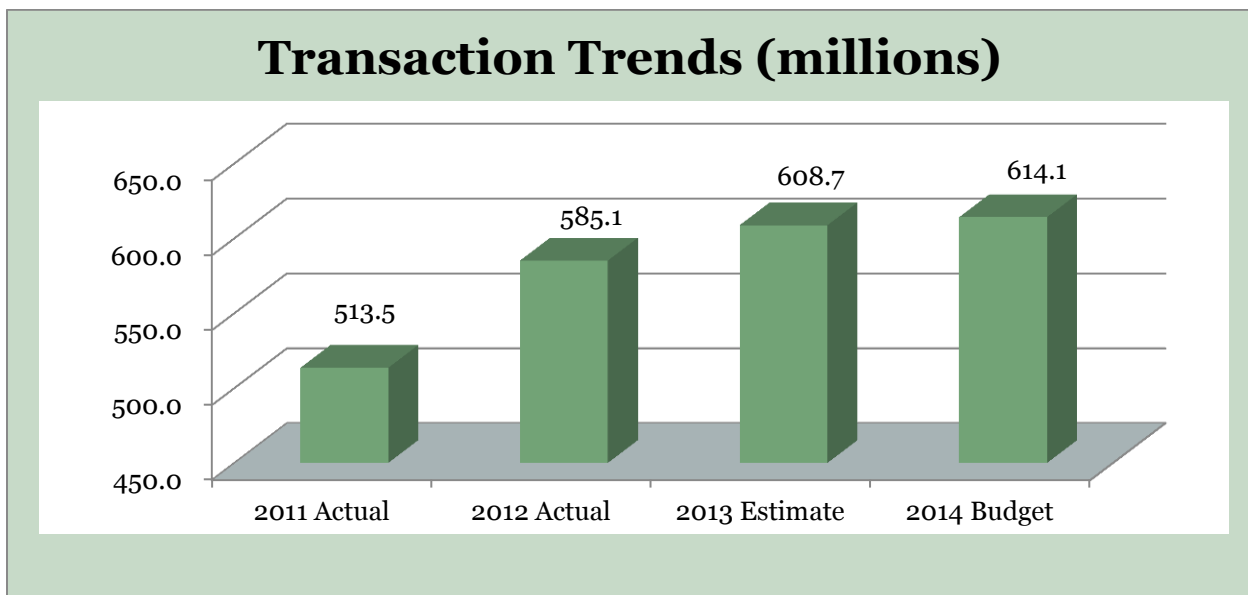
The NTTA System and Special Projects System consist of revenue producing toll roads and service roads. The combined roads represent the total lane miles NTTA must maintain. With the scheduled opening of the Chisholm Trail Parkway in FY2014, total lane miles will have increased by 21.8% during the last five years, from 739 lane miles in FY2010 to 900 lane miles in FY2014.



FY2014 TRANSACTIONS

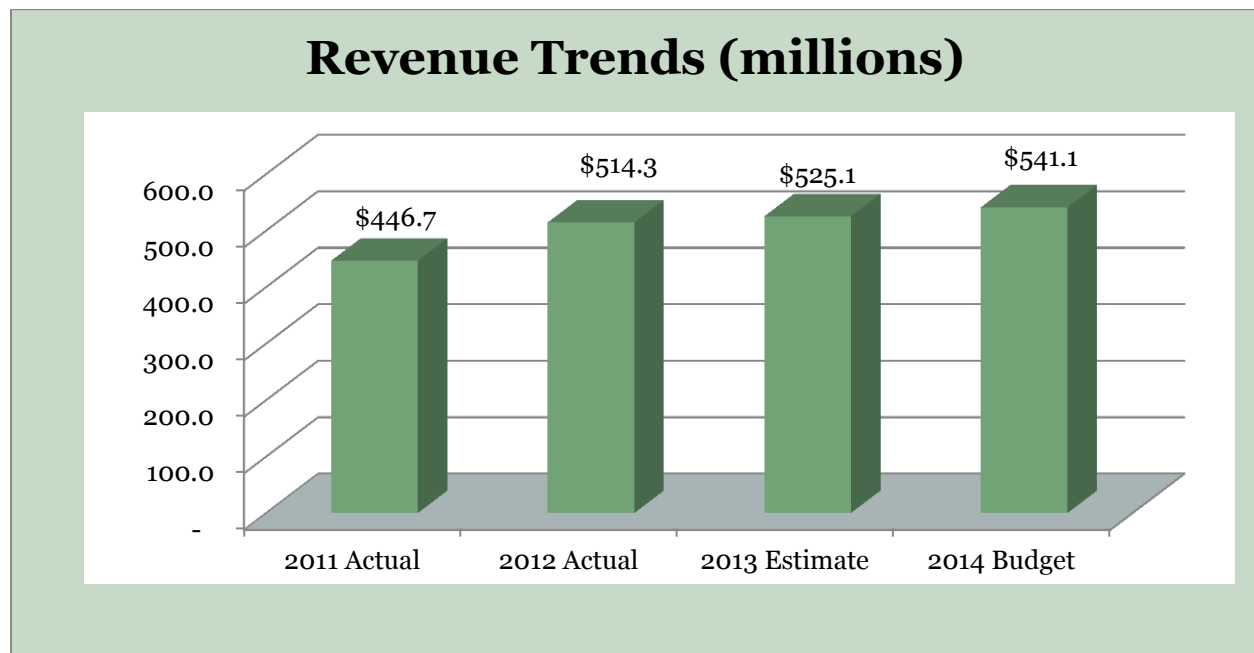
The FY2014 Budget continues to focus on increasing the number of TollTag account customers and also efficiently processing, invoicing and collecting non-TollTag account (ZipCash) transactions. In FY2014 NTTA anticipates adding 200,000 new TollTag accounts. The growth in new accounts along with increased traffic on the tollroads will spur additional transactions.

Overall, the estimated toll transactions for the NTTA System will increase to 614.1 million in FY2014. Separately, the Special Projects System has 45.8 million transactions. In addition, two Tolling Services Agreements (TSAs), discussed later will add an estimated 16.3 million transactions in FY2014.



FY2014 REVENUES

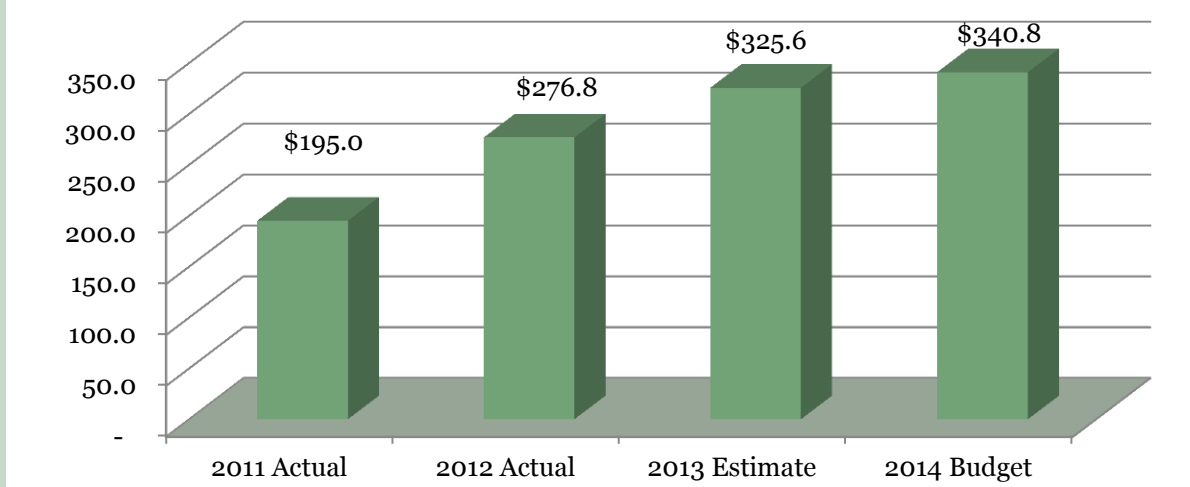
Uniquely positioned, NTTA brings a businesslike approach to a traditional government sector, providing transportation alternatives to customers for a reasonable fee. The business model approach of fee for service requires a keen focus on the customer to ensure they continue to use the roads. As a business entity, NTTA does not receive taxes to support its operations. Revenues are derived from tolls, service fees and interest income. As seen below, total FY2014 estimated revenues for the NTTA System are \$541.1 million. The primary source is toll revenues from TollTag account customers and ZipCash invoices. The toll revenue budget of \$520.3 million is split \$448.5 million TollTag account revenue and \$71.8 million ZipCash revenue. Estimated toll revenues increase by \$36.5 million from FY2013. (See CDM Smith projection on pages [169-175](#)) Other income consists of administrative fees, miscellaneous fees, and claims recovery for a combined estimate of \$14.1 million, or approximately 2.6% of total revenue. The FY2014 administrative fees are based on new business rules that assess a \$10 fee for the first notice of nonpayment and a \$25 fee for the second notice of nonpayment. Finally, projected interest income is \$6.7 million, or approximately 1.2% of total revenue.



FY2014 DEBT SERVICE AND LOAN REPAYMENT

Total Net Debt Service will increase to \$340.8 million in FY2014 or 4.7% from \$325.6 million in 2013. This anticipated increase funds the Board's commitment to expand NTTA's network of toll roads. The debt service was structured to mirror the traffic and revenue growth of new and existing facilities. Additionally, the NTTA System took out a loan to help finance the construction of the Chisholm Trail Parkway. The subordinated debt payment for the loan is \$23.4 million. There is also an ISTEAL loan payment of \$8.0 million for the financing of President George Bush Turnpike. 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 FY2014 total bond debt service coverage is 1.50 times first tier debt service, consistent with the requirements of the Trust Agreement. Coverage for all debt service including the CIF funded subordinated debt payment and ISTEAL loan is 1.14 times.

Debt Service Trends (millions)



FY2014 EXPENDITURES (OPERATING AND CAPITAL RELATED FUNDS)

The overall anticipated expenditures total \$258.3 million for all funds. Those funds include Operations and Maintenance (OMF), Reserve Maintenance (RMF), Construction (CF), Capital Improvement (CIF) and Feasibility (FSF). 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 \$150.1 million and the capital related funds are \$108.2 million.

OPERATIONS AND MAINTENANCE FUND (OMF)

The primary budget is the OMF where 100% of labor costs are budgeted. The other funds (RMF, CF, CIF and FSF) make transfers for their share of salaries to OMF. This allows the Authority to present a complete view of salaries and benefits and to better track staffing related costs. The FY2014 OMF budget grows by \$6.4 million to \$122.7 million. Detailed variance explanations are on the Department Budget and Information documents. (See pages [51-104](#))

Operations and maintenance costs directly associated with operational services of the NTTA System (Customer and Support Services, Information Technology, Maintenance, Operations, System and Incident Management, and Project Delivery departments) are \$98.3 million or 80.1% of the total budget.

Costs directly associated with the administrative services of the NTTA System (Administration, Board, Finance, Human Resources, Internal Audit, Legal, Public Affairs, Shared Services, and Strategic and Innovative Services departments), are proposed at \$24.4 million or 19.9% of the total budget.

As NTTA strives to manage through the “pinch years” created by facility ramp up and escalating debt payments, budget increases were limited to critical customer initiatives. NTTA strategically allocated resources to three departments: Customer and Support Services, System and Incident Management, and Information Technology. All other departments saw a reduction in their budgets.

The Customer and Support Services (CSS) department is responsible for delivering high quality customer and toll collection services to over four million customers. Customer contacts are expected to reach 1,602,000, an increase of 12% in FY2014. The FY2014 CSS budget is increasing by approximately \$4.0 million: \$1.0 million for additional call center services capacity, \$1.1 million for additional TollTags, and \$1.8 million for credit card processing fees. Again the additional costs are necessary to fund the growth in TollTag accounts and revenue transactions.

The System and Incident Management department budget is higher by \$1.4 million reflecting the increased safety costs related to providing additional trooper and roadway customer services.

The Information Technology department budget is increasing by \$1.0 million for additional software maintenance and support associated with the development of the next generation toll collection system, new customer service enhancements, and strengthening the all-electronic tolling environment.

This year, NTTA also created a contingency fund within the OMF budget. This fund of approximately \$2.4 million in Shared Services will address mission critical and unforeseen operational needs that may arise during the course of the year. Overall, the budget adequately addresses known business demands and needs. However, with the introduction of several key efforts (\$20 TollTag, Monthly statements and toll enforcement), this fund will ensure NTTA can respond to items that are beyond the scope of the departmental budgets.

RESERVE MAINTENANCE FUND (RMF)

Ongoing and preventive maintenance of the existing infrastructure, facilities and equipment ensures the assets operate at or above industry standards. Annual inspections and the asset management program guide NTTA's budgeted investment in RMF. Estimated project expenditures for FY2014 are \$27.4 million (see pages [113-116](#)). The estimated expenditures include Maintenance department's \$22.9 million for infrastructure maintenance requirements, and IT department's \$4.3 million primarily to replace outdated servers, computers and equipment. The remaining \$200,000 is budgeted for minor routine maintenance in other departments. The current balance in the RMF is sufficient to cover FY2014 expenditures; therefore; no deposit is required this year. (See calculation on page [115](#))

CAPITAL FUNDS

The following funds correspond directly to the adopted 2014-2018 Five-Year Capital Plan. Summary explanations are provided below.

CONSTRUCTION FUNDS (CF)

Estimated expenditures for FY2014 are \$12.6 million (see pages [109-112](#)). This includes \$8.9 million for project construction cost for PGBT, \$2.9 million for Letter of Credit (LOC) fees for SRT and \$800,000 for salaries and professional and legal fees.

CIF-REVOLVING ACCOUNT/FEASIBILITY STUDY FUND (FSF)

Estimated expenditures for FY2014 are \$8.2 million in this fund (see pages [120-122](#)). This includes \$5.1 million for projects under study and \$3.1 million for professional fees, traffic and revenue studies, and legal fees. The primary focus will be exploring the possibility of Trinity Parkway in Dallas County.

CAPITAL IMPROVEMENT FUND (CIF)

FY2014 estimated expenditures are \$91.1 million (see pages [117-119](#)). The estimated project expenditures include the Maintenance department's \$25.2 million for infrastructure reconstruction and repairs, \$4.7 million for Command Center expansion at Mainlane Plaza 7 and MCLB gantry replacement; Information Technology's \$23.2 million for system upgrades, enhancements, and

replacements; and Operations department's \$6.0 million for various toll enforcement remedies. It also contains Project Delivery department's \$22.4 million for expansion of DNT; \$2.6 million for PGBT at US 75 improvements; \$500,000 to complete the ALL-ETC conversion. The remaining expenditures of \$6.5 million are from various departments; which include \$2.2 million Letter of Credit ("LOC") fees for commercial paper, \$900,000 for professional fees, traffic and revenue studies, legal fees, and \$3.4 million of allocated cost. The estimated deposit to the CIF is \$83.6 million, which would allow a \$26.0 million transfer to the North Tarrant Express Escrow fund. This escrow fund is collateral for the payment of tolls due to the developer.

PERSONNEL COMPARISON 2014 TO 2013 BUDGET

Total budgeted full-time employee (FTE) positions for FY2014 are 776. (See Staffing Summary page [43](#)). The System and Incident Management department is adding 11 Command Center Service Specialists to increase the safety of our customers. Information Technology department is adding 3 positions to provide additional support in software maintenance. The Customer Service and Support department will address the increase in customer contacts through the Flex Capacity program, which allows the contracting out or hiring of part-time employees for the additional call center services. This will allow the reallocation of current resources to address the increase in revenue transactions and invoicing. Continuing the pay-for-performance program, the proposed FY2014 Budget also includes \$1.5 million, equal to 3.5% of total base salaries, for compensation adjustments or increases.

HEALTHCARE AND RETIREMENT BENEFITS

The Public Employees Benefit Cooperative (PEBC) manages the Authority's health care plan. Overall group insurance grows by \$386,000 to \$6.4 million in FY2014 due to historical claims experience and provisions of the Affordable Care Act.

The budget also provides for retirement benefits at the employer/employee ratio of 8.27%/6.00%, respectfully. The budget reflects a decrease in the FY2014 Texas County & District Retirement System (TCDRS) employer contribution rate from 8.29% to 8.27%, resulting in about a \$7,000 decrease.

TOLLING SERVICE AGREEMENTS

This year, the region is introducing a new transportation service with the introduction of TEXpress Lanes. These managed lanes will offer an alternative and help relieve traffic congestion. Customers choosing this alternative will pay a toll for this service. The Authority is responsible for the collection of tolls on all tolled projects in the North Texas Region. In the current budget, the Authority created the Enterprise Fund to account for the revenue and expenses associated with tolling services agreements (TSAs). Currently, the Authority has TSAs with the developers of two projects (TSA-LBJ Express and TSA-DFW Connector). The Enterprise Fund has a FY2014 budget of \$3.9 million (see pages [126-128](#)). This includes \$1.9 million for software enhancement, \$1.2 million for professional and legal fees, and \$800,000 for allocated salary and benefits costs.

SUMMARY

The FY2014 Budget empowers the Authority to achieve its strategic goals and priorities and deliver a safe and reliable toll road system to more than four million customers annually. It enables the Authority to continue its commitment to bond holders by maintaining a 1.50 debt service coverage ratio. The budget also allows for critical investments in the Operating departments as NTTA enhances the customer experience and increases value and mobility options for NTTA customers. Spending is prioritized and managed through the "pinch years". Overall, it is a balanced budget, which means that the estimated revenues exceed operations, debt service and asset maintenance expenses.

Fund Account Descriptions

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

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

REVENUE FUND (RF) - 1101

The Revenue Fund accounts for all revenues (all tolls, other revenues, and income) arising or derived by the Authority from the operation and ownership of the System. All revenues of this fund are distributed to other funds in accordance with the Trust Agreement. (See Revenue Distribution pages [167-168](#))

OPERATION AND MAINTENANCE FUND (OMF) – 1001

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

RESERVE MAINTENANCE FUND (RMF) – 1201

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

CAPITAL IMPROVEMENT FUND (CIF) – 1501

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

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

The Feasibility Study Fund accounts for the initial cost of determining if a project is appropriate. While the Feasibility Study Fund is being separately identified, it is defined as a revolving fund in Section 366 of the Texas transportation Code and is funded from surplus of the Capital Improvement Fund. The estimates for this fund vary from year-to-year based on the number of projects that are under consideration. The majority of the costs are recorded as deferred charges until the feasibility of the projects are determined; at that time the costs will either be reimbursed or recorded as an expense.

CONSTRUCTION FUND (CF) – 3700

The Construction Fund accounts for that portion of the proceeds from the sale of Revenue Bonds or other financing sources and funds received from other entities to pay all costs of construction of new projects of the System. A separate Construction Fund is created and maintained for each

project. The estimates for this fund vary from year-to-year based on the amount of construction estimated for that year.

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

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

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

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

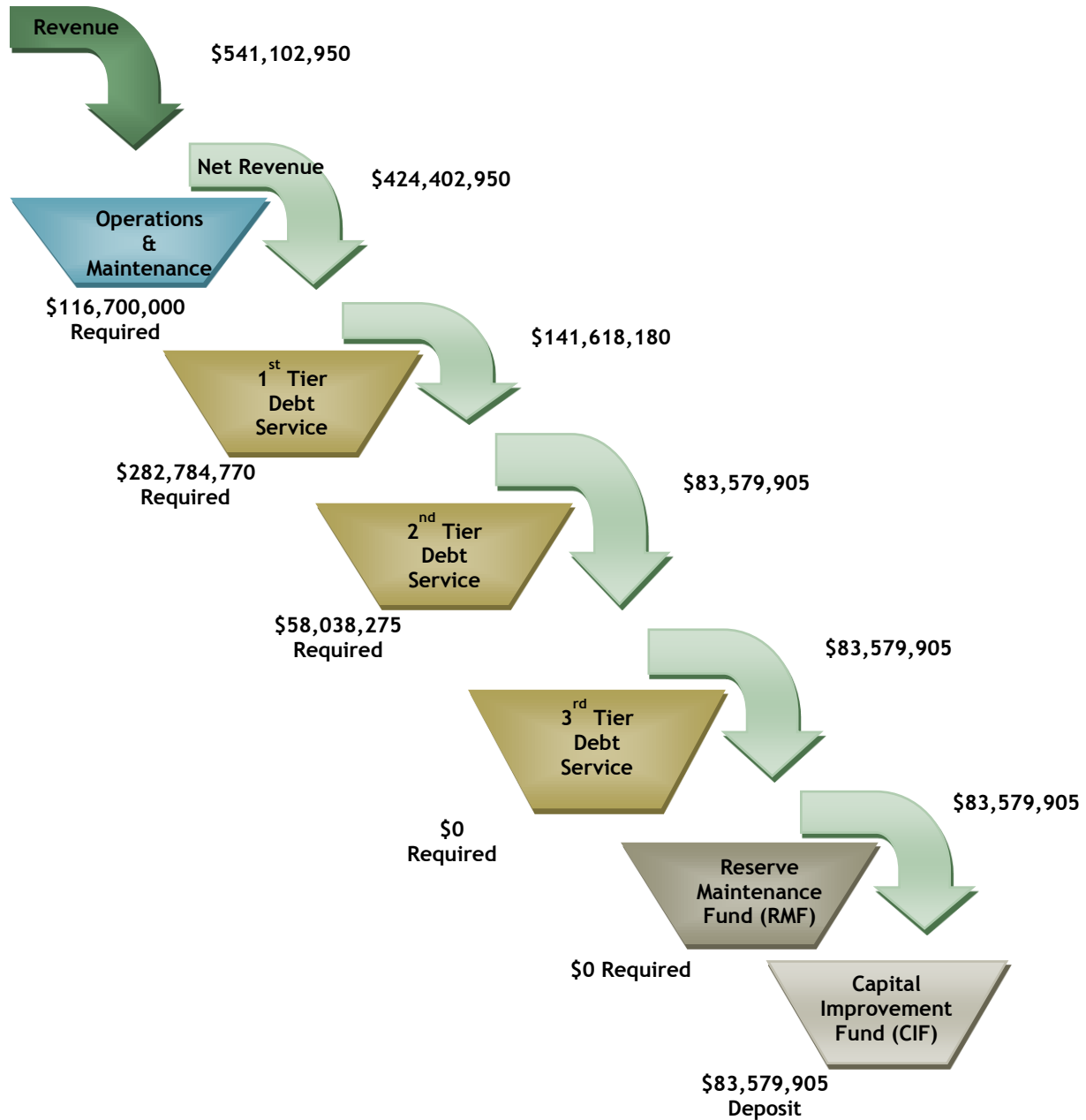
ENTERPRISE FUND (EF) – 7801

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

The relationship between the Authorities departments and the major funds is illustrated in a matrix format on page [193](#).

Flow of NTTA System FY2014 Revenue

The following graph shows the distribution of the FY2014 projected revenue to the various funds in accordance with the Amended and Restated Trust Agreement.



FY2011 - FY2014 Revenue Detail

	2011	2012	2013
	Actual	Actual	Budget
TOLL REVENUE			
Dallas North Tollway (DNT)	\$ 169,209,491	\$184,994,485	\$ 188,742,600
President George Bush Turnpike (PGBT)	147,297,693	176,597,165	161,183,400
PGBT Eastern Extension (PGBT EE)	488,060	14,859,864	17,881,500
Sam Rayburn Tollway (SRT)	92,500,338	103,087,501	109,555,000
Mountain Creek Lake Bridge (MCLB)	1,122,790	1,010,848	1,149,200
Addison Airport Tunnel Tollway (AATT)	945,760	998,229	1,000,100
Lewisville Lake Toll Bridge (LLTB)	3,469,110	3,915,516	4,288,000
Total Toll Revenues	415,033,242	485,463,608	483,799,800
INVESTMENT INCOME	12,788,898	8,103,314	6,000,000
OTHER INCOME			
Interoperability Fees(3)	3,153,283	3,205,779	3,255,247
Statement Fees and Lost TollTag Fees	1,751,009	2,021,085	1,537,278
Rents & Miscellaneous Revenues	1,769,122	2,336,997	1,218,277
Administrative and Late Fees (4)	12,179,867	13,165,331	22,050,346
	18,853,281	20,729,192	28,061,148
TOTAL REVENUES	\$ 446,675,421	\$ 514,296,114	\$ 517,860,948

(1) Projected FY2013 based on 7 months thru July 2013.

(2) Estimated FY2014 toll revenue per CDM Smith Traffic and Toll Revenue Study; investment and other revenue estimated by staff.

(3) Interoperability fees budgeted in the Enterprise Fund for 2014. (See pages 126)

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

2013	2013	2014	2014	
Projection (1)	Variance Projection to Budget	Budget (2)	Increase/(Decrease) to Previous Year Budget	% Change
\$ 189,774,392	\$ 1,031,792	\$ 197,096,600	\$ 8,354,000	4.4%
181,160,101	19,976,701	178,371,600	17,188,200	10.7%
15,243,815	(2,637,685)	21,817,700	3,936,200	22.0%
105,751,087	(3,803,913)	116,544,300	6,989,300	6.4%
1,036,966	(112,234)	1,110,500	(38,700)	(3.4%)
1,024,021	23,921	1,046,900	46,800	4.7%
4,016,686	(271,314)	4,331,000	43,000	1.0%
498,007,068	14,207,268	520,318,600	36,518,800	7.5%
5,800,000	(200,000)	6,674,500	674,500	11.2%
3,287,124	31,877	-	(3,255,247)	(100.0%)
2,072,369	535,091	1,583,397	46,119	3.0%
2,396,297	1,178,020	1,242,644	24,367	2.0%
13,499,394	(8,550,952)	11,283,809	(10,766,537)	(48.8%)
21,255,184	(6,805,964)	14,109,850	(13,951,298)	(49.7%)
\$ 525,062,252	\$ 7,201,304	\$ 541,102,950	\$ 23,242,002	4.5%

Revenue and Coverage Calculation FY2014 to FY2013

	(A)	(B)	(C)	Variance 2014 to 2013	
	2012 Actual	2013 Budget	2014 Budget	Amount	% Change
Toll Revenue (1)	\$ 485,463,608	\$ 483,799,800	\$ 520,318,600	\$ 36,518,800	7.5%
Investment Income	8,103,314	6,000,000	6,674,500	674,500	11.2%
Other Income (2)	20,729,192	28,061,148	14,109,850	(13,951,298)	(49.7%)
Total Revenues	514,296,114	517,860,948	541,102,950	23,242,002	4.5%
REVENUE TRANSFERS TO OPERATION AND MAINTENANCE FUND					
Operating Expenses (3)	106,236,324	116,268,908	122,700,000	6,431,092	5.5%
Inter-Fund Transfers (3)	(6,364,070)	(4,923,720)	(6,000,000)	(1,076,280)	21.9%
Net Operating Expenses (3)	99,872,254	111,345,188	116,700,000	5,354,812	4.8%
Bad Debt Expense (unbudgeted)(4)	-	4,031,026	-	(4,031,026)	(100.0%)
Net Revenues for Debt Service	414,423,860	402,484,734	424,402,950	21,918,216	5.4%
DEBT SERVICE					
First Tier Debt Service	316,805,688	286,980,223	300,495,350	13,515,127	4.7%
First Tier Capitalized Interest and Credit	(79,091,775)	(19,398,225)	(17,710,580)	1,687,645	(8.7%)
Second Tier Debt Service	58,038,275	58,038,275	58,038,275	-	0.0%
Second Tier Capitalized Interest	(18,835,276)	-	-	-	0.0%
Second Tier Commercial Paper	(112,738)	-	-	-	0.0%
Debt Service	-	-	-	-	0.0%
Third Tier Debt Service	-	-	-	-	0.0%
Total Net Debt Service	276,804,174	325,620,273	340,823,045	15,202,772	4.7%
Revenues Available after Debt Service	137,619,686	76,864,461	83,579,905	6,715,444	8.7%
Reserve Maintenance Fund Required Deposit	8,815,969	-	-	-	0.0%
Revenues Available for Capital Improvement Fund	128,803,717	76,864,461	83,579,905	6,715,444	8.7%
CIF Subordinated Debt	23,416,150	23,416,150	23,416,150	-	0.0%
ISTEA Payment	8,250,000	8,000,000	8,000,000	-	0.0%
Revenues Available for Capital Projects	97,137,567	45,448,311	52,163,755	6,715,444	14.8%
DEBT SERVICE COVERAGE				TRUST AGREEMENT REQUIREMENT	
First Tier Coverage	1.74	1.50	1.50	1.35	
First & Second Tier Coverage	1.50	1.24	1.25	1.20	
All Debt Coverage	1.34	1.13	1.14	1.00	

(A) 2012 Actual from 2012 CAFR.

(B) 2013 Budget as approved in December 2012.

(C) 2014 Budget as estimated.

(1) 2014 Toll Revenue Estimates are based on CDM Smith estimates. (see page 169)

(2) Other Income includes administrative fees, interoperability fees, statement fees and net rental income. Administrative fees reduced to reflect change in business rules. Interoperability fees were transferred to the TSA Enterprise Fund for FY2014.

(3) Budgeted Operating Expenses include 100% of the total salaries, retirement, and healthcare costs. For 2014, transfers from Construction Fund, Reserve Maintenance Fund, and Capital Improvement Fund will be made to cover approximately \$6.0 of these costs.

(4) Bad debt expense is netted from toll revenue in 2014.



Summary of Fund Budgets FY2011-FY2014

FUND	2011	2012
Operation and Maintenance Fund (1)(2)	\$ 111,056,702	\$ 117,389,388
NTTA System Construction Fund (2)	547,901,500	47,570,683
Reserve Maintenance Fund (2)	30,491,503	20,722,271
Capital Improvement Fund (2)	67,360,801	90,467,770
CIF/Feasibility Study Fund (2)	8,975,000	5,867,849
Total Budgets	\$ 765,785,506	\$ 282,017,961

(1) FY2014 detail by account on page 37-39.

(2) FY2014 detail by account for all funds combined on page 40-42.

(3) Change due to \$2.4M first time contingency budget (see pg. 58); \$1.4M increase in police services (see pg. 104); the remaining net \$2.6 associated with additional transactions.

(4) Change due to managements decision to fund various projects from Capital Improvement Fund (see pg. 101)

(5) Change mainly due to the planned scheduling of projects (see pages 114 & 122).

(6) Change mainly due to \$25.0 M for projects transferred from Construction Fund (see pg. 101). Also, \$11.7 for medium barrier replacement (see pg. 95); and planned scheduling of projects (see pg. 119).

		Increase (Decrease)			
		2013	2014	2014 to 2013	
\$	116,268,908	\$	122,700,000	6,431,092	(3)
	29,240,125		12,341,590	(16,898,535)	(4)
	22,819,356		27,394,112	4,574,756	(5)
	42,240,557		87,670,977	45,430,420	(6)
	5,676,965		8,194,000	2,517,035	(5)
\$	216,245,911	\$	258,300,679	42,054,768	

Actual, Projections, & Budget Information FY2011 to FY2014

	2011	2012
	<u>ACTUAL</u>	<u>ACTUAL</u>
Toll Revenue	\$ 415,033,242	\$ 485,463,608
Investment Income	12,788,898	8,103,314
Other Income	18,853,281	20,729,192
Total Revenues	<u>446,675,421</u>	<u>514,296,114</u>
ADMINISTRATIVE SERVICES		
Administration	852,568	857,475
Board	267,574	316,239
Business Diversity (5)	438,012	449,815
Communications/Marketing (3)	2,567,636	2,199,511
Finance (5)	4,470,153	3,896,618
Shared Services	8,781,152	10,768,376
Government Affairs (3)	427,469	462,328
Human Resources	1,359,505	1,245,510
Internal Audit	584,811	694,685
Legal Services	2,410,302	2,092,244
Public Affairs (3)	-	-
Strategic & Innovative Solutions (4)	-	-
Sub-total	<u>22,159,182</u>	<u>22,982,801</u>
OPERATIONAL SERVICES		
Customer and Support Services	31,281,972	36,530,864
Information Technology	12,095,346	13,066,870
Maintenance	24,252,346	22,705,697
Operations	921,466	707,072
Project Delivery	1,570,825	1,062,506
System & Incident Management	7,043,453	9,180,514
Sub-total	<u>77,165,408</u>	<u>83,253,523</u>
Total Expenses	<u>\$ 99,324,590</u>	<u>\$ 106,236,324</u>

(1) Projections based on 7 months actuals. FY2013 estimated cost presented by account on Appendix G, pages 189-191.

(2) Estimated FY2014 toll revenue per CDM Smith Traffic and Toll Revenue Estimate. (see page 169)

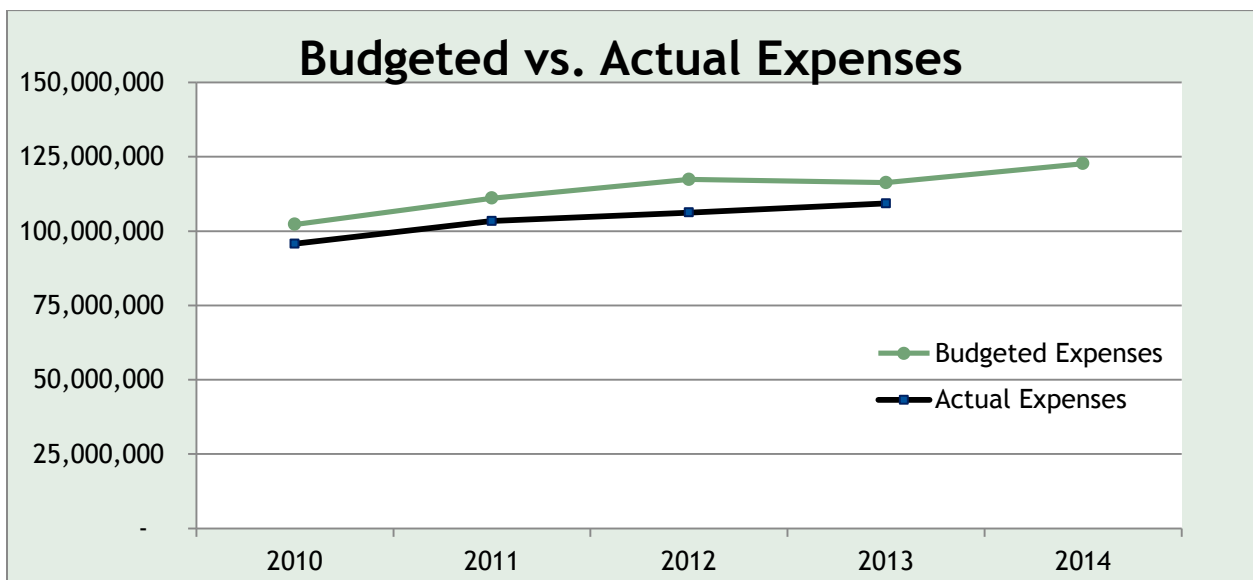
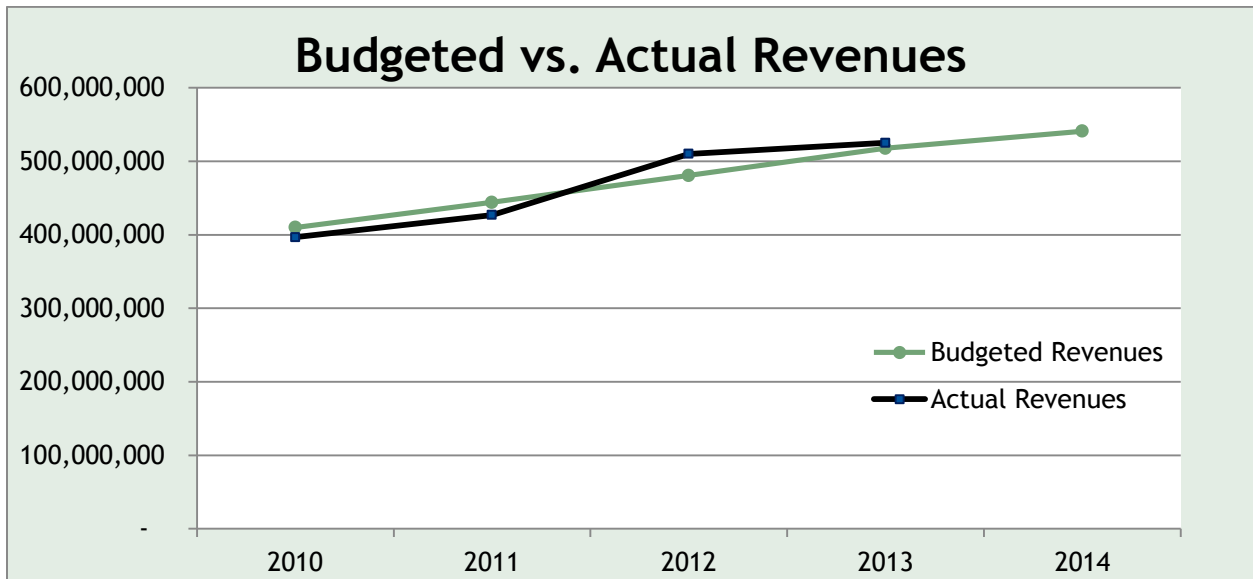
(3) The re-organization of the Authority combined Communication/Marketing and Government Affairs to create the Public Affairs Department for FY2013.

(4) The re-organization also created the Strategic & Innovative Solutions Department for FY2013.

(5) The re-organization of the Authority combined Business Diversity into the Finance Department for FY2013.

2013	2013	2013	2014	2014
BUDGET	PROJECTION (1)	VARIANCE PROJECTION to BUDGET	BUDGET (2)	Increase (Decrease) to Previous Year Budget
\$ 483,799,800	\$ 498,007,068	\$ 14,207,268	\$ 520,318,600	\$ 36,518,800
6,000,000	5,800,000	(200,000)	6,674,500	674,500
28,061,148	21,255,184	(6,805,964)	14,109,850	(13,951,298)
517,860,948	525,062,252	7,201,304	541,102,950	23,242,002
922,225	792,482	(129,743)	556,956	(365,269)
235,003	208,998	(26,005)	152,873	(82,130)
-	-	-	-	-
-	-	-	-	-
4,246,847	3,945,344	(301,503)	4,229,089	(17,758)
8,474,022	10,184,318	1,710,296	11,032,880	2,558,858
-	-	-	-	-
1,470,626	1,347,043	(123,583)	1,388,401	(82,225)
875,746	797,536	(78,210)	828,471	(47,275)
2,504,759	2,359,631	(145,128)	2,437,130	(67,629)
2,773,697	2,305,978	(467,719)	2,846,945	73,248
1,267,881	763,419	(504,462)	956,096	(311,785)
22,770,806	22,704,749	(66,057)	24,428,841	1,658,035
44,387,815	41,188,916	(3,198,899)	48,363,838	3,976,023
12,949,116	13,295,525	346,409	13,995,184	1,046,068
26,046,348	22,717,877	(3,328,471)	24,283,669	(1,762,679)
356,845	357,180	335	594,621	237,776
285,051	143,382	(141,669)	164,528	(120,523)
9,472,927	8,892,371	(580,556)	10,869,319	1,396,392
93,498,102	86,595,251	(6,902,851)	98,271,159	4,773,057
\$ 116,268,908	\$ 109,300,000	\$ (6,968,908)	\$ 122,700,000	\$ 6,431,092

Budget vs. Actual Revenues and Expenses Graphs



Operations and Maintenance Fund Budget by Account FY2014

Account	Administration	Board	Finance	Human Resources	Internal Audit	Legal Services	Public Affairs
Salaries and Wages-Direct - (511101)	\$255,777	\$64,620	\$2,638,685	\$885,135	\$567,160	\$560,835	\$1,208,713
Salaries and Wages-Comp Adj. - (511103)	0	0	0	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	0	0	0	0
Salaries and Wage-Overtime - (511301)	0	0	0	1,898	0	0	1,200
Group Insurance - (512101)	0	0	0	0	0	0	0
Retirement Contributions - (512401)	31,072	8,555	349,899	117,465	75,092	74,203	155,134
Retirement Contr.-Internship - (512402)	0	0	0	0	0	0	0
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	31,989	0	0	0
Unemployment Insurance - (512601)	0	0	0	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0	0	0	0
Meeting Expense - (521101)	2,000	59,385	6,700	8,110	918	0	2,413
Consulting/Professional - (521201)	176,375	0	253,837	150,111	47,900	0	595,397
Legal Fees - (521202)	0	0	0	0	0	1,694,242	0
Auditing Fees - (521203)	0	0	0	0	102,850	0	0
Trustee Fees - (521204)	0	0	70,840	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	655,000	0	0	0	0
Police Services (DPS) - (521208)	0	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	0	0	0	0	0
Outside Maintenance Services - (521212)	0	0	0	0	0	0	0
Landscaping - (522202)	0	0	0	0	0	0	0
Rentals - Land - (522301)	0	0	0	0	0	0	0
Rentals - Equipment - (522302)	0	0	0	0	0	0	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0	0
Postage - (523201)	0	0	0	0	91	0	0
Telecommunications - (523202)	0	0	0	0	0	0	0
Public Information Fees - (523203)	0	0	0	0	0	0	47,400
Recruitment - (523301)	0	0	0	20,015	0	0	0
Magazine and Newspaper - (523302)	0	0	8,737	19,024	391	0	592,644
Television & Radio - (523303)	0	0	0	0	0	0	124,318
Promotional Expenses - (523304)	26,900	0	57,394	3,775	0	0	28,470
Printing and Photographic - (523401)	0	0	550	2,625	0	0	475
Maps & Pamphlets - (523402)	0	0	0	0	0	0	51,486
Travel - (523501)	14,850	16,548	16,418	5,012	11,247	12,200	21,038
Dues & Subscriptions - (523601)	39,400	0	47,578	23,206	5,877	42,150	5,407
Education and Training - (523701)	9,000	0	12,212	113,076	13,067	5,500	4,265
Licenses - (523801)	0	0	2,205	0	232	0	0
Temporary Contract Labor - (523851)	0	0	0	1,500	0	0	0
Liability Claims - (523902)	0	0	0	0	0	0	0
Office Supplies - (531101)	1,332	2,475	12,146	5,160	2,734	47,500	6,711
Other Materials and Supplies - (531102)	0	0	0	0	0	0	1,638
Mobile Equipment Expense - (531103)	0	0	0	0	0	0	0
Repairs & Maintenance - (531104)	0	0	0	0	0	0	0
Freight and Express - (531105)	250	1,290	1,888	300	456	500	236
Motor Fuel Expense - (531107)	0	0	0	0	0	0	0
Water - (531211)	0	0	0	0	0	0	0
Gas - (531221)	0	0	0	0	0	0	0
Electricity - (531231)	0	0	0	0	0	0	0
Books & Periodicals - (531401)	0	0	0	0	456	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0	0
Software - (531651)	0	0	0	0	0	0	0
Uniforms - (531701)	0	0	0	0	0	0	0
Bank Charges - (573001)	0	0	95,000	0	0	0	0
Credit Card Fees - (573002)	0	0	0	0	0	0	0
Contingency-Restricted - (579002)	0	0	0	0	0	0	0
Totals	\$556,956	\$152,873	\$4,229,089	\$1,388,401	\$828,471	\$2,437,130	\$2,846,945

Account	Shared Services	Strategic & Innovative Solutions	Customer and Support Services	Information Technology	Maintenance	Operations
Salaries and Wages-Direct - (511101)	\$0	\$818,842	\$9,486,582	\$4,881,734	\$8,385,435	\$341,248
Salaries and Wages-Comp Adj. - (511103)	1,316,660	0	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	0	0	0
Salaries and Wage-Overtime - (511301)	0	0	190,388	0	212,000	0
Group Insurance - (512101)	6,361,950	0	0	0	0	0
Retirement Contributions - (512401)	0	107,704	1,256,347	646,436	1,109,710	45,153
Retirement Contr.-Internship - (512402)	0	0	0	0	0	0
Retirement Contr.-Comp. Adj. - (512403)	181,798	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	0	0
Unemployment Insurance - (512601)	337,091	0	0	0	0	0
Worker's Comp Ins - (512701)	238,273	0	0	0	0	0
Meeting Expense - (521101)	0	0	19,870	0	1,360	578
Consulting/Professional - (521201)	0	0	6,834,700	97,886	205,000	173,284
Legal Fees - (521202)	0	0	0	0	0	0
Auditing Fees - (521203)	0	0	0	0	0	0
Trustee Fees - (521204)	0	0	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0	0	0
Police Services (DPS) - (521208)	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	19,777	0	0	0
Outside Maintenance Services - (521212)	0	0	0	3,980,259	7,131,815	0
Landscaping - (522202)	0	0	0	0	63,800	0
Rentals - Land - (522301)	0	0	76,500	0	0	0
Rentals - Equipment - (522302)	110,332	0	30,838	0	21,000	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0
Postage - (523201)	0	0	6,800,001	0	0	0
Telecommunications - (523202)	0	0	0	684,886	0	0
Public Information Fees - (523203)	0	0	0	0	0	0
Recruitment - (523301)	0	0	0	0	0	0
Magazine and Newspaper - (523302)	0	0	8,000	0	2,000	0
Television & Radio - (523303)	0	0	0	0	0	0
Promotional Expenses - (523304)	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)	0	12,637	9,446	8,140	13,275	19,888
Dues & Subscriptions - (523601)	815	763	2,906	14,642	11,184	11,214
Education and Training - (523701)	0	6,975	33,739	53,789	78,850	2,500
Licenses - (523801)	0	895	0	0	13,998	0
Temporary Contract Labor - (523851)	0	0	3,542,348	0	0	0
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	65,000	3,806	124,637	150,521	16,100	578
Other Materials and Supplies - (531102)	0	0	0	45,770	1,529,926	0
Mobile Equipment Expense - (531103)	0	0	0	0	849,829	0
Repairs & Maintenance - (531104)	0	0	0	0	0	0
Freight and Express - (531105)	0	974	463	0	300	178
Motor Fuel Expense - (531107)	0	0	0	0	1,225,500	0
Water - (531211)	0	0	0	0	592,864	0
Gas - (531221)	0	0	0	0	70,560	0
Electricity - (531231)	0	0	0	0	2,511,580	0
Books & Periodicals - (531401)	0	0	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	8,102,115	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	66,584	0
Software - (531651)	0	3,500	0	3,431,121	0	0
Uniforms - (531701)	0	0	11,857	0	170,999	0
Bank Charges - (573001)	0	0	637,490	0	0	0
Credit Card Fees - (573002)	0	0	11,175,835	0	0	0
Contingency-Restricted - (579002)	2,420,961	0	0	0	0	0
Totals	\$11,032,880	\$956,096	\$48,363,838	\$13,995,184	\$24,283,669	\$594,621

Account	Project Delivery	System & Incident Mgmt.	FY14 Budget	FY13 Budget	Increase/(Decrease)	
					Amount	%
Salaries and Wages-Direct - (511101)	\$120,620	\$3,649,007	\$33,864,393	\$33,407,928	\$456,465	1.4%
Salaries and Wages-Comp Adj. - (511103)	0	0	1,316,660	1,299,352	17,308	1.3%
Salaries and Wages-Internship - (511202)	0	0	0	24,000	(24,000)	(100.0%)
Salaries and Wage-Overtime - (511301)	0	11,842	417,328	453,102	(35,774)	(7.9%)
Group Insurance - (512101)	0	0	6,361,950	5,975,922	386,028	6.5%
Retirement Contributions - (512401)	17,115	480,071	4,473,956	4,401,982	71,974	1.6%
Retirement Contr.-Internship - (512402)	0	0	0	3,178	(3,178)	(100.0%)
Retirement Contr.-Comp. Adj. - (512403)	0	0	181,798	171,985	9,813	5.7%
Tuition Reimbursement - (512501)	0	0	31,989	29,383	2,606	8.9%
Unemployment Insurance - (512601)	0	0	337,091	592,891	(255,800)	(43.1%)
Worker's Comp Ins - (512701)	0	0	238,273	268,057	(29,784)	(11.1%)
Meeting Expense - (521101)	0	0	101,334	80,593	20,741	25.7%
Consulting/Professional - (521201)	0	7,043	8,541,533	9,017,480	(475,946)	(5.3%)
Legal Fees - (521202)	0	0	1,694,242	1,800,000	(105,758)	(5.9%)
Auditing Fees - (521203)	0	0	102,850	124,605	(21,755)	(17.5%)
Trustee Fees - (521204)	0	0	70,840	63,885	6,955	10.9%
Traffic Engineering Fees - (521207)	0	0	655,000	760,000	(105,000)	(13.8%)
Police Services (DPS) - (521208)	0	5,601,163	5,601,163	4,205,944	1,395,219	33.2%
Armored Car Services - (521209)	0	0	19,777	27,812	(8,035)	(28.9%)
Outside Maintenance Services - (521212)	0	7,733	11,119,807	11,325,860	(206,053)	(1.8%)
Landscaping - (522202)	0	0	63,800	41,050	22,750	55.4%
Rentals - Land - (522301)	0	0	76,500	488,500	(412,000)	(84.3%)
Rentals - Equipment - (522302)	0	0	162,170	170,308	(8,138)	(4.8%)
Insurance Expense - Other - (523101)	0	973,958	973,958	832,212	141,746	17.0%
Postage - (523201)	0	3,872	6,803,964	7,045,113	(241,149)	(3.4%)
Telecommunications - (523202)	0	0	684,886	550,000	134,886	24.5%
Public Information Fees - (523203)	0	0	47,400	111,420	(64,020)	(57.5%)
Recruitment - (523301)	0	0	20,015	20,309	(294)	(1.4%)
Magazine and Newspaper - (523302)	0	0	630,796	326,315	304,481	93.3%
Television & Radio - (523303)	0	0	124,318	400,000	(275,682)	(68.9%)
Promotional Expenses - (523304)	0	3,663	120,202	161,152	(40,950)	(25.4%)
Printing and Photographic - (523401)	0	0	3,650	3,649	1	0.0%
Maps & Pamphlets - (523402)	0	0	51,486	50,411	1,075	2.1%
Travel - (523501)	15,293	2,053	178,045	167,961	10,084	6.0%
Dues & Subscriptions - (523601)	3,000	2,208	210,350	180,790	29,560	16.4%
Education and Training - (523701)	5,000	6,282	344,255	267,968	76,287	28.5%
Licenses - (523801)	0	0	17,330	15,208	2,122	14.0%
Temporary Contract Labor - (523851)	0	0	3,543,848	2,653,887	889,961	33.5%
Liability Claims - (523902)	0	10,351	10,351	10,366	(15)	(0.1%)
Office Supplies - (531101)	3,000	9,560	451,260	326,449	124,810	38.2%
Other Materials and Supplies - (531102)	0	69,007	1,646,341	2,808,512	(1,162,171)	(41.4%)
Mobile Equipment Expense - (531103)	0	0	849,829	748,046	101,783	13.6%
Repairs & Maintenance - (531104)	0	0	0	18,000	(18,000)	(100.0%)
Freight and Express - (531105)	500	257	7,592	6,245	1,347	21.6%
Motor Fuel Expense - (531107)	0	0	1,225,500	1,220,605	4,895	0.4%
Water - (531211)	0	0	592,864	571,200	21,664	3.8%
Gas - (531221)	0	0	70,560	98,000	(27,440)	(28.0%)
Electricity - (531231)	0	0	2,511,580	2,822,000	(310,420)	(11.0%)
Books & Periodicals - (531401)	0	0	456	696	(240)	(34.5%)
Inven for resale(toll tags) - (531501)	0	0	8,102,115	6,960,226	1,141,889	16.4%
Small Tools and Shop Supplies - (531601)	0	0	66,584	38,361	28,223	73.6%
Software - (531651)	0	0	3,434,621	2,805,589	629,032	22.4%
Uniforms - (531701)	0	31,250	214,106	202,419	11,687	5.8%
Bank Charges - (573001)	0	0	732,490	759,193	(26,703)	(3.5%)
Credit Card Fees - (573002)	0	0	11,175,835	9,352,790	1,823,045	19.5%
Contingency-Restricted - (579002)	0	0	2,420,961	0	2,420,961	100.0%
Totals	\$164,528	\$10,869,319	\$122,700,000	\$116,268,908	\$6,431,092	5.5%

All Funds Budget by Account FY2014

Account	Administration	Board	Finance	Human Resources	Internal Audit	Legal Services	Public Affairs
Salaries and Wages-Direct - (511101)	\$255,777	\$64,620	\$2,638,685	\$885,135	\$567,160	\$560,835	\$1,208,713
Salaries and Wages-Comp Adj. - (511103)	0	0	0	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	0	0	0	0
Salaries and Wage-Overtime - (511301)	0	0	0	1,898	0	0	1,200
Group Insurance - (512101)	0	0	0	0	0	0	0
Retirement Contributions - (512401)	31,072	8,555	349,899	117,465	75,092	74,203	155,134
Retirement Contr.-Internship - (512402)	0	0	0	0	0	0	0
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	31,989	0	0	0
Unemployment Insurance - (512601)	0	0	0	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0	0	0	0
Meeting Expense - (521101)	2,000	59,385	6,700	8,110	918	0	2,413
Consulting/Professional - (521201)	176,375	0	313,137	150,111	47,900	0	595,397
Legal Fees - (521202)	0	0	0	0	0	2,694,242	0
Auditing Fees - (521203)	0	0	0	0	196,350	0	0
Trustee Fees - (521204)	0	0	270,230	0	0	0	0
Rating Agency Fees - (521205)	0	0	87,000	0	0	0	0
Remarketing/Loc Provider Fees - (521206)	0	0	5,150,000	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	655,000	0	0	0	0
Police Services (DPS) - (521208)	0	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	0	0	0	0	0
Outside Maintenance Services - (521212)	0	0	0	0	0	0	0
General Engineering - (521213)	0	0	0	0	0	0	0
Consulting/Profess Serv Tech - (521301)	0	0	0	0	0	0	0
Landscaping - (522202)	0	0	0	0	0	0	0
Signing Expense - (522203)	0	0	0	0	0	0	0
Pavement Markings - (522204)	0	0	0	0	0	0	0
Pavement & Shoulders - (522205)	0	0	0	0	0	0	0
Bridge Repairs - (522206)	0	0	0	0	0	0	0
Rentals - Land - (522301)	0	0	0	0	0	0	0
Rentals - Equipment - (522302)	0	0	0	0	0	0	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0	0
Postage - (523201)	0	0	0	0	91	0	0
Telecommunications - (523202)	0	0	0	0	0	0	0
Public Information Fees - (523203)	0	0	0	0	0	0	47,400
Recruitment - (523301)	0	0	0	20,015	0	0	0
Magazine and Newspaper - (523302)	0	0	8,737	19,024	391	0	592,644
Television & Radio - (523303)	0	0	0	0	0	0	124,318
Promotional Expenses - (523304)	26,900	0	57,394	3,775	0	0	28,470
Printing and Photographic - (523401)	0	0	550	2,625	0	0	475
Maps & Pamphlets - (523402)	0	0	0	0	0	0	51,486
Travel - (523501)	14,850	16,548	16,418	5,012	11,247	12,200	21,038
Dues & Subscriptions - (523601)	39,400	0	47,578	23,206	5,877	42,150	5,407
Education and Training - (523701)	9,000	0	12,212	113,076	13,067	5,500	4,265
Licenses - (523801)	0	0	2,205	0	232	0	0
Temporary Contract Labor - (523851)	0	0	0	1,500	0	0	0
Liability Claims - (523902)	0	0	0	0	0	0	0
Office Supplies - (531101)	1,332	2,475	12,146	5,160	2,734	47,500	6,711
Other Materials and Supplies - (531102)	0	0	0	0	0	0	1,638
Mobile Equipment Expense - (531103)	0	0	0	0	0	0	0
Repairs & Maintenance - (531104)	0	0	0	0	0	0	0
Freight and Express - (531105)	250	1,290	1,888	300	456	500	236
Electronic Supplies - (531106)	0	0	0	0	0	0	0
Motor Fuel Expense - (531107)	0	0	0	0	0	0	0
Water - (531211)	0	0	0	0	0	0	0
Gas - (531221)	0	0	0	0	0	0	0
Electricity - (531231)	0	0	0	0	0	0	0
Books & Periodicals - (531401)	0	0	0	0	456	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0	0
Machinery - (531611)	0	0	0	0	0	0	0
Vehicles - (531621)	0	0	0	0	0	0	0
Computers - (531641)	0	0	0	0	0	0	0
Software - (531651)	0	0	0	0	0	0	0
Uniforms - (531701)	0	0	0	0	0	0	0
Buildings - (541301)	0	0	0	0	0	0	0
Building Improvements - (541302)	0	0	0	0	0	0	0
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	0	0	0	0	0
Infrastructure - Other - (541403)	0	0	0	0	0	0	0
Bank Charges - (573001)	0	0	95,000	0	0	0	0
Credit Card Fees - (573002)	0	0	0	0	0	0	0
Contingency-Restricted - (579002)	0	0	0	0	0	0	0
Deferred Charges (153001)	0	0	0	0	0	300,000	0
Right-of-Way (06)	0	0	0	0	0	0	0
Administration (01)	0	0	0	0	0	0	0
Planning (02)	0	0	0	0	0	0	0
Design (03)	0	0	0	0	0	0	0
Construction (04)	0	0	0	0	0	0	0
Equipment/Hardware (05)	0	0	0	0	0	0	0
Other (176999)	0	0	0	0	0	0	0
Totals	\$556,956	\$152,873	\$9,724,779	\$1,388,401	\$921,971	\$3,737,130	\$2,846,945

Account	Shared Services	Strategic & Innovative Solutions	Customer and Support Services	Information Technology	Maintenance	Operations
Salaries and Wages-Direct - (511101)	\$0	\$818,842	\$9,486,582	\$4,881,734	\$8,385,435	\$341,248
Salaries and Wages-Comp Adj. - (511103)	1,316,660	0	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	0	0	0
Salaries and Wage-Overtime - (511301)	0	0	190,388	0	212,000	0
Group Insurance - (512101)	6,361,950	0	0	0	0	0
Retirement Contributions - (512401)	0	107,704	1,256,347	646,436	1,109,710	45,153
Retirement Contr.-Internship - (512402)	0	0	0	0	0	0
Retirement Contr.-Comp. Adj. - (512403)	181,798	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	0	0
Unemployment Insurance - (512601)	337,091	0	0	0	0	0
Worker's Comp Ins - (512701)	238,273	0	0	0	0	0
Meeting Expense - (521101)	0	0	19,870	0	1,360	578
Consulting/Professional - (521201)	0	690,000	6,834,700	97,886	205,000	6,558,284
Legal Fees - (521202)	0	0	0	0	0	0
Auditing Fees - (521203)	0	0	0	0	0	0
Trustee Fees - (521204)	0	0	0	0	0	0
Rating Agency Fees - (521205)	0	0	0	0	0	0
Remarketing/Loc Provider Fees - (521206)	0	0	0	0	0	0
Traffic Engineering Fees - (521207)	0	1,885,000	0	0	350,000	0
Police Services (DPS) - (521208)	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	19,777	0	0	0
Outside Maintenance Services - (521212)	0	0	0	3,980,259	7,131,815	0
General Engineering - (521213)	0	0	0	0	1,950,000	0
Consulting/Profess Serv Tech - (521301)	0	0	0	3,239,336	1,203,213	0
Landscaping - (522202)	0	0	0	0	83,800	0
Signing Expense - (522203)	0	0	0	0	260,000	0
Pavement Markings - (522204)	0	0	0	0	0	0
Pavement & Shoulders - (522205)	0	0	0	0	14,494,069	0
Bridge Repairs - (522206)	0	0	0	0	710,000	0
Rentals - Land - (522301)	0	0	76,500	0	0	0
Rentals - Equipment - (522302)	110,332	0	30,838	0	21,000	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0
Postage - (523201)	0	0	6,800,001	0	0	0
Telecommunications - (523202)	0	0	0	754,886	0	0
Public Information Fees - (523203)	0	0	0	0	0	0
Recruitment - (523301)	0	0	0	0	0	0
Magazine and Newspaper - (523302)	0	0	8,000	0	2,000	0
Television & Radio - (523303)	0	0	0	0	0	0
Promotional Expenses - (523304)	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)	0	12,637	9,446	8,140	13,275	19,888
Dues & Subscriptions - (523601)	815	763	2,906	14,642	11,184	11,214
Education and Training - (523701)	0	6,975	33,739	53,789	78,850	2,500
Licenses - (523801)	0	895	0	0	13,998	0
Temporary Contract Labor - (523851)	0	0	3,542,348	0	0	0
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	65,000	3,806	124,637	150,521	16,100	578
Other Materials and Supplies - (531102)	0	0	0	45,770	1,529,926	0
Mobile Equipment Expense - (531103)	0	0	0	0	849,829	0
Repairs & Maintenance - (531104)	0	0	0	0	0	0
Freight and Express - (531105)	0	974	463	0	300	178
Electronic Supplies - (531106)	0	0	0	133,900	0	0
Motor Fuel Expense - (531107)	0	0	0	0	1,225,500	0
Water - (531211)	0	0	0	0	592,864	0
Gas - (531221)	0	0	0	0	70,560	0
Electricity - (531231)	0	0	0	0	2,511,580	0
Books & Periodicals - (531401)	0	0	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	8,102,115	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	66,584	0
Machinery - (531611)	0	0	0	0	551,500	0
Vehicles - (531621)	0	0	0	0	2,157,000	0
Computers - (531641)	0	0	0	11,596,784	0	0
Software - (531651)	0	3,500	0	12,566,314	0	0
Uniforms - (531701)	0	0	11,857	0	170,999	0
Buildings - (541301)	0	0	0	0	0	0
Building Improvements - (541302)	0	0	0	0	4,883,196	0
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	0	1,210,000	26,227,652	0
Infrastructure - Other - (541403)	0	0	0	2,031,000	0	0
Bank Charges - (573001)	0	0	637,490	0	0	0
Credit Card Fees - (573002)	0	0	11,175,835	0	0	0
Contingency-Restricted - (579002)	2,420,961	0	0	0	0	0
Deferred Charges (153001)	0	0	0	0	0	0
Right-of-Way (06)	0	0	0	0	0	0
Administration (01)	0	0	0	0	0	0
Planning (02)	0	0	0	0	0	0
Design (03)	0	0	0	0	0	0
Construction (04)	0	0	0	0	0	0
Equipment/Hardware (05)	0	0	0	0	0	0
Other (176999)	0	0	0	0	0	0
Totals	\$11,032,880	\$3,531,096	\$48,363,838	\$41,411,397	\$77,090,299	\$6,979,621

Account	Project Delivery	System & Incident Mgmt.	FY14 Budget	FY13 Budget	Increase/(Decrease)	
					Amount	Percent
Salaries and Wages-Direct - (511101)	\$120,620	\$3,649,007	\$33,864,393	\$33,407,928	\$456,465	1.4%
Salaries and Wages-Comp Adj. - (511103)	0	0	1,316,660	1,299,352	17,308	1.3%
Salaries and Wages-Internship - (511202)	0	0	0	24,000	(24,000)	(100.0%)
Salaries and Wage-Overtime - (511301)	0	11,842	417,328	453,102	(35,774)	(7.9%)
Group Insurance - (512101)	0	0	6,361,950	5,975,922	386,028	6.5%
Retirement Contributions - (512401)	17,115	480,071	4,473,956	4,401,982	71,974	1.6%
Retirement Contr.-Internship - (512402)	0	0	0	3,178	(3,178)	(100.0%)
Retirement Contr.-Comp. Adj. - (512403)	0	0	181,798	171,985	9,813	5.7%
Tuition Reimbursement - (512501)	0	0	31,989	29,383	2,606	8.9%
Unemployment Insurance - (512601)	0	0	337,091	592,891	(255,800)	(43.1%)
Worker's Comp Ins - (512701)	0	0	238,273	268,057	(29,784)	(11.1%)
Meeting Expense - (521101)	0	0	101,334	80,593	20,741	25.7%
Consulting/Professional - (521201)	0	7,043	15,675,833	10,019,770	5,656,064	56.4%
Legal Fees - (521202)	0	0	2,694,242	3,275,000	(580,758)	(17.7%)
Auditing Fees - (521203)	0	0	196,350	237,882	(41,532)	(17.5%)
Trustee Fees - (521204)	0	0	270,230	112,135	158,095	141.0%
Rating Agency Fees - (521205)	0	0	87,000	80,000	7,000	8.8%
Remarketing/Loc Provider Fees - (521206)	0	0	5,150,000	6,800,000	(1,650,000)	(24.3%)
Traffic Engineering Fees - (521207)	0	0	2,890,000	930,000	1,960,000	210.8%
Police Services (DPS) - (521208)	0	5,601,163	5,601,163	4,205,944	1,395,219	33.2%
Armored Car Services - (521209)	0	0	19,777	27,812	(8,035)	(28.9%)
Outside Maintenance Services - (521212)	0	7,733	11,119,807	11,325,860	(206,053)	(1.8%)
General Engineering - (521213)	0	0	1,950,000	150,000	1,800,000	1,200.0%
Consulting/Profess Serv Tech - (521301)	27,000	0	4,469,549	8,839,960	(4,370,411)	(49.4%)
Landscaping - (522202)	0	0	83,800	41,050	42,750	104.1%
Signing Expense - (522203)	0	0	260,000	1,397,680	(1,137,680)	(81.4%)
Pavement Markings - (522204)	0	0	0	1,540,000	(1,540,000)	(100.0%)
Pavement & Shoulders - (522205)	0	0	14,494,069	4,173,200	10,320,869	247.3%
Bridge Repairs - (522206)	0	0	710,000	1,921,800	(1,211,800)	(63.1%)
Rentals - Land - (522301)	0	0	76,500	488,500	(412,000)	(84.3%)
Rentals - Equipment - (522302)	0	0	162,170	170,308	(8,138)	(4.8%)
Insurance Expense - Other - (523101)	0	973,958	973,958	832,212	141,746	17.0%
Postage - (523201)	0	3,872	6,803,964	7,045,113	(241,149)	(3.4%)
Telecommunications - (523202)	0	0	754,886	550,000	204,886	37.3%
Public Information Fees - (523203)	0	0	47,400	111,420	(64,020)	(57.5%)
Recruitment - (523301)	0	0	20,015	20,309	(294)	(1.4%)
Magazine and Newspaper - (523302)	0	0	630,796	326,315	304,481	93.3%
Television & Radio - (523303)	0	0	124,318	400,000	(275,682)	(68.9%)
Promotional Expenses - (523304)	0	3,663	120,202	161,152	(40,950)	(25.4%)
Printing and Photographic - (523401)	0	0	3,650	3,649	1	0.0%
Maps & Pamphlets - (523402)	0	0	51,486	50,411	1,075	2.1%
Travel - (523501)	15,293	2,053	178,045	167,961	10,084	6.0%
Dues & Subscriptions - (523601)	3,000	2,208	210,350	180,790	29,560	16.4%
Education and Training - (523701)	5,000	6,282	344,255	267,968	76,287	28.5%
Licenses - (523801)	0	0	17,330	15,208	2,122	14.0%
Temporary Contract Labor - (523851)	0	0	3,543,848	2,653,887	889,961	33.5%
Liability Claims - (523902)	0	10,351	10,351	10,366	(15)	(0.1%)
Office Supplies - (531101)	3,000	9,560	451,260	326,449	124,810	38.2%
Other Materials and Supplies - (531102)	0	80,129	1,657,463	2,808,512	(1,151,049)	(41.0%)
Mobile Equipment Expense - (531103)	0	0	849,829	748,046	101,783	13.6%
Repairs & Maintenance - (531104)	0	0	0	18,000	(18,000)	(100.0%)
Freight and Express - (531105)	500	257	7,592	6,245	1,347	21.6%
Electronic Supplies - (531106)	0	0	133,900	187,500	(53,600)	(28.6%)
Motor Fuel Expense - (531107)	0	0	1,225,500	1,220,605	4,895	0.4%
Water - (531211)	0	0	592,864	571,200	21,664	3.8%
Gas - (531221)	0	0	70,560	98,000	(27,440)	(28.0%)
Electricity - (531231)	0	0	2,511,580	2,822,000	(310,420)	(11.0%)
Books & Periodicals - (531401)	0	0	456	696	(240)	(34.5%)
Inven for resale(toll tags) - (531501)	0	0	8,102,115	6,960,226	1,141,889	16.4%
Small Tools and Shop Supplies - (531601)	0	6,324	72,908	38,361	34,547	90.1%
Machinery - (531611)	0	0	551,500	313,300	238,200	76.0%
Vehicles - (531621)	0	0	2,157,000	1,330,000	827,000	62.2%
Computers - (531641)	0	0	11,596,784	3,594,000	8,002,784	222.7%
Software - (531651)	0	0	12,569,814	8,531,440	4,038,374	47.3%
Uniforms - (531701)	0	31,250	214,106	202,419	11,687	5.8%
Buildings - (541301)	0	0	0	1,750,000	(1,750,000)	(100.0%)
Building Improvements - (541302)	0	20,000	4,903,196	1,880,333	3,022,863	160.8%
Infrastructure Rdway/Hwy/Bridg - (541401)	499,000	0	27,936,652	26,210,458	1,726,194	6.6%
Infrastructure - Other - (541403)	0	0	2,031,000	1,983,600	47,400	2.4%
Bank Charges - (573001)	0	0	732,490	759,193	(26,703)	(3.5%)
Credit Card Fees - (573002)	0	0	11,175,835	9,352,790	1,823,045	19.5%
Contingency-Restricted - (579002)	0	0	2,420,961	0	2,420,961	100.0%
Deferred Charges (153001)	5,059,000	0	5,359,000	4,529,665	829,335	18.3%
Right-of-Way (06)	1,000,000	0	1,000,000	1,283,733	(283,733)	(22.1%)
Administration (01)	2,491,000	0	2,491,000	1,520,000	971,000	63.9%
Planning (02)	225,000	0	225,000	1,921,785	(1,696,785)	(88.3%)
Design (03)	11,800,000	0	11,800,000	9,035,320	2,764,680	30.6%
Construction (04)	12,465,200	0	12,465,200	10,000,000	2,465,200	24.7%
Equipment/Hardware (05)	325,000	0	325,000	0	325,000	100.0%
Other (176999)	5,600,000	0	5,600,000	1,000,000	4,600,000	460.0%
Totals	\$39,655,728	\$10,906,765	\$258,300,681	\$216,245,911	\$42,054,770	19.4%

FY2014 Staffing Summary

	Approved in				2014 Budget		
	2013 Budget	Change in 2013	Ending in 2013	Additions for 2014	Full Time	Part Time	On Call
ADMINISTRATIVE SERVICES							
Administration	4	(2)	2	-	2	-	-
Board	2	(1)	1	-	1	-	-
Finance	44	1	45	-	45	-	-
Human Resources	13	-	13	-	13	5	-
Internal Audit	8	(1)	7	-	7	-	-
Legal Services	5	-	5	-	5	3	-
Public Affairs	18	-	18	-	18	-	-
Strategic and Innovative Solutions	9	-	9	-	9	-	-
Total Administrative Services	103	(3)	100	-	100	8	-
OPERATIONAL SERVICES							
Customer and Support Services	262	27	289	-	289	10	4
Information Technology	78	-	78	3	81	-	-
Maintenance	193	1	194	-	194	-	-
Operations	1	2	3	-	3	-	-
Project Delivery	13	(2)	11	-	11	-	-
System & Incident Management	87	-	87	11	98	1	-
Total Operational Services	634	28	662	14	676	11	4
Total	737	25	762	14	776	19	4

Changes in 2013

Administration - Eliminated the Deputy Executive Director vacant position and transferred an Executive Assistant to Operations.

Board - Eliminated the Assistant Secretary vacant position by consolidating the duties.

Finance - Added an Administrative Support Coordinator to accommodate departmental reorganization.

Internal Audit - Eliminated an Internal Auditor position

Strategic and Innovative Solutions - Converted a vacant Director position to 2 Financial Analyst position, no change in FTEs due to transferring 1 of those positions to Operations.

Customer Service Center - Added 26 Customer Service Specialist and 1 Court Coordinator through the Flex Capacity and Toll Enforcement Remedies budgeted programs.

Maintenance - Added Roadway Manager to manage the CTP total routine maintenance contract.

Operations - 2 positions transferred from Administration and Strategic & Innovative Solutions.

Project Delivery - Eliminated Director and Technical Specialist vacant positions.

Additions for 2014

Information Technology - adding 1 RITE Application Analyst (core competency position) to support financial and transactional data needs, 2 Compliance Analyst mainly to support PCI compliance efforts.

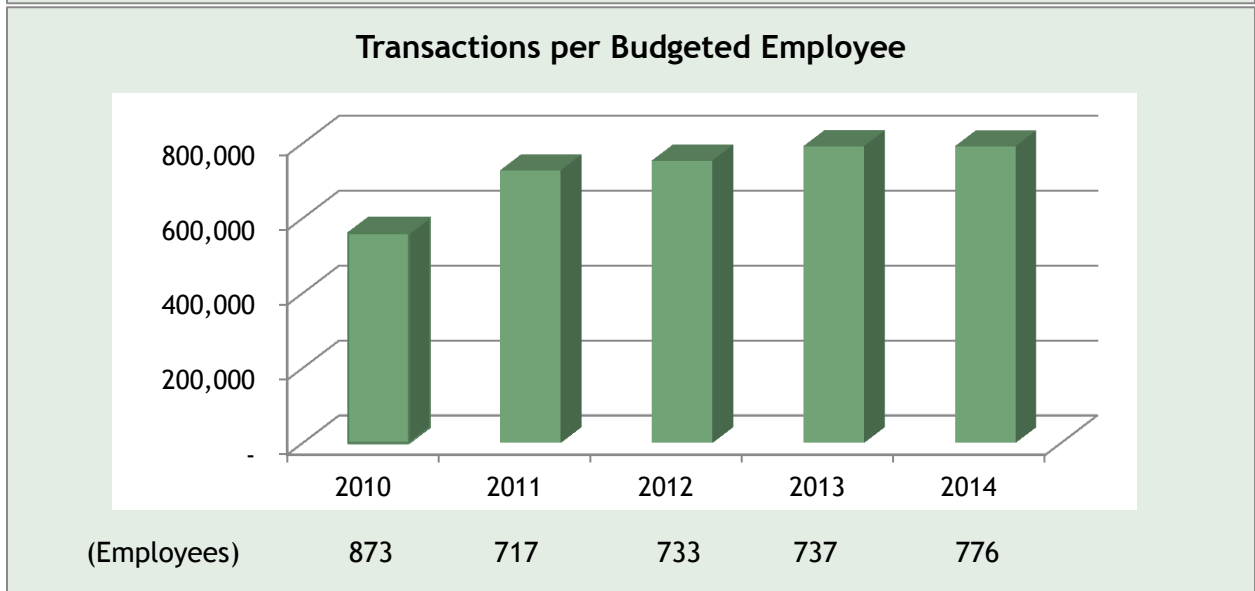
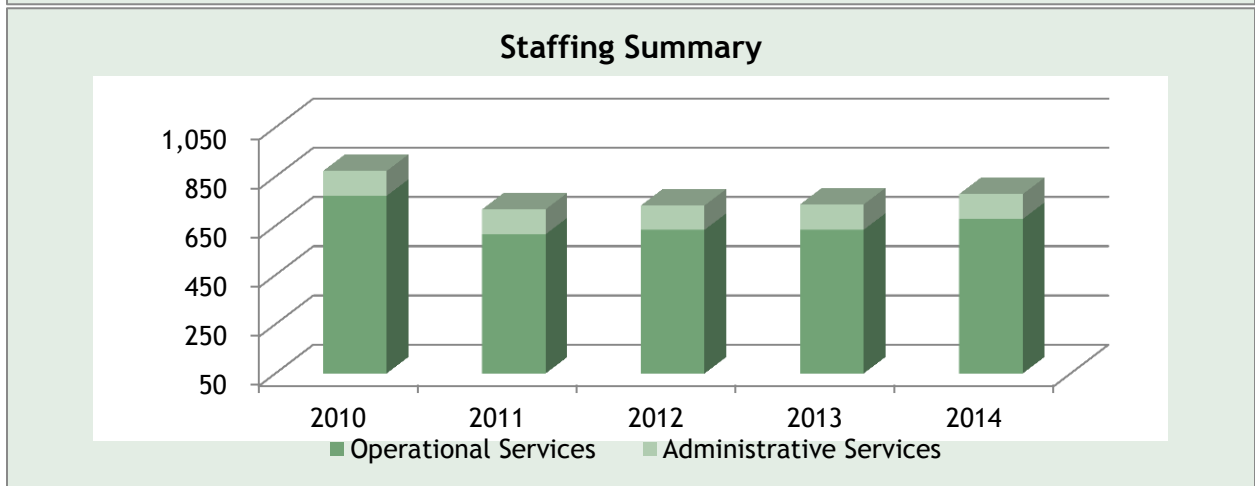
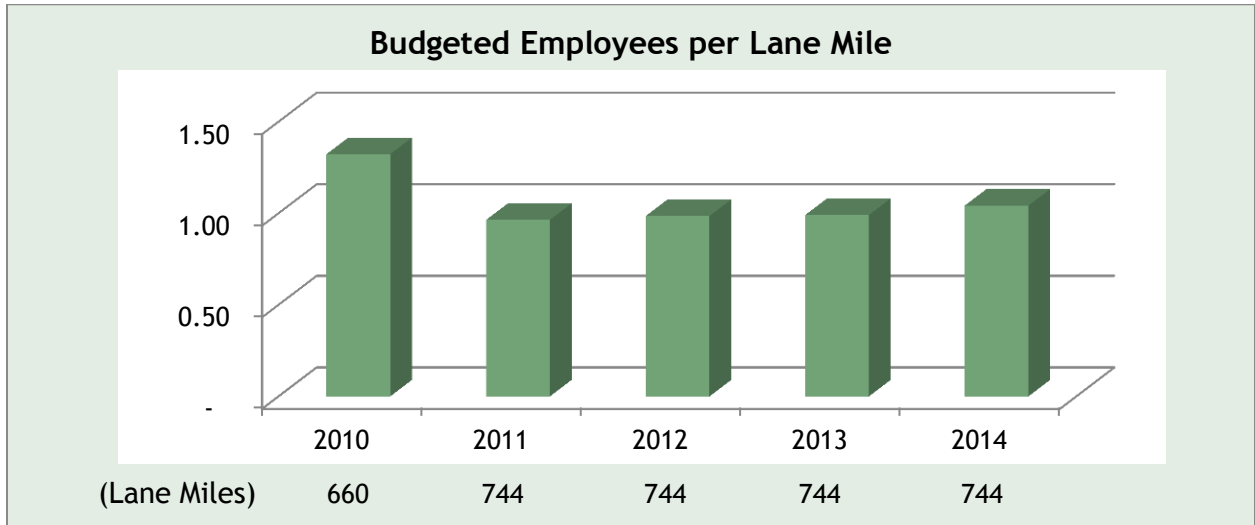
System & Incident Management - Adding 11 Command Center Specialist to address the increased miles from Special Projects Systems PGBT-WE and CTP projects.

FY2010-FY2014 FTE Staffing Summary History

	2010	2011	2012	2013	2014	Change in Budgeted FTEs 2013 to 2014
	Budget	Budget	Budget	Budget	Budget	
ADMINISTRATIVE SERVICES						
Administration	7	7	6	4	2	(2)
Board	2	2	2	2	1	(1)
Finance	49	48	47	44	45	1
Human Resources	13	13	13	13	13	-
Internal Audit	8	8	8	8	7	(1)
Legal Services	5	5	5	5	5	-
Public Affairs	17	18	18	18	18	-
Strategic and Innovative Solutions	-	-	-	9	9	-
Total Administrative Services	101	101	99	103	100	(3)
OPERATIONAL SERVICES						
Customer and Support Services	251	251	260	262	289	27
Information Technology	67	77	78	78	81	3
Maintenance	187	191	193	193	194	1
Operations	3	3	3	1	3	2
Project Delivery	15	14	13	13	11	(2)
System & Incident Management	73	80	87	87	98	11
Toll Collection	156	-	-	-	-	-
Vault	20	-	-	-	-	-
Total Operational Services	772	616	634	634	676	42
Grand Total	873	717	733	737	776	39

FTEs - Full Time Employees

Informational Graphs FY2014





DEPARTMENTAL BUDGETS AND INFORMATION



Operation and Maintenance Fund Budget Comparisons FY2014 to FY2013

Department	2013	2014	2014 Budget to 2013 Budget	
	Budget	Budget	Amount	Percent
Administrative Services:				
Administration	\$922,225	\$556,956	\$(365,269)	(39.6%)
Board	235,003	152,873	(82,130)	(34.9%)
Finance	4,246,847	4,229,089	(17,758)	(0.4%)
Human Resources	1,470,626	1,388,401	(82,225)	(5.6%)
Internal Audit	875,746	828,471	(47,275)	(5.4%)
Legal Services	2,504,759	2,437,130	(67,629)	(2.7%)
Public Affairs	2,773,697	2,846,945	73,248	2.6%
Shared Services	8,474,022	11,032,880	2,558,858	30.2%
Strategic & Innovative Solutions	1,267,881	956,096	(311,785)	(24.6%)
Total Administrative Services	22,770,805	24,428,841	1,658,036	7.3%
Operational Services:				
Customer and Support Services	44,387,815	48,363,838	3,976,023	9.0%
Information Technology	12,949,116	13,995,184	1,046,068	8.1%
Maintenance	26,046,348	24,283,669	(1,762,680)	(6.8%)
Operations	356,845	594,621	237,776	66.6%
Project Delivery	285,051	164,528	(120,523)	(42.3%)
System & Incident Mgmt.	9,472,926	10,869,319	1,396,393	14.7%
Total Operational Services	93,498,102	98,271,159	4,773,056	5.1%
Grand Totals	\$116,268,908	\$122,700,000	\$6,431,092	5.5%

All variances that exceed \$50,000 are explained on the following individual department's budget and information documents. Additionally, variances that are greater than 15% and \$2,000 are further explained.

Estimated Operation and Maintenance Fund Requirements FY2014

Operation Maintenance Fund Estimated Balance as of 12/31/2013		\$ 20,450,000
Estimated Transfers:		
Revenue Distribution	116,700,000	
Other Funds - Salary Allocations	6,000,000	
Total Transfers	122,700,000	
Estimated Expenditures 2014 Operating Budget		(122,700,000)
Estimated Balance at 12/31/2014		\$20,450,000
Required Balance per Trust Agreement at 01/01/2014 (1/6 of 2014 Operating Budget)		\$20,450,000

Administration Department

DESCRIPTION

The Administration Department directs and oversees the strategic mission and objectives of the Authority; communicates and implements directives and policies of the NTTA Board of Directors; conducts all aspects of NTTA's operations, including but not limited to setting the tone, values and culture of the organization; and facilitates communications with local, regional, state and national transportation partners to deliver transportation solutions.

MAJOR BUSINESS FUNCTIONS

Interfacing with internal and external stakeholders, the Administration Department manages:

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

2014 DEPARTMENT OBJECTIVES

Customer Driven Organization

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

Financially Sound & Vibrant Organization

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

Delivering Transportation Solutions

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

Respected Leader & Partner in Region's Transportation Network

- Develops and fosters relationships with local, regional, state and national transportation partners through projects and programs that advance the NTTA mission to meet the region's growing need for transportation infrastructure.

Highly Qualified & Engaged Team

- Expand employee engagement opportunities to develop and recruit talent and create a preferred work environment.

DEPARTMENTAL 2014 OPERATION AND MAINTENANCE FUND BUDGET

Account	2013 Budget	2014 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$526,526	\$255,777	(\$270,749)	(51.4)%
Salaries and Wage-Overtime - (511301)	138	0	(138)	(100.0)%
Retirement Contributions - (512401)	66,349	31,072	(35,277)	(53.2)%
Meeting Expense - (521101)	900	2,000	1,100	122.2%
Consulting/Professional - (521201)	234,483	176,375	(58,108)	(24.8)%
Promotional Expenses - (523304)	29,424	26,900	(2,524)	(8.6)%
Travel - (523501)	14,813	14,850	37	0.2%
Dues & Subscriptions - (523601)	38,647	39,400	753	1.9%
Education and Training - (523701)	9,028	9,000	(28)	(0.3)%
Office Supplies - (531101)	1,332	1,332	0	0.0%
Freight and Express - (531105)	585	250	(335)	(57.3)%
Total Expenses	\$922,225	\$556,956	(365,269)	(39.6)%

MAJOR 2014 OMF BUDGET

- The department's Operation & Maintenance Fund budget has decreased by (\$365,269) from \$922,225 in FY 2013 to \$556,956 in FY 2014. Details about major budget variances are addressed below. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15% and \$2,000 are further explained.
- Salaries decreased by (\$270,749) due to reassigning 1 Executive Assistant position to the Operations Department and eliminating the Deputy Executive Director position.
- Retirement decreased by (\$35,277) commensurate with salaries.
- Consulting/Professional fees decreased by (\$58,108) due to the nature of the projects anticipated to require consulting services. Funds allocated for consulting/professional fees will be used to provide consulting support for enhancing strategic measures and core operations, Authority-wide employee engagement strategies, and other initiatives as directed by the NTTA Board of Directors and Executive Director.

ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System 2014 Budget. (See Other Funds section pages [109-125](#))

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$255,777	\$0	\$0	\$0	\$0	\$255,777
Retirement Contributions - (512401)	31,072	0	0	0	0	31,072
Meeting Expense - (521101)	2,000	0	0	0	0	2,000
Consulting/Professional - (521201)	176,375	0	0	0	0	176,375
Promotional Expenses - (523304)	26,900	0	0	0	0	26,900
Travel - (523501)	14,850	0	0	0	0	14,850
Dues & Subscriptions - (523601)	39,400	0	0	0	0	39,400
Education and Training - (523701)	9,000	0	0	0	0	9,000
Office Supplies - (531101)	1,332	0	0	0	0	1,332
Freight and Express - (531105)	250	0	0	0	0	250
2014 Totals	\$556,956	\$0	\$0	\$0	\$0	\$556,956
2013 Totals	\$922,225	\$0	\$0	\$0	\$0	\$922,225
Increase/(Decrease)	(\$365,269)	\$0	\$0	\$0	\$0	(\$365,269)

OTHER FUNDS VARIANCE

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

ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages [126-128](#))

- EF \$0

SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the 2014 Special Projects System Budget. (See page [19](#))

- OMF PGBT-WE \$113,414
- CF PGBT-WE \$27,371
- CF CTP \$45,865

POSITION SUMMARY

Administration Department			
Full-Time Positions	2013	2014	Difference
Deputy Executive Director	1	-	(1)
Executive Assistant	2	1	(1)
Executive Director	1	1	0
Total Full-Time Positions	4	2	(2)

Board of Directors Department

DESCRIPTION

The NTTA Board of Directors is the governing body and policy- making function of the North Texas Tollway Authority. The nine-member Board is made up of eight members appointed by the commissioner courts of its member counties and one member appointed by the Texas governor.

MAJOR BUSINESS FUNCTIONS

The Board of Directors monitors and provides:

- Oversight of the 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
- Reviews and monitors all activities related to the financing of projects and internal audit functions.

2014 DEPARTMENT OBJECTIVES

Financially Sound & Vibrant Organization

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

Delivering Transportation Solutions

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

Respected Leader & Partner in Region's Transportation Network

- Continue to support and guide the NTTA's policy development and review process.
- Continue to enhance relationships with local, regional, state and national transportation partners through projects and programs supporting the NTTA's mission.
- Attend approximately 35 Board, Special-Called Board, Committee, and Workshop meetings.

DEPARTMENTAL 2014 OPERATION AND MAINTENANCE FUND BUDGET

Account	2013 Budget	2014 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$132,765	\$64,620	(\$68,145)	(51.3)%
Retirement Contributions - (512401)	17,488	8,555	(8,933)	(51.1)%
Meeting Expense - (521101)	58,580	59,385	805	1.4%
Travel - (523501)	20,100	16,548	(3,552)	(17.7)%
Office Supplies - (531101)	4,460	2,475	(1,985)	(44.5)%
Freight and Express - (531105)	1,610	1,290	(320)	(19.9)%
Total Expenses	\$235,003	\$152,873	(82,130)	(34.9)%

MAJOR 2014 OMF BUDGET ITEMS

- The department's overall budget decreased by \$82,130. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15% and \$2,000 are further explained.
- Salaries decreased by \$68,145 due to eliminating the Assistant Secretary position.
- Retirement Contributions decreased (\$8,933) commensurate with salaries.
- Travel expenses have decreased by (\$3,552) due to less travel by the Board.

ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System 2014 Budget. (See Other Funds section pages [109-125](#))

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$64,620	\$0	\$0	\$0	\$0	\$64,620
Retirement Contributions - (512401)	8,555	0	0	0	0	8,555
Meeting Expense - (521101)	59,385	0	0	0	0	59,385
Travel - (523501)	16,548	0	0	0	0	16,548
Office Supplies - (531101)	2,475	0	0	0	0	2,475
Freight and Express - (531105)	1,290	0	0	0	0	1,290
2014 Totals	\$152,873	\$0	\$0	\$0	\$0	\$152,873
2013 Totals	\$235,003	\$0	\$0	\$0	\$0	\$235,003
Increase/(Decrease)	(\$82,130)	\$0	\$0	\$0	\$0	(\$82,130)

OTHER FUNDS VARIANCE

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

ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages [126-128](#))

- EF \$0

SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the 2014 Special Projects System Budget. (See page [19](#))

- OMF PGBT-WE \$26,745
- CF CTP \$10,303

POSITION SUMMARY

Board Department	2013	2014	Difference
Full-Time Positions			
NTTA Secretary	1	1	0
NTTA Assistant Secretary	1	0	(1)
Total Full-Time Positions	2	1	(1)

Finance Department

DESCRIPTION

The Finance Department provides fiscally sound financial solutions, ensures compliance with trust agreements, manages the Authority's resources, structures financial plans to maintain debt service coverage, and works with all departments to manage costs.

MAJOR BUSINESS FUNCTIONS

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

- **Accounting** – The division is responsible for maintaining the general ledger; producing monthly financial statements; ensuring ethical and accurate accounting of the Authority's finances. Responsible for all areas of accounts payable and receivable. Accounting is also responsible for the completion of the annual external audit and the preparation of the Comprehensive Annual Financial Report (CAFR).
- **Budgeting** – The division is responsible for the planning, developing and maintenance of the Authority's annual budgets. Serves as the liaison with departments to help forecast and manage departmental operational and project budgets and to ensure continuing feedback on financial matters.
- **Cash and Debt Management** – The division administers all short-term and long-term financing for the Authority and coordinates post-issuance administrative functions. In addition, this division is responsible for all banking relationships, cash management, investment portfolio management, as well as the establishment and monitoring of all investment and debt policies and procedures.
- **Payroll** – The division is responsible for preparing and processing the Authority's bi-weekly payroll; maintaining compliance of all applicable federal and state wage and hour laws and reporting requirements
- **Procurement Services** – The division is responsible for the procurement of all supplies, services and construction needs of the Authority; responsible for providing for the fair and equitable treatment of all purchases; responsible for the inclusion and reporting of Disadvantaged, Minority, Women-Owned, and Small Business Enterprises (D/M/W/SBEs) and responsible for managing and maintaining requisitions, purchase orders and contracts. The division also coordinates and manages the formal bid process, including RFBs, RFPs and RFQs.

2014 DEPARTMENT OBJECTIVES

Financially Sound & Vibrant Organization

- Develop new financial/accounting policies as needed and begin preparing a comprehensive accounting procedures and guidelines manual to identify and clarify roles, procedures and policies of the accounting/finance function.
- Work in collaboration with Strategic and Innovative Solutions Department to explore financing alternatives to allow the Authority to maintain its role as a regional partner in the development and implementation of needed infrastructure.

Respected Leader & Partner in the Region's Transportation Network

- Amend the performance security agreement for the LBJ Tolling Services Agreement and continue to develop policies and procedures for future Tolling Services Agreements.
- Elevate outreach efforts and initiatives to increase the number of D/M/W and SBEs doing business with NTTA.
- Review the Diversity Policy and current Diversity Contracting and Compliance Manual to ensure alignment with current business environment.

Highly Qualified & Engaged Team

- Continue to develop and train departmental personnel to achieve and maintain a high level of professionalism to better serve internal and external customers.

DEPARTMENTAL 2014 OPERATIONS AND MAINTENANCE FUND BUDGET - FINANCE

Account	2013 Budget	2014 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$2,616,498	\$2,638,685	\$22,187	0.8%
Salaries and Wage-Overtime - (511301)	1,415	0	(1,415)	(100.0)%
Retirement Contributions - (512401)	343,086	349,899	6,813	2.0%
Meeting Expense - (521101)	1,733	6,700	4,967	286.6%
Consulting/Professional - (521201)	253,880	253,837	(43)	0.0%
Trustee Fees - (521204)	63,885	70,840	6,955	10.9%
Traffic Engineering Fees - (521207)	760,000	655,000	(105,000)	(13.8)%
Magazine and Newspaper - (523302)	3,856	8,737	4,881	126.6%
Promotional Expenses - (523304)	35,936	57,394	21,458	59.7%
Printing and Photographic - (523401)	650	550	(100)	(15.4)%
Travel - (523501)	15,594	16,418	824	5.3%
Dues & Subscriptions - (523601)	22,743	47,578	24,835	109.2%
Education and Training - (523701)	12,369	12,212	(157)	(1.3)%
Licenses - (523801)	2,232	2,205	(27)	(1.2)%
Office Supplies - (531101)	11,415	12,146	731	6.4%
Freight and Express - (531105)	1,315	1,888	573	43.6%
Books & Periodicals - (531401)	240	0	(240)	(100.0)%
Bank Charges - (573001)	100,000	95,000	(5,000)	(5.0)%
Total Expenses	\$4,246,847	\$4,229,089	(17,758)	(0.4)%

MAJOR 2014 OMF BUDGET ITEMS

Finance

- The department's overall 2014 budget remains relatively flat from \$4,246,847 in FY 2013 to \$4,229,089 in FY 2014. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15% and \$2,000 are further explained.
- Traffic Engineering Fees decreased by \$105,000 due to refinement of estimates.
- Promotional expenses for Business Diversity increased \$21,458 primarily for additional support of the Cooperative Inclusion Plan.
- Dues and subscriptions for Business Diversity increased \$24,835 due to reallocation of membership fees to various minority associations and the North Central Texas Regional Certification Agency primarily budgeted in the Special Projects System in 2013.

2014 OPERATION AND MAINTENANCE FUND BUDGET - SHARED SERVICES

Account	2013 Budget	2014 Budget	Variance	Variance %
Salaries and Wages-Comp Adj. - (511103)	\$1,299,352	\$1,316,660	\$17,308	1.3%
Group Insurance - (512101)	5,975,922	6,361,950	386,028	6.5%
Retirement Contr.-Comp. Adj. - (512403)	171,985	181,798	9,813	5.7%
Unemployment Insurance - (512601)	592,891	337,091	(255,800)	(43.1)%
Worker's Comp Ins - (512701)	268,057	238,273	(29,784)	(11.1)%
Rentals - Equipment - (522302)	100,000	110,332	10,332	10.3%
Dues & Subscriptions - (523601)	815	815	0	0.0%
Office Supplies - (531101)	65,000	65,000	0	0.0%
Contingency-Restricted - (579002)	0	2,420,961	2,420,961	100.0%
Total Expenses	\$8,474,022	\$11,032,880	\$2,558,858	30.2%

MAJOR 2014 OMF BUDGET ITEMS

Shared Services

- A division within Finance, where agency-wide expenditures and contingency amounts are budgeted. For the first time, a contingency budget in the amount of \$2,420,961 has been established for 2014. Any departmental request for these funds will require Executive Director sign-off prior to allocation. Once these expenses are approved, a budget transfer will be made to the authorized department.
- The division's overall 2014 budget has increased \$2,558,858 due to the contingency.
- The following agency-wide budget items reported in the Shared Services budget are the responsibility of the Human Resources department:
 - Compensation adjustments – remained relatively flat.
 - Unemployment Compensation – decreased by (\$255,800) based on historical utilization.
 - Group Hospitalization – increased by \$386,028 due in part to possible increase in premiums as a result of the health care reform provisions.

ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System 2014 Budget. (See Other Funds section pages [109-125](#))

ALL FUNDS - FINANCE

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$2,638,685	\$0	\$0	\$0	\$0	\$2,638,685
Retirement Contributions - (512401)	349,899	0	0	0	0	349,899
Meeting Expense - (521101)	6,700	0	0	0	0	6,700
Consulting/Professional - (521201)	253,837	40,900	0	18,400	0	313,137
Trustee Fees - (521204)	70,840	197,390	0	2,000	0	270,230
Rating Agency Fees - (521205)	0	36,000	0	51,000	0	87,000
Remarketing/Loc Provider Fees - (521206)	0	2,950,000	0	2,200,000	0	5,150,000
Traffic Engineering Fees - (521207)	655,000	0	0	0	0	655,000
Magazine and Newspaper - (523302)	8,737	0	0	0	0	8,737
Promotional Expenses - (523304)	57,394	0	0	0	0	57,394
Printing and Photographic - (523401)	550	0	0	0	0	550
Travel - (523501)	16,418	0	0	0	0	16,418
Dues & Subscriptions - (523601)	47,578	0	0	0	0	47,578
Education and Training - (523701)	12,212	0	0	0	0	12,212
Licenses - (523801)	2,205	0	0	0	0	2,205
Office Supplies - (531101)	12,146	0	0	0	0	12,146
Freight and Express - (531105)	1,888	0	0	0	0	1,888
Bank Charges - (573001)	95,000	0	0	0	0	95,000
2014 Totals	\$4,229,089	\$3,224,290	\$0	\$2,271,400	\$0	\$9,724,779
2013 Totals	\$4,246,847	\$3,911,320	\$0	\$3,071,920	\$0	\$11,230,087
Increase/(Decrease)	(\$17,758)	(\$687,030)	\$0	(\$800,520)	\$0	(\$1,505,308)

OTHER FUNDS VARIANCE - FINANCE

- **CF - \$3,224,290** The Construction Fund amount is a net decrease of (\$687,030) from 2013, due mainly to the reduction in estimated fees related to the 2011A variable rate bonds Letter of Credit.
- **RMF - \$0**
- **CIF - \$2,271,400** The Capital Improvement Fund amount is a net decrease of (\$800,520) from 2013, due mainly to the reduction in estimated fees related to the Commercial Paper Letter of Credit.
- **CIF/FSF - \$0**

ALL FUNDS - SHARED SERVICES

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Comp Adj. (511103)	\$1,316,660	\$0	\$0	\$0	\$0	\$1,316,660
Group Insurance - (512101)	6,361,950	0	0	0	0	6,361,950
Retirement Contr.-Comp. Adj. - (512403)	181,798	0	0	0	0	181,798
Unemployment Insurance - (512601)	337,091	0	0	0	0	337,091
Worker's Comp Ins - (512701)	238,273	0	0	0	0	238,273
Rentals - Equipment - (522302)	110,332	0	0	0	0	110,332
Dues & Subscriptions - (523601)	815	0	0	0	0	815
Office Supplies - (531101)	65,000	0	0	0	0	65,000
Contingency-Restricted - (579002)	2,420,961	0	0	0	0	2,420,961
2014 Totals	\$11,032,880	\$0	\$0	\$0	\$0	\$11,032,880
2013 Totals	\$8,474,022	\$0	\$0	\$0	\$0	\$8,474,022
Increase/(Decrease)	\$2,558,858	\$0	\$0	\$0	\$0	\$2,558,858

OTHER FUNDS VARIANCE - SHARED SERVICES

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

ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages [126-128](#))

- EF - \$235,484 new budget for 2014. \$92,367 of salaries allocated for the accounting and financial functions associated with the fund and \$143,117 from Shared Services for employee group insurance.

SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the 2014 Special Projects System Budget. (See page [19](#))

- OMF PGBT-WE \$472,673
- OMF CTP \$52,024
- CF PGBT-WE \$227,986
- CF CTP \$211,768

POSITION SUMMARY

Finance Department			
Full-Time Positions	2013	2014	Difference
Finance			
Accountant	3	3	0
Accounting Manager	1	1	0
Accounting Specialists	2	2	0
Accounts Payable Manager	1	1	0
Accounts Payable Specialist	2	2	0
Administrative Support Coordinator	0	1	1
Budget & Compliance Manager	1	1	0
Budget Coordinator	2	2	0
Chief Financial Officer	1	1	0
Controller	1	1	0
Executive Assistant to CFO	1	1	0
Financial Analyst	1	1	0
Financial Services Analyst	1	1	0
Financial Systems Analyst	1	1	0
Financial Technician	1	1	0
Payroll Coordinator	1	1	0
Payroll Manager	0	1	1
Senior Finance Technician	2	2	0
Senior Payroll Coordinator	1	0	(1)
Procurement Services			
Assistant Director of Procurement	1	1	0
Buyer	3	3	0
Purchase Order Specialist	1	1	0
Purchasing Assistant	1	1	0
Senior Buyer	4	4	0
Senior Director Procurement and Business Diversity	1	1	0
Senior Purchase Order Specialist	1	1	0
Business Diversity Department			
Asst. Director B/D	1	1	0
Bus. Diversity Liaison	1	2	1
Business Diversity Manager	1	1	0
Director of Business Diversity	1	1	0
Outreach Coordinator	1	0	(1)
Cash and Debt Management			
Administrative Assistant	1	1	0
Director of Cash & Debt Management	1	1	0
Financial Planning Manager	1	1	0
Treasury Investment Manager	1	1	0
Total Full-Time Positions	44	45	1

Human Resources Department

DESCRIPTION

The Human Resources Department administers comprehensive and high-quality employee programs and services to prospective, current and former employees. The department trains and develops NTTA employees to augment skills necessary to drive the business and comply with local, state and federal laws and regulations.

MAJOR BUSINESS FUNCTIONS

To achieve a highly-qualified and engaged team and align human capital with organizational performance, Human Resources manages the following programs:

- **Total Rewards - Compensation and Benefits Services** – Total Rewards is considered the total remuneration provided to employees and summarizes the value of both financial and non-financial elements in the employment package (i.e., salary, incentives, benefits, perquisites, and job satisfaction).
- **Employee Development and Training Services** – Framework for helping employees develop their personal and organizational skills, knowledge and abilities. The focus of training is on developing a workforce where the organization and individual employee can accomplish their work goals in service to both internal and external customers.
- **Employment Sourcing and Recruitment Services** – Commitment to the continuous development of our employees and to the engagement strategies which 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 to provide management and employees with professional, discrete and timely counsel regarding the interpretation and consistent application of policy.
- **Performance Management** – A continuous process of communicating and clarifying job responsibilities, priorities and performance expectations in order to ensure mutual understanding between supervisor and employee. A philosophy which values and encourages employee development and provides frequent feedback and fosters teamwork.
- **HR Administration** – Policies and Procedure - The daily administration of all employee-related work activities for the NTTA with policies and procedures that are intended to serve as guidelines to assist in the uniform and consistent administration of employee policies.

2014 DEPARTMENT OBJECTIVES

Highly Qualified & Engaged Team

- Develop and implement Human Resources Roadmap actions to support HR assessment.
- Identify a cross- functional team to review the current performance review process and make recommendations to management.
- Conduct a “Desk Audit” to ensure consistency between duties performed and the content of job descriptions for all positions at the NTTA.
- Improve employee engagement and retention strategies.
- Work in collaboration with all NTTA departments to identify skills gaps and improve “bench strength” through training and other developmental strategies.

DEPARTMENTAL 2014 OPERATION AND MAINTENANCE FUND BUDGET

Account	2013 Budget	2014 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$886,609	\$885,135	(\$1,474)	(0.2)%
Salaries and Wages-Internship - (511202)	24,000	0	(24,000)	(100.0)%
Salaries and Wage-Overtime - (511301)	1,774	1,898	124	7.0%
Retirement Contributions - (512401)	117,167	117,465	298	0.3%
Retirement Contr.-Internship - (512402)	3,178	0	(3,178)	(100.0)%
Tuition Reimbursement - (512501)	29,383	31,989	2,606	8.9%
Meeting Expense - (521101)	6,558	8,110	1,552	23.7%
Consulting/Professional - (521201)	233,930	150,111	(83,819)	(35.8)%
Recruitment - (523301)	20,309	20,015	(294)	(1.4)%
Magazine and Newspaper - (523302)	17,010	19,024	2,014	11.8%
Promotional Expenses - (523304)	2,104	3,775	1,671	79.4%
Printing and Photographic - (523401)	1,103	2,625	1,522	138.0%
Travel - (523501)	1,245	5,012	3,767	302.6%
Dues & Subscriptions - (523601)	20,527	23,206	2,679	13.1%
Education and Training - (523701)	98,656	113,076	14,420	14.6%
Temporary Contract Labor - (523851)	1,055	1,500	445	42.2%
Office Supplies - (531101)	5,978	5,160	(818)	(13.7)%
Freight and Express - (531105)	40	300	260	650.0%
Total Expenses	\$1,470,626	\$1,388,401	(82,225)	(5.6)%

MAJOR 2014 BUDGET ITEMS

- The department's overall 2014 budget has decreased by (\$82,225) from \$1,470,625 in FY2013 to \$1,388,401 for FY2014. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15% and \$2,000 are further explained.
- Salaries and Wages-Internship decreased by \$24,000 due to suspension of the program in 2014.
- Consulting/Professional Expenses decreased by (\$83,819) due to the 2013 internal equity study not being performed in 2014.
- Travel budget increased by \$3,767 to add expenses for the HR Director to attend an IBTTA conference.

ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System 2014 Budget. (See Other Funds section pages [109-125](#))

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$885,135	\$0	\$0	\$0	\$0	\$885,135
Salaries and Wage-Overtime - (511301)	1,898	0	0	0	0	1,898
Retirement Contributions - (512401)	117,465	0	0	0	0	117,465
Tuition Reimbursement - (512501)	31,989	0	0	0	0	31,989
Meeting Expense - (521101)	8,110	0	0	0	0	8,110
Consulting/Professional - (521201)	150,111	0	0	0	0	150,111
Recruitment - (523301)	20,015	0	0	0	0	20,015
Magazine and Newspaper - (523302)	19,024	0	0	0	0	19,024
Promotional Expenses - (523304)	3,775	0	0	0	0	3,775
Printing and Photographic - (523401)	2,625	0	0	0	0	2,625
Travel - (523501)	5,012	0	0	0	0	5,012
Dues & Subscriptions - (523601)	23,206	0	0	0	0	23,206
Education and Training - (523701)	113,076	0	0	0	0	113,076
Temporary Contract Labor - (523851)	1,500	0	0	0	0	1,500
Office Supplies - (531101)	5,160	0	0	0	0	5,160
Freight and Express - (531105)	300	0	0	0	0	300
2014 Totals	\$1,388,401	\$0	\$0	\$0	\$0	\$1,388,401
2013 Totals	\$1,470,626	\$0	\$0	\$0	\$0	\$1,470,626
Increase/(Decrease)	(\$82,225)	\$0	\$0	\$0	\$0	(\$82,225)

OTHER FUNDS VARIANCE

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

ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages [126-128](#))

- **EF - \$63,820** - New budget for 2014. Salaries allocated for the employee and benefits functions associated with the fund.

SPECIAL SYSTEMS PROJECTS

The following amounts were budgeted in the 2014 Special Projects System Budget. (See page [19](#))

- OMF PBGT-WE \$172,335

POSITION SUMMARY

Human Resources Department			
Full-Time Positions	2013	2014	Difference
Administrative Assistant	1	1	0
Assistant Director of Human Resources	1	1	0
Benefits Coordinator	1	1	0
Benefits Wellness Program Analyst	0	1	1
Compensation/Benefits Manager	1	1	0
Director of Human Resources	1	1	0
Human Resources Coordinator	1	1	0
Human Resources Generalist	1	1	0
HRIS Systems Analyst	1	1	0
Recruiting Manager	1	1	0
Recruiter	1	1	0
Senior HR Coordinator	1	1	0
Compensation/Benefits Support Analyst	1	0	(1)
Training Manager	1	1	0
Total Full-Time Positions	13	13	0
Temporary Positions	2013	2014	Difference
Interns	5	5	0
Total Part-Time Positions	5	5	0

Internal Audit Department

DESCRIPTION

The Internal Audit Department provides independent, objective review of NTTA processes and operations designed to add value and improve the Authority and its operations. The department helps the NTTA accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve effectiveness of risk management, control and governance processes.

MAJOR BUSINESS FUNCTIONS

Internal Audit evaluates and provides objective analysis of NTTA business functions and operations through:

- **Annual risk assessment** – Performed to identify the higher risk areas.
- **Assurance audits** – Provides an objective examination of evidence for the purpose of providing an independent assessment on governance, risk management and control processes.
- **Consulting services** – Intended to add value and improve an organization’s governance, risk assessment, and control processes without internal audit assuming management responsibilities
- **Ombudsman function** – A component of the escalation process for the Customer Service Center Department; the Ombudsman is responsible for determining compliance with Business Rules.
- **Ethics and Fraud Hotline** – Monitors to ensure items are resolved.

2014 DEPARTMENT OBJECTIVES

Customer-Driven Organization

- Continue to perform the Ombudsman role and responsibilities.

Financially Sound and Vibrant Organization

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

Respected Leader & Partner in the Region’s Transportation Network

- Engage a qualified, independent assessor or assessment team to conduct an external assessment of the Internal Audit Department as required per compliance with the International Professional Practices Framework.

Highly Qualified & Engaged Team

- Continue to monitor the NTTA’s ethics hotline.

DEPARTMENTAL 2014 OPERATION AND MAINTENANCE FUND BUDGET

Account	2013 Budget	2014 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$616,429	\$567,160	(\$49,269)	(8.0)%
Retirement Contributions - (512401)	81,280	75,092	(6,188)	(7.6)%
Meeting Expense - (521101)	871	918	47	5.4%
Consulting/Professional - (521201)	20,000	47,900	27,900	139.5%
Auditing Fees - (521203)	124,605	102,850	(21,755)	(17.5)%
Postage - (523201)	91	91	0	0.0%
Magazine and Newspaper - (523302)	0	391	391	100.0%
Travel - (523501)	11,258	11,247	(11)	(0.1)%
Dues & Subscriptions - (523601)	5,710	5,877	167	2.9%
Education and Training - (523701)	11,596	13,067	1,471	12.7%
Licenses - (523801)	260	232	(28)	(10.8)%
Office Supplies - (531101)	2,734	2,734	0	0.0%
Freight and Express - (531105)	456	456	0	0.0%
Books & Periodicals - (531401)	456	456	0	0.0%
Total Expenses	\$875,746	\$828,471	(47,275)	(5.4)%

MAJOR 2014 OMF BUDGET ITEMS

- The department's OMF 2014 budget has decreased by \$47,275 from \$875,746 in FY2013 to \$828,471 in FY2014. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15% and \$2,000 are further explained.
- Salaries and Retirement Contributions decreased by \$55,457 due to the reduction of 1 position.
- Auditing Fees decreased by (\$21,755) due to the external audit services being put out to bid and the negotiated best and final bid was lower than the previous year.
- Consulting/Professional increased by \$27,900 due to the Institute of Internal Auditors (IIA) Professional Standards requiring internal audit departments to be audited every five years to ensure compliance with the IIA standards – this review is budgeted for fiscal 2014.

ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System 2014 Budget. (See Other Funds section pages [109-125](#))

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$567,160	\$0	\$0	\$0	\$0	\$567,160
Retirement Contributions - (512401)	75,092	0	0	0	0	75,092
Meeting Expense - (521101)	918	0	0	0	0	918
Consulting/Professional - (521201)	47,900	0	0	0	0	47,900
Auditing Fees - (521203)	102,850	56,100	18,700	18,700	0	196,350
Postage - (523201)	91	0	0	0	0	91
Magazine and Newspaper - (523302)	391	0	0	0	0	391
Travel - (523501)	11,247	0	0	0	0	11,247
Dues & Subscriptions - (523601)	5,877	0	0	0	0	5,877
Education and Training - (523701)	13,067	0	0	0	0	13,067
Licenses - (523801)	232	0	0	0	0	232
Office Supplies - (531101)	2,734	0	0	0	0	2,734
Freight and Express - (531105)	456	0	0	0	0	456
Books & Periodicals - (531401)	456	0	0	0	0	456
2014 Totals	\$828,471	\$56,100	\$18,700	\$18,700	\$0	\$921,971
2013 Totals	\$875,746	\$67,966	\$22,656	\$22,655	\$0	\$989,023
Increase/(Decrease)	(\$47,275)	(\$11,866)	(\$3,956)	(\$3,955)	\$0	(\$67,052)

OTHER FUNDS VARIANCE

- **CF - \$56,100** The Construction Fund outside auditor's fees decreased by (\$11,866) due to renegotiated contract.
- **RMF- \$18,700** The Reserve Maintenance Fund outside auditor's fees decreased by (\$3,956) due to renegotiated contract.
- **CIF - \$18,700** The Capital Improvement Fund outside auditor's fees decreased by (\$3,955) due to renegotiated contract.
- **CIF/FSF - \$0**

ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages [126-128](#))

- EF \$0

SPECIAL PROJECT SYSTEM

The following amounts were budgeted in the 2014 Special Projects System Budget. (See page [19](#))

- OMF-PGBT-WE \$130,548
- OMF-CTP \$44,000

POSITION SUMMARY

Internal Audit Department			
Full-Time Positions	2013	2014	Difference
Administrative Assistant	1	1	0
Assistant Director of Internal Audit	1	1	0
Director of Internal Audit	1	1	0
Information Technology Auditor	2	2	0
Internal Auditor	1	0	(1)
Internal Audit Analyst	1	1	0
Senior Internal Auditor	1	1	0
Total Full-Time Positions	8	7	(1)

Legal Services Department

DESCRIPTION

The Legal Services Department provides legal support, counsel, representation and guidance to ensure that the Authority is in compliance with applicable laws and regulations and to assist NTTA in accomplishing its business objectives.

MAJOR BUSINESS FUNCTIONS

To protect and advance the interest of the Authority, Legal Services provides the following professional services:

- Provide legal advice and counsel on a wide variety of issues from all departments
- Ethics training for all new employees
- Respond to Public Information Act open records requests
- Support for toll violation enforcement efforts
- Coordinate outside legal counsel services

2014 DEPARTMENT OBJECTIVES

Customer- Driven Organization

- Advance toll enforcement remedies against habitual violators.
- Provide timely legal advice and solutions to NTTA departments.

Delivering Transportation Solutions

- Support innovative financing and project delivery efforts to deliver needed infrastructure for region.

Respected Leader & Partner in the Region's Transportation Network

- Strengthen relationship with Texas Municipal League (insurer).
- Develop relationships with in-house legal counsel at other transportation entities.
- National leadership in issues pertaining to highway authorities and new vehicular technologies.

Highly Qualified & Engaged Team

- Implement legal agreement repository and legal agreement template ("boilerplate") projects.
- Develop additional in-house expertise.

DEPARTMENTAL 2014 OPERATION AND MAINTENANCE FUND BUDGET

Account	2013 Budget	2014 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$530,782	\$560,835	\$30,053	5.7%
Retirement Contributions - (512401)	70,439	74,203	3,764	5.3%
Legal Fees - (521202)	1,800,000	1,694,242	(105,758)	(5.9)%
Travel - (523501)	12,167	12,200	33	0.3%
Dues & Subscriptions - (523601)	42,995	42,150	(845)	(2.0)%
Education and Training - (523701)	3,809	5,500	1,691	44.4%
Office Supplies - (531101)	44,111	47,500	3,389	7.7%
Freight and Express - (531105)	456	500	44	9.6%
Total Expenses	\$2,504,759	\$2,437,130	(67,629)	(2.7)%

MAJOR 2014 BUDGET ITEMS

- The department's overall 2014 budget has decreased by \$67,629 from \$2,504,759 in FY 2013 to \$2,437,130 in FY 2014 due to a decrease in legal fees and dues and subscriptions. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15% and \$2,000 are further explained.
- Legal fees decreased by \$105,758 based on historical spending and the utilization of three part-time intern law students. Interns continue to provide basic legal research at approximately \$20/hour.

ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System 2014 Budget. (See Other Funds section pages [109-125](#))

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$560,835	\$0	\$0	\$0	\$0	\$560,835
Retirement Contributions - (512401)	74,203	0	0	0	0	74,203
Legal Fees - (521202)	1,694,242	150,000	150,000	700,000	0	2,694,242
Travel - (523501)	12,200	0	0	0	0	12,200
Dues & Subscriptions - (523601)	42,150	0	0	0	0	42,150
Education and Training - (523701)	5,500	0	0	0	0	5,500
Office Supplies - (531101)	47,500	0	0	0	0	47,500
Freight and Express - (531105)	500	0	0	0	0	500
Deferred Charges- (153001)	0	0	0	0	300,000	300,000
2014 Totals	\$2,437,130	\$150,000	\$150,000	\$700,000	\$300,000	\$3,737,130
2013 Totals	\$2,504,759	\$500,000	\$150,000	\$700,000	\$300,000	\$4,154,759
Increase/(Decrease)	(\$67,629)	(\$350,000)	\$0	\$0	\$0	(\$417,629)

OTHER FUNDS VARIANCE

- CF - \$150,000** The Construction Fund estimated legal fees decreased by (\$350,000) or (70.0%) due to System construction projects coming to completion.
- RMF - \$150,000** The Reserve Maintenance Fund estimated legal fees remain the same as 2013 based on historical spending.

- **CIF - \$700,000** The Capital Improvement Fund estimated legal fees remain the same as 2013 based on historical spending.
- **CIF/FSF- \$300,000** The Feasibility Study Fund estimated legal fees remain the same as 2013 based on historical spending.

ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages [126-128](#))

- **EF - \$500,000** Legal fees decreased (\$216,380) due to agreement negotiations coming to completion.

SPECIAL SYSTEMS PROJECTS

The following amounts were budgeted in the 2014 Special Projects System Budget. (See page [19](#))

- OMF PGBT-WE \$ 297,613
- CF PGBT-WE \$ 271,786
- CF CTP \$ 1,351,952

POSITION SUMMARY

Legal Services Department			
Full-Time Positions	2013	2014	Difference
Assist Executive Director General Counsel	1	1	0
Executive Assistant to AED	1	1	0
Asst. Director General Counsel	1	1	0
Paralegal	1	1	0
Records Retention Manager	1	1	0
Total Full-Time Positions	5	5	0
Part-Time & Temporary Positions	2013	2014	Difference
P/T Intern-Legal (Law Students)	3	3	0
Total Part-Time Positions	3	3	0

Public Affairs Department

DESCRIPTION

The Public Affairs Department manages NTTA's brand by connecting with all internal and external audiences. The department develops and markets products and services to increase revenue, TollTag penetration and ZipCash payment; pushes toll road advantages to increase traffic; and guides all government relations activities.

MAJOR BUSINESS FUNCTIONS - COMMUNICATIONS AND MARKETING

- **Strategy and planning** – Identify trends, new products and programs and develop strategies to support operations.
- **Media relations** – Pitch positive stories and respond to media inquiries
- **Marketing and advertising** – Develop and promote products and increase distribution.
- **Project communications** – Manage the NEPA process for new roads; notify customers of ongoing construction and maintenance activity.
- **Speaker's bureau** – Educate external audiences through grassroots community outreach.
- **Digital communications** – Engage customers through new media, including web, mobile, social media and email channels.
- **Internal communications** – Reinforce NTTA culture and business goals with employees.
- **Government/legislative affairs** – Cultivate relationships with elected officials and stakeholders to advance public policy that supports NTTA's mission.

2014 DEPARTMENT OBJECTIVES

Financially Sound & Vibrant Organization

- Execute quarterly advertising campaigns to promote TollTag and toll road use
- Produce and execute cooperative marketing and PR for managed lanes with Cintra/TxDOT
- Drive customers to mobile/online services, and provide incentives for self-help options
- Generate public and stakeholder support for toll enforcement remedies through PR efforts

Customer-Driven Organization

- Launch TollTag customer loyalty program in coordination with Customer Service
- Expand Tollmate functionality to notify customers about account status and traffic
- Advance customer experience initiatives to drive TollTag penetration to 80% and the collection rate to 70%. Includes elected and stakeholder communication.
- Build new retail partnerships to distribute TollTags and other services
- Execute biennial customer/stakeholder survey to steer PR, advertising, public policy, and government relations programs
- Increase online visibility through the web, blogs and social media posts.

Respected Leader & Partner in Region's Transportation Network

- Build and maintain elected official support for NTTA programs, issues and public policy
- Support business diversity through ongoing multicultural advertising and outreach
- Guide project communications for SH 360, capital plan and maintenance projects
- Show NTTA's regional financial contributions by promoting economic impact study results

DEPARTMENTAL 2014 OPERATION AND MAINTENANCE FUND BUDGET

Account	2013 Budget	2014 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,017,321	\$1,208,713	\$191,392	18.8%
Salaries and Wage-Overtime - (511301)	1,200	1,200	0	0.0%
Retirement Contributions - (512401)	132,017	155,134	23,117	17.5%
Meeting Expense - (521101)	796	2,413	1,617	203.1%
Consulting/Professional - (521201)	616,492	595,397	(21,095)	(3.4)%
Public Information Fees - (523203)	111,420	47,400	(64,020)	(57.5)%
Magazine and Newspaper - (523302)	297,349	592,644	295,295	99.3%
Television & Radio - (523303)	400,000	124,318	(275,682)	(68.9)%
Promotional Expenses - (523304)	90,661	28,470	(62,191)	(68.6)%
Printing and Photographic - (523401)	1,896	475	(1,421)	(74.9)%
Maps & Pamphlets - (523402)	50,411	51,486	1,075	2.1%
Travel - (523501)	31,711	21,038	(10,673)	(33.7)%
Dues & Subscriptions - (523601)	9,196	5,407	(3,789)	(41.2)%
Education and Training - (523701)	5,910	4,265	(1,645)	(27.8)%
Office Supplies - (531101)	5,066	6,711	1,645	32.5%
Other Materials and Supplies - (531102)	2,085	1,638	(447)	(21.4)%
Freight and Express - (531105)	166	236	70	42.2%
Total Expenses	\$2,773,697	\$2,846,945	\$73,248	2.6%

MAJOR 2014 BUDGET ITEMS

- The Public Affairs Department's overall FY2014 NTTA System Operations and Maintenance budget increased by 2.6% or \$73,248 from \$2,773,697 in FY2013 to \$2,846,945 in FY2014. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15% and \$2,000 are further explained.
- Salaries & Wages (Direct): increased by \$191,392 due mainly to reducing the allocation of salaries to Special Projects System for 2014.
- Retirement Contributions: increased by \$23,117 due to the changes to SPS allocations.
- Public Information Fees: decreased by (\$64,020) by eliminating marketing incentives and keeping partner payments flat based on 2013 actuals.
- Magazine/Newspaper: increased by \$295,295 to accommodate expanded billboard, online and mobile promotions based on 2013 actuals and 2014 growth plans.
- TV/Radio: decreased by (\$275,682) based on 2013 actuals and success with growth in online/mobile and billboard advertising.
- Promotional Expenses: decreased by (\$62,191) by reducing expenses for marketing sponsorships and by eliminating customer rewards programs/incentives, community sponsorships, and employee engagement promotions.
- Travel: decreased by (\$10,673) due to non-legislative year and by eliminating travel to IBTTA meetings and mileage reimbursement for employees.
- Dues and Subscriptions: decreased by (\$3,789) by eliminating professional memberships and subscriptions and by aligning government/legislative affairs expenses with prior interim legislative year.

ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System 2014 Budget. (See Other Funds section pages [109-125](#))

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$1,208,713	\$0	\$0	\$0	\$0	\$1,208,713
Salaries and Wage-Overtime - (511301)	1,200	0	0	0	0	1,200
Retirement Contributions - (512401)	155,134	0	0	0	0	155,134
Meeting Expense - (521101)	2,413	0	0	0	0	2,413
Consulting/Professional - (521201)	595,397	0	0	0	0	595,397
Public Information Fees - (523203)	47,400	0	0	0	0	47,400
Magazine and Newspaper - (523302)	592,644	0	0	0	0	592,644
Television & Radio - (523303)	124,318	0	0	0	0	124,318
Promotional Expenses - (523304)	28,470	0	0	0	0	28,470
Printing and Photographic - (523401)	475	0	0	0	0	475
Maps & Pamphlets - (523402)	51,486	0	0	0	0	51,486
Travel - (523501)	21,038	0	0	0	0	21,038
Dues & Subscriptions - (523601)	5,407	0	0	0	0	5,407
Education and Training - (523701)	4,265	0	0	0	0	4,265
Office Supplies - (531101)	6,711	0	0	0	0	6,711
Other Materials and Supplies - (531102)	1,638	0	0	0	0	1,638
Freight and Express - (531105)	236	0	0	0	0	236
2014 Totals	\$2,846,945	\$0	\$0	\$0	\$0	\$2,846,945
2013 Totals	\$2,773,697	\$0	\$0	\$0	\$0	\$2,773,697
Increase/(Decrease)	\$73,248	\$0	\$0	\$0	\$0	\$73,248

OTHER FUNDS VARIANCE

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

ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages [126-128](#))

- **EF - \$504,050** new budget for 2014; \$4,050 of salaries allocated and \$500,000 for advertisement and customer outreach.

SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the 2014 Special Projects System Budget. (See page [19](#))

- OMF PGBT-WE \$604,855
- OMF CTP \$1,041,750
- CF PGBT-WE & CTP \$142,795

POSITION SUMMARY

Public Affairs Department			
Full-Time Positions	2013	2014	Difference
Administrative Assistant	1	1	0
Assistant Director Public Affairs	1	1	0
B to B Marketing Specialist	1	0	(1)
Business Development Specialist	0	1	1
Digital Communications Specialist	0	1	1
Graphic Communications Specialist	1	1	0
Internal Communications Manager	1	1	0
Marketing Coordinator	1	0	(1)
Marketing Manager	1	1	0
Media Relations Manager	2	2	0
Project Communications Manager	1	1	0
Project Communications Specialist	1	1	0
Senior Communications Specialist	1	1	0
Senior Director of Public Affairs	1	1	0
TollTag Marketing Specialist	1	1	0
Web Content Specialist	1	1	0
Government Affairs Department			
Director of Government Affairs	1	1	0
Administrative Assistant	1	1	0
Director of Legislative Affairs	1	1	0
Total Full-Time Positions	18	18	0
Part-Time & Temporary Positions	2013	2014	Difference
Temporary Intern P/T Gov. Aff.	1	0	(1)
Total Part-Time Positions	1	0	(1)

Strategic and Innovative Solutions Department

DESCRIPTION

The Strategic and Innovative Solutions (SIS) Department develops comprehensive strategic initiatives, monitors Authority performance and leads innovative financing efforts to maximize the achievement of business goals.

MAJOR BUSINESS FUNCTIONS

SIS ensures that the Authority's day-to-day operations promote a cohesive strategy that maintains sustainability, drives performance and fuels growth through managing the following:

- **Innovative Finance** – Leverages internal and external partnerships that bring together resources from varied and diverse sources.
- **Strategic Planning and Performance** – Updates and monitors progress with five-year plan and alignment of decision-making with strategic goals and objectives. This unit also benchmarks competitive performance, measures success, monitors and communicates performance.
- **Financial Analysis, Feasibility Review and Business Ventures** - Performs feasibility reviews to support anticipated projects and evaluate potential partnerships and business ventures.

2014 DEPARTMENT OBJECTIVES

Financially Sound & Vibrant Organization

- Update direct and indirect costs for the NTTA's Cost Model.
- Employ contemporary financial tools to identify investors in the private and public sectors; and develop an infrastructure investment fund to support projects in the region.

Delivering Transportation Solutions

- Perform feasibility reviews
- Evaluate potential business ventures by providing analysis, consultation, gap assessments and recommendations for future projects.

Respected Leader & Partner in the Region's Transportation Network

- Implement existing tolling services agreements and monitor performance against established operational and financial criteria.

Highly Qualified & Engaged Team

- Advance strategic priorities and fully integrate Strategic Plan across departmental units

DEPARTMENTAL 2014 OPERATION AND MAINTENANCE FUND BUDGET

Account	2013 Budget	2014 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$993,859	\$818,842	(\$175,017)	(17.6)%
Retirement Contributions - (512401)	129,796	107,704	(22,092)	(17.0)%
Consulting/Professional - (521201)	103,750	0	(103,750)	(100.0)%
Travel - (523501)	22,500	12,637	(9,863)	(43.8)%
Dues & Subscriptions - (523601)	9,876	763	(9,113)	(92.3)%
Education and Training - (523701)	5,000	6,975	1,975	39.5%
Licenses - (523801)	1,000	895	(105)	(10.5)%
Office Supplies - (531101)	2,100	3,806	1,706	81.2%
Freight and Express - (531105)	0	974	974	100.0%
Software - (531651)	0	3,500	3,500	100.0%
Total Expenses	\$1,267,881	\$956,096	(311,785)	(24.6)%

MAJOR 2014 OMF BUDGET ITEMS

- The SIS department's Operation and Maintenance Fund budget decreased by (24.6%) or (\$311,785). All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15% and \$2,000 are further explained.
- Salaries and Wages (Direct): decreased by (\$175,017) due to the reclassification of a director level position to a manager level position and revised allocation to SPS.
- Retirement Contributions: decreased by (\$22,092).
- Consulting/Professional: decreased by (\$103,750) due to all consulting fees being budgeted to the Feasibility Study Fund in 2014.
- Travel Expenses: decreased by (\$9,863) due to the transfer of interoperability expenses to the Operations Department budget.
- Dues and Subscriptions: decreased by (\$9,113) to aligning all interoperability expenses within the Operations Department Budget.
- Driver/Hardware Support Program: increased by \$3,500 to provide technology solution for strategic management and organizational-wide performance monitoring.

ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System 2014 Budget. (See Other Funds section pages [109-125](#))

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$818,842	\$0	\$0	\$0	\$0	\$818,842
Retirement Contributions - (512401)	107,704	0	0	0	0	107,704
Consulting/Professional - (521201)	0	0	0	0	690,000	690,000
Traffic Engineering Fees - (521207)	0	0	0	0	1,885,000	1,885,000
Travel - (523501)	12,637	0	0	0	0	12,637
Dues & Subscriptions - (523601)	763	0	0	0	0	763
Education and Training - (523701)	6,975	0	0	0	0	6,975
Licenses - (523801)	895	0	0	0	0	895
Office Supplies - (531101)	3,806	0	0	0	0	3,806
Freight and Express - (531105)	974	0	0	0	0	974
Software - (531651)	3,500	0	0	0	0	3,500
2014 Totals	\$956,096	\$0	\$0	\$0	\$2,575,000	\$3,531,096
2013 Totals	\$1,267,881	\$0	\$0	\$0	\$2,102,300	\$3,370,181
Increase/(Decrease)	(\$311,785)	\$0	\$0	\$0	\$472,700	\$160,915

OTHER FUNDS VARIANCE

- CF \$0
- RMF \$0
- CIF \$0
- **CIF/FSF - \$2,575,000** The Feasibility Study Fund has a net increase of \$472,700, mostly due to traffic engineering fees added for projects such as Trinity Parkway and DNT Phase 4A, 4B/5A

ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages [126-128](#))

- **EF - \$150,000** new budget for 2014. \$50,000 of salaries allocated and \$100,000 for possible consulting services.

SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the 2014 Special Projects System Budget. (See page [19](#))

- OMF PGBT-WE \$400,205
- OMF CTP \$187,500
- CF PGBT-WE \$0
- CF CTP \$0

POSITION SUMMARY

Strategic and Innovative Solutions			
Full-Time Positions	2013	2014	Difference
Assistant Executive Director of Strategic and Innovative Solutions	1	1	-
Director of Business Ventures	1	-	(1)
Chief Strategic Officer	1	1	-
Strategic and Innovative Solutions Manager	1	2	1
Senior Financial Analyst	-	1	1
Financial Analyst	2	2	-
Business Analyst	1	-	(1)
Management Analyst	1	1	-
Executive Assistant	1	1	-
Total Full-Time Positions	9	9	0

Customer and Support Services Department

DESCRIPTION

The Customer and Support Services Department delivers high-quality customer and toll collection services through strong performance metrics and quality monitoring. The department provides a professional environment that promotes exceptional customer service to NTTA's customers.

MAJOR BUSINESS FUNCTIONS

Divided into four business units, the Customer and Support Services Department drives TollTag use and the collection of tolls through:

- **Customer Contact Center** – Delivers world-class service to more than 4 million customers each year through the distribution of TollTags and by assisting customers with TollTag account maintenance, ZipCash invoice payments and resolving customer concerns via multiple contact channels.
- **Support Services** – Provides back office operations for the NTTA, including data entry, payment processing, TollTag fulfillment, image review, invoice QA/QC, management of TollTag distribution centers and response to customer requests through general correspondence and inquiries.
- **Collections** – Provides collections services for all NTTA invoices through the 3rd notice of non-payment, including initial ZipCash invoices.
- **Customer Service Training** – Provides in-depth training for new Customer Service Specialists and administers recurring training and continuing education to ensure the maintenance of a highly qualified and energized team of Customer Service Specialists.

2014 DEPARTMENT OBJECTIVES

Customer Driven Organization

- Improve the monitoring of outside collection agency performance.
- Advance Call Center Flex Capacity pilot program to determine impact on turnover, training expenses, response time and allocation of resources.
- Increase quality of the image review process by ensuring that the training and monitoring of staff is meeting established efficiency goals.
- Focus on customer service/collections through the following initiatives:
 - Continue pursuit of collections from out-of-state drivers
 - Outbound messaging – advance early notifications to inform customers of potential account issues and payment options
 - Excessive V-Tolls – proactively notify customers with account issues to help correct the issue and prevent ZipCash invoice generation for TollTag customers
 - Support toll enforcement remedies
 - Open retail TollTag store in Fort Worth.
- Provide exceptional customer service to TEXpress customers through our toll service agreement obligations.

Highly Qualified & Engaged Team

- Work with the Human Resources Department to develop employee career paths and core skills needed within the department.

DEPARTMENTAL 2014 OPERATION AND MAINTENANCE FUND BUDGET

Account	2013 Budget	2014 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$9,145,148	\$9,486,582	\$341,434	3.7%
Salaries and Wage-Overtime - (511301)	143,149	190,388	47,239	33.0%
Retirement Contributions - (512401)	1,211,509	1,256,347	44,838	3.7%
Meeting Expense - (521101)	10,835	19,870	9,035	83.4%
Consulting/Professional - (521201)	6,913,890	6,834,700	(79,189)	(1.1)%
Armored Car Services - (521209)	27,812	19,777	(8,035)	(28.9)%
Rentals - Land - (522301)	153,000	76,500	(76,500)	(50.0)%
Rentals - Equipment - (522302)	37,308	30,838	(6,470)	(17.3)%
Postage - (523201)	7,040,951	6,800,001	(240,950)	(3.4)%
Magazine and Newspaper - (523302)	4,000	8,000	4,000	100.0%
Travel - (523501)	1,124	9,446	8,322	740.4%
Dues & Subscriptions - (523601)	522	2,906	2,384	456.7%
Education and Training - (523701)	9,457	33,739	24,283	256.8%
Temporary Contract Labor - (523851)	2,652,832	3,542,348	889,516	33.5%
Office Supplies - (531101)	57,657	124,637	66,979	116.2%
Freight and Express - (531105)	622	463	(159)	(25.6)%
Inven. for resale(toll tags) - (531501)	6,960,226	8,102,115	1,141,889	16.4%
Uniforms - (531701)	5,792	11,857	6,065	104.7%
Bank Charges - (573001)	659,193	637,490	(21,703)	(3.3)%
Credit Card Fees - (573002)	9,352,790	11,175,835	1,823,045	19.5%
Total Expenses	\$44,387,815	\$48,363,838	\$3,976,023	9.0%

MAJOR 2014 BUDGET ITEMS

- The department's overall OMF 2014 budget increased from \$44,387,815 million in FY 2013 to \$48,363,838 million in FY 2014. The increase of \$3,976,023 is due to an increase in transaction and invoice processing. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15% and \$2,000 are further explained.
- Salaries and Wages – increased \$341,434. This increase is due mainly to adding 26 temporary positions for the call center.
- Overtime - increased \$47,239 over 2013 budget based on historical use of overtime to handle unforeseen transaction processing backlogs.
- Meeting Expenses - increased \$9,035. This increase is due to adding an additional management team building event and employee boost event venue needing to accommodate all Customer Service Center employees. These events are vital to maintaining employee morale.
- Consulting/Professional Fees - decreased by (\$79,189). This decrease is mainly due to going to monthly invoices, reducing the outsourced invoice processing.
- Armored Car Services - decreased by (\$8,035) due to the delayed opening of the Fort Worth storefront location in the late 1st quarter of 2014.
- Rentals-Land - decreased (\$76,500) due to opening of our first storefront at a current NTTA property and not rented space.
- Rentals-Equipment - decreased by (\$6,470) due to the renegotiated contract on the mailing system equipment.
- Postage - decreased by (\$240,950). This decrease is due to going to monthly invoicing.
- Magazine and Newspaper – increased \$4,000 to advertise the bidding of two contracts in 2014.

- Travel Expenses – increased by \$8,322 due to adding travel arrangements for a Director and two Assistant Directors to attend an IBTTA workshop in 2014.
- Dues and Subscriptions - increased \$2,384 in 2014 due to registration fees for an IBTTA workshop for Director and Assistant Directors.
- Education and Training - increased \$24,283. This increase is due to staffing for the Flex Capacity and TERs.
- Temporary Contract Labor – increased by \$889,516 due to additional temporary staffing to accommodate the Flex Capacity Pilot program and to handle overflow call volumes within the call center. The temporary labor will also alleviate the TSA and TER projects that were initiated in 2013.
- Office Supplies – increased by \$66,979 due to the increased customer contact volumes and increase in forecasted transactions from CDM Smith.
- TollTags and Supplies - increased by \$1,141,889 over 2013 budget due to increase in forecasted transactions from CDM Smith, opening of tolled facilities in new geographic areas, and the addition of CRRMA and NETRMA to the Regional TollTag Partners program.
- Uniforms – increased by \$6,065 for logo shirts provided to employees at two booster events.
- Credit Card Fees - increased by \$1,823,045 over 2013 budget due to increase in forecasted transactions, including TSAs, from CDM Smith as well as the implementation of our \$20 TollTag.

ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System 2014 Budget. (See Other Funds section pages [109-125](#))

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$9,486,582	\$0	\$0	\$0	\$0	\$9,486,582
Salaries and Wage-Overtime - (511301)	190,388	0	0	0	0	190,388
Retirement Contributions - (512401)	1,256,347	0	0	0	0	1,256,347
Meeting Expense - (521101)	19,870	0	0	0	0	19,870
Consulting/Professional - (521201)	6,834,700	0	0	0	0	6,834,700
Armored Car Services - (521209)	19,777	0	0	0	0	19,777
Rentals - Land - (522301)	76,500	0	0	0	0	76,500
Rentals - Equipment - (522302)	30,838	0	0	0	0	30,838
Postage - (523201)	6,800,001	0	0	0	0	6,800,001
Magazine and Newspaper - (523302)	8,000	0	0	0	0	8,000
Travel - (523501)	9,446	0	0	0	0	9,446
Dues & Subscriptions - (523601)	2,906	0	0	0	0	2,906
Education and Training - (523701)	33,739	0	0	0	0	33,739
Temporary Contract Labor - (523851)	3,542,348	0	0	0	0	3,542,348
Office Supplies - (531101)	124,637	0	0	0	0	124,637
Freight and Express - (531105)	463	0	0	0	0	463
Inven. for resale(toll tags) - (531501)	8,102,115	0	0	0	0	8,102,115
Uniforms - (531701)	11,857	0	0	0	0	11,857
Bank Charges - (573001)	637,490	0	0	0	0	637,490
Credit Card Fees - (573002)	11,175,835	0	0	0	0	11,175,835
2014 Totals	\$48,363,838	\$0	\$0	\$0	\$0	\$48,363,838
2013 Totals	\$44,387,815	\$0	\$0	\$0	\$0	\$44,387,815
Increase/(Decrease)	\$3,976,023	\$0	\$0	\$0	\$0	\$3,976,023

OTHER FUNDS VARIANCE

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

ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages [126-128](#))

- **EF - \$547,000** Increase of \$283,136 for salaries allocated to handle the increasing transactions for IH-635, NTE, and DFW Connector - TSA projects.

SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the 2014 Special Projects System Budget. (See page [19](#))

- PGBT-WE OMF \$2,627,096
- CTP OMF \$443,872

POSITION SUMMARY

Customer and Support Services			
Full-Time Positions	2013	2014	Difference
Director	1	1	0
Assistant Director	1	1	0
Admin. Assistant	1	1	0
Call Center Manager	1	1	0
Customer Center Manager	1	1	0
Contact Center Manager	1	1	0
Support Services Manager	1	1	0
Workforce Manager	1	1	0
Performance & Quality Manager	1	1	0
TER Manager	1	1	0
Regional Toll Partners Manager	1	1	0
RTP Specialist	1	1	0
Contact Center Supervisors	13	13	0
Support Services Team Leader	4	4	0
Senior -CSS	15	13	(2)
Senior - CSS Bilingual	0	2	2
CSSII	104	103	(1)
CSSII Bilingual	42	42	0
CSSII - Temps	0	18	18
CSSII - Temps Bilingual	0	8	8
CSSI	61	61	0
Workforce Analyst	1	1	0
Senior Training Coordinator	1	1	0
Training Coordinator	1	1	0
QA/QC Coordinators	3	4	1
Mail Specialist	1	1	0

Court Coordinators	2	3	1
Admin. Technician	1	1	0
Receptionist	1	1	0
Total Full Time Positions	262	289	27
Part-Time and On-Call Position	2013	2014	Difference
Administrative Tech - P/T	1	1	0
CSSI P/T	8	8	0
CS II - P/T	1	1	
CSSII O/C	4	4	0
Total Part-Time & On-Call Positions	14	14	0

Information Technology Department

DESCRIPTION

The Information Technology (IT) Department supports the mission of the NTTA by advancing innovative technology solutions. The department installs, integrates, manages, maintains and supports hardware, software, telecommunications and network functions.

MAJOR BUSINESS FUNCTIONS

The IT Department is divided into three business functions that partner with internal and external stakeholders.

- **Business Applications** – Focused on all tolling back office systems; PeopleSoft HR and Financials; the Asset Management System used by the Maintenance Department; Enterprise Project Delivery System (EPDS); and, Geographic Information Systems (GIS).
- **Roadway Systems Operations and Support** – Focused on the installation and support of the tolling system at the lane level, as well as parking system at Dallas Love Field. The Intelligent Transportation System (ITS) group manages and supports the extensive closed circuit television (CCTV) camera and incident detection system (IDS).
- **Enterprise Systems and Operations** – Focused on the deployment and support of user workstations and desktop applications; all aspects of the network including routers, switches, cabling, telephones and telephone service; and, all servers, systems and storage devices.

2014 DEPARTMENT OBJECTIVES

Customer Driven Organization

- Continue assessments, both internally and with outside experts, to identify network, application and database security vulnerabilities.

Financially Sound & Vibrant Organization

- Continue toll lane equipment quality improvements through modifications to lane equipment maintenance processes, improved optical character recognition and improved images from the redundant rear cameras.

Delivering Transportation Solutions

- Support the projected customer and traffic demands for the next five years, and position the NTTA to provide the required levels of service for the North Tarrant Express, I-635 Managed Lanes and DFW Connector toll service agreements, as well as the opening of Chisholm Trail Parkway in 2014.

Respected Leader & Partner in Region's Transportation Network

- Maintain focus on implementing an information technology disaster recovery plan to preserve the NTTA system in the event of a catastrophic occurrence.

Highly Qualified & Engaged Team

- Revise the organizational structure to reflect the proper balance of NTTA staff and outside consulting resources to ensure the best value to the NTTA.

DEPARTMENTAL 2014 OPERATION AND MAINTENANCE FUND BUDGET

Account	2013 Budget	2014 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$4,457,591	\$4,881,734	\$424,143	9.5%
Salaries and Wage-Overtime - (511301)	46,000	0	(46,000)	(100.0)%
Retirement Contributions - (512401)	588,052	646,436	58,384	9.9%
Consulting/Professional - (521201)	97,886	97,886	0	0.0%
Outside Maintenance Services - (521212)	4,176,228	3,980,259	(195,969)	(4.7)%
Telecommunications - (523202)	550,000	684,886	134,886	24.5%
Travel - (523501)	8,140	8,140	0	0.0%
Dues & Subscriptions - (523601)	14,349	14,642	293	2.0%
Education and Training - (523701)	53,969	53,789	(180)	(0.3)%
Office Supplies - (531101)	102,312	150,521	48,209	47.1%
Other Materials and Supplies - (531102)	49,000	45,770	(3,230)	(6.6)%
Software - (531651)	2,805,589	3,431,121	625,532	22.3%
Total Expenses	\$12,949,116	\$13,995,184	\$1,046,068	8.1%

MAJOR 2014 OMF BUDGET ITEMS

- The proposed FY2014 OMF budget is \$13,995,184, which reflects an increase of \$1,046,068 or 8.1% from the FY2013 budget. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15% and \$2,000 are further explained.
- Salaries & Wages – Direct: increased by \$424,143 due to for position adjustments and \$200,000 for three new positions.
- Salaries and Wages – Overtime: decreased by (\$46,000) due to anticipated full staffing levels for 2014.
- Retirement Contributions: increased by \$58,384 in correlation to the Salaries and Wages – Direct increase.
- Outside Maintenance Services: decreased by (\$195,969) due to reduction in number of consultants providing support services.
- Telecommunications: increased by \$134,886 to increase number of phone lines in order to support the expansion in Customer and Support Services.
- Office Supplies: increased by \$48,209 for printer cartridges to support the printing needs of the Agency.
- Software: increased by \$625,532 for maintenance and support costs of PCI compliance related software and IDRIS loop detector software.

ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System 2014 Budget. (See Other Funds section pages [109-125](#))

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$4,881,734	\$0	\$0	\$0	\$0	\$4,881,734
Retirement Contributions - (512401)	646,436	0	0	0	0	646,436
Consulting/Professional - (521201)	97,886	0	0	0	0	97,886
Outside Maintenance Services - (521212)	3,980,259	0	0	0	0	3,980,259
Consulting/Profess Serv. Tech - (521301)	0	0	0	3,239,336	0	3,239,336
Telecommunications - (523202)	684,886	0	0	70,000	0	754,886
Travel - (523501)	8,140	0	0	0	0	8,140
Dues & Subscriptions - (523601)	14,642	0	0	0	0	14,642
Education and Training - (523701)	53,789	0	0	0	0	53,789
Office Supplies - (531101)	150,521	0	0	0	0	150,521
Other Materials and Supplies - (531102)	45,770	0	0	0	0	45,770
Electronic Supplies - (531106)	0	0	133,900	0	0	133,900
Computers - (531641)	0	0	2,490,000	9,106,784	0	11,596,784
Software - (531651)	3,431,121	0	425,632	8,709,561	0	12,566,314
Infrastructure Rdway/Hwy/Bridge-(541401)	0	0	1,210,000	0	0	1,210,000
Infrastructure - Other - (541403)	0	0	0	2,031,000	0	2,031,000
2014 Totals	\$13,995,184	\$0	\$4,259,532	\$23,156,681	\$0	\$41,411,397
2013 Totals	\$12,949,116	\$0	\$1,415,400	\$14,576,051	\$0	\$28,940,567
Increase/(Decrease)	\$1,046,068	\$0	\$2,844,132	\$8,580,630	\$0	\$12,470,830

OTHER FUNDS VARIANCE

- **CF - \$0**
- **RMF - \$4,259,532** The Reserve Maintenance Fund increased by \$2,844,132 due to an additional \$1,000,000 needed to replace aging cameras on the system and about \$1,600,000 to replace servers and computers at the end of useful life and out of warranty.
- **CIF - \$23,156,681** The Capital Improvement Fund increased by \$8,580,630 mostly due to an additional \$5,000,000 needed for a data center; about \$1,100,000 to maintain payment card industry compliance; \$1,000,000 for data storage upgrades; and \$2,900,000 for Oracle unlimited license agreement. All other CIF projects had a net decrease of about (\$1,400,000).
- **CIF/FSF - \$0**

ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages [126-128](#))

- **EF - \$1,946,743** an increase of \$191,568 mostly to finish the software enhancements necessary to process TSA transactions.

SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the 2014 Special Projects System Budget. (See page [19](#))

- PGBT-WE OMF \$940,397
- PGBT-WE CF \$109,377
- CTP OMF \$372,396
- CTP CF \$273,484

POSITION SUMMARY

Information Technology			
Full-Time Positions	2013	2014	Difference
Administrative Assistant IT	1	1	0
Assistant Director Business Applications	1	1	0
Assistant Director of IT Enterprise Systems and Operations	1	1	0
Assistant Director of IT Roadway Systems	1	1	0
Communications Administrator	1	1	0
Desktop Support Engineer	1	1	0
Director of IT	1	1	0
Enterprise Applications Administrator	0	3	3
Enterprise Applications Lead Support Analyst	2	0	(2)
Enterprise Applications Manager	1	1	0
Enterprise Applications Report Administrator	1	1	0
Enterprise Applications Support Analyst II	2	1	(1)
Enterprise Applications Web Specialist	1	1	0
Enterprise Communications Manager	1	1	0
Enterprise Systems Manager	1	1	0
GIS Analyst	3	3	0
GIS Manager	1	1	0
Service Desk Manager	1	1	0
Information Security Admin.	1	1	0
Information Security Manager	1	1	0
Compliance Analyst	0	2	2
ITS Manager	1	1	0
ITS Support Specialist	1	1	0
Network Engineer	2	2	0
Parking Systems Manager	1	1	0
Parking Systems Lead	0	1	1
RITE Applications Manager	1	1	0
RITE Applications Data Analyst	0	1	1
RITE Applications Lead Support Analyst	0	1	1
RITE Apps DW/BI Analyst	1	1	0
RITE Systems Business Analyst	1	1	0
RITE Systems Support Analyst	1	1	0
RITE Systems Support Analyst II	2	1	(1)

RITE Systems Support Analyst III	1	1	0
Roadway Systems Lead	3	3	0
Roadway Systems Manager	1	1	0
Security Engineer	2	2	0
Server Administrator	1	1	0
Sr. Database Administrator	1	1	0
Sr. Ent. App. Business Analyst	1	1	0
Sr. Network Engineer	2	2	0
Sr. RITE Apps Bus Analyst	1	1	0
Sr. Server Administrator	2	2	0
Sr. Systems Engineer	2	2	0
Sr. Web Applications Developer	1	1	0
Systems Administrator	1	1	0
Systems Lead	2	2	0
Systems Support Tech II	12	10	(2)
Systems Support Tech II - PS	4	3	(1)
Systems Support Tech III	2	2	0
Systems Support Tech III - PS	2	2	0
Systems Support Tech III RW	2	4	2
Toll-Systems Business Analyst	1	1	0
Total Full-Time Positions	78	81	3

Maintenance Department

DESCRIPTION

The Maintenance Department is responsible for asset management including roadways, structures, buildings, roadway illumination, landscape, signing, fencing, safety devices, rights of way and authority- wide responsibility for fleet and warehousing.

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:

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

2014 DEPARTMENT OBJECTIVES

Customer-Driven Organization

- Measure and encourage quality, efficiency, and customer service through the Maintenance Rating and Supporting Success Programs.

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 such as the DNT Median Barrier Replacement south of I-635 and asphalt overlay on the DNT between I-635 and PGBT.
- Conduct annual and specialized inspections, reporting on results, and budgeting for deficiencies.
- Assume responsibility for the landscaped areas on SRT Segments 4 & 5
- Integrate maintenance responsibility of Chisholm Trail Parkway (CTP) as new facility
- Collaborate with the Texas Transportation Institute and other industry leaders to improve safety for our employees, contractors and traveling public.
- Evaluate Energy Star initiatives continue to find potential savings in our utilities usage.

Highly Qualified & Engaged Team

- Develop specialized crews to focus on gaining efficiency and production with in-house repairs.
- Implement new computerized maintenance management software to validate and improve the department's ongoing processes and recognition programs.

DEPARTMENTAL 2014 OPERATION AND MAINTENANCE FUND BUDGET

Account	2013 Budget	2014 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$8,303,955	\$8,385,435	\$81,480	1.0%
Salaries and Wage-Overtime - (511301)	250,500	212,000	(38,500)	(15.4)%
Retirement Contributions - (512401)	1,098,734	1,109,710	10,976	1.0%
Meeting Expense - (521101)	270	1,360	1,090	403.7%
Consulting/Professional - (521201)	366,000	205,000	(161,000)	(44.0)%
Outside Maintenance Services - (521212)	7,140,472	7,131,815	(8,657)	(0.1)%
Landscaping - (522202)	41,050	63,800	22,750	55.4%
Rentals - Land - (522301)	335,500	0	(335,500)	(100.0)%
Rentals - Equipment - (522302)	33,000	21,000	(12,000)	(36.4)%
Magazine and Newspaper - (523302)	4,100	2,000	(2,100)	(51.2)%
Travel - (523501)	8,801	13,275	4,474	50.8%
Dues & Subscriptions - (523601)	10,630	11,184	554	5.2%
Education and Training - (523701)	48,055	78,850	30,795	64.1%
Licenses - (523801)	11,716	13,998	2,282	19.5%
Office Supplies - (531101)	13,480	16,100	2,620	19.4%
Other Materials and Supplies - (531102)	2,700,704	1,529,926	(1,170,778)	(43.4)%
Mobile Equipment Expense - (531103)	748,046	849,829	101,783	13.6%
Repairs & Maintenance - (531104)	18,000	0	(18,000)	(100.0)%
Freight and Express - (531105)	200	300	100	50.0%
Motor Fuel Expense - (531107)	1,220,605	1,225,500	4,895	0.4%
Water - (531211)	571,200	592,864	21,664	3.8%
Gas - (531221)	98,000	70,560	(27,440)	(28.0)%
Electricity - (531231)	2,822,000	2,511,580	(310,420)	(11.0)%
Small Tools and Shop Supplies - (531601)	38,361	66,584	28,223	73.6%
Uniforms - (531701)	162,969	170,999	8,030	4.9%
Total Expenses	\$26,046,348	\$24,283,669	(1,762,680)	(6.8)%

MAJOR 2014 OMF BUDGET ITEMS

- The department's overall 2014 OMF budget has decreased by \$1,762,680 from \$26,046,348 in FY2013 to \$24,283,669 in FY2014. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15% and \$2,000 are further explained.
- Salaries and Wages – Direct: increased by \$81,480 due to the addition of one position for the management of the Chisholm Trail Parkway Total Routine Maintenance Contract.
- Salaries and Wages – Overtime: decreased by (\$38,500) to reflect historical spending.
- Consulting/Professional: services has decreased by \$161,000 in response to anticipated reduction in operation and maintenance funded professional services and the revised rates from the MMC.
- Landscaping: increased \$22,750 as a result of the increase in materials needed to maintain the new 28 acres of landscape on the SRT.
- Rentals – Land: decreased by (\$335,500) as a result of the completion of the Frisco Operations Center and Warehouse.
- Rentals – Equipment: decreased by (\$12,000) as a result of anticipated equipment needs for 2014.

- Magazine and Newspaper: decreased by (\$2,100) for advertisement of contract bids based on historical spending.
- Travel: increased \$4,474 as a result of Department's increased involvement in professional organizations.
- Education and Training: increased by \$30,795 to reinstate training that had been reduced in 2013.
- Licenses: increased by \$2,282 for employee required commercial driver's licenses, as well as, professional licenses related to architecture and engineering
- Office Supplies: increased by or \$2,620 for additional supplies required for the new Frisco Operations Center and Warehouse.
- Other Materials and Supplies; decreased by (\$1,170,778) to reflect a reduction as a result of past mild winters and current stockpile inventory.
- Mobile Equipment Expense: increased by \$101,783 a projected increase in the costs of materials and supplies for routine maintenance of the fleet and equipment, as well as, an increase in fleet damage repair costs.
- Repairs and Maintenance: decreased by (\$18,000) as a result of incorporating this amount into mobile equipment expense.
- Gas: decreased by (\$27,440) based on historical spending.
- Electricity: decreased by (\$310,420) as a result of the new electricity rates procured in 2013 and projected energy saving initiatives.
- Small Tools and Shop Supplies: increased by \$28,223 as a result of the need to purchase items for the new Frisco Operations Center and Warehouse.

ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System 2014 Budget. (See Other Funds section pages [109-125](#))

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$8,385,435	\$0	\$0	\$0	\$0	\$8,385,435
Salaries and Wage-Overtime - (511301)	212,000	0	0	0	0	212,000
Retirement Contributions - (512401)	1,109,710	0	0	0	0	1,109,710
Meeting Expense - (521101)	1,360	0	0	0	0	1,360
Consulting/Professional - (521201)	205,000	0	0	0	0	205,000
Traffic Engineering Fees - (521207)	0	0	350,000	0	0	350,000
Outside Maintenance Services - (521212)	7,131,815	0	0	0	0	7,131,815
General Engineering - (521213)	0	0	1,750,000	200,000	0	1,950,000
Consulting/Profess Serv. Tech - (521301)	0	0	1,203,213	0	0	1,203,213
Landscaping - (522202)	63,800	0	20,000	0	0	83,800
Signing Expense - (522203)	0	0	260,000	0	0	260,000
Pavement & Shoulders - (522205)	0	0	14,494,069	0	0	14,494,069
Bridge Repairs - (522206)	0	0	710,000	0	0	710,000
Rentals - Equipment - (522302)	21,000	0	0	0	0	21,000
Magazine and Newspaper - (523302)	2,000	0	0	0	0	2,000
Travel - (523501)	13,275	0	0	0	0	13,275
Dues & Subscriptions - (523601)	11,184	0	0	0	0	11,184
Education and Training - (523701)	78,850	0	0	0	0	78,850
Licenses - (523801)	13,998	0	0	0	0	13,998
Office Supplies - (531101)	16,100	0	0	0	0	16,100
Other Materials and Supplies - (531102)	1,529,926	0	0	0	0	1,529,926
Mobile Equipment Expense - (531103)	849,829	0	0	0	0	849,829
Freight and Express - (531105)	300	0	0	0	0	300
Motor Fuel Expense - (531107)	1,225,500	0	0	0	0	1,225,500
Water - (531211)	592,864	0	0	0	0	592,864
Gas - (531221)	70,560	0	0	0	0	70,560
Electricity - (531231)	2,511,580	0	0	0	0	2,511,580
Small Tools and Shop Supplies - (531601)	66,584	0	0	0	0	66,584
Machinery - (531611)	0	0	551,500	0	0	551,500
Vehicles - (531621)	0	0	2,157,000	0	0	2,157,000
Uniforms - (531701)	170,999	0	0	0	0	170,999
Building Improvements - (541302)	0	0	170,000	4,713,196	0	4,883,196
Infrastructure Rdway/Hwy/Bridge (541401)	0	0	1,262,652	24,965,000	0	26,227,652
2014 Totals	\$24,283,669	\$0	\$22,928,434	\$29,878,196	\$0	\$77,090,299
2013 Totals	\$26,046,348	\$0	\$13,593,300	\$6,530,687	\$0	\$46,170,335
Increase/(Decrease)	(\$1,762,680)	\$0	\$9,335,134	\$23,347,509	\$0	\$30,919,963

OTHER FUNDS VARIANCE

- **CF - \$0**
- **RMF - \$22,928,434** The Reserve Maintenance Fund varies year by year based on projects identified in the 5 year capital plan and as a result of the Annual Inspection. In 2014 planned large projects include an asphalt overlay of the DNT between 635 and PGBT, a pavement leveling project on the PGBT between 114 and 635, and pavement repairs at PGBT/35 intersection.
- **CIF - \$29,878,196** The Capital Improvement Fund varies by year and is based on projects identified in the 5 year capital plan and as a result of the Annual Inspection. In 2014 planned large projects include repair of the DNT Median Barrier from 635 to the south end, renovations of the Command Center, MLP 2 Demolition/Rebuild, and wall stabilization projects.
- **CIF/FSF - \$0**

ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages [126-128](#))

- EF \$0

SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the 2014 Special Projects System Budget. (See page [19](#))

- OMF PGBT-WE \$3,506,986
- OMF CTP \$1,917,527
- RMF PGBT-WE \$2,070,990
- RMF CTP \$145,350

POSITION SUMMARY

Maintenance Department			
Full-Time Positions	2013	2014	Difference
Roadway			
CSR/Maintenance	2	2	0
Lead Roadway Maintenance	7	7	0
Maintenance Technician	86	85	(1)
Roadway Maintenance Supervisor	7	7	0
Roadway Manager	2	2	0
Senior Maintenance Technician	14	14	0
Facilities			
Bldg. Maintenance Supervisor	1	1	0
CSR Maintenance	1	1	0
Custodian	2	3	1
Electrician	5	5	0
Electrician Maintenance Technician	4	4	0
Electrician Supervisor	2	2	0
Facilities Manager	1	1	0
GE Bldg. Maintenance Specialist	1	1	0
HVAC&R Technician	0	1	1
Lead Bldg. Maintenance	2	2	0

Lead Electrician	2	2	0
Maintenance Technician	6	5	(1)
Mechanical Maintenance	1	0	(1)
Landscape			
Asst. Landscape Manager / Architect	1	0	(1)
Asst. Landscape Manager	1	1	0
Senior Landscape Maintenance Technician	1	1	0
Landscape Manager/Architect	0	1	1
Lead Landscape Maintenance Technician	1	1	0
Landscape Maintenance Technician	3	5	2
Irrigation Maintenance Specialist	1	1	0
Support Services			
Fleet Supervisor	1	1	0
Lead Mechanic	2	2	0
Maintenance Support Manager	1	1	0
Maintenance Technician	1	1	0
Mechanic	6	6	0
Physical Assets Supervisor	1	1	0
Sign & Fabrication Supervisor	1	1	0
Sign Specialist	1	1	0
Signing Coordinator	1	1	0
Senior Sign Specialist	1	1	0
Lead Warehouse Technician	1	1	0
Warehouse Technician	4	4	0
Administration / Infrastructure			
Admin Asst. Maintenance	1	1	0
Asst. Director / Maintenance Ops	1	1	0
Asst. Director Infrastructure	1	1	0
Bldg. Project Manager	1	1	0
Bldg. Special Project Manager	1	1	0
CMMS App Administrator	1	1	0
Director of Maintenance	1	1	0
Civil Engineering Technician	1	1	0
Maintenance Safety & Training Admin	1	1	0
Roadway Project Engineer	1	1	0
Project Engineer	2	2	0
Project Manager	2	2	0
Right of Way Manager	1	1	0
Roadway Special Project Manager	1	2	1
Traffic Engineering EIT	1	0	(1)
Traffic Operations Engineer	1	1	0
Total Full-Time Positions	193	194	1

Operations Department

DESCRIPTION

The Operations Department group directs and implements operational policies and procedures to enhance the NTTA's pre-invoicing, customer experience and collections activities.

MAJOR BUSINESS FUNCTIONS

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

2014 DEPARTMENT OBJECTIVES

Customer-Driven Organization

- Full implementation of the Toll Enforcement Remedies.
- Reduce un-pursuable transaction to 5.73% of total transactions and uncollected rate to 7.5%.
- Advance transition to new collection services provider(s).
- Implement interoperability with the Oklahoma Turnpike Authority.

Financially Sound & Vibrant Organization

- Complete RITE toll collection system Legacy upgrades.
- Actively manage the implementation of the CORE upgrade to ensure an October 2015 or earlier implementation date.

Respected Leader & Partner in the Region's Transportation Network

- Begin toll services for the North Tarrant Express, LBJ (section 1) and DFW Connector projects.
- Incorporate Central Texas Regional Mobility Authority and North East Texas Regional Mobility Authority into NTTA's Regional TollTag Partners program.
- Actively participate in state, regional and national interoperability efforts.

Highly Qualified & Engaged Team

- Complete the HR roadmap.

DEPARTMENTAL 2014 OPERATIONS AND MAINTENANCE FUND BUDGET

Account	2013 Budget	2014 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$201,555	\$341,248	\$139,693	69.3%
Retirement Contributions - (512401)	26,686	45,153	18,467	69.2%
Meeting Expense - (521101)	50	578	528	1,056.0%
Consulting/Professional - (521201)	124,500	173,284	48,784	39.2%
Travel - (523501)	4,000	19,888	15,888	397.2%
Dues & Subscriptions - (523601)	0	11,214	11,214	100.0%
Education and Training - (523701)	0	2,500	2,500	100.0%
Office Supplies - (531101)	54	578	524	970.4%
Freight and Express - (531105)	0	178	178	100.0%
Total Expenses	\$356,845	\$594,621	\$237,776	66.6%

MAJOR OMF BUDGET ITEMS FOR 2014

- The department's proposed OMF budget for 2014 is \$594,621, an increase of \$237,776 or 66.6% from the 2013 budget of \$356,845 due to the department being reorganized for 2014. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15% and \$2,000 are further explained.
- Salaries and Retirement: increased by \$158,160 due to two positions being transferred from other departments.
- Consulting and Professional Fees: increased by \$48,784 for reallocated fees from SIS
- Travel: increased by \$15,888 due to reallocation from SIS.
- Dues and Subscriptions: increased by \$11,214 due to reallocation from SIS for membership of various transportation-related organizations.
- Education and Training: increased \$2,500 due to new budget for PMI training.

ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System 2014 Budget. (See Other Funds section pages [109-125](#))

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries and Wages-Direct - (511101)	\$341,248	\$0	\$0	\$0	\$0	\$341,248
Retirement Contributions - (512401)	45,153	0	0	0	0	45,153
Meeting Expense - (521101)	578	0	0	0	0	578
Consulting/Professional - (521201)	173,284	0	0	6,125,000	260,000	6,558,284
Travel - (523501)	19,888	0	0	0	0	19,888
Dues & Subscriptions - (523601)	11,214	0	0	0	0	11,214
Education and Training - (523701)	2,500	0	0	0	0	2,500
Office Supplies - (531101)	578	0	0	0	0	578
Freight and Express - (531105)	178	0	0	0	0	178
2014 Totals	\$594,621	\$0	\$0	\$6,125,000	\$260,000	\$6,979,621
2013 Totals	\$356,845	\$0	\$0	\$1,000,000	\$0	\$1,356,845
Increase/(Decrease)	\$237,776	\$0	\$0	\$5,125,000	\$260,000	\$5,622,776

OTHER FUNDS VARIANCE

- **CF - \$0**
- **RMF - \$0**
- **CIF - \$6,125,000** The Capital Improvement Fund increased by \$5,125,000 due to the Toll Enforcement Remedies (TER) projects increasing by \$3,000,000; (\$1,500,000 of the \$2,500,000 authorized by the Board in June 2013 is being transferred to 2014); and an additional \$2,000,000 was added for civil lawsuits associated with TER. The additional \$125,000 is consulting fees for lane audits.
- **CIF/FSF - \$260,000** This is a new consulting fees budget for an analysis of the replacement of the ATA hard case TollTags and a potential conversion to 6C sticker tags, and predictive modeling and advanced statistical analyses of projects and NTTA toll collection efforts.

ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages [126-128](#))

- EF \$0

SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the 2014 Special Projects System Budget. (See page [19](#))

- PGBT-WE OMF \$55,695
- PGBT-WE CF \$7,372
- CTP OMF \$26,521
- CTP CF \$13,580

POSITION SUMMARY

Operations			
Full-Time Positions	2013	2014	Difference
Exec. Asst. to AED Ops	0	1	1
Asst. Exec. Director Operations	1	1	0
Sr. Project Mgr. / Business Analyst	0	1	1
Total Full-time Positions	1	3	2

Project Delivery Department

DESCRIPTION

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

MAJOR BUSINESS FUNCTIONS

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

2014 DEPARTMENT OBJECTIVES

Respected Leader & Partner in the Region’s Transportation Network

- Complete the construction for the Chisholm Trail Parkway.
- Complete the planning and environmental process for SH 170 and Trinity Parkway.
- Continue design development for the Dallas North Tollway improvements, between President George Bush Turnpike and Sam Rayburn Tollway.

DEPARTMENTAL 2014 OPERATION AND MAINTENANCE FUND BUDGET

Account	2013 Budget	2014 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$234,187	\$120,620	(\$113,567)	(48.5)%
Retirement Contributions - (512401)	24,071	17,115	(6,956)	(28.9)%
Travel - (523501)	15,293	15,293	0	0.0%
Dues & Subscriptions - (523601)	3,000	3,000	0	0.0%
Education and Training - (523701)	5,000	5,000	0	0.0%
Office Supplies - (531101)	3,000	3,000	0	0.0%
Freight and Express - (531105)	500	500	0	0.0%
Total Expenses	\$285,051	\$164,528	(120,523)	(42.3)%

MAJOR OMF BUDGET ITEMS FOR 2014

- The department’s overall OMF budget has decreased (\$120,523) from \$285,051 in FY 2013 to \$164,528 in FY 2014. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15% and \$2,000 are further explained.
- Salaries and Retirement decreased (\$120,523) due to the reduction of two staff positions.

ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System 2014 Budget. (See Other Funds section pages [109-125](#))

Account	OMF 1001	CF 3700	RMF 1201	CIF 1501	CIF/FSF 1601	Total Budget
Salaries & Wages - (511101)	\$120,620	\$0	\$0	\$0	\$0	\$120,620
Retirement Contrib. - (512401)	17,115	0	0	0	0	17,115
Consul./Profess Serv. - (521301)	0	0	0	27,000	0	27,000
Travel - (523501)	15,293	0	0	0	0	15,293
Dues & Subscriptions - (523601)	3,000	0	0	0	0	3,000
Education & Training - (523701)	5,000	0	0	0	0	5,000
Office Supplies - (531101)	3,000	0	0	0	0	3,000
Freight and Express - (531105)	500	0	0	0	0	500
Infra. Rdwy/Hwy/Bdge - (541401)	0	0	0	499,000	0	499,000
Deferred Charges (153001)	0	0	0	0	5,059,000	5,059,000
Right-of-Way (06)	0	0	0	1,000,000	0	1,000,000
Administration (01)	0	871,000	0	1,620,000	0	2,491,000
Planning (02)	0	25,000	0	200,000	0	225,000
Design (03)	0	800,000	0	11,000,000	0	11,800,000
Construction (04)	0	6,965,200	0	5,500,000	0	12,465,200
Equipment/Hardware (05)	0	250,000	0	75,000	0	325,000
Other (176999)	0	0	0	5,600,000	0	5,600,000
2014 Totals	\$164,528	\$8,911,200	\$0	\$25,521,000	\$5,059,000	\$39,655,728
2013 Totals	\$285,051	\$24,760,839	\$0	\$4,180,000	\$3,274,665	\$32,500,555
Increase/ (Decrease)	(\$120,523)	(\$15,849,639)	\$0	\$21,341,000	\$1,784,335	\$7,155,173

OTHER FUND VARIANCE

- CF - \$8,911,200** The Construction Fund is a net decrease of (\$15,849.639) due to about (\$17,800,000) for the following projects reclassified to the Capital Improvement Fund in 2014. All other construction projects increased about \$2,000,000.
 - Dallas North Tollway 4th Lane - \$6,400,000
 - Dallas North Tollway at LBJ SH 635 - \$3,000,000
 - DNT/PGBT Interchange and Ramp Modifications - \$7,700,000
 - PGBT at US 75 Improvements - \$700,000
- RMF - \$0**
- CIF - \$25,521,000** The Capital Improvement Fund is a net increase of \$21,341,000 due to \$24,970,000 being budgeted for the projects reclassified from Construction Fund; and a decrease of about (\$3,600,000) due to the completion of the All Electronic Toll Collection conversion project.
- CIF/FSF - \$5,059,000** The Feasibility Study Fund is a net increase of \$1,784,335 due to an increase of \$1,376,000 for DNT Phase 4A, 4B/5A project and about \$650,000 for Trinity Parkway. All other projects decreased by about \$240,000 mainly due to the completion of SH 360 environmental documents.

ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages [126-128](#))

- EF** **\$0**

SPECIAL PROJECT SYSTEM

The following amounts were budgeted in the 2014 Special Projects System Budget. (See page [19](#))

- **CTP OMF** **\$14,253**
- **CTP CF** **\$246,725,149**
- **PGBT-WE OMF** **\$29,931**
- **PGBT-WE CF** **\$4,183,617**

POSITION SUMMARY

Project Delivery			
Full-Time Positions	2013	2014	Difference
Technical Specialist	1	0	(1)
AED Infrastructure	1	1	0
Chief Engineer Construction	1	1	0
Construction Manager	1	1	0
Contracts Manager	1	1	0
Corridor Manager	1	1	0
Design Manager	1	1	0
Director Project Delivery	1	0	(1)
Executive Assistant	1	1	0
Program Controls Manager	1	1	0
Project Manager	1	1	0
Roadway Project Manager	1	1	0
Senior Project Manager Design Guidelines	1	1	0
Total Full-Time Positions	13	11	(2)

System and Incident Management Department

DESCRIPTION

The purpose of the Department is to support the mission of the North Texas Tollway Authority by reducing risk, enhancing safety, and providing a reliable, expedient traveling environment free from harm and hazard.

MAJOR BUSINESS FUNCTIONS

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

- **Roadway Customer Service** – the 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.
- **Command Center** – Oversees the activities of Roadway Customer Service, police, fire, EMS, HAZMAT, wrecker service, and security at NTTA facilities. The team uses Intelligent Transportation Systems (ITS), and provides traveler notifications on Dynamic Message Signs and the NTTA website. They handle emergency and non-emergency incidents.
- **SIM Administration** – Divisions include Insurance, Loss Prevention and Facility Security, Safety, and Traffic and Emergency Management. This group manages agency-wide programs to mitigate risk; recover lost revenue due to traffic interruptions; collect on NTTA property damage caused by third parties; assess insurance needs and manage the NTTA's coverage; develop and manage emergency management and business continuity strategies; and develop security strategies to safeguard NTTA customers, employees, facilities, and properties.

2014 DEPARTMENT OBJECTIVES

Customer Driven Organization

- Deliver Toll Enforcement Remedies and develop new strategies that bring the NTTA's top violators into compliance.

Financially Sound & Vibrant Organization

- Develop an implementation strategy for a clearly defined Enterprise Risk Management program to support recommendations from the 2013 Enterprise-wide Risk Assessment.

Delivering Transportation Solutions

- Widen NTTA's simulcast radio coverage used by the Command Center to dispatch Department of Public Safety Troopers by upgrading the radio communications equipment along the PGBT-WE, and add new equipment to cover the CTP.

Highly Qualified & Engaged Team

- Upgrade the NTTA's access control system and integrate existing data into the new database.

DEPARTMENTAL 2014 OPERATION AND MAINTENANCE FUND BUDGET

Account	2013 Budget	2014 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$3,744,703	\$3,649,007	(\$95,696)	(2.6)%
Salaries and Wage-Overtime - (511301)	8,926	11,842	2,916	32.7%
Retirement Contributions - (512401)	495,308	480,071	(15,237)	(3.1)%
Consulting/Professional - (521201)	52,669	7,043	(45,626)	(86.6)%
Police Services (DPS) - (521208)	4,205,944	5,601,163	1,395,219	33.2%
Outside Maint. Services - (521212)	9,160	7,733	(1,427)	(15.6)%
Insurance Expense - Other - (523101)	832,212	973,958	141,746	17.0%
Postage - (523201)	4,071	3,872	(199)	(4.9)%
Promotional Expenses - (523304)	3,027	3,663	636	21.0%
Travel - (523501)	1,215	2,053	838	69.0%
Dues & Subscriptions - (523601)	1,780	2,208	428	24.0%
Education and Training - (523701)	5,119	6,282	1,163	22.7%
Liability Claims - (523902)	10,366	10,351	(15)	(0.1)%
Office Supplies - (531101)	7,750	9,560	1,810	23.4%
Other Materials and Supplies - (531102)	56,723	69,007	12,284	21.7%
Freight and Express - (531105)	295	257	(38)	(13.0)%
Uniforms - (531701)	33,658	31,250	(2,408)	(7.2)%
Total Expenses	\$9,472,926	\$10,869,319	\$1,396,393	14.7%

MAJOR OMF BUDGET ITEMS FOR 2014

The department's overall OMF budget has increased \$1,396,393 from \$9,472,926 in FY 2013 to \$10,869,319 in FY 2014. All variances that exceed \$50,000 are addressed below. Additionally, variances that are greater than 15% and \$2,000 are further explained.

- Salaries and Retirement Contributions: decreased (\$110,933) due to freezing a vacant position for 2014.
- Consulting and Professional Fees: decreased (\$45,626) due to completing the Enterprise Risk Assessment (ERA) project in 2013.
- Police Services: increased by \$1,395,219 due to renegotiating the Department of Public Safety (DPS) contract with increased cost and an additional 11 positions.
- Insurance Expense: increased by \$141,746 due mainly to increasing our Cyber Liability coverage and adding Security Breach coverage designed to help pay expenses associated with a breach which exposes data such as customer credit cards.
- Other Materials and Supplies: increased \$12,284 due to increases in facility security badging supply costs, and the purchase of additional safety CPR and facility security supplies not budgeted for in 2013. Other factors include an overall increase in supply costs for all SIM divisions.

ALL FUNDS

The following is a summary of the departmental total budget for OMF and all other funds in the NTTA System 2014 Budget. (See Other Funds section pages [109-125](#))

Account	OMF	CF	RMF	CIF	CIF/FSF	Total
	1001	3700	1201	1501	1601	Budget
Salaries and Wages-Direct - (511101)	\$3,649,007	\$0	\$0	\$0	\$0	\$3,649,007
Salaries and Wage-Overtime - (511301)	11,842	0	0	0	0	11,842
Retirement Contributions - (512401)	480,071	0	0	0	0	480,071
Consulting/Professional - (521201)	7,043	0	0	0	0	7,043
Police Services (DPS) - (521208)	5,601,163	0	0	0	0	5,601,163
Outside Maintenance Services - (521212)	7,733	0	0	0	0	7,733
Insurance Expense - Other - (523101)	973,958	0	0	0	0	973,958
Postage - (523201)	3,872	0	0	0	0	3,872
Promotional Expenses - (523304)	3,663	0	0	0	0	3,663
Travel - (523501)	2,053	0	0	0	0	2,053
Dues & Subscriptions - (523601)	2,208	0	0	0	0	2,208
Education and Training - (523701)	6,282	0	0	0	0	6,282
Liability Claims - (523902)	10,351	0	0	0	0	10,351
Office Supplies - (531101)	9,560	0	0	0	0	9,560
Other Materials and Supplies - (531102)	69,007	0	11,122	0	0	80,129
Freight and Express - (531105)	257	0	0	0	0	257
Small Tools and Shop Supplies - (531601)	0	0	6,324	0	0	6,324
Uniforms - (531701)	31,250	0	0	0	0	31,250
Building Improvements - (541302)	0	0	20,000	0	0	20,000
2014 Totals	\$10,869,319	\$0	\$37,446	\$0	\$0	\$10,906,765
2013 Totals	\$9,472,926	\$0	\$0	\$0	\$0	\$9,472,926
Increase/(Decrease)	\$1,396,393	\$0	\$37,446	\$0	\$0	\$1,433,839

OTHER FUNDS VARIANCE

- **CF - \$0**
- **RMF - \$37,446** New budget for 2014. \$20,000 to re-key certain NTTA facilities/doors which have been repurposed after our transition to all electronic toll collection, and \$17,446 for small tools and supplies to refurbish Roadway Customer Service trucks.
- **CIF - \$0**
- **CIF/FSF - \$0**

ENTERPRISE FUND

The fund was created to account for revenues and expenses associated with tolling services agreements. (See Other Funds section pages [126-128](#))

- **EF** **\$0**

SPECIAL PROJECTS SYSTEM

The following amounts were budgeted in the 2014 Special Projects System Budget. (See page [19](#))

- **PGBT-WE OMF** **\$1,111,465**
- **CPT OMF** **\$635,772**
- **CTP CEF** **\$2,129,569**

POSITION SUMMARY

System & Incident Management			
Full-Time Positions	2013	2014	Difference
Administration			
Administrative Assistant	1	1	0
Assistant Director SIM	1	1	0
Assistant Director SIM Operations	1	1	0
Director SIM	1	1	0
Facility Security Administrator	1	1	0
Loss Prevention Manager	1	1	0
Enterprise Risk Manager	1	1	0
Safety Coordinator	1	1	0
Traffic & Emergency Management Coordinator	1	1	0
Safety Manager	1	1	0
Command Center			
Command Center Manager	1	1	0
Command Center Service Specialist	19	29	10
Command Center Supervisor	5	5	0
Command Center (DPS) Administrative Assistant	1	1	0
Command Center Technicians	6	7	1
Insurance			
Claims Coordinator	1	1	0
Insurance Program Administrator	1	1	0
Roadway Customer Service			
Roadway Customer Service Manager	1	1	0
Roadway Customer Service Specialist	37	37	0
Roadway Customer Service Supervisor	4	4	0
Roadway Customer Service Admin Technician	1	1	0
Total Full-Time Positions	87	98	11
Part-Time & On-Call Positions			
Claims Coordinator P/T	0	1	1
Command Center Specialist P/T	1	0	(1)
Total Part-Time & On-Call Positions	1	1	0



Construction Fund

CONSOLIDATED NTTA SYSTEM CONSTRUCTION FUND (3700) BUDGET COMPARISONS FY2014 TO FY2013

Department	2013	2014	2014 Budget to 2013 Budget	
	Budget	Budget	Amount	Percent
Administrative Services:				
Administration	\$0	\$0	\$0	0.0%
Board	0	0	0	0.0%
Finance	3,911,320	3,224,290	(687,030)	(17.6%)
Human Resources	0	0	0	0.0%
Internal Audit	67,966	56,100	(11,866)	(17.5%)
Legal Services	500,000	150,000	(350,000)	(70.0%)
Public Affairs	0	0	0	0.0%
Shared Services	0	0	0	0.0%
Strategic and Innovative Solutions	0	0	0	0.0%
Total Administrative Services	4,479,286	3,430,390	(1,048,896)	(23.4%)
Operational Services:				
Customer and Support Services	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	24,760,839	8,911,200	(15,849,639)	(26.5%)
System & Incident Mgmt.	0	0	0	0.0%
Total Operational Services	24,760,839	8,911,200	(15,849,639)	(26.5%)
Grand Totals	29,240,125	12,341,590	(16,898,535)	(25.7%)

CONSTRUCTION FUND PROJECTS

LEWISVILLE LAKE TOLL BRIDGE

The NTTA worked cooperatively with the Texas Department of Transportation (TxDOT), Denton County and the cities of Little Elm, Frisco and Lake Dallas to construct the Lewisville Lake Toll Bridge (LLTB) corridor. The NTTA was responsible for the design, construction and the continued operation of the approximately two-mile section that includes a 1.7-mile toll bridge and a 0.3-mile flowage easement bridge. Some lighting re-work is estimated for 2014.

PRESIDENT GEORGE BUSH TURNPIKE EASTERN EXTENSION

The Eastern Extension is a portion of the outer loop around Dallas and its suburbs that connects Interstate Highway (IH) 30 to the existing President George Bush Turnpike (PGBT). It is part of the Loop 9/State Highway 190 corridor first envisioned in the 1960s. The project was completed in 2012 with only minor cost in 2014 through 2016.

SAM RAYBURN TOLLWAY

Sam Rayburn Tollway (SRT) stretches approximately 26 miles southwest to northeast, linking the Dallas/Fort Worth International Airport and growing communities in Collin, Dallas and Denton counties. The SRT features six main lanes with all-electronic toll collection. The project was constructed in segments with Segment 1 and 2 opening to traffic in 2008; Segment 3 in 2009; Segment 4 in 2011; and Segment 5 (the SRT/Dallas North Tollway (DNT) interchange) was opened to traffic November 2011. The 2014 through 2016 are estimated cost for additional lanes.

DALLAS NORTH TOLLWAY PHASE 3 EXTENSION

The Extension Phase 3 is the third major extension of the Dallas North Tollway (DNT). The six-lane, controlled-access toll way was constructed between northbound and southbound service roads designated as the Dallas Parkway. Beginning at the northern end of DNT Extension at SH 121 about 1,300 feet south of Gaylord Parkway, the Project extends approximately 9.2 miles north to US 380 in Collin County. Only minor construction items remain for 2014.

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

The project will add an inside lane to each East and West bound main lane. This will increase capacity and improve the flow of traffic between IH35 and US78. The project is planned to begin construction in 2016.

ESTIMATED NTTA SYSTEM EXPENDITURES FOR 2014

LLTB Construction	\$ 50,000
PGBT Eastern Extension Construction	\$ 2,175,000
Sam Rayburn Tollway Construction	\$ 486,200
Dallas North Tollway Phase 3	\$ 1,600,000
PGBT Widening	\$ 4,600,000
Professional Fees, Legal Fee	\$ 3,430,390
Estimated 2014 Construction Project Cost ⁽¹⁾	\$ 12,341,590
Cash Transfer to OMF - Allocated cost: Salaries and Benefits	\$ 264,124
Total Estimated 2014 Construction Cost	\$ 12,605,714

(1) For detail expenditures see pages 112

ESTIMATED CONSTRUCTION FUND REQUIREMENTS FY2014

NTTA System Construction Fund Available Balance as of 07/31/2013		\$83,598,916
Estimated Construction Cost (August through December 2013)		
DNT Phase 3 Construction		0
LLTB Construction		(476,605)
PGBT Eastern Extension Construction		(2,459,795)
Sam Rayburn Tollway Construction		(2,621,909)
	Total Estimated 2013 Construction Cost	(5,558,309)
Proceeds from Bond Issuance		
		-
Estimated NTTA System Available Balance as of 12/31/13		
		78,040,607
Texas Department of Transportation Reimbursement		
		1,797,795
Estimated Expenditures for 2014		
LLTB Construction	(50,000)	
PGBT Eastern Extension Construction	(2,175,000)	
Sam Rayburn Tollway Construction	(486,200)	
Dallas North Tollway Phase 3	(1,600,000)	
PGBT Widening	(4,600,000)	
Professional Fees, Audit Fees, Legal Fees	(3,430,390)	
	Estimated 2014 Construction Project Costs	(12,341,590)
Transfer to OMF for Allocated Salaries and Benefits		(264,124)
	Total Estimated 2014 Construction Cost	(12,605,714)
Estimated NTTA System Available Balance as of 12/31/14		\$67,232,688

CONSOLIDATED NTTA SYSTEM CONSTRUCTION FUNDS - (3700) ESTIMATE FY2014

Department	Account	
Finance	Consulting/Professional - (521201)	40,900
	Trustee Fees - (521204)	197,390
	Rating Agency Fees - (521205)	36,000
	Remarketing/Loc Provider Fees - (521206)	2,950,000
	Finance Total	3,224,290
Internal Audit	Auditing Fees - (521203)	56,100
	Internal Audit Total	56,100
Legal Services	Legal Fees - (521202)	150,000
	Legal Services Total	150,000
Project Delivery	Administration (01)	871,000
	Planning (02)	25,000
	Design (03)	800,000
	Construction (04)	6,965,200
	Equipment/Hardware (05)	250,000
	Project Delivery Total	8,911,200
Total		\$12,341,590

Reserve Maintenance Fund

RESERVE MAINTENANCE FUND - (1201) BUDGET COMPARISONS FY2014 TO FY2013

Department	2013	2014	2014 Budget to 2013 Budget	
	Budget	Budget	Amount	Percent
Administrative Services:				
Administration	\$0	\$0	\$0	0.0%
Board	0	0	0	0.0%
Finance	0	0	0	0.0%
Human Resources	0	0	0	0.0%
Internal Audit	22,656	18,700	(3,956)	(17.5%)
Legal Services	150,000	150,000	0	0.0%
Public Affairs	0	0	0	0.0%
Shared Services	0	0	0	0.0%
Strategic and Innovative Solutions	0	0	0	0.0%
Total Administrative Services	172,656	168,700	(3,956)	(2.3%)
Operational Services:				
Customer and Support Service	0	0	0	0.0%
Information Technology	1,415,400	4,259,532	2,844,132	200.9%
Maintenance	21,231,300	22,928,434	1,697,134	8.0%
Operations	0	0	0	0.0%
Project Delivery	0	0	0	0.0%
System and Incident Mgmt.	0	37,446	37,446	100.0%
Total Operational Services	22,646,700	27,225,412	4,578,712	20.2%
Grand Totals	22,819,356	27,394,112	4,574,756	25.2%

RESERVE MAINTNANCE FUND MAJOR PROJECTS OR PURCHASES

The Reserve Maintenance Fund was created to account for maintenance expenditures that do not occur on an annual or more frequent basis. In other words, it is for the renewal and replacement of capital assets. The following are some of the major projects and purchases for FY2014.

2014 Projects	
Annual Inspection - Required by GASB 34 Modified Approach	\$ 1,203,213
General Engineering Fees	1,750,000
Drainage Improvements	732,652
MSE Wall Repairs	275,000
PGBT Overlay	4,700,000
Pavement Repairs	120,910
DNT Overlay	7,540,159
Pavement Joint Repair	225,000
Systemwide Bridge Repairs	400,000
Trucks, Fleet & Equipment - New & Replacement	2,548,500
Facility Improvements	482,446
Computer and Equipment - New & Replacement, including software	4,259,532
Traffic Engineering Studies	350,000
Professional, Audit and Legal Fees	<u>168,700</u>
Total 2014 RMF Projects	24,756,112
2013 Projects Carried Over to 2014 (1)	
DNT Pavement Repair	810,000
Pavement Repairs	900,000
Meaders Drive Access	198,000
Trailblazers	260,000
Trucks, Fleet & Equipment - New & Replacement	160,000
MCLB West Approach	<u>310,000</u>
Total 2014 RMF Carried Over	2,638,000
Total 2014 RMF Project Cost	27,394,112
Cash Transfer to OMF - Allocated Cost: Salaries and Benefits	1,858,179
Total 2014 Reserve Maintenance Fund Cost	\$ 29,252,291
(1) Projects fully funded in 2012, completed in 2014	

CALCULATION OF DEPOSIT TO RESERVE MAINTENANCE FUND FY2014

Reserve Maintenance Fund Balance as of 07/31/2013		\$ 53,155,355
Outstanding Reserve Maintenance Fund Deposit for FY2013		0
Estimated Expenditures (Aug. through December 2013)		(7,200,003)
Estimated Balance as of 12/31/13		45,955,352
Estimated 2013 Project Costs (2013 Projects completed in 2014)	(1)	(2,638,000)
Estimated 2014 Project Costs		
Software / Licensing	(425,632)	
Computer / Equipment	(3,833,900)	
Roadway Maintenance	(20,327,880)	
Professional Fees, Audit Fees, Legal Fees	(168,700)	
2014 Projects Cost		(24,756,112)
Total RMF Projects Cost		(27,394,112)
Cash Transfer to OMF for Allocated: Salaries and Benefits		(1,858,179)
Total Estimated 2014 RMF Cost		(29,252,291)
Estimated 2014 Balance before Deposit		16,703,061
Estimated 2014 Deposit to Reserve Maintenance Fund		0
Reserve Maintenance Fund Balance as of 12/31/2014		\$ 16,703,061
 2014 Required Deposit to Reserve Maintenance Fund Calculation		
Estimated Fund Balance at 12/31/14	16,703,061	
Required Trust Agreement Balance	5,000,000	
Over Funded no Deposit Required for 2014	11,703,061	
 (1) 2013 Projects fully funded in 2012.		

RESERVE MAINTENANCE FUND - (1201) ESTIMATE FY25014

Department	Account	
Internal Audit	Auditing Fees - (521203)	18,700
	Internal Audit Total	18,700
Legal Services	Legal Fees - (521202)	150,000
	Legal Services Total	150,000
Information Technology	Electronic Supplies - (531106)	133,900
	Computers - (531641)	2,490,000
	Software - (531651)	425,632
	Infrastructure Rdway/Hwy/Bridge - (541401)	1,210,000
	Information Technology Total	4,259,532
Maintenance	Traffic Engineering Fees - (521207)	350,000
	General Engineering - (521213)	1,750,000
	Consulting/Profess Serve Tech - (521301)	1,203,213
	Landscaping - (522202)	20,000
	Signing Expense - (522203)	260,000
	Pavement & Shoulders - (522205)	14,494,069
	Bridge Repairs - (522206)	710,000
	Machinery - (531611)	551,500
	Vehicles - (531621)	2,157,000
	Building Improvements - (541302)	170,000
	Infrastructure Rdway/Hwy/Bridge - (541401)	1,262,652
	Maintenance Total	22,928,434
System & Incident Mgmt.	Other Materials and Supplies - (531102)	11,122
	Small Tools and Shop Supplies - (531601)	6,324
	Building Improvements - (541302)	20,000
	System & Incident Mgmt. Total	37,446
Total		\$27,394,112

Capital Improvement Fund

CAPITAL IMPROVEMENT FUND - (1501) BUDGET COMPARISONS FY2014 TO FY2013

Department	2013	2014	2014 Budget to 2013 Budget	
	Budget	Budget	Amount	Percent
Administrative Services:				
Administration	\$0	\$0	\$0	0.0%
Board	0	0	0	0.0%
Finance	3,071,920	2,271,400	(800,520)	(26.1%)
Human Resources	0	0	0	0.0%
Internal Audit	22,655	18,700	(3,955)	(17.5%)
Legal Services	700,000	700,000	0	0.0%
Public Affairs	0	0	0	0.0%
Shared Services	0	0	0	0.0%
Strategic and Innovative Solutions	0	0	0	0.0%
Total Administrative Services	3,794,575	2,990,100	(804,475)	(21.2%)
Operational Services:				
Customer and Support Services	0	0	0	0.0%
Information Technology	14,576,051	23,156,681	8,580,630	58.9%
Maintenance	19,689,931	29,878,196	10,188,265	51.7%
Operations	0	6,125,000	6,125,000	100.0%
Project Delivery	4,180,000	25,521,000	21,341,000	510.6%
System and Incident Mgmt.	0	0	0	0.0%
Total Operational Services	38,445,982	84,680,877	46,234,895	120.3%
Grand Totals	\$ 42,240,557	\$ 87,670,977	\$ 45,430,420	107.6%

CAPITAL IMPROVEMENT FUND PROJECTS

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

DALLAS NORTH TOLLWAY 4TH LANE

The NTTA has been coordinating with the City Of Plano to add a 4th lane to the DNT between President George Bush Turnpike and the Sam Rayburn Tollway. The project is planned to begin design in 2013 and construction to go through 2017.

DALLAS NORTH TOLLWAY AT IH 635

This project is the reconstruction of the LBJ Bridge over DNT by a Third Party to accommodate the possibility of additional future lanes.

DALLAS NORTH TOLLWAY AND PRESIDENT GEORGE BUSH TURNPIKE INTERCHANGE AND RAMP MODIFICATIONS

The NTTA has been coordinating with the City Of Plano to modify the existing direct connectors of the DNT/PGBT interchange and the North and South bound ramps near the interchange. This will increase capacity and improve the flow of traffic through the interchange. The project is planned to begin design in 2013 and construction to go through 2016.

PRESIDENT GEORGE BUSH TURNPIKE AT US 75 IMPROVEMENTS

This is a multi-agency project (NTTA, TxDOT, City of Plano) being managed, designed and constructed by TxDOT to relieve congestion for US 75 at PGBT. It includes modifications of the PGBT/US 75 interchange and modifications to the 15th Street ramps

The following is the list of projects and purchases for FY2014:

Capital Improvement Fund Projects	
Systemwide - Walls Reconstruction/Repair	\$13,465,000
RITE System Software Enhancements & Maintenance	3,300,000
Systemwide CIF - Buildings	5,013,196
Systemwide - Roadway Improvements	11,725,000
Microsoft Enterprise Agreement	640,000
Security Enhancement/PCI Compliance	1,665,000
Disaster Recovery	500,000
Network Upgrade	2,491,000
ITS Retrofit	1,000,000
PeopleSoft Financial System Enhancements	340,000
Oracle Unlimited License Agreement	3,531,937
VoIP Upgrades	550,000
PeopleSoft HCM Enhancement	200,000
Virtualization	400,000
Maintenance Management System	471,744
Internet/Intranet Redesign	167,000
System Upgrades	1,810,000
Enterprise System Monitoring & Management	400,000
Impact 360 Upgrade	250,000
Digital Aerial Photography	40,000
Dallas North Tollway 4th lane	6,625,000
Dallas North Tollway at LBJ SH 635	3,030,000
DNT/PGBT Interchange and Ramp Modifications	12,750,000
PGBT at US 75 Improvements	2,565,000
PGBT Mainlanes and Ramps Plza ETC	526,000
Toll Enforcement Remedies	4,500,000
Data Warehouse	5,100,000
Professional, Audit, Legal Fees	3,115,100
Carryover 2013 TER	1,500,000
Total Project Costs	87,670,977
Cash Transfer to OMF - Allocated: Salaries and Benefits	3,403,095
Total Expenditures	\$91,074,072

FEASIBILITY STUDY FUND - (1601) BUDGET COMPARISONS FY2014 TO FY2013

Department	2013	2014	2014 Budget to 2013 Budget	
	Budget	Budget	Amount	Percent
Administrative Services:				
Administration	\$0	\$0	\$0	0.0%
Board	0	0	0	0.0%
Finance	0	0	0	0.0%
Human Resources	0	0	0	0.0%
Internal Audit	0	0	0	0.0%
Legal Services	300,000	300,000	0	0.0%
Public Affairs	0	0	0	0.0%
Shared Services	0	0	0	0.0%
Strategic and Innovative Solutions	2,102,300	2,575,000	472,700	22.5%
Total Administrative Services	2,402,300	2,875,000	472,700	19.7%
Operational Services:				
Customer and Support Services	0	0	0	0.0%
Information Technology	0	0	0	0.0%
Maintenance	0	0	0	0.0%
Operations	0	260,000	260,000	100.0%
Project Delivery	3,274,665	5,059,000	1,784,335	54.5%
System and Incident Mgmt.	0	0	0	0.0%
Total Operational Services	3,274,665	5,319,000	2,044,335	62.4%
Grand Totals	\$ 5,676,965	\$ 8,194,000	\$ 2,517,035	44.3%

Feasibility Study Fund

FY2014 CIF/REVOLVING ACCOUNT-FEASIBILITY STUDY FUND PROJECTS

TRINITY PARKWAY

The proposed Trinity Parkway will connect Interstate 35E to U.S. 175, providing a new, approximately 9-mile relief route around the west and south sides of Dallas' central business district. Initially, six and four lanes will be constructed, with the ultimate facility being six lanes. When complete, the Trinity Parkway will be a tolled bypass around downtown Dallas, which will provide traffic relief for the I-30 and I-35E corridors. The NTTA is managing ongoing environmental clearance and preliminary engineering efforts to advance the project.

STATE HIGHWAY 170

TxDOT initiated the State Highway 170 corridor study, conducted preliminary studies, processed environmental reviews, obtained environmental clearance and right of way, and built the existing frontage roads. The NTTA is now conducting further studies of the corridor. Project partnering meetings are ongoing to advance the project, which could result in a 5.8-mile toll road in southwest Denton and northern Tarrant counties.

STATE HIGHWAY 360

TxDOT initiated the State Highway 360 corridor study, conducted preliminary studies, processed environmental reviews, obtained environmental clearance and right of way to U.S. 287, and built the existing frontage roads. Project partnering meetings are ongoing to advance the project. Section 1 is expected to result in a 9.7-mile extension of the SH 360 main lanes from Sublett Road/Camp Wisdom Road in southern Tarrant County to U.S. 287 in northwestern Ellis County and northeastern Johnson County.

STATE HIGHWAY 190 EAST BRANCH

TxDOT initiated the East Branch/State Highway 190 corridor study in May 1969 and is processing the project's Environmental Impact Statement (EIS). First, the Federal Highway Administration must review and approve a Draft EIS in order to conduct a public hearing. Following the public hearing, a Final EIS will be prepared to recommend a route alternative.

DALLAS NORTH TOLLWAY PHASES 4A & 4B AND 5A

This project is a proposed 17.6-mile extension of the Dallas North Tollway northward from U.S. 380 to the Collin/Grayson county line (Phase 4A) and from Collin/Grayson county to Farm to Market 121 (Phase 5B). The extension will be a limited access toll road with six main lanes and four frontage road lanes. A scope of work is currently under development, which includes corridor analysis, initial toll feasibility and environmental analysis.

The NTTA Board of Directors chose an alignment for the Phase 4B/5A extension that straddles the Collin-Denton county line and extends 11.9 miles from FM 423 in Collin County to FM 121 in Grayson County. The county alignment provides a greater economic development benefit for most of the region, requires less right-of-way, and follows an existing county road system.

PROJECT COST	
DNT Phase 4A, 4B/5A	\$1,419,000
SH 170	225,000
SH 360	50,000
Trinity Parkway	3,365,000
Professional Fees, Legal Fees	3,135,000
Total Estimated 2014 Feasibility Cost(1)	\$8,194,000

(1) For detail list of expenditures see pages 125.

ESTIMATED CAPITAL IMPROVEMENT FUND REQUIREMENTS FY2014

Capital Improvement Fund Uncommitted Balance as of 07/31/2013		\$ 44,811,331
2013 Cash Inflows (Aug.-Dec. 2013)		
Estimated Deposit from Revenue Fund	111,093,729	
Commercial Paper issued	0	
		111,093,729
2013 Cash Outflows (Aug.-Dec. 2013)		
ISTEA Payment	(8,000,000)	
CIF Subordinate Debt	(11,708,075)	
Estimated Expenditures CIF Projects	(22,295,253)	
		(42,003,328)
Estimated Available Balance as of 12/31/13		113,901,732
2014 Estimated Cash Inflows		
Estimated Deposit from Revenue Fund	83,579,905	
Reimbursement Agreement - TxDOT	2,600,000	
Reimbursement Agreement - Denton County	1,400,000	
Total Cash Inflows		87,579,905
2014 Estimated Cash Outflows		
ISTEA Payment	(8,000,000)	
CIF Subordinate Debt	(23,416,150)	
Total Debt Service Payments		(31,416,150)
Estimated CIF Projects Cost	(84,555,877)	
LOC Professional Fees, Audit Fees, Legal Fees	(3,115,100)	
CIF Projects Cost		(87,670,977)
Cash Transfer to OMF for Allocated Salaries and Benefits		(3,403,095)
Total CIF Estimated Costs		(91,074,072)
Estimated Expenditures CIF/Revolving Acct. FSF Projects	(5,059,000)	
Professional Fees, Audit Fees, Legal Fees	(3,135,000)	
Total CIF/Revolving Account -FSF Projects Cost		(8,194,000)
Transfer to North Tarrant Express (NTE) Escrow		(26,000,000)
Estimated Uncommitted Cash Account Balance at 12/31/14		\$44,797,415
2014 CIF Bond Payment Account balance		23,416,150
2014 CIF Rainy Day Fund Account balance		50,000,000
2014 CIF NTE Escrow balance		26,000,000
Estimated Total CIF Cash Balances at 12/31/2014		\$144,213,565

CAPITAL IMPROVEMENT FUND - (1501) ESTIMATE FY2014

Department	Account	
Finance	Consulting/Professional - (521201)	18,400
	Trustee Fees - (521204)	2,000
	Rating Agency Fees - (521205)	51,000
	Remarketing/Loc Provider Fees - (521206)	2,200,000
	Finance Total	2,271,400
Internal Audit	Auditing Fees - (521203)	18,700
	Internal Audit Total	18,700
Legal Services	Legal Fees - (521202)	700,000
	Legal Services Total	700,000
Information Technology	Consulting/Profess Serve Tech - (521301)	3,239,336
	Telecommunications - (523202)	70,000
	Computers - (531641)	9,106,784
	Software - (531651)	8,709,561
	Infrastructure - Other - (541403)	2,031,000
	Information Technology Total	23,156,681
Maintenance	General Engineering - (521213)	200,000
	Building Improvements - (541302)	4,713,196
	Infrastructure Rdway/Hwy/Bridge - (541401)	24,965,000
	Maintenance Total	29,878,196
Operations	Consulting/Professional - (521201)	6,125,000
	Operations Total	6,125,000
Project Delivery	Consulting/Profess Serve Tech - (521301)	27,000
	Infrastructure Rdway/Hwy/Bridge - (541401)	499,000
	Right-of-Way (06)	1,000,000
	Administration (01)	1,620,000
	Planning (02)	200,000
	Design (03)	11,000,000
	Construction (04)	5,500,000
	Equipment/Hardware (05)	75,000
	Other (176999)	5,600,000
	Project Delivery Total	25,521,000
Total		\$87,670,977

FUND 1601 - FEASIBILITY STUDY FUND - (1601) ESTIMATE FY2014

Department	Account	
Legal Services	Deferred Charges (153001)	300,000
	Legal Services Total	300,000
Strategic & Innovative Solutions	Consulting/Professional - (521201)	690,000
	Traffic Engineering Fees - (521207)	1,885,000
	Strategic & Innovative Solutions Total	2,575,000
Operations	Consulting/Professional - (521201)	260,000
	Operations Total	260,000
Project Delivery	Deferred Charges (153001)	5,059,000
	Project Delivery Total	5,059,000
Total		\$8,194,000

Enterprise Fund

ENTERPRISE FUND - (7801) BUDGET COMPARISONS FY14 TO FY13

Department	FY13	FY14	2014 Budget to 2013 Budget	
	Budget	Budget	Amount	Percent
Administrative Services:				
Administration	\$0	\$0	\$0	0.0%
Board	0	0	0	0.0%
Finance	0	92,367	92,367	100.0%
Human Resources	0	63,820	63,820	100.0%
Internal Audit	0	0	0	0.0%
Legal Services	716,380	500,000	(216,380)	(30.2%)
Public Affairs	0	504,050	504,050	100.0%
Shared Services	0	143,117	143,117	100.0%
Strategic and Innovative Solutions	0	150,000	150,000	100.0%
Total Administrative Services	716,380	1,453,354	736,974	102.9%
Operational Services:				
Customer and Support Services	263,864	547,000	283,136	107.3%
Information Technology	1,755,175	1,946,743	191,568	10.9%
Maintenance	0	0	0	0.0%
Operations	0	0	0	0.0%
Project Delivery	0	0	0	0.0%
System and Incident Mgmt.	0	0	0	0.0%
Total Operational Services	2,019,039	2,493,743	474,704	24.2%
Grand Totals	\$2,735,419	\$3,947,097	\$1,211,678	44.3%

FY2014 ENTERPRISE FUND

The Enterprise Fund was created by the Authority to account for the revenue and expenses associated with tolling services agreements (TSA). The Authority is responsible for the collection of tolls on all tolled projects in the North Texas region. Currently, the Authority has TSAs with the developers of two projects (TSA - IH635 and TSA DFW-Connector).

Fund Costs	
Software Enhancements	\$ 1,916,713
Professional and Legal Fees	1,150,000
Allocated Cost - Salaries and Benefits	880,384
Total 2014 EF Budget	\$ 3,947,097

ESTIMATED ENTERPRISE FUND REQUIREMENTS FY2014

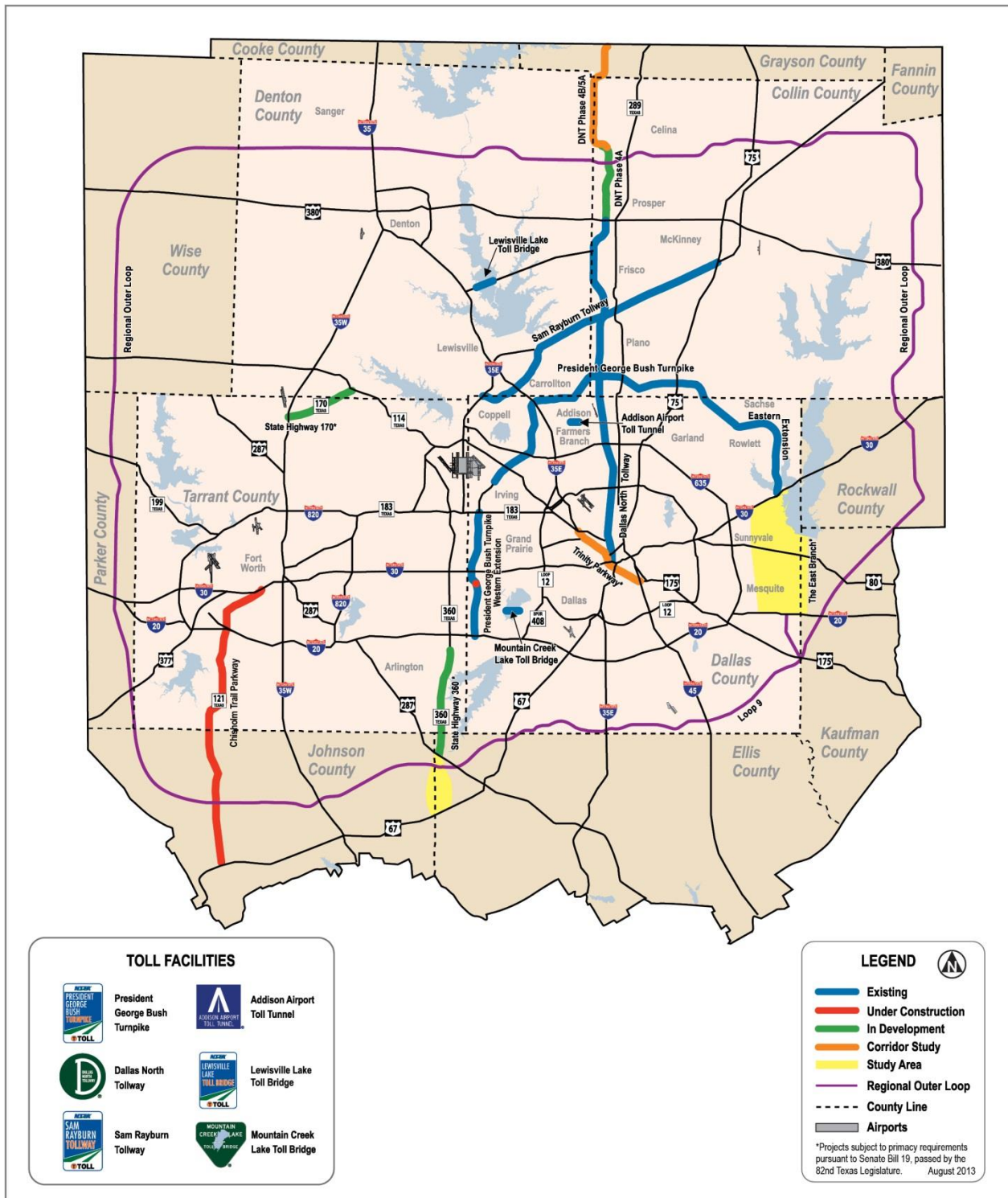
Enterprise Fund Estimated Balance as of 12/31/2013	\$ 21,783,456
Restricted for TSA Escrow	<u>(1,700,000)</u>
	20,083,456
Estimated Transfers:	
Interoperability Fees	3,389,193
TSA Fees	<u>203,000</u>
Total Transfers	3,592,193
Estimated Expenditures from 2014 Operating Budget	<u>(3,947,097)</u>
Estimated Available Balance at 12/31/2014	\$ 19,728,552

ENTERPRISE FUND - (7801) ESTIMATE FY2014

Department	Account	
Strategic & Innovative Solutions	Salaries and Wages-Direct - (511101)	50,000
	Consulting/Professional - (521201)	100,000
	Strategic & Innovative Solutions Total	150,000
Public Affairs	Salaries and Wages-Direct - (511101)	4,050
	Magazine and Newspaper - (523302)	250,000
	Television & Radio - (523303)	250,000
	Public Affairs Total	504,050
Finance	Salaries and Wages-Direct - (511101)	92,367
	Finance Total	92,367
Human Resources	Salaries and Wages-Direct - (511101)	63,820
	Finance Total	63,820
Shared Services	Group Insurance - (512101)	141,307
	Office Supplies - (531101)	1,810
	Shared Services Total	143,117
Legal Services	Salaries and Wages-Direct - (511101)	0
	Legal Fees - (521202)	500,000
	Legal Services Total	500,000
Customer Service Center	Salaries and Wages-Direct - (511101)	547,000
	Customer Service Center Total	547,000
Information Technology	Salaries and Wages-Direct - (511101)	128,086
	Servers/Storage - (531641)	125,000
	Software - (531651)	1,693,657
	Information Technology Total	1,946,743
Total		\$3,947,097

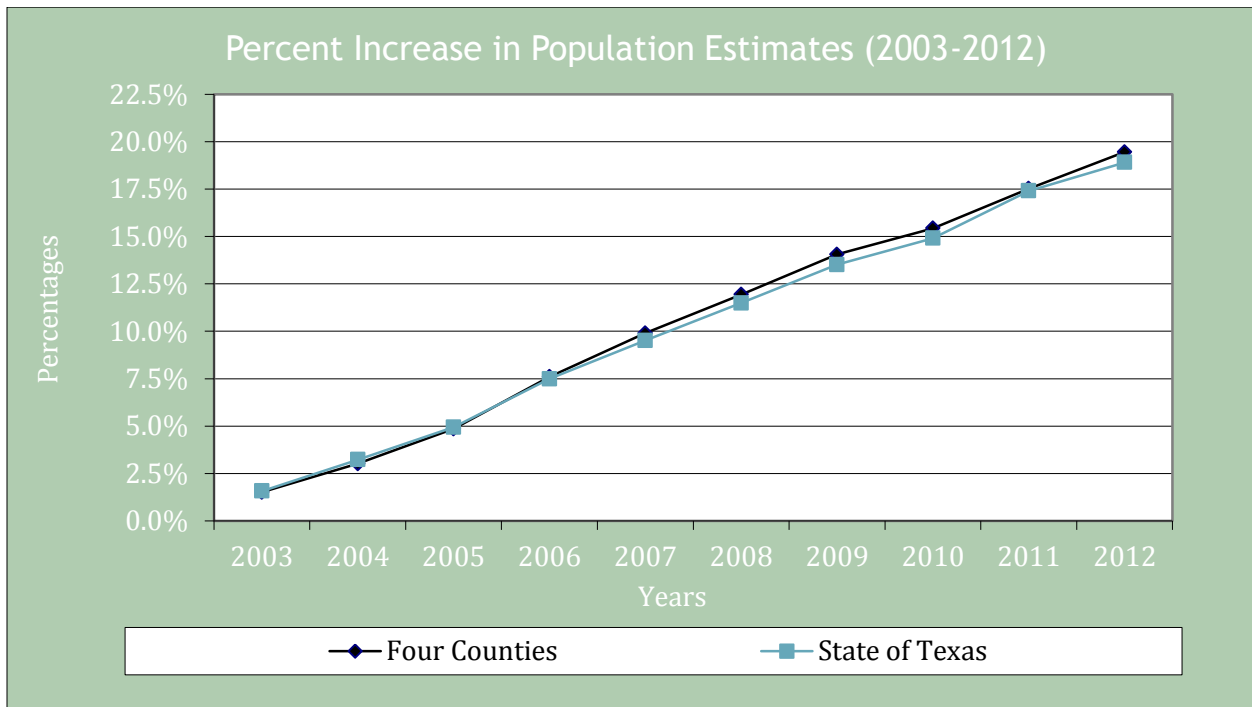
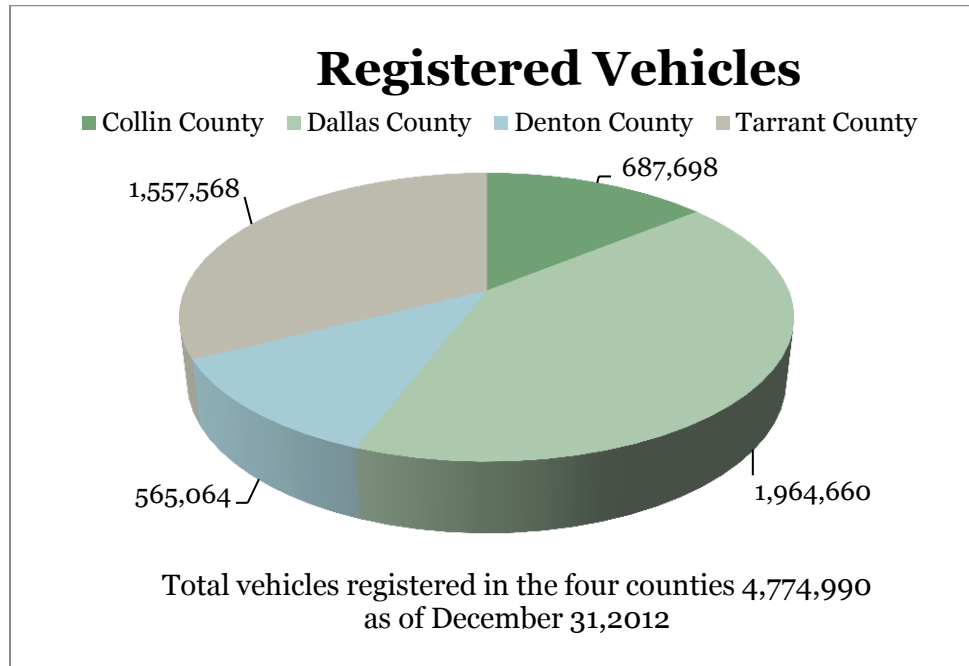


Facility Map of the North Texas Region



Statistical Data

The North Texas four county regions has 4.8 million registered vehicles. The region's population has grown by 19.5 percent since 2003.



FY2013 Strategic Priorities & Accomplishments

Priorities to support the Authority's five-year strategic goals and objectives are established annually. Below is a summary of the FY2013 priorities and key accomplishments.

Customer Driven Organization

2013 Strategic Priorities	2013 Accomplishments
Advance and implement toll enforcement remedies	<ul style="list-style-type: none"> Implemented SB 1792, including grace period program and launched habitual violator remedies through partnerships with member counties Implemented toll violator collections litigation pilot program Collected \$5.1 million YTD, including tolls and administrative fees Opened 73,623 TollTag accounts during 90-day grace period Implemented inter-local agreements with North Texas counties and the Texas Department of Motor Vehicles for vehicle registration block services
Optimize customer service and collections strategies	<p><i>Customer Service</i></p> <ul style="list-style-type: none"> Implemented phase one of the Outbound Messenger and Flexible Capacity programs Launched mobile app, Tollmate, with over 75,000 downloads YTD Converted MLP 10 into new remote Customer Service Center Increased channel migration to self-help channels (IVR, website, mobile app) by 20% <p><i>Collections</i></p> <ul style="list-style-type: none"> Restructured administrative fees to per-invoice billing Upgraded redundant rear cameras in all lanes to increase readability of specialized and non-reflective license plates Implemented V-Toll at ZipCash rate Decreased discarded images by 22% compared to 2012
Expand TollTag and convert ZipCash customers to TollTag customers	<ul style="list-style-type: none"> Expanded Regional TollTag Partner program with the addition of Fiesta Mart, Inc. Launched \$20 Starter TollTag for infrequent toll road users TollTag penetration rates are trending upward at 78.01% (measured at 90 days) Increased monthly TollTag distribution by 11% YTD vs. 2012 584,668 new TollTags / 11% growth YTD

Financially Sound & Vibrant Organization

2013 Strategic Priorities	2013 Accomplishments
Develop comprehensive financing plan	<ul style="list-style-type: none"> Updated 5-Year Capital Plan to fully fund financial commitments Developed an Enterprise Budget to capture, monitor and plan for current and future TSAs Updated cost model with direct and indirect costs Maintained first tier debt ratio above 1.5X target Maintained investment returns above benchmark Implemented biennial toll rate increase
Complete back office system enhancements	<ul style="list-style-type: none"> Executed the new Term Sheet with ETCC Executed the Legacy Enhancements and Core Upgrade Work Authorizations with ETCC

Delivering Transportation Solutions

2013 Strategic Priorities	2013 Accomplishments
Advance regional transportation and system improvement projects	<ul style="list-style-type: none"> • Completed construction of PGBT Western Extension (I-30 to I-20) • Completed PGBT conversion to all-ETC • All sections of CTP under construction • Continued to advance the SH 360, SH 170 and Trinity Parkway projects through the planning and environmental process • Partnered with TxDOT to develop SH 360 project delivery plan • Initiated the design process for the DNT improvements, between PGBT and SRT • Opened Frisco Operations Center and Central Warehouse

Respected Leader & Partner in the Region's Transportation Network

2013 Strategic Priorities	2013 Accomplishments
Implement strategies for Tolling Service Agreements (TSA)	<ul style="list-style-type: none"> • Developed fee-for-services TSA model • Implemented major components of LBJ Tolling Services Agreement, including: <ul style="list-style-type: none"> ○ Performance security ○ Customer service performance standards ○ Joint marketing plan • Implemented processes, procedures, staffing, controls and technology to perform the LBJ and NTE Segments 1 & 2W toll service agreements
Leverage partnerships to expand D/M/WBEs in procurement opportunities	<ul style="list-style-type: none"> • Implemented Cooperative Inclusion Plan (CIP) with regional contractors associations to increase opportunities and industry related training for D/M/WBEs in highway contracting • Launched CIP University to provide additional education and training opportunities in highway contracting for D/M/WBEs

Highly Qualified, Energized and Engaged Team

2013 Strategic Priorities	2013 Accomplishments
Improve employee engagement and development strategies	<ul style="list-style-type: none"> • Expanded employee engagement activities to include the 2013 Corporate Challenge. Employees participated in over 20 different team competitive events and raised \$6,281.84 to support Special Olympics of Texas. • Continued employee-led committees and special events to promote diversity, teamwork, outstanding performance and corporate culture • Reduced at-fault fleet vehicle crashes by 50% through focused, specialized training conducted using in-house resources

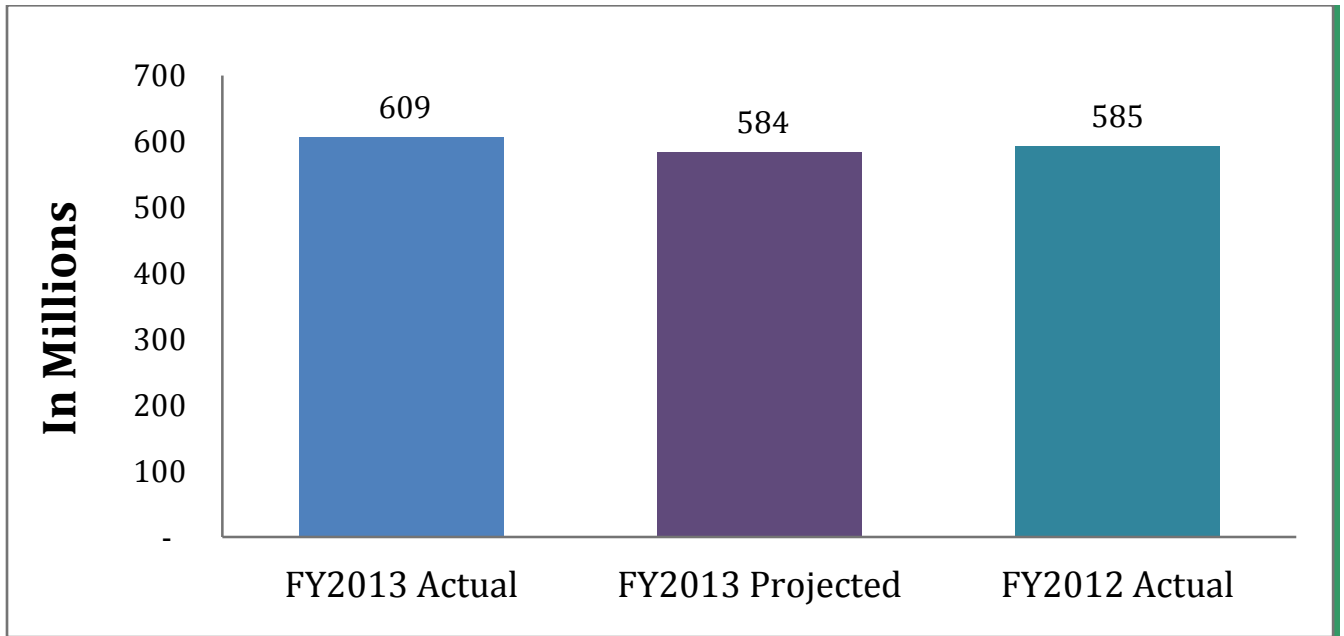
Performance Metrics

METRIC	DEFINITIONS
Transaction Performance	Transaction performance compares actual transactions from the lane to T&R projected transactions.
Un-pursuable Transactions	Transactions that are not invoiced due to the following reasons: no image, bad image, not meeting business rules, meeting business rules but with no current address, DMV - out of state, no instate DMV.
TollTag Penetration	Percentage of all transactions paid through a TollTag account and/or pre-invoicing V-Toll.
Uncollectable	Percentage of total invoiced revenue which is uncollected.
Total Revenue Performance	Comparison of year-to-date actual revenue to budgeted and prior year total revenue. Total revenue includes toll, interest and other revenue. Actual revenues for 2012 & 2013 are net of bad debt expense.
Toll Revenue Performance	Comparison of year-to-date actual TollTag and ZipCash revenue to budgeted and prior year TollTag & ZipCash revenue. Actual toll revenues for 2012 & 2013 are net of bad debt expense.
Cash Performance	Comparison of total cash collected to the total cash requirement. Cash requirement includes the budgeted transfer to the CIF.
Debt Service Coverage	Reflects the monthly coverage requirement based on trust agreement.
Diversity Goal Attainment	Represents attainment of contract goals at 100% contract completion.
Infrastructure	Matrix of schedules, budgets and contract changes for each project (SRT, CTP, PGBT WE & PGBT EE).

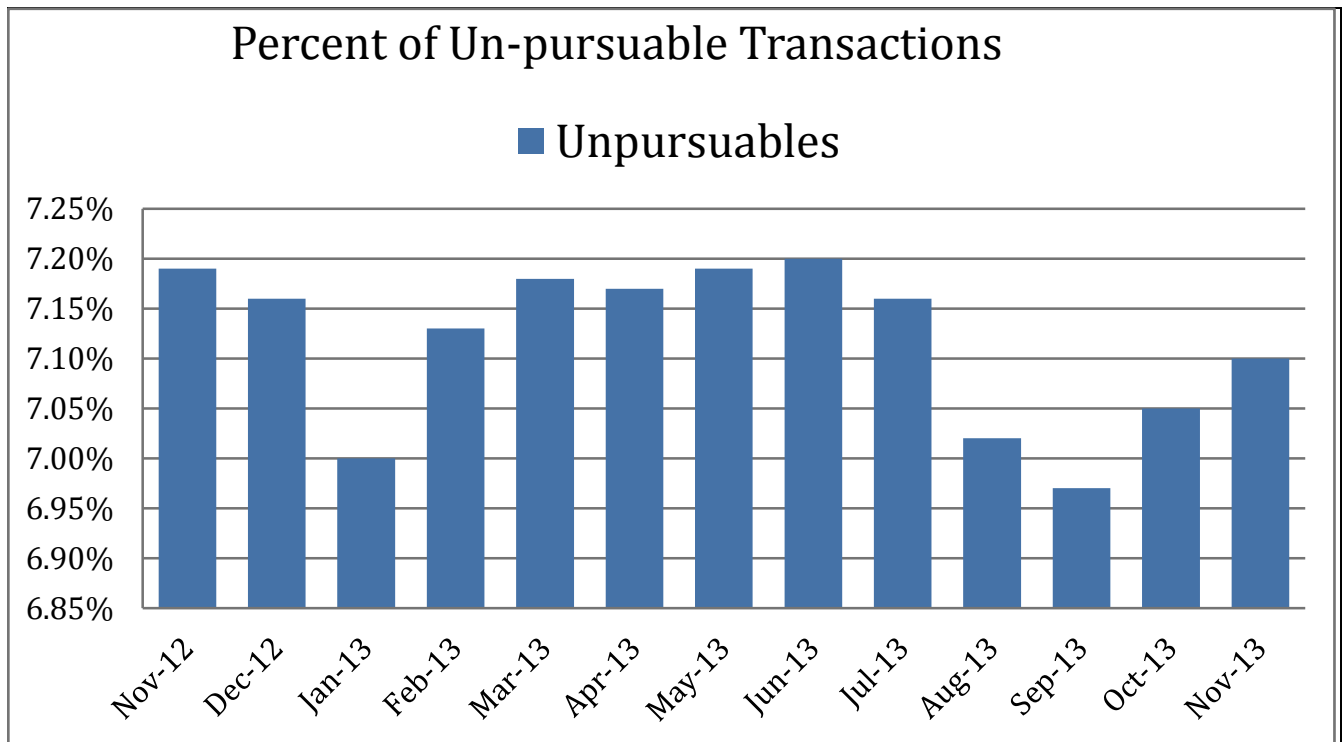
Performance Highlights – Key Business Drivers

<p>Operations</p>	<ul style="list-style-type: none"> ➤ Total System transactions are 4% higher than projected and 3% higher than prior year ➤ Un-pursuable transactions are trending at 7.1%, over a rolling 12-month period ➤ TollTag penetration is steady within 78.60% range, <u>slightly behind</u> 80% target ➤ The percentage of uncollectable total revenue reflects a positive trend downward at 7.99%
<p>Financial</p>	<ul style="list-style-type: none"> ➤ Total actual revenue is 8% higher than projected ➤ Year-to-date cash flow remains above the requirement by approximately \$33.2M ➤ Accounts receivable turnover is trending at 1.43 times with 254.9 days to collect ➤ Debt Service coverage exceeds debt service requirement through December at 1.63 times (1st tier) ➤ Actual spending with D/M/WBEs continues to exceed diversity goal commitments by approximately \$14.29M
<p>Project Delivery</p>	<ul style="list-style-type: none"> ➤ System projects remain on schedule and budget

Number of Total Transactions

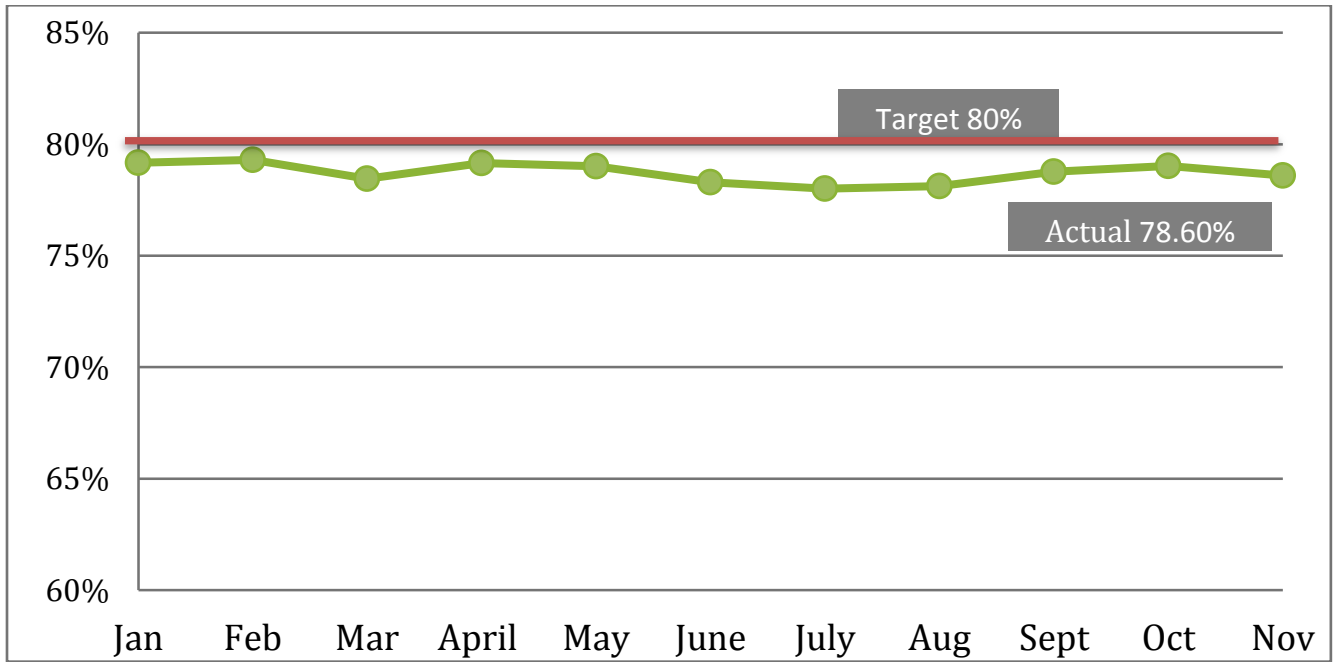


Total transactions for the System as of December 31, 2013



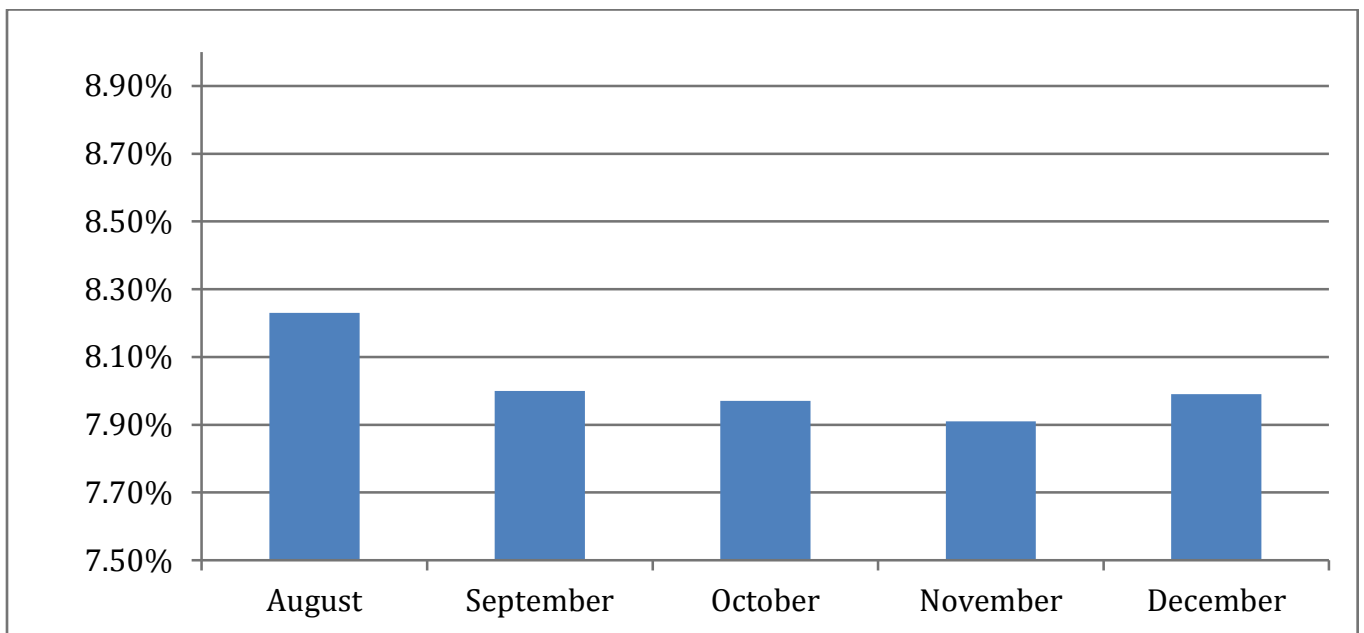
Un-pursuable transactions are for a rolling 12-month period

TOLLTAG PENETRATION



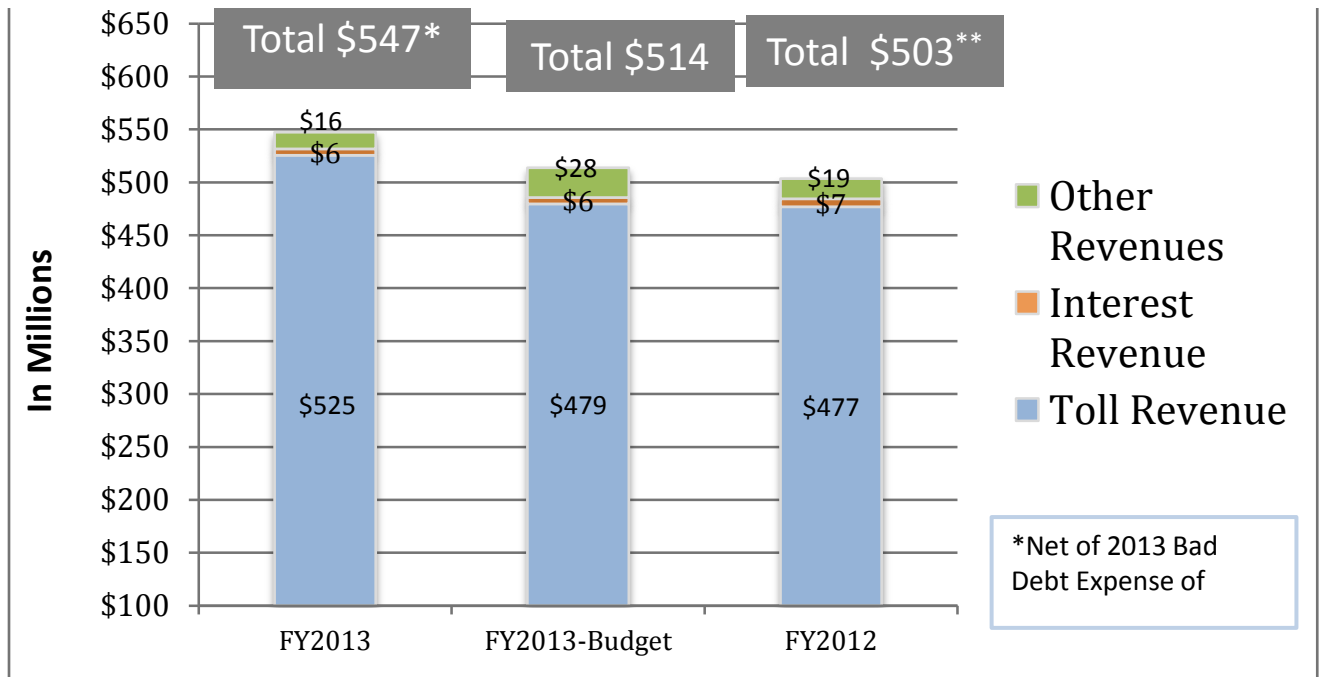
TollTag Penetration for the System and SPS

UNCOLLECTABLE



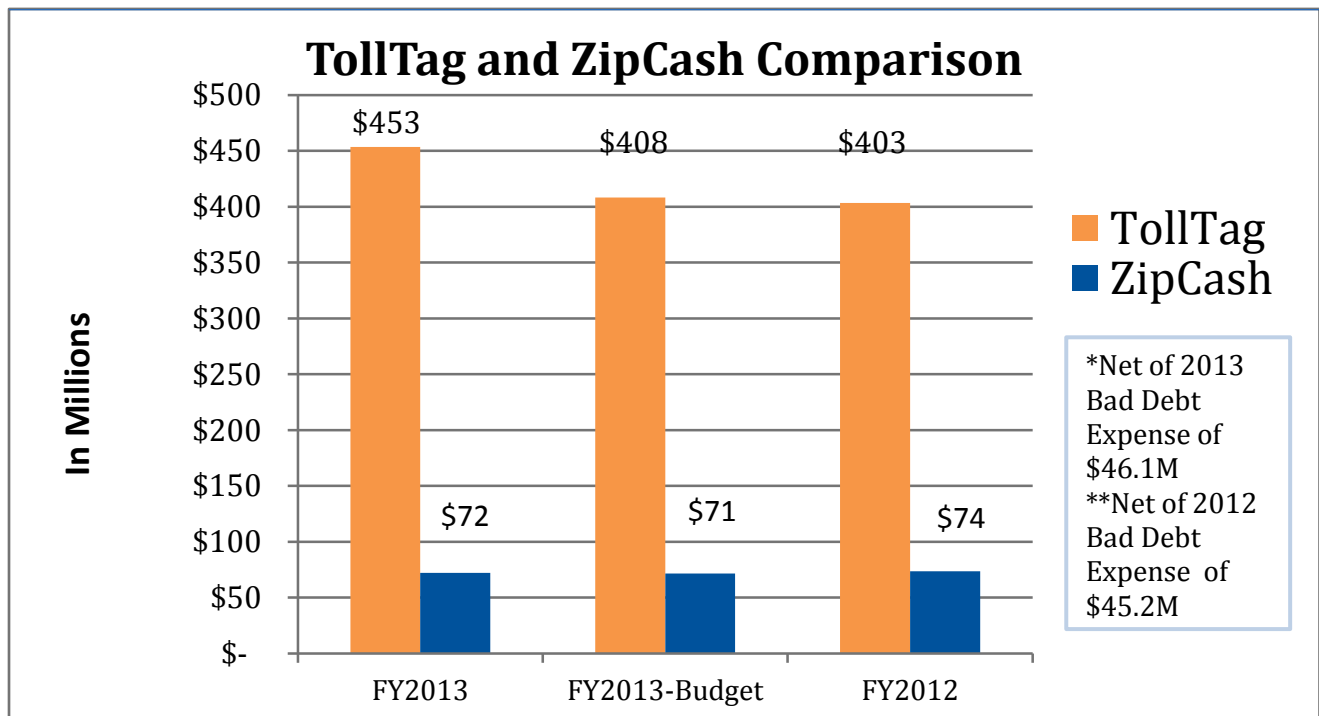
Goal of 8.5% of Total Revenue

TOTAL REVENUE PERFORMANCE



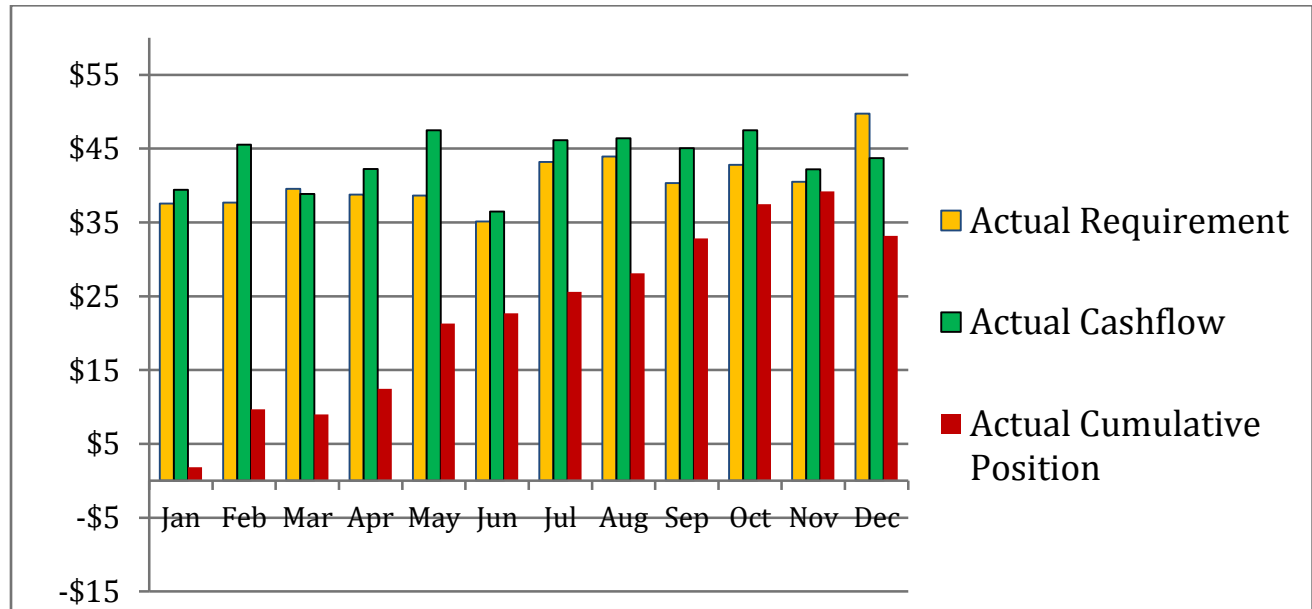
Total Revenue for the System as of December 31, 2013

TOLL REVENUE PERFORMANCE



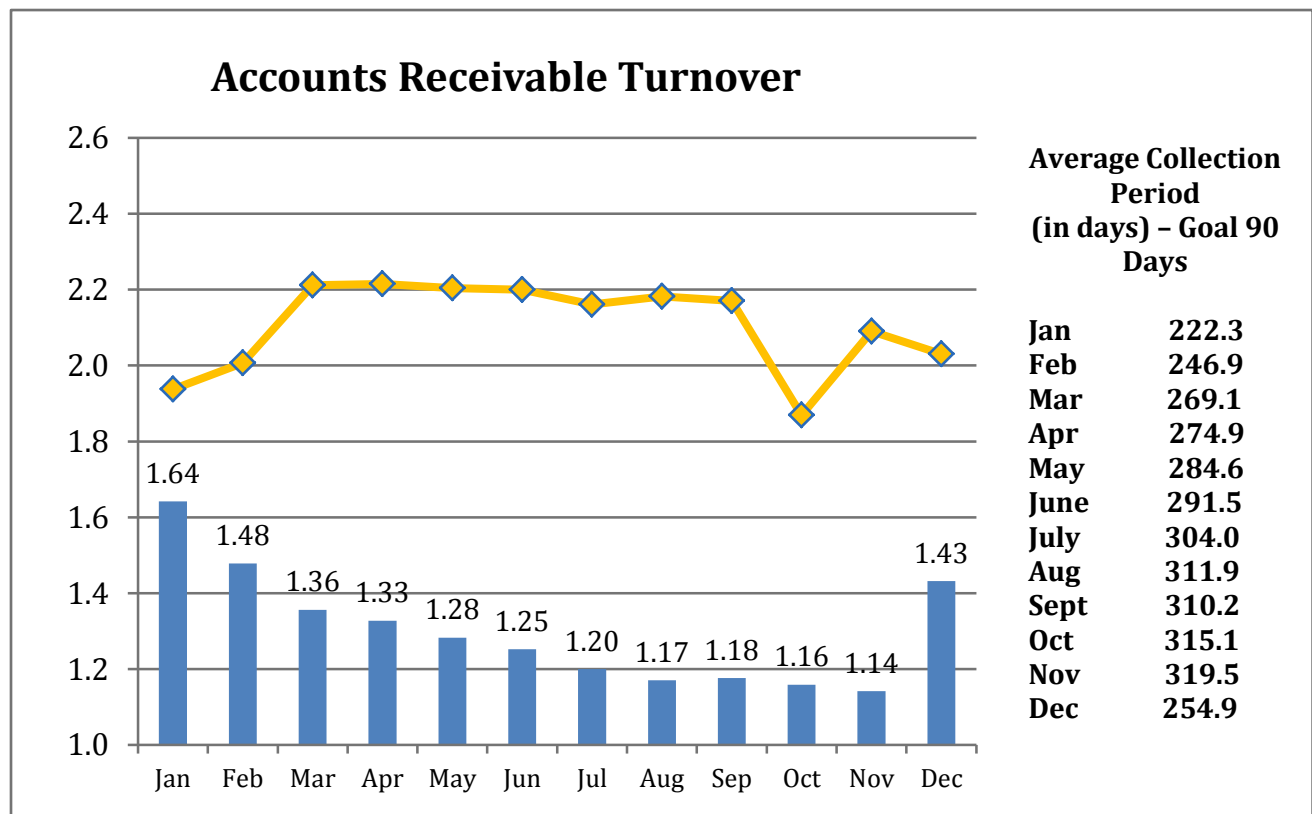
Toll Revenue for the System as of December 31, 2013

SYSTEM CASH FLOW PERFORMANCE (MMS)



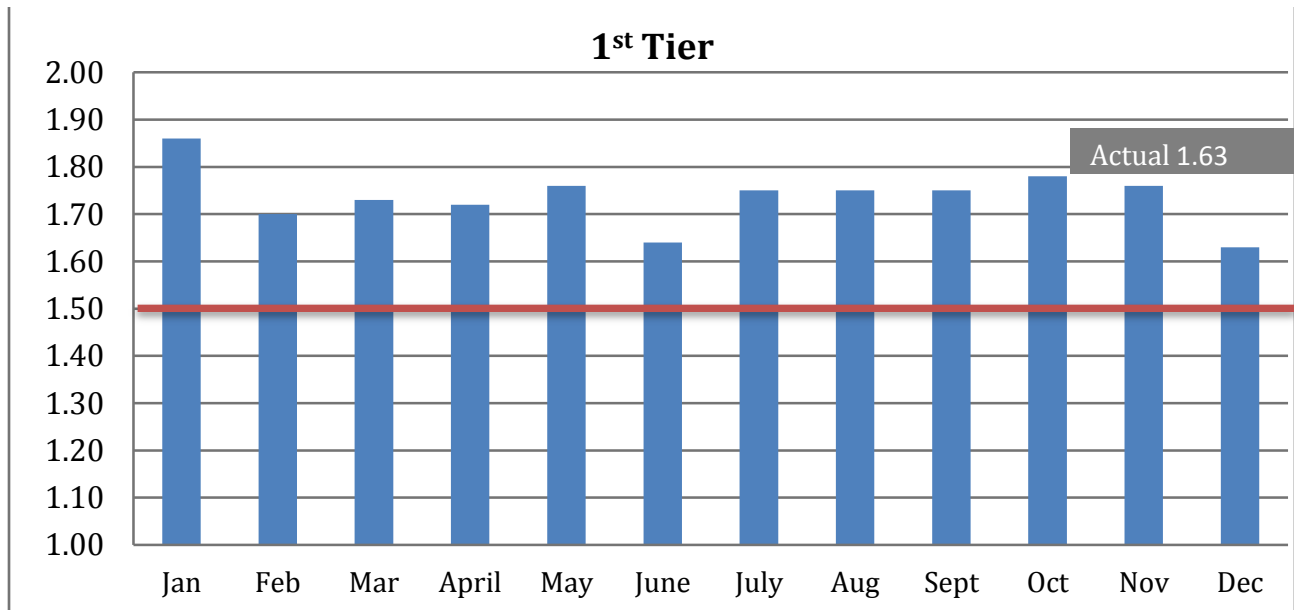
Total cash flow for the System as of December 31, 2013

ACCOUNTS RECEIVABLE TURNOVER GOAL – 4 TIMES PER YEAR



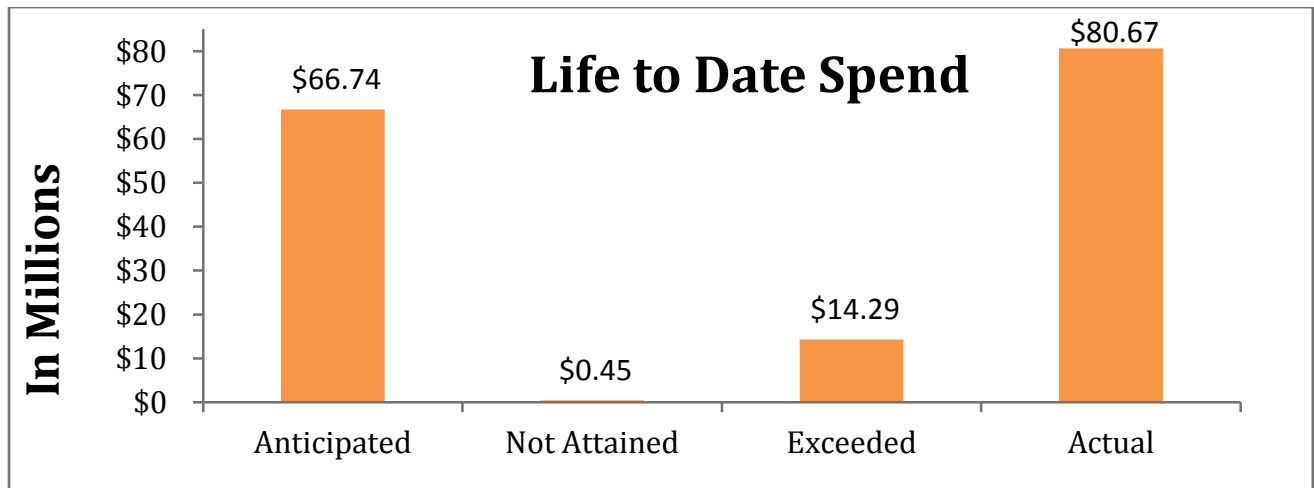
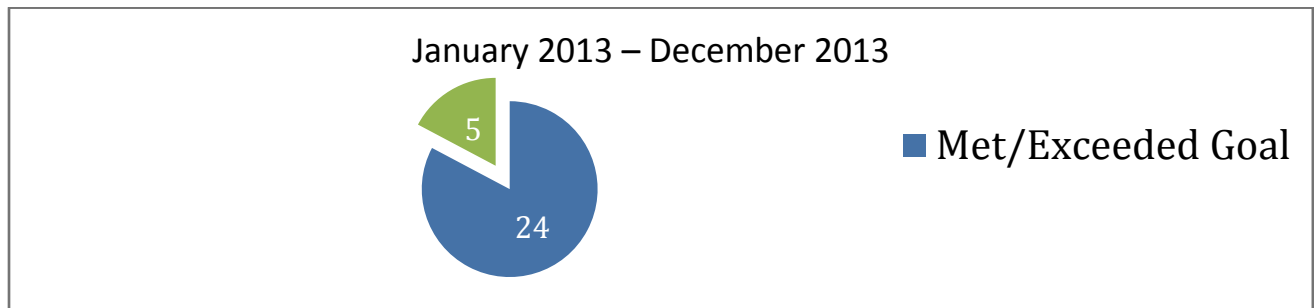
Receivables turnover as of December 31, 2013

DEBT SERVICE COVERAGE



Calculated monthly coverage target is 1.50 times

DIVERSITY GOAL ATTAINMENT FOR COMPLETED CONTRACTS



Completed Contracts as of December 31, 2013

INFRASTRUCTURE

Project		Budget				Construction Changes					Schedule	
		Total Budget Amount	NTTA Budget	Actual Spent to Date	Percent NTTA Budget Spent	NTTA Construction Estimate Excluding Contingency	Awarded Construction Contract Amount	Change Amount	Percent Change	Construction Contingency	Bond Date	Actual
NTTA System Construction	President George Bush Turnpike Eastern Extension	\$958,000,000	\$538,912,000	\$417,565,579	77.5%	\$388,034,386	\$351,717,642	\$12,048,465	3.10%	10.0%	Dec-11	Dec-11
	Sam Rayburn Tollway	\$638,810,700	\$638,810,700	\$616,391,350	96.5%	\$422,827,726	\$480,634,498	\$86,003,447	20.34%	25.0%	Jan-12	Nov-11
Special System Construction	President George Bush Turnpike Western Extension	\$546,598,381	\$534,598,381	\$481,392,948	90.0%	\$461,904,130	\$424,267,030	\$11,109,766	2.41%	6.5%	Oct-12	Oct-12
	Chisholm Trail Parkway	\$1,397,143,856	\$859,792,883	\$592,367,556	68.9%	\$740,960,908	\$659,224,549	\$27,329,238	3.69%	10.0%	Spring 2014	

Combined System and SPS projects

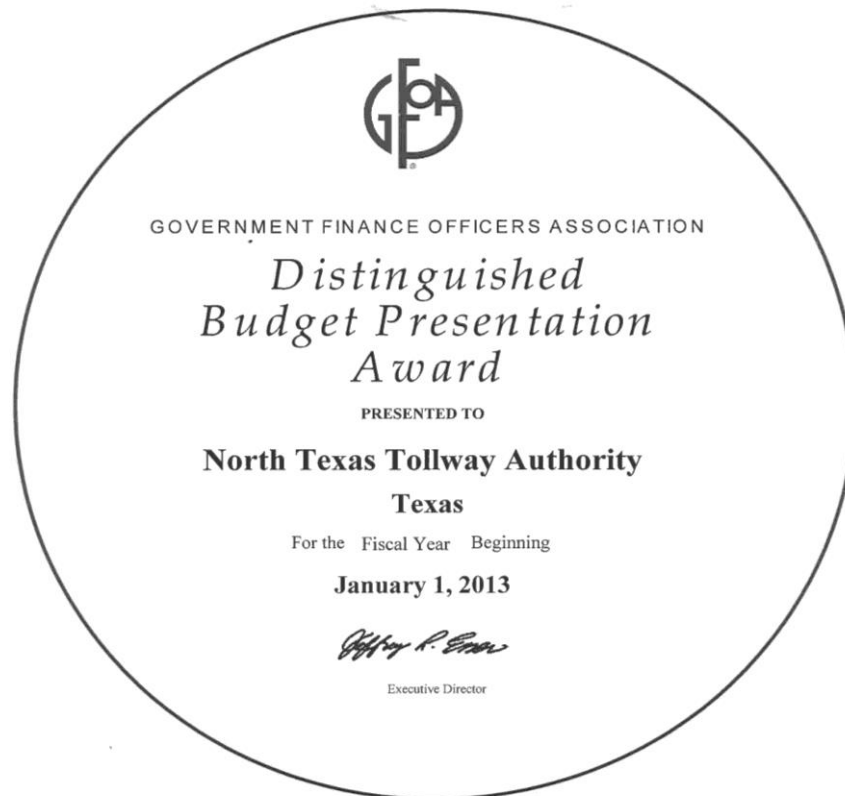
GFOA Distinguished Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to North Texas Tollway Authority, Texas for its annual budget for the fiscal year beginning January 1, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

During 2013 the Authority also received a Certificate of Achievement for Excellence in Financial Reporting from GFOA for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ending December 31, 2012. The certificate is presented to government units whose CAFRs achieve the highest standards in government accounting and financial reporting.

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







Appendix A: Budget Policy and Process

INTRODUCTION

The North Texas Tollway Authority's policy for the adoption of the budget of Current Expenses (sometimes referred to as Annual Budget, Operating Budget, or Operation and Maintenance Fund) and payments into the Reserve Maintenance Fund for the ensuing fiscal year is outlined by the Trust Agreement. In conjunction with developing the Operating Budget, staff prepares a five-year capital plan with estimates of expenditures for the Construction Funds, Capital Improvement Fund, Feasibility Study Fund, and the Reserve Maintenance Fund that is approved by Board resolution. The detailed reports of the 2014–2018 Five-Year Capital Plan are included under the Other Funds section of the FY2014 Operating Budget.

BUDGETS OVERVIEW

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

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

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

CASH BALANCES

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

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

Management determined that it is prudent to retain funds within the Capital Improvement Fund as insurance against unanticipated needs. During 2010, the Authority's executive management requested and the Board of Directors approved a Rainy Day Fund Account in the CIF, with the goal of accumulating a balance of \$50,000,000 over the next three years, as funds are available. Use of this

balance will require specific action by the Board. With the issuance of subordinated CIF debt, a reserve has been created with an amount equal to the next three interest payments.

BUDGET POLICY

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

Section 505. Preliminary Budget of Current Expenses, and Payments into Reserve Maintenance Fund; Hearing on Budget; Annual Budget; Failure to Adopt Annual Budget; Amended or Supplemental Annual Budget; Payments for Maintenance, Repair, and Operations.

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

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

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

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

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

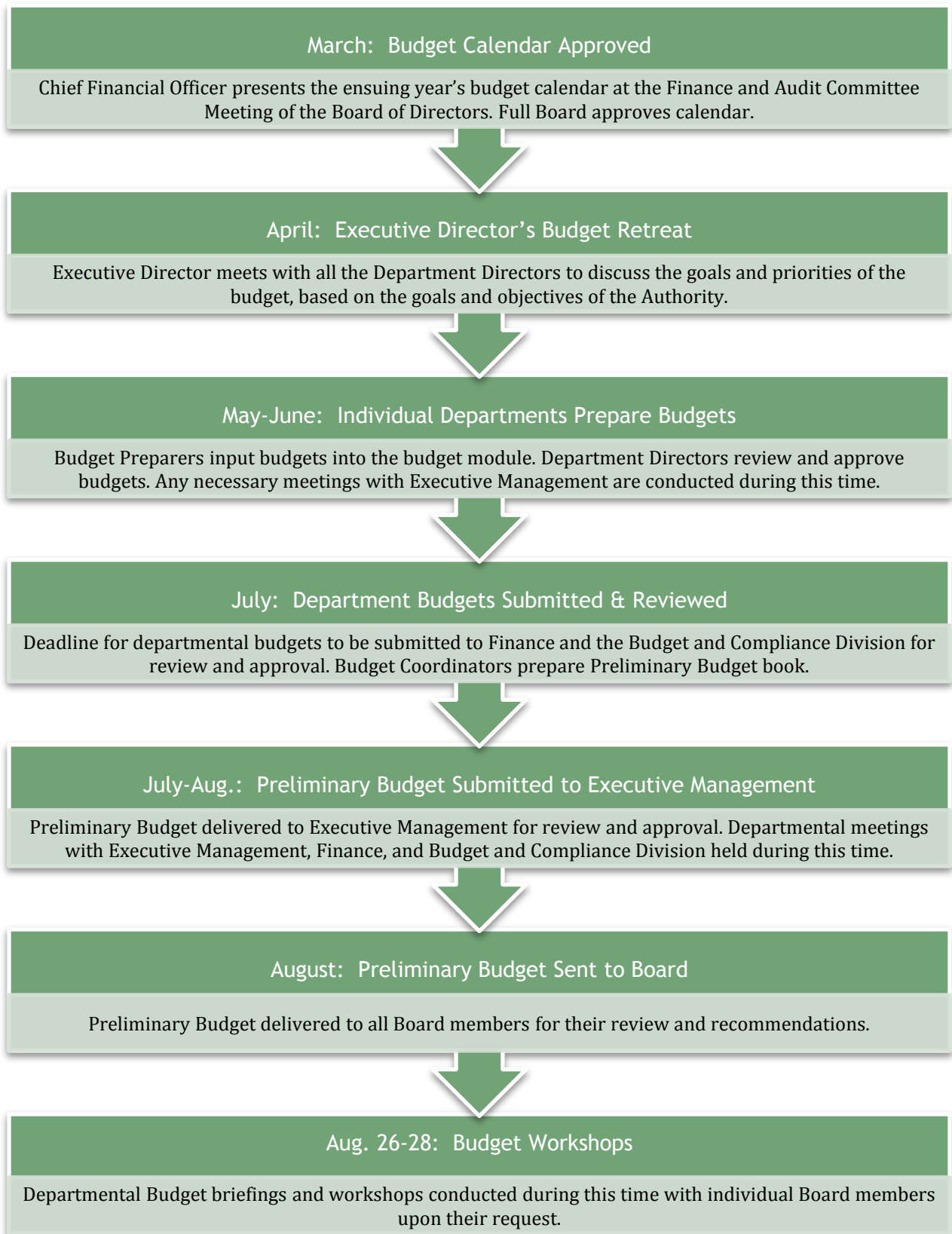
amount which the Authority may expend for Current Expenses in any Fiscal Year provided any amounts expended therefore in excess of the Annual Budget shall be received by the Authority from some source other than the Net Revenues of the Tollway for such Fiscal Year.

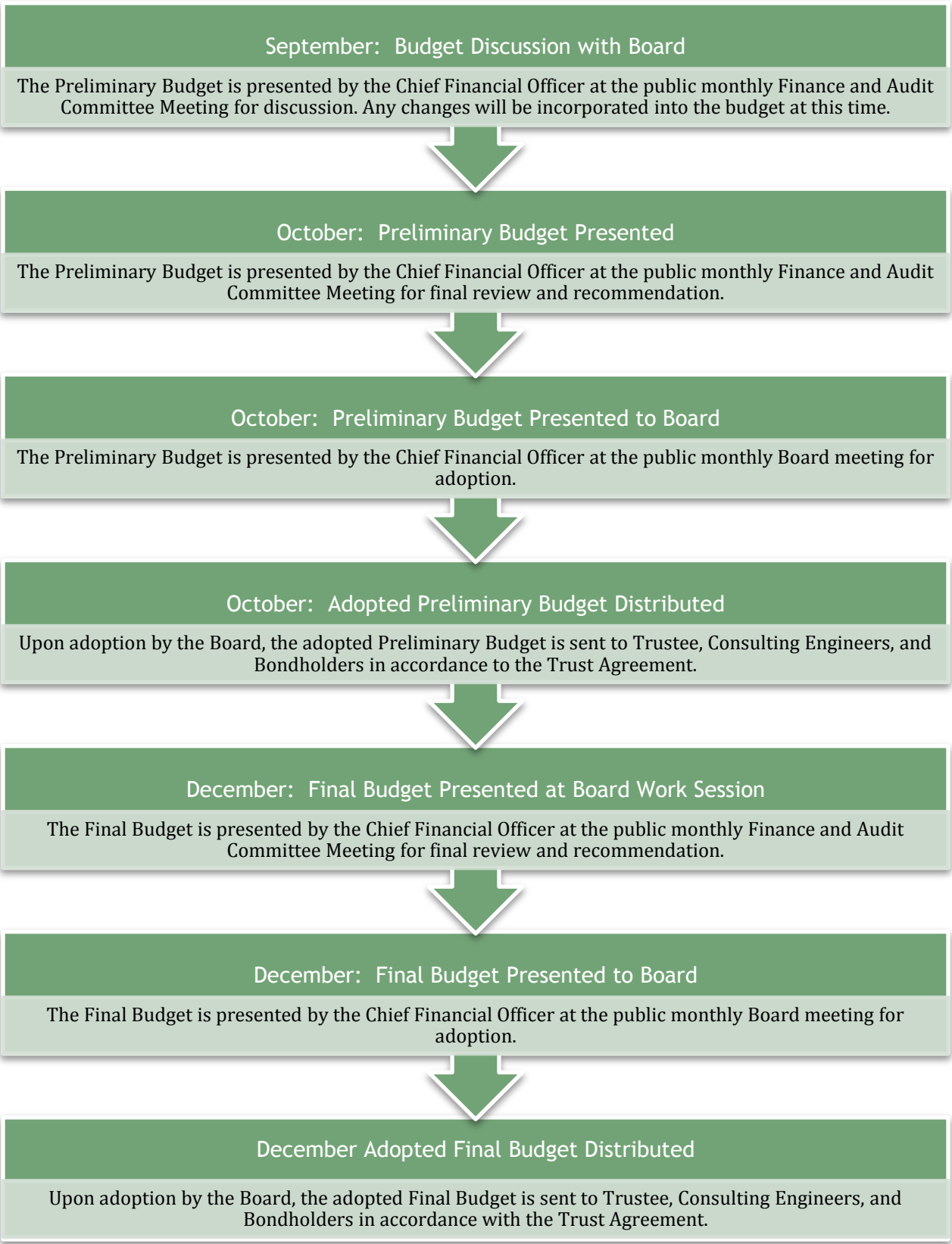
SECTION 506. PAYMENT OF CURRENT EXPENSES FROM OPERATION AND MAINTENANCE FUND.

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

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

BUDGET PROCESS





BUDGET CALENDAR

DATE	EVENT
March 1, 2013 (Friday)	Request updated revenues from Traffic and Revenue consultant
March 4, 2013 (Monday)	Executive Director's 2014 Staff Budget Meeting to discuss budget priorities and overall direction, including compensation and benefits
March 4, 2013 (Monday)	Hyperion Budget module available for inputting Budget
March 4 - June 3, 2013	Individual departments prepare Budget
April 1, 2013 (Monday)	Updated revenues due from consultants
June 3, 2013 (Monday)	Department budgets due to Finance Department, Budget and Compliance Division including organizational charts, overviews, new initiatives, detailed listing of projects and explanations for any budget items with a variance of plus or minus 5% from previous year.
June 10, 2013 (Monday)	Preliminary budget distributed to Executive Management
June 17 - June 28, 2013	Departmental meetings with Executive Management, Finance, and Budget and Compliance Division
July 12, 2013 (Friday)	Review by Executive Management completed
July 29, 2013 (Monday)	Preliminary Budget delivered to Board Members
August 12-23, 2013	Department Budget Briefings (If requested by Board Members)
September 5, 2013 (Thursday)	Finance and Audit Committee/First Preliminary Budget Review
October 3, 2013 (Thursday)	Finance and Audit Committee/Second Preliminary Budget Review
October 16, 2013 (Wednesday)	Board Meeting/Preliminary Budget Approval
December 5, 2013 (Thursday)	Finance and Audit Committee/Final Budget Review
December 18, 2013 (Wednesday)	Board Meeting/Final Budget Approval

Assumes Thursday Committee Meetings and Wednesday Board Meetings

Appendix B: Financial Policies

INTRODUCTION

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

BASIS OF ACCOUNTING

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

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

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

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

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

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

(a) Restricted Assets

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

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

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

(b) Cash and Investments

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

(C) Capital Assets

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

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

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

(d) Compensated Absences

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

(e) Deferred Amount on Refunding of Revenue Bonds

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

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

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

(g) Arbitrage Rebate Payable

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

(h) Estimates

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

(i) Debt Service Requirements

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

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

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

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

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

(j) Financial Reporting Requirements

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

The Authority further covenants that once each month it will cause to be filed with the

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

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

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

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

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

Appendix C: Debt Policy

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, 2013

<u>Description of Issue</u>	<u>Beginning Balance</u>	<u>Additions</u>	<u>Matured or Retired</u>	<u>Ending Balance</u>
Series 2003A	\$ 35,790,000	\$ -	\$ -	\$ 35,790,000
Series 2005C	178,310,000	-	-	178,310,000
Series 2008A	1,734,130,000	-	(925,000)	1,733,205,000
Series 2008B	226,930,000	-	-	226,930,000
Series 2008D	528,102,852	30,003,624	-	558,106,476
Series 2008E	215,000,000	-	-	215,000,000
Series 2008F	1,000,000,000	-	-	1,000,000,000
Series 2008I	260,697,157	15,691,831	-	276,388,988
Series 2008K	205,000,000	-	-	205,000,000
Series 2008L	100,000,000	-	-	100,000,000
Series 2009A	373,425,000	-	-	373,425,000
Series 2009B	825,000,000	-	-	825,000,000
Series 2009C	170,730,000	-	-	170,730,000
Series 2009D	178,400,000	-	-	178,400,000
Series 2010A*	90,000,000	-	-	90,000,000
Series 2010B*	310,000,000	-	-	310,000,000
Series 2010 Rev. Refund	332,225,000	-	-	332,225,000
Series 2011A	100,000,000	-	-	100,000,000
Series 2011B	268,625,000	-	-	268,625,000
Series 2012A	25,930,000	-	-	25,930,000
Series 2012B	383,625,000	-	-	383,625,000
Series 2012C	-	101,775,000	-	101,775,000
Series 2012D	-	32,815,000	-	32,815,000
	-	-	-	-
Totals	<u>\$ 7,541,920,009</u>	<u>\$ 180,285,455</u>	<u>\$ (925,000)</u>	<u>\$ 7,721,280,464</u>

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

System Debt Service

1st Tier Bonds

Date	1st Tier Principal	1st Tier Accreted Principal	1st Tier Interest (Net of CAPI)	1st Tier Build America Bonds Subsidy
7/1/2014	-	-	149,765,175	(8,855,290)
1/1/2015	965,000	-	149,765,175	(8,855,290)
7/1/2015	-	-	161,051,413	(8,855,290)
1/1/2016	1,370,000	-	161,051,413	(8,855,290)
7/1/2016	-	-	161,289,338	(8,855,290)
1/1/2017	22,150,000	-	161,289,338	(8,855,290)
7/1/2017	-	-	160,681,875	(8,855,290)
1/1/2018	25,525,000	-	160,681,875	(8,855,290)
7/1/2018	-	-	159,981,437	(8,855,290)
1/1/2019	74,960,000	-	159,981,437	(8,855,290)
7/1/2019	-	-	159,969,832	(9,699,113)
1/1/2020	78,010,000	-	159,969,832	(9,699,113)
7/1/2020	-	-	157,799,794	(9,699,113)
1/1/2021	96,010,000	-	157,799,794	(9,699,113)
7/1/2021	-	-	155,074,401	(9,699,113)
1/1/2022	126,480,000	-	155,074,401	(9,699,113)
7/1/2022	-	-	151,297,706	(9,699,113)
1/1/2023	134,035,000	-	151,297,706	(9,699,113)
7/1/2023	-	-	147,333,003	(9,699,113)
1/1/2024	150,930,000	-	147,333,003	(9,699,113)
7/1/2024	-	-	142,855,856	(9,699,113)
1/1/2025	170,335,000	-	142,855,856	(9,699,113)
7/1/2025	-	-	137,821,669	(9,699,113)
1/1/2026	205,830,000	-	137,821,669	(9,699,113)
7/1/2026	-	-	132,449,611	(9,699,113)
1/1/2027	225,495,000	-	132,449,611	(9,699,113)
7/1/2027	-	-	126,479,271	(9,699,113)
1/1/2028	162,991,277	102,048,723	126,479,271	(9,699,113)
7/1/2028	-	-	123,387,989	(9,699,113)
1/1/2029	192,154,977	103,835,023	123,387,989	(9,699,113)
7/1/2029	-	-	119,165,333	(9,699,113)
1/1/2030	162,508,060	98,896,940	119,165,333	(9,699,113)
7/1/2030	-	-	115,616,973	(9,699,113)
1/1/2031	122,467,124	83,827,877	115,616,973	(9,699,113)
7/1/2031	-	-	112,997,520	(9,699,113)
1/1/2032	127,473,476	88,876,524	112,997,520	(9,699,113)
7/1/2032	-	-	110,203,995	(9,699,113)
1/1/2033	124,909,338	137,250,662	110,203,995	(9,699,113)
7/1/2033	-	-	107,827,633	(9,699,113)
1/1/2034	165,537,717	112,977,283	107,827,633	(9,699,113)
7/1/2034	-	-	103,987,476	(9,699,113)
1/1/2035	186,224,123	158,325,877	103,987,476	(9,699,113)
7/1/2035	-	-	99,847,814	(9,699,113)

System Debt Service

2nd Tier Bonds			Net Debt Service - 1st & 2nd Tier	
Date	2nd Tier Principal	2nd Tier Interest (Net of CAPI)	Total Net Debt Service	Annual Net Debt Service
7/1/2014	-	29,019,138	169,929,023	
1/1/2015	-	29,019,138	170,894,023	340,823,045
7/1/2015	-	29,019,138	181,215,261	
1/1/2016	-	29,019,138	182,585,261	363,800,522
7/1/2016	-	29,019,138	181,453,186	
1/1/2017	-	29,019,138	203,603,186	385,056,372
7/1/2017	-	29,019,138	180,845,723	
1/1/2018	-	29,019,138	206,370,723	387,216,447
7/1/2018	-	29,019,138	180,145,285	
1/1/2019	-	29,019,138	255,105,285	435,250,571
7/1/2019	-	29,019,138	179,289,857	
1/1/2020	-	29,019,138	257,299,857	436,589,714
7/1/2020	-	29,019,138	177,119,819	
1/1/2021	-	29,019,138	273,129,819	450,249,638
7/1/2021	-	29,019,138	174,394,426	
1/1/2022	-	29,019,138	300,874,426	475,268,852
7/1/2022	-	29,019,138	170,617,731	
1/1/2023	-	29,019,138	304,652,731	475,270,462
7/1/2023	-	29,019,138	166,653,028	
1/1/2024	-	29,019,138	317,583,028	484,236,056
7/1/2024	-	29,019,138	162,175,881	
1/1/2025	-	29,019,138	332,510,881	494,686,762
7/1/2025	-	29,019,138	157,141,694	
1/1/2026	-	29,019,138	362,971,694	520,113,388
7/1/2026	-	29,019,138	151,769,636	
1/1/2027	-	29,019,138	377,264,636	529,034,272
7/1/2027	-	29,019,138	145,799,296	
1/1/2028	-	29,019,138	410,839,296	556,638,592
7/1/2028	-	29,019,138	142,708,014	
1/1/2029	-	29,019,138	438,698,014	581,406,028
7/1/2029	-	29,019,138	138,485,358	
1/1/2030	25,075,000	29,019,138	424,965,358	563,450,716
7/1/2030	-	28,251,216	134,169,076	
1/1/2031	118,465,000	28,251,216	458,929,077	593,098,153
7/1/2031	-	24,623,225	127,921,633	
1/1/2032	135,390,000	24,623,225	479,661,633	607,583,265
7/1/2032	-	20,730,763	121,235,645	
1/1/2033	132,160,000	20,730,763	515,555,645	636,791,290
7/1/2033	-	16,931,163	115,059,683	
1/1/2034	142,820,000	16,931,163	536,394,683	651,454,366
7/1/2034	-	12,825,088	107,113,451	
1/1/2035	109,785,000	12,825,088	561,448,451	668,561,902
7/1/2035	-	9,668,769	99,817,470	

System Debt Service

1st Tier Bonds

Date	1st Tier Principal	1st Tier Accreted Principal	1st Tier Interest (Net of CAPI)	1st Tier Build America Bonds Subsidy
1/1/2036	233,449,065	147,985,936	99,847,814	(9,699,113)
7/1/2036	-	-	94,222,658	(9,699,113)
1/1/2037	280,372,230	130,097,770	94,222,658	(9,699,113)
7/1/2037	-	-	87,089,083	(9,699,113)
1/1/2038	321,917,009	139,022,991	87,089,083	(9,699,113)
7/1/2038	-	-	78,776,139	(9,699,113)
1/1/2039	212,420,000	-	78,776,139	(9,699,113)
7/1/2039	-	-	72,696,839	(9,699,113)
1/1/2040	284,435,000	-	72,696,839	(9,699,113)
7/1/2040	-	-	64,257,895	(8,904,667)
1/1/2041	299,250,421	28,989,579	64,257,895	(8,904,667)
7/1/2041	-	-	54,804,602	(8,075,540)
1/1/2042	320,121,224	31,678,776	54,804,602	(8,075,540)
7/1/2042	-	-	44,373,827	(7,210,320)
1/1/2043	350,301,720	34,498,280	44,373,827	(7,210,320)
7/1/2043	-	-	32,446,629	(6,307,362)
1/1/2044	143,410,000	-	32,446,629	(6,307,362)
7/1/2044	-	-	28,018,679	(5,365,020)
1/1/2045	150,695,000	-	28,018,679	(5,365,020)
7/1/2045	-	-	23,323,831	(4,381,589)
1/1/2046	160,145,000	-	23,323,831	(4,381,589)
7/1/2046	-	-	18,341,905	(3,355,305)
1/1/2047	169,760,000	-	18,341,905	(3,355,305)
7/1/2047	-	-	13,067,357	(2,284,229)
1/1/2048	225,305,000	-	13,067,357	(2,284,229)
7/1/2048	-	-	6,179,050	(1,166,480)
1/1/2049	189,720,000	-	6,179,050	(1,166,480)
7/1/2049	-	-	906,250	-
1/1/2050	51,000,000	-	906,250	-
7/1/2050	-	-	52,500	-
1/1/2051	1,000,000	-	52,500	-
7/1/2051	-	-	26,250	-
1/1/2052	1,000,000	-	26,250	-
Totals	5,950,662,761	1,398,312,240	7,230,937,216	(590,016,645)

System Debt Service

2nd Tier Bonds			Net Debt Service - 1st & 2nd Tier	
Date	2nd Tier Principal	2nd Tier Interest (Net of CAPI)	Total Net Debt Service	Annual Net Debt Service
1/1/2036	111,505,000	9,668,769	592,757,471	692,574,941
7/1/2036	-	6,463,000	90,986,546	
1/1/2037	110,895,000	6,463,000	612,351,546	703,338,091
7/1/2037	-	3,274,769	80,664,739	
1/1/2038	113,905,000	3,274,769	655,509,740	736,174,479
7/1/2038	-	-	69,077,027	
1/1/2039	-	-	281,497,027	350,574,053
7/1/2039	-	-	62,997,727	
1/1/2040	-	-	347,432,727	410,430,453
7/1/2040	-	-	55,353,228	
1/1/2041	-	-	383,593,228	438,946,456
7/1/2041	-	-	46,729,062	
1/1/2042	-	-	398,529,062	445,258,124
7/1/2042	-	-	37,163,507	
1/1/2043	-	-	421,963,507	459,127,014
7/1/2043	-	-	26,139,267	
1/1/2044	-	-	169,549,267	195,688,534
7/1/2044	-	-	22,653,659	
1/1/2045	-	-	173,348,659	196,002,318
7/1/2045	-	-	18,942,242	
1/1/2046	-	-	179,087,242	198,029,484
7/1/2046	-	-	14,986,600	
1/1/2047	-	-	184,746,600	199,733,200
7/1/2047	-	-	10,783,128	
1/1/2048	-	-	236,088,128	246,871,256
7/1/2048	-	-	5,012,570	
1/1/2049	-	-	194,732,570	199,745,140
7/1/2049	-	-	906,250	
1/1/2050	-	-	51,906,250	52,812,500
7/1/2050	-	-	52,500	
1/1/2051	-	-	1,052,500	1,105,000
7/1/2051	-	-	26,250	
1/1/2052	-	-	1,026,250	1,052,500
Totals	1,000,000,000	1,174,148,381	16,164,043,954	16,164,043,954

CIF Subordinate Debt Service

Date	CIF Debt Principal	CIF Debt Interest	CIF Debt Build America Bonds Subsidy	Net CIF Debt Service	Annual Net CIF Debt Service	January 1st CIF Bond Payment Requirement
8/1/2014	-	16,498,000	(4,789,925)	11,708,075		
2/1/2015	-	16,498,000	(4,789,925)	11,708,075	23,416,150	35,124,225
8/1/2015	-	16,498,000	(4,789,925)	11,708,075		
2/1/2016	-	16,498,000	(4,789,925)	11,708,075	23,416,150	35,124,225
8/1/2016	-	16,498,000	(4,789,925)	11,708,075		
2/1/2017	-	16,498,000	(4,789,925)	11,708,075	23,416,150	35,124,225
8/1/2017	-	16,498,000	(4,789,925)	11,708,075		
2/1/2018	-	16,498,000	(4,789,925)	11,708,075	23,416,150	35,124,225
8/1/2018	-	16,498,000	(4,789,925)	11,708,075		
2/1/2019	-	16,498,000	(4,789,925)	11,708,075	23,416,150	35,124,225
8/1/2019	-	16,498,000	(4,789,925)	11,708,075		
2/1/2020	-	16,498,000	(4,789,925)	11,708,075	23,416,150	65,549,225
8/1/2020	-	16,498,000	(4,789,925)	11,708,075		
2/1/2021	30,425,000	16,498,000	(4,789,925)	42,133,075	53,841,150	95,972,663
8/1/2021	-	15,547,219	(4,789,925)	10,757,294		
2/1/2022	32,325,000	15,547,219	(4,789,925)	43,082,294	53,839,588	96,926,569
8/1/2022	-	14,537,063	(4,789,925)	9,747,138		
2/1/2023	34,350,000	14,537,063	(4,789,925)	44,097,138	53,844,275	97,935,812
8/1/2023	-	13,372,058	(4,680,220)	8,691,837		
2/1/2024	36,455,000	13,372,058	(4,680,220)	45,146,837	53,838,675	98,958,331
8/1/2024	-	11,762,687	(4,116,941)	7,645,747		
2/1/2025	38,520,000	11,762,687	(4,116,941)	46,165,747	53,811,493	99,951,537
8/1/2025	-	10,062,146	(3,521,751)	6,540,395		
2/1/2026	40,705,000	10,062,146	(3,521,751)	47,245,395	53,785,790	101,000,091
8/1/2026	-	8,265,151	(2,892,803)	5,372,348		
2/1/2027	43,010,000	8,265,151	(2,892,803)	48,382,348	53,754,696	102,103,675
8/1/2027	-	6,366,406	(2,228,242)	4,138,164		
2/1/2028	45,445,000	6,366,406	(2,228,242)	49,583,164	53,721,327	103,271,366
8/1/2028	-	4,360,156	(1,526,055)	2,834,101		
2/1/2029	48,020,000	4,360,156	(1,526,055)	50,854,101	53,688,202	104,511,397
8/1/2029	-	2,240,227	(784,080)	1,456,148		
2/1/2030	50,745,000	2,240,227	(784,080)	52,201,148	53,657,295	52,201,148
Totals	400,000,000	403,998,224	(125,718,831)	678,279,392	678,279,392	1,194,002,938

Appendix D: Major Revenue Source

Toll revenue collected on the System is the Authority's major source of revenue. It accounted for \$520,318,600 of the 2014 Operating Budget's total estimated revenues, or 96.2%.

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 16.2 cents per mile on the Dallas North Tollway, the President George Bush Turnpike and the Sam Rayburn Tollway. They are aligned with the regional toll rate adopted by the Regional Transportation Council in April 2006. TollTag rates are 56.0 cents per one way trip on both Mountain Creek Lake Bridge and Addison Airport Toll Tunnel, and \$1.12 on Lewisville Lake Toll Bridge. ZipCash rates on all facilities are 50% more than the TollTag rates. The premium reflects the higher costs of collection for ZipCash. Rates are adjusted on July 1 of every odd year by 5.6%.

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

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

Estimated NTTA System Annual Toll Revenue					
Roadway	2014	2015	2016	2017	2018
DNT	\$ 197,096,600	\$ 209,862,200	\$ 222,317,200	\$ 233,361,900	\$ 250,334,000
PGBT	178,371,600	190,457,200	202,729,300	211,836,100	222,857,200
AATT	1,046,900	1,104,000	1,161,000	1,203,700	1,252,500
MCLB	1,110,500	1,243,600	1,387,800	1,479,600	1,590,400
LLTB	4,331,000	4,878,900	5,464,900	6,005,500	6,615,800
PGBT EE	21,817,700	24,409,400	27,001,300	29,081,700	31,435,800
SRT	116,544,300	126,694,800	137,237,600	145,413,400	154,451,300
System Totals	\$ 520,318,600	\$ 558,650,100	\$ 597,299,100	\$ 628,381,900	\$ 668,537,000

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 \$0.162 per mile for the DNT and PGBT (Segments I through V) starting July 1, 2013.
- Toll rate for two-axle vehicles with TollTags is \$0.56 for the MCLB and the AATT starting July 1, 2013.
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greater of (a) 50% of the TollTag toll or (b) 20 cents per transaction.
- Tolls charged to users at any tolling location are rounded to the next highest penny.
- Tolls for all vehicle classifications are calculated based on "N-1" weighting, where "N" denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.

SRT Tolling

- Toll rate for two-axle vehicles with TollTags is \$0.162 per mile starting July 1, 2013, and thereafter toll rates shall be determined in accordance with the SRT Project Agreement, as amended, and shall be the maximum rates allowed under the SRT Project Agreement, as amended.
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greater of (a) 50% of TollTag toll or (b) 20 cents per transaction.
- Tolls charged to users at any tolling location are rounded to the next highest penny.
- Tolls for all vehicle classifications are calculated based on "N-1" weighting on the SRT, where "N" denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.

PGBT EE Tolling

- The Construction, Operation and Maintenance Agreement for the PGBT EE between the Authority and TxDOT dated December 5, 2007, (the "*EE Project Agreement*") provides for a supplemental toll on the PGBT EE (the "*Regional Toll*") to be collected by the Authority and held in trust for TxDOT for the benefit of the North Central Texas region. The Regional Toll and the toll charged by the NTTA (the "*NTTA Toll*") together constitute the publicly announced toll (the "*Unified Toll*"), but the Regional Toll will not constitute or be considered as the property or revenues of the Authority or the NTTA System.
- The Unified Toll rate for two-axle vehicles with TollTags is \$0.195 per mile as of July 1, 2013. The NTTA Toll rate for two-axle vehicles with TollTags is \$0.162 per mile for PGBT EE. The Regional Toll rate for two-axle vehicles with TollTags is \$0.033 per mile for PGBT EE. The Unified Toll rate for two-axle vehicles with TollTags is increased 3.0% per year thereafter, with toll adjustments made July 1 of every odd year thereafter. Unified TollTag tolls for two-axle vehicles with TollTags at any tolling location are rounded to the next highest nickel. The ratio between the NTTA Toll and the Unified Toll remains constant at 80 percent.

- Toll rates shall be subject to the assumptions, qualifications and agreements set forth in Section 21 of the EE Project Agreement, as amended (as so amended, the "*Amended EE Project Agreement*").
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greater of (a) 50% of TollTag toll or (b) 20 cents per transaction, increased 3.0% per year and adjusted on each July 1 of odd years thereafter. The ZipCash toll for two-axle vehicles with TollTags at any tolling location is rounded to the next highest nickel.
- Tolls for all vehicle classifications are calculated based on "N-1" weighting on the PGBT EE, where "N" denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle

REVENUE DISTRIBUTION

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

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

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

installments, and (2) in the amount set forth in a Supplemental Agreement if an amount different from the First Tier Reserve Requirement is required.

- 4) *Fourth*, on or before the last Business Day preceding each interest payment date or principal (or sinking fund redemption) payment date for the Second Tier Bonds (including Second Tier Payment Obligations) or such other day as set forth in a Supplemental Agreement, funds are deposited to the applicable account in the Second Tier Sinking Fund (or to a fund or account created to pay or repay amounts owed under a Credit Agreement entered into in connection with a series of Second Tier Bonds in lieu of either of the foregoing) in the amounts due on any Second Tier Bond (including Second Tier Payment Obligations).
- 5) *Fifth*, on or before the first day of each month, funds are deposited to the credit of the Second Tier Reserve Account or subaccount therein, if one is provided for in a Supplemental Agreement, in the amounts set forth in the Supplemental Agreement establishing the Second Tier Reserve Requirement or authorizing Additional Second Tier Bonds.
- 6) *Sixth*, on or before the last Business Day preceding each interest payment date or principal (or sinking fund redemption) payment date for the Third Tier Bonds (including Third Tier Payment Obligations) or such other day as set forth in a Supplemental Agreement, funds are deposited to the applicable account in the Third Tier Sinking Fund (or to a fund or account created to pay or repay amounts owed under a Credit Agreement entered into in connection with a series of Third Tier Bonds in lieu of either of the foregoing) in the amounts due on any Third Tier Bond (including Third Tier Payment Obligations).
- 7) *Seventh*, on or before the first day of each month, funds are deposited to the credit of the Third Tier Reserve Account or subaccount therein, if one is provided for in a Supplemental Agreement, in the amounts set forth in the Supplemental Agreement establishing the Third Tier Reserve Requirement or authorizing Additional Third Tier Bonds.
- 8) *Eighth*, on or before the first day of each month, funds are required to be deposited in the Reserve Maintenance Fund in an amount equal to one-twelfth of the amount necessary in such fiscal year to accumulate in the Reserve Maintenance Fund an amount equal to the greater of (1) \$5,000,000, and (2) the amount as may be required in the then current Annual Budget to be deposited to the credit of the Reserve Maintenance Fund during the then current fiscal year; provided, however, that if the amount so deposited to the credit of the Reserve Maintenance Fund in any fiscal year is less than the budgeted amount, the requirement therefore will nevertheless be cumulative and the amount of any deficiency in any fiscal year is required to be added to the amount otherwise required to be deposited in each fiscal year thereafter until such time as such deficiency has been made up, unless such budget requirement has been modified by the Authority.
- 9) *Ninth*, at the end of each fiscal year any remaining funds on deposit in the Revenue Fund may be transferred to the Capital Improvement Fund.



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July 8, 2013

Janice D. Davis
Assistant Executive Director
Strategic & Innovative Solutions
North Texas Tollway Authority
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Plano TX 75093

Subject: NTTA System - 2014 Traffic and Revenue Estimates

Dear Ms. Davis:

To assist with NTTA's annual budgeting process, CDM Smith is pleased to submit monthly toll transaction and revenue (T&R) estimates for the NTTA System for calendar year 2014.

The NTTA System includes the Dallas North Tollway (DNT), President George Bush Turnpike (PGBT), Sam Rayburn Tollway (SRT), President George Bush Turnpike Eastern Extension (PGBT-EE), Addison Airport Toll Tunnel (AATT), Mountain Creek Lake Bridge (MCLB), and Lewisville Lake Toll Bridge (LLTB). The 2014 T&R estimates shown in this letter incorporate the toll rate changes (an increase of about 5.6 percent) that went into effect on July 1, 2013 on all NTTA System facilities.

The T&R estimates included in this letter are generally based on the underlying assumptions included in the September 2012 NTTA System letter update (the "September 2012 Update"). New information available in relation to the overall state of the national and regional economies, and updated transaction and ZipCash revenue recovery trends available to date have been incorporated into these T&R estimates.

The T&R estimates for 2014, also separated into TollTag and ZipCash, are shown for the NTTA System in Table 1 and for each NTTA facility in Tables 2 through 8. It should be noted that the T&R estimates categorized as "TollTag" in these tables also include T&R from V-tolls (transactions that are first identified as ZipCash but are subsequently determined to be TollTag transactions). 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.

The NTTA System transaction and revenue estimates for 2014 are 614.1 million and \$520.3 million respectively. It is assumed that about 77.9 percent of the transactions on the NTTA System in 2014 will be TollTag transactions and the corresponding toll revenue contribution from TollTags will be

86.2 percent. The expected transactions in 2014 are about 0.9 percent greater than the annual transactions in 2013. The toll revenue in 2014 is expected to be 5.9 percent greater than the revenue in 2013. This revenue growth is driven by the growth in transactions, the system-wide toll increase that was effective from July 1, 2013, expected increase in the TollTag transaction share in 2014 and expected improvement in the ZipCash revenue recovery rates between 2013 and 2014.

Table 1. Estimated 2014 NTTA System Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
Jan 2014	49,352,800	38,444,400	10,908,400	\$41,763,900	\$36,081,100	\$5,682,800
Feb 2014	44,165,300	34,389,900	9,775,400	\$37,464,900	\$32,245,100	\$5,219,800
Mar 2014	51,373,800	40,016,700	11,357,100	\$43,027,700	\$37,598,300	\$5,429,400
Apr 2014	52,059,300	40,543,700	11,515,600	\$43,988,900	\$38,028,000	\$5,960,900
May 2014	52,317,800	40,740,400	11,577,400	\$43,665,200	\$38,177,200	\$5,488,000
Jun 2014	51,848,200	40,385,000	11,463,200	\$44,057,900	\$37,874,700	\$6,183,200
Jul 2014	52,993,600	41,276,200	11,717,400	\$45,016,400	\$38,720,600	\$6,295,800
Aug 2014	53,023,500	41,282,900	11,740,600	\$45,017,200	\$38,686,200	\$6,331,000
Sep 2014	51,402,500	40,023,600	11,378,900	\$43,760,900	\$37,539,600	\$6,221,300
Oct 2014	54,926,300	42,762,000	12,164,300	\$46,523,300	\$40,088,900	\$6,434,400
Nov 2014	49,409,000	38,465,900	10,943,100	\$42,429,200	\$36,099,600	\$6,329,600
Dec 2014	51,193,900	39,871,100	11,322,800	\$43,603,100	\$37,410,700	\$6,192,400
Total	614,066,000	478,201,800	135,864,200	\$520,318,600	\$448,550,000	\$71,768,600

As seen in Tables 2 and 3, the DNT and PGBT are expected to generate \$197.1 million and \$178.4 million in toll revenue, respectively. Transactions on the DNT in 2014 are expected to be 237.3 million, which represents a growth of 1.1 percent from 2013. It is expected that additional roadway capacity (including managed toll lanes) along IH 635 (LBJ Express project) between DNT and US 75 will open to traffic in December 2013, which will dampen the transaction growth on some sections of the PGBT. However, construction will continue along other segments of the LBJ Express project through 2014, which is expected to continue diverting traffic away from IH 635 to PGBT. Overall, transactions on the PGBT in 2014 are expected to be 220.9 million, representing no growth in transactions between 2013 and 2014. As shown in Table 4, the PGBT-EE is expected to continue to ramp-up and generate \$21.8 million in toll revenue (NTTA's share of the PGBT-EE toll revenue) from 28.4 million transactions in 2014. The transaction growth on PGBT-EE is expected to be 4.6 percent between 2013 and 2014. The SRT (see Table 5) is expected to generate \$116.5 million in toll revenue and 118.8 million transactions in 2014, representing a transaction growth of 1.3 percent from 2013. The AATT, MCLB and LLTB (Tables 6 through 8) are anticipated to produce \$1.0 million, \$1.1 million and \$4.3 million in toll revenue, respectively. These three facilities are expected to generate a combined total of \$6.5 million in toll revenue from 8.7 million transactions in 2014.

Table 2. Estimated 2014 DNT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
Jan 2014	19,322,300	15,151,400	4,170,900	\$15,977,100	\$14,064,000	\$1,913,100
Feb 2014	17,294,300	13,557,100	3,737,200	\$14,345,700	\$12,586,500	\$1,759,200
Mar 2014	19,921,700	15,632,700	4,289,000	\$16,398,500	\$14,545,900	\$1,852,600
Apr 2014	20,210,700	15,855,500	4,355,200	\$16,768,500	\$14,733,400	\$2,035,100
May 2014	20,012,100	15,692,900	4,319,200	\$16,409,100	\$14,540,100	\$1,869,000
Jun 2014	19,890,200	15,610,100	4,280,100	\$16,595,500	\$14,511,500	\$2,084,000
Jul 2014	20,226,800	15,877,600	4,349,200	\$16,872,700	\$14,741,000	\$2,131,700
Aug 2014	20,207,300	15,854,700	4,352,600	\$16,789,700	\$14,675,300	\$2,114,400
Sep 2014	19,719,400	15,461,000	4,258,400	\$16,423,800	\$14,334,200	\$2,089,600
Oct 2014	21,173,900	16,598,900	4,575,000	\$17,552,600	\$15,404,100	\$2,148,500
Nov 2014	19,053,300	14,943,400	4,109,900	\$16,013,500	\$13,906,200	\$2,107,300
Dec 2014	20,295,800	15,928,800	4,367,000	\$16,949,900	\$14,867,400	\$2,082,500
Total	237,327,800	186,164,100	51,163,700	\$197,096,600	\$172,909,600	\$24,187,000

Table 3. Estimated 2014 PGBT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
Jan 2014	17,592,700	13,691,100	3,901,600	\$14,254,600	\$12,238,700	\$2,015,900
Feb 2014	15,820,800	12,307,300	3,513,500	\$12,835,700	\$10,984,900	\$1,850,800
Mar 2014	18,373,500	14,289,200	4,084,300	\$14,666,100	\$12,776,300	\$1,889,800
Apr 2014	18,724,200	14,561,600	4,162,600	\$15,064,000	\$12,981,600	\$2,082,400
May 2014	18,820,600	14,633,300	4,187,300	\$14,947,200	\$13,020,300	\$1,926,900
Jun 2014	18,735,700	14,565,700	4,170,000	\$15,130,700	\$12,966,600	\$2,164,100
Jul 2014	19,228,000	14,944,000	4,284,000	\$15,537,900	\$13,326,600	\$2,211,300
Aug 2014	19,162,000	14,893,100	4,268,900	\$15,501,600	\$13,280,000	\$2,221,600
Sep 2014	18,558,400	14,433,000	4,125,400	\$15,078,300	\$12,886,100	\$2,192,200
Oct 2014	19,837,100	15,423,200	4,413,900	\$16,021,600	\$13,746,900	\$2,274,700
Nov 2014	17,766,900	13,807,900	3,959,000	\$14,537,500	\$12,307,800	\$2,229,700
Dec 2014	18,240,900	14,176,300	4,064,600	\$14,796,400	\$12,624,400	\$2,172,000
Total	220,860,800	171,725,700	49,135,100	\$178,371,600	\$153,140,200	\$25,231,400

Table 4. Estimated 2014 PGBT-EE Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
Jan 2014	2,249,500	1,660,900	588,600	\$1,718,700	\$1,376,900	\$341,800
Feb 2014	2,022,400	1,493,300	529,100	\$1,554,700	\$1,237,600	\$317,100
Mar 2014	2,367,800	1,748,400	619,400	\$1,785,700	\$1,448,500	\$337,200
Apr 2014	2,370,200	1,750,000	620,200	\$1,823,300	\$1,450,900	\$372,400
May 2014	2,400,500	1,772,500	628,000	\$1,815,300	\$1,468,900	\$346,400
Jun 2014	2,408,000	1,778,000	630,000	\$1,865,600	\$1,473,400	\$392,200
Jul 2014	2,447,000	1,806,700	640,300	\$1,886,700	\$1,497,800	\$388,900
Aug 2014	2,445,900	1,806,000	639,900	\$1,889,700	\$1,496,300	\$393,400
Sep 2014	2,360,100	1,742,600	617,500	\$1,835,500	\$1,444,500	\$391,000
Oct 2014	2,533,900	1,870,900	663,000	\$1,952,800	\$1,551,000	\$401,800
Nov 2014	2,303,600	1,701,000	602,600	\$1,804,400	\$1,409,000	\$395,400
Dec 2014	2,447,700	1,807,300	640,400	\$1,885,300	\$1,498,200	\$387,100
Total	28,356,600	20,937,600	7,419,000	\$21,817,700	\$17,353,000	\$4,464,700

Table 5. Estimated 2014 SRT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
Jan 2014	9,495,300	7,468,400	2,026,900	\$9,298,800	\$7,988,600	\$1,310,200
Feb 2014	8,380,300	6,591,400	1,788,900	\$8,246,800	\$7,049,100	\$1,197,700
Mar 2014	9,975,500	7,846,000	2,129,500	\$9,646,000	\$8,387,900	\$1,258,100
Apr 2014	9,985,700	7,854,100	2,131,600	\$9,768,700	\$8,401,700	\$1,367,000
May 2014	10,362,300	8,150,300	2,212,000	\$9,961,700	\$8,715,600	\$1,246,100
Jun 2014	10,108,200	7,950,400	2,157,800	\$9,934,500	\$8,501,400	\$1,433,100
Jul 2014	10,368,400	8,155,100	2,213,300	\$10,172,400	\$8,723,300	\$1,449,100
Aug 2014	10,411,700	8,189,100	2,222,600	\$10,245,000	\$8,754,800	\$1,490,200
Sep 2014	10,016,700	7,878,500	2,138,200	\$9,867,900	\$8,426,700	\$1,441,200
Oct 2014	10,602,200	8,339,000	2,263,200	\$10,419,400	\$8,920,200	\$1,499,200
Nov 2014	9,577,800	7,533,200	2,044,600	\$9,530,000	\$8,052,100	\$1,477,900
Dec 2014	9,525,000	7,491,700	2,033,300	\$9,453,100	\$8,013,200	\$1,439,900
Total	118,809,100	93,447,200	25,361,900	\$116,544,300	\$99,934,600	\$16,609,700

Table 6. Estimated 2014 AATT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
Jan 2014	170,700	133,000	37,700	\$86,900	\$75,200	\$11,700
Feb 2014	153,600	119,700	33,900	\$78,400	\$67,700	\$10,700
Mar 2014	173,400	135,100	38,300	\$87,400	\$76,400	\$11,000
Apr 2014	177,400	138,200	39,200	\$90,900	\$78,200	\$12,700
May 2014	168,900	131,600	37,300	\$86,100	\$74,400	\$11,700
Jun 2014	168,600	131,400	37,200	\$87,100	\$74,300	\$12,800
Jul 2014	174,300	135,800	38,500	\$89,900	\$76,800	\$13,100
Aug 2014	171,500	133,600	37,900	\$88,200	\$75,600	\$12,600
Sep 2014	172,600	134,500	38,100	\$88,600	\$76,100	\$12,500
Oct 2014	181,100	141,100	40,000	\$92,800	\$79,800	\$13,000
Nov 2014	159,600	124,300	35,300	\$82,900	\$70,300	\$12,600
Dec 2014	170,300	132,700	37,600	\$87,700	\$75,000	\$12,700
Total	2,042,000	1,591,000	451,000	\$1,046,900	\$899,800	\$147,100

Table 7. Estimated 2014 MCLB Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
Jan 2014	195,500	95,700	99,800	\$88,100	\$54,000	\$34,100
Feb 2014	184,900	90,500	94,400	\$83,300	\$51,100	\$32,200
Mar 2014	210,500	103,000	107,500	\$88,800	\$58,200	\$30,600
Apr 2014	221,300	108,300	113,000	\$94,900	\$61,100	\$33,800
May 2014	207,200	101,400	105,800	\$89,800	\$57,300	\$32,500
Jun 2014	201,300	98,500	102,800	\$91,100	\$55,600	\$35,500
Jul 2014	205,600	100,600	105,000	\$94,500	\$56,800	\$37,700
Aug 2014	234,100	114,600	119,500	\$101,400	\$64,700	\$36,700
Sep 2014	215,400	105,400	110,000	\$94,700	\$59,500	\$35,200
Oct 2014	223,900	109,600	114,300	\$98,000	\$61,900	\$36,100
Nov 2014	205,200	100,400	104,800	\$96,300	\$56,700	\$39,600
Dec 2014	192,500	94,200	98,300	\$89,600	\$53,200	\$36,400
Total	2,497,400	1,222,200	1,275,200	\$1,110,500	\$690,100	\$420,400

Table 8. Estimated 2014 LLTB Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
Jan 2014	326,800	243,900	82,900	\$339,700	\$283,700	\$56,000
Feb 2014	309,000	230,600	78,400	\$320,300	\$268,200	\$52,100
Mar 2014	351,400	262,300	89,100	\$355,200	\$305,100	\$50,100
Apr 2014	369,800	276,000	93,800	\$378,600	\$321,100	\$57,500
May 2014	346,200	258,400	87,800	\$356,000	\$300,600	\$55,400
Jun 2014	336,200	250,900	85,300	\$353,400	\$291,900	\$61,500
Jul 2014	343,500	256,400	87,100	\$362,300	\$298,300	\$64,000
Aug 2014	391,000	291,800	99,200	\$401,600	\$339,500	\$62,100
Sep 2014	359,900	268,600	91,300	\$372,100	\$312,500	\$59,600
Oct 2014	374,200	279,300	94,900	\$386,100	\$325,000	\$61,100
Nov 2014	342,600	255,700	86,900	\$364,600	\$297,500	\$67,100
Dec 2014	321,700	240,100	81,600	\$341,100	\$279,300	\$61,800
Total	4,172,300	3,114,000	1,058,300	\$4,331,000	\$3,622,700	\$708,300

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

Very truly yours,



Michael W. Copeland, AICP
 Group Leader
 CDM Smith Inc.

DISCLAIMER

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

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

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

While CDM Smith believes that the projections or other forward-looking statements contained within the report are based on reasonable assumptions as of the date of the report, 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 this report, 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.

Appendix E: Long Term Financial Plan

INTRODUCTION

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

Historically, the Authority has mainly concentrated on preparing budgets for the ensuing fiscal year. The process of developing a formal five-year capital plan was initiated in late 2009 and was finalized in the third quarter of 2010. The All Funds Long Term Financial Projections included in this section are summary pages from the 2014-2018 Five-Year Capital Plan. The five-year plan is adopted by the Board, and changes to the plan require Board approval.

REVENUE FUND LONG TERM PLAN

The majority, about 96.2%, of revenue in the long-term revenue plan is the toll revenue estimate provided by the Traffic and Revenue Engineers. The estimated other revenues, about 2.6%, are provided by the Authority and include video tolling fees and other charges, and estimated projected interest earnings at 1.2% on the First and Second Tier Debt Service Funds and an estimated balance of \$180.6 million in the Capital Improvement Fund. Total revenue growth is expected to average 5.8% per year between 2014 and 2018. All NTTA revenues on deposit in the Revenue Fund must be distributed to the other funds in accordance to the Trust Agreement.

OPERATIONS AND MAINTENANCE FUND LONG TERM PLAN

The operations and maintenance fund long-term plan encompasses all the day-to-day expenses of operating the Authority. The majority of these expenditures are related to employee compensation, retirement, and health and well-fare benefits; which account for about 40.5% of operating cost.

The estimated operating expenses for the year are prepared by the individual departments and are compared to the General Consultant Engineer's estimated amount. The operating expenses are expected to increase an average of 3% per year between 2014 and 2018.

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

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.

RESERVE MAINTENANCE FUND LONG TERM PLAN

This is the Authority's long-term plan for the renewal and replacement of capital assets. The Authority elected to use the Modified Approach to account for maintenance of the Authority's infrastructure assets. As required by the Trust Agreement, an annual inspection of the Authority's roadways is conducted by the Authority's General Engineering Consultant. This inspection provides

an overall rating, indicating the average condition of all of the Authority's infrastructure assets (roadways, bridges, and facilities). The assessment of conditions is made by visual and mechanical tests designed to reveal any condition that would reduce user benefits below the maximum level of service. The Authority's goal is to maintain the Authority's infrastructure assets at a rating of 8 or better (on a 1 to 10 scale), and has established a minimum level for GASB No. 34 purposes of a condition level of 6 or greater. These condition levels were adopted by the Board of Directors by Resolution No. 02-31 on June 19, 2002 and were further clarified by Resolution No. 07-169 on December 19, 2008.

About 85% of the Reserves Maintenance Fund expenditures are identified through the annual inspection of the systems assets. The replacement of information technology hardware and software accounts for another 8%. The 2014 through 2018 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.

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.

NTTA SYSTEM CONSTRUCTION FUNDS AND SPECIAL PROJECTS SYSTEM CONSTRUCTION FUNDS LONG TERM PLAN

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

LONG TERM FINANCIAL PLANS - OPERATING REVENUES

YEARS	2013	2014	2015	2016	2017	2018
REVENUE FUND						
Estimated Beginning Available Cash Balance	-	-	-	-	-	-
INFLOWS						
Estimated Toll Revenues	498,007,068	520,318,600	558,650,100	597,299,100	628,381,900	668,537,000
Estimated Other Revenues	27,055,184	20,784,350	21,693,752	23,991,236	25,997,223	27,738,566
TOTAL INFLOWS	525,062,252	541,102,950	580,343,852	621,290,336	654,379,123	696,275,566
OUTFLOWS						
Transfer to:	-	-	-	-	-	-
TOTAL OUTFLOWS	-	-	-	-	-	-
Total Revenues Available for Operations	525,062,252	541,102,950	580,343,852	621,290,336	654,379,123	696,275,566

LONG TERM FINANCIAL PLANS - OPERATING EXPENDITURES

YEARS	2013	2014	2015	2016	2017	2018
Total Revenues Available for Operations	525,062,252	541,102,950	580,343,852	621,290,336	654,379,123	696,275,566
OPERATIONS AND MAINTENANCE FUND						
Estimated Beginning Available Cash Balance	15,382,294	20,450,000	20,450,000	22,093,500	23,786,305	25,529,894
INFLOWS						
Transfer from Revenue Fund	109,443,986	116,700,000	121,844,500	125,499,835	129,264,830	130,476,109
Inter-Fund Transfers	4,923,720	6,000,000	6,180,000	6,365,400	6,556,362	6,753,053
TOTAL INFLOWS	114,367,706	122,700,000	128,024,500	131,865,235	135,821,192	137,229,162
OUTFLOWS						
Estimated Operating Expenses	(109,300,000)	(122,700,000)	(126,381,000)	(130,172,430)	(134,077,603)	(135,799,931)
TOTAL OUTFLOWS	(109,300,000)	(122,700,000)	(126,381,000)	(130,172,430)	(134,077,603)	(135,799,931)
Estimated Ending Available Cash Balance	20,450,000	20,450,000	22,093,500	23,786,305	25,529,894	26,959,125
Ending Balances greater than 10% minimum		-	-	-	-	
Net Revenues Available for Debt Service	415,618,266	424,402,950	458,499,352	495,790,501	525,114,293	565,799,457

LONG TERM FINANCIAL PLANS - DEBT SERVICE

YEARS	2013	2014	2015	2016	2017	2018
Net Revenues Available for Debt Service	415,618,266	424,402,950	458,499,352	495,790,501	525,114,293	565,799,457
DEBT SERVICE FUNDS						
Estimated Beginning Available Cash Balance	16,400,000	-	-	-	-	-
INFLOWS						
Transfer from Capital Improvement Fund	-	-	-	-	-	-
Capitalized interest transfer	-	-	-	-	-	-
Transfer from Revenue Fund	304,524,537	340,823,045	363,800,522	385,056,372	387,216,447	435,250,571
TOTAL INFLOWS	304,524,537	340,823,045	363,800,522	385,056,372	387,216,447	435,250,571
OUTFLOWS						
1st Tier Net Debt Service	(262,886,262)	(282,784,770)	(305,762,247)	(327,018,097)	(329,178,172)	(377,212,296)
2nd Tier Net Debt Service	(58,038,275)	(58,038,275)	(58,038,275)	(58,038,275)	(58,038,275)	(58,038,275)
3rd Tier Net Debt Service	-	-	-	-	-	-
TOTAL OUTFLOWS	(320,924,537)	(340,823,045)	(363,800,522)	(385,056,372)	(387,216,447)	(435,250,571)
Estimated Ending Available Cash Balance	-	-	-	-	-	-
Net Revenues Available for Major Maintenance Projects	111,093,729	83,579,905	94,698,830	110,734,129	137,897,846	130,548,886
First Tier Debt Service Coverage	1.64	1.50	1.50	1.52	1.60	1.50
First & Second Tier Debt Service Coverage	1.35	1.25	1.26	1.29	1.36	1.30
All Debt Service Coverage	1.23	1.14	1.16	1.19	1.25	1.21
CIF Subordinated Debt Coverage	1.23	1.14	1.13	1.15	1.19	1.16

LONG TERM FINANCIAL PLANS - MAJOR MAINTENANCE PROJECTS

YEARS	2013	2014	2015	2016	2017	2018
Net Revenues Available for Major Maintenance Projects	111,093,729	83,579,905	94,698,830	110,734,129	137,897,846	130,548,886
RESERVE MAINTENANCE FUND						
Estimated Beginning Available Cash Balance	57,978,542	40,917,906	11,703,061	5,000,000	5,000,000	5,000,000
INFLOWS						
Transfer from Revenue Fund	-	-	9,054,882	14,177,287	20,929,612	16,879,293
TOTAL INFLOWS	-	-	9,054,882	14,177,287	20,929,612	16,879,293
OUTFLOWS						
RMF Project Expenses	(12,057,700)	(24,549,966)	(13,670,259)	(12,026,971)	(18,714,788)	(14,597,952)
RMF 2012 Carryover Expenses	(5,589,000)	-	-	-	-	-
RMF 2013 Carryover Expenses	2,638,000	(2,638,000)	-	-	-	-
RMF Professional Fees	(245,000)	(238,496)	(245,650)	(253,020)	(260,610)	(268,500)
RMF Salaries/Wages	(1,806,936)	(1,788,383)	(1,842,034)	(1,897,296)	(1,954,214)	(2,012,841)
TOTAL OUTFLOWS	(17,060,636)	(29,214,845)	(15,757,943)	(14,177,287)	(20,929,612)	(16,879,293)
Estimated Ending Cash Balance/RMF Reserve	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Estimated Ending Available Cash Balance	35,917,906	6,703,061	0	0	0	0
Ending balance greater than 10% minimum(1)		(29,214,845)	(6,703,061)			
(1)The greater than 10% change in 2014 and 2015 is due to the Authority's Financial Plan of pre-funding RMF to facilitate the issuance of subordinated debt.						
Net Revenues Available for Capital Improvement Projects	111,093,729	83,579,905	85,643,948	96,556,842	116,968,234	113,669,593

LONG TERM FINANCIAL PLANS - CAPITAL IMPROVEMENT PROJECTS

YEARS	2013	2014	2015	2016	2017	2018
Net Revenues Available for Capital Improvement Projects	111,093,729	83,579,905	85,643,948	96,556,842	116,968,234	113,669,593
CAPITAL IMPROVEMENT FUND						
Estimated Beginning CIF Uncommitted Cash Balance	138,614,427	112,543,109	44,797,415	23,975	38,391	13,066,712
INFLOWS						
Transfer from Revenue Fund	111,093,729	83,579,905	85,643,948	96,556,842	116,968,234	113,669,593
CIF Bond Payment Account Release	-	-	-	-	-	-
Commercial Paper Issue	-	-	49,700,000	57,800,000	-	-
TOTAL INFLOWS	111,093,729	83,579,905	135,343,948	154,356,842	116,968,234	113,669,593
OUTFLOWS						
CIF Subordinated Debt	(23,416,150)	(23,416,150)	(23,416,150)	(23,416,150)	(23,416,150)	(23,416,150)
ISTEA Payment	(8,000,000)	(8,000,000)	(8,000,000)	(8,000,000)	(9,000,000)	(10,500,000)
LOC Fees	-	(2,200,000)	-	-	-	-
Commercial Paper	(38,300,000)	-	-	-	-	-
CIF Project Expenses	(37,575,821)	(84,555,877)	(141,155,078)	(116,084,000)	(62,133,500)	(15,654,100)
CIF Professional Fees	(450,910)	(1,014,671)	(1,693,861)	(1,393,008)	(745,602)	(187,849)
CIF Salaries/Wages	(2,159,898)	(3,633,164)	(3,742,159)	(3,854,424)	(3,970,056)	(4,089,158)
Transfer to NTTA System Construction Funds	-	-	-	-	(3,033,715)	(47,408,400)
Transfer to Corridors Under Study	(941,330)	(1,059,000)	(620,000)	(60,000)	(60,000)	(35,000)
Transfer to Feasibility Study Fund	(1,404,600)	(1,446,738)	(1,490,140)	(1,534,844)	(1,580,890)	(1,628,316)
TOTAL OUTFLOWS	(112,248,709)	(125,325,600)	(180,117,388)	(154,342,426)	(103,939,913)	(102,918,974)
Transfer to North Tarrant Express Escrow Account	-	(26,000,000)	-	-	-	-
Transfer to Rainy Day Fund Account	(24,916,338)	-	-	-	-	-
Estimated Ending CIF Uncommitted Cash Balance	112,543,109	44,797,415	23,975	38,391	13,066,712	23,817,331
CIF Bond Payment Account						
Estimated Beginning CIF Bond Payment Account Cash Balance	23,416,150	23,416,150	23,416,150	23,416,150	23,416,150	23,416,150
Transfers from CIF Cash Account	-	-	-	-	-	-
Transfers to CIF Cash Account	-	-	-	-	-	-
Estimated Ending CIF Bond Payment Account Cash Balance	23,416,150	23,416,150	23,416,150	23,416,150	23,416,150	23,416,150
North Tarrant Express Escrow Account						
Estimated Beginning Escrow Account Cash Balance	-	-	26,000,000	26,000,000	26,000,000	26,000,000
Transfers from CIF Cash Account	-	26,000,000	-	-	-	-
Transfers to CIF Cash Account	-	-	-	-	-	-
Estimated Ending Escrow Account Cash Balance	-	26,000,000	26,000,000	26,000,000	26,000,000	26,000,000
CIF Rainy Day Fund Account						
Estimated Beginning CIF Rainy Day Fund Account Cash Balance	25,083,662	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
Transfers from CIF Cash Account	24,916,338	-	-	-	-	-
Transfers to CIF Cash Account	-	-	-	-	-	-
Estimated Ending CIF Rainy Day Fund Account Cash Balance	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
Estimated Ending Total CIF Cash Balances	185,959,259	144,213,565	99,440,125	99,454,541	112,482,862	123,233,481
Ending balance greater than 10% minimum(1)		(41,745,694)	(44,773,440)	-	13,028,321	-
(1)The greater than 10% change is due to the Authority's Long Term Financial Plan of paying for capital improvements without issuing long term debt.						

LONG TERM FINANCIAL PLANS - FEASIBILITY STUDIES

YEARS	2013	2014	2015	2016	2017	2018
REVOLVING ACCOUNT - FEASIBILITY STUDY FUND						
Estimated Beginning Available Cash Balance	-	-	-	-	-	-
INFLOWS						
Bond Issues						
Transfer from Capital Improvement Fund	1,404,600	1,446,738	1,490,140	1,534,844	1,580,890	1,628,316
TOTAL INFLOWS	1,404,600	1,446,738	1,490,140	1,534,844	1,580,890	1,628,316
OUTFLOWS						
Professional Fees	(1,207,956)	(1,244,195)	(1,281,521)	(1,319,966)	(1,359,565)	(1,400,352)
Legal fees	(126,414)	(130,206)	(134,113)	(138,136)	(142,280)	(146,548)
Traffic Engineering Fees	(70,230)	(72,337)	(74,507)	(76,742)	(79,044)	(81,416)
TOTAL OUTFLOWS	(1,404,600)	(1,446,738)	(1,490,140)	(1,534,844)	(1,580,890)	(1,628,316)
Estimated Ending Available Cash Balance	-	-	-	-	-	-

LONG TERM FINANCIAL PLANS - NTTA SYSTEM CONSTRUCTION PROJECTS

	TOTAL	2013	2014	2015	2016	2017	2018
CONSTRUCTION FUNDS - NTTA SYSTEM							
Estimated Beginning Available Cash Balance	90,785,160	90,785,160	78,040,607	67,232,688	63,798,960	47,717,585	-
INFLOWS							
Reimbursement Agreements:							
City of Plano ILA - DNT/PGBT	5,000,000	-	-	5,000,000	-	-	-
Collin County, Allen, & McKinney ILA - SRT	-	-	-	-	-	-	-
TxDOT - SRT	1,797,795	-	1,797,795	-	-	-	-
Transfer from Capital Improvement Fund	50,442,115	-	-	-	-	3,033,715	47,408,400
Bond Issues	-	-	-	-	-	-	-
TOTAL INFLOWS	57,239,910	-	1,797,795	5,000,000	-	3,033,715	47,408,400
OUTFLOWS							
Allocated Cost: Salaries, Professional Fees, Legal Fees	(4,388,740)	(813,553)	(744,514)	(1,364,598)	(206,375)	(651,300)	(608,400)
LOC Fees	(2,950,000)	-	(2,950,000)	-	-	-	-
LLTB Expenses	(2,050,000)	(2,000,000)	(50,000)	-	-	-	-
SRT Expenses	(63,330,830)	(4,631,000)	(486,200)	(463,630)	(5,750,000)	(26,000,000)	(26,000,000)
PGBT EE Expenses	(7,785,500)	(5,300,000)	(2,175,000)	(235,500)	(75,000)	-	-
DNT Phase 3 Expenses	(1,600,000)	-	(1,600,000)	-	-	-	-
PGBT Widening IH35E - SH78	(65,920,000)	-	(4,600,000)	(6,370,000)	(10,050,000)	(24,100,000)	(20,800,000)
TOTAL OUTFLOWS	(148,025,070)	(12,744,553)	(12,605,714)	(8,433,728)	(16,081,375)	(50,751,300)	(47,408,400)
Estimated Ending Available Cash Balance	-	78,040,607	67,232,688	63,798,960	47,717,585	-	-
Ending balance greater than 10% minimum(1)			(10,807,919)	-	(16,081,375)	(47,717,585)	-
(1)The greater than 10% change is due to the normal process of issuing debt and payments for construction projects.							

LONG TERM FINANCIAL PLANS - SPECIAL PROJECTS SYSTEM CONSTRUCTION PROJECTS

	TOTAL	2013	2014	2015	2016	2017	2018
SPECIAL PROJECT SYSTEM - President George Bush Turnpike - Western Extension							
Estimated Beginning Available Cash Balance September 1	120,703,618	120,703,618	35,436,163	28,318,319	27,515,903	27,019,533	27,019,533
INFLOWS							
Regional Transportation Commission Contribution	-	-	-	-	-	-	-
Equity Contribution from NTTA System	-	-	-	-	-	-	-
TIFIA Loan	-	-	-	-	-	-	-
Bond Issues	-	-	-	-	-	-	-
TOTAL INFLOWS	-	-	-	-	-	-	-
OUTFLOWS							
PGBT-WE Expenses	(88,636,111)	(83,650,000)	(3,780,000)	(716,111)	(490,000)	-	-
Payments to TxDOT	-	-	-	-	-	-	-
Payments to CEF	(2,129,569)	-	(2,129,569)	-	-	-	-
Allocated Cost: Salaries, Professional Fees, Legal Fees	(2,918,405)	(1,617,455)	(1,208,275)	(86,305)	(6,370)	-	-
Bond Issuance Cost	-	-	-	-	-	-	-
TOTAL OUTFLOWS	(93,684,085)	(85,267,455)	(7,117,844)	(802,416)	(496,370)	-	-
Estimated Ending Available Cash Balance August 31	27,019,533	35,436,163	28,318,319	27,515,903	27,019,533	27,019,533	27,019,533
Ending balance greater than 10% minimum(1)			(7,117,844)	-	-	-	-
(1)The greater than 10% change is due to the normal process of issuing debt and payments for construction projects.							
SPECIAL PROJECT SYSTEM - Chisholm Trail Parkway							
Estimated Beginning Available Cash Balance September 1	527,071,286	527,071,286	277,477,708	28,481,501	19,307,917	18,162,071	18,162,071
INFLOWS							
Reimbursement Agreements:							
TxDOT formal Agreement	116,100,000	116,100,000	-	-	-	-	-
Developer Improvement Reimbursement	725,933	725,933	-	-	-	-	-
Johnson County	215,412	215,412	-	-	-	-	-
Bond Issues	-	-	-	-	-	-	-
TOTAL INFLOWS	117,041,345	117,041,345	-	-	-	-	-
OUTFLOWS							
CTP Expenses	(617,020,903)	(362,370,000)	(245,543,000)	(8,026,857)	(1,081,046)	-	-
Allocated Cost: Salaries, Professional Fees, Legal Fees	(8,929,657)	(4,264,923)	(3,453,207)	(1,146,727)	(64,800)	-	-
TOTAL OUTFLOWS	(625,950,560)	(366,634,923)	(248,996,207)	(9,173,584)	(1,145,846)	-	-
Estimated Ending Available Cash Balance August 31	18,162,071	277,477,708	28,481,501	19,307,917	18,162,071	18,162,071	18,162,071
Ending balance greater than 10% minimum(1)			(248,996,207)	(9,173,584)	-	-	-
(1)The greater than 10% change is due to the normal process of issuing debt and payments for construction projects.							

LONG TERM FINANCIAL PLANS - CORRIDORS UNDER STUDY

	2013	2014	2015	2016	2017	2018	Total Years 2014 -2018
Corridors Under Study Fund							
Estimated Beginning Available Cash Balance	-	-	-	-	-	-	-
INFLOWS							
Reimbursement Agreements:							
TxDOT - Trinity Parkway	2,333,335	2,600,000	-	-	-	-	2,600,000
TxDOT - SH360	-	-	-	-	4,483,150	3,020,350	7,503,500
Denton County	-	1,400,000	1,200,000	9,450,000	9,450,000	-	21,500,000
Transfer from Capital Improvement Fund	941,330	1,059,000	620,000	60,000	60,000	35,000	1,834,000
Bond Issues	-	-	-	-	-	-	-
TOTAL INFLOWS	3,274,665	5,059,000	1,820,000	9,510,000	13,993,150	3,055,350	33,437,500
OUTFLOWS							
SH 360 ⁽¹⁾⁽²⁾⁽³⁾	(200,000)	(50,000)	(50,000)	(50,000)	(4,533,150)	(3,045,350)	(7,728,500)
SH 170 ⁽¹⁾⁽²⁾⁽³⁾	(300,000)	(225,000)	-	-	-	-	(225,000)
DNT Phase 4A ⁽¹⁾⁽²⁾	(24,000)	(19,000)	(10,000)	(10,000)	(10,000)	(10,000)	(59,000)
DNT Phase 4B-5A ⁽¹⁾⁽²⁾	(19,000)	(1,400,000)	(1,200,000)	(9,450,000)	(9,450,000)	-	(21,500,000)
Trinity Parkway ⁽¹⁾⁽²⁾	(2,716,665)	(3,365,000)	(60,000)	-	-	-	(3,425,000)
Outer Loop Southeast (Loop 9) ⁽¹⁾⁽²⁾	-	-	(250,000)	-	-	-	(250,000)
PGBT EE - East Branch ⁽¹⁾⁽²⁾	(15,000)	-	(250,000)	-	-	-	(250,000)
TOTAL OUTFLOWS	(3,274,665)	(5,059,000)	(1,820,000)	(9,510,000)	(13,993,150)	(3,055,350)	(33,437,500)
Estimated Ending Available Cash Balance	-	-	-	-	-	-	-
<p>(1) Any agreement or decision to undertake any of these corridor projects will be subject to establishing the financial feasibility of the projects.</p> <p>(2) Once financial feasibility is established, the project must then be approved by the Board of Directors and funding sources must be determined to officially accept a project.</p> <p>(3) Project costs shown for SH 170 and SH 360 are for their respective Sections 1 only.</p>							

Appendix F: Impact of Capital Expenditures on Operations

INTRODUCTION

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

NEW ROADWAY CONSTRUCTION/FACILITIES

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

As the number of lane miles grow, it is necessary to add additional facilities to sustain the new lane miles. At the end of 2013, an operations facility was opened along the Sam Rayburn Tollway. This facility gives personnel assigned to the SRT a base of operations close to the project for more efficient operations and quicker response time to any safety issues.

Estimated Impact of Capital Improvements on Operating Budget					
Construction Project	Years				
	2011	2012	2013	2014	2015
President George Bush Turnpike - Eastern Extension	\$ 3,788,290	\$ 8,888,033	\$ 9,342,954	\$ 9,644,348	\$ 10,599,255
Sam Rayburn Tollway	\$ 595,000	\$ 1,026,363	\$ 1,042,450	\$ 4,489,175	\$ 7,544,200
Total	\$ 4,383,290	\$ 9,914,396	\$ 10,385,404	\$ 14,133,523	\$ 18,143,455

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

Beginning in 2008, the NTTA began converting its existing toll collection system into a cashless tolling or all-electronic (all-ETC) system. The main conversion was completed in early 2011, providing customers with improved traffic flow, improved air quality, reduced travel time and enhanced safety. This project had a major impact on the operations of the NTTA. The Toll Collection and Vault departments were eliminated, and some of the employees transitioned into new positions. The Customer Service Department saw a significant increase in the number and type of customer contacts and was restructured to accommodate the changes.

The conversion to all-ETC is expected to result in net present value savings of \$350 to \$507 million in operations and infrastructure maintenance cost between 2011 and 2045.

EQUIPMENT/HARDWARE/SOFTWARE ENHANCEMENTS

The NTTA is in the process of enhancing its RITE System, which is a proprietary system that is the core of NTTA's revenue collection. The enhancement will allow the system to better handle the conversion to all-ETC.

PeopleSoft Financials is being re-implemented to take full advantage of the various modules of the software. Included is a move to new budgeting software that will allow for more efficient planning. Once complete, the Finance department should be able to automate many of the manual processes used today.

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

Estimated Impact of Software and Enhancement					
Capital Expenditures on Operating Budget					
Project	Years				
	2011	2012	2013	2014	2015
Annual Support and Maintenance	\$ 1,426,888	\$ 433,556	\$ 400,240	\$ 441,346	\$ 449,764
2011 shows the initial impact of the purchase, with the subsequent years showing the estimated increases required.					

Appendix G: Operation and Maintenance Fund FY2013

Estimated Costs

Account	Administration	Board	Finance	Human Resources	Internal Audit	Legal Services
Salaries and Wages-Direct - (511101)	\$571,862	\$133,952	\$2,338,207	\$798,015	\$596,334	\$510,765
Salaries and Wages-Comp Adj. - (511103)	0	0	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	0	0	0
Salaries and Wage-Overtime - (511301)	0	0	836	411	0	0
Group Insurance - (512101)	0	0	0	0	0	0
Retirement Contributions - (512401)	74,938	17,657	304,724	101,191	77,836	64,525
Retirement Contr.-Internship - (512402)	0	0	0	0	0	0
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	23,345	0	0
Unemployment Insurance - (512601)	0	0	0	0	0	0
OPEB Annual Req'd Contribution - (512602)	0	0	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0	0	0
Meeting Expense - (521101)	2,636	42,487	929	3,638	0	0
Consulting/Professional - (521201)	79,305	0	290,781	196,989	0	0
Legal Fees - (521202)	0	0	0	0	0	1,741,142
Auditing Fees - (521203)	0	0	0	0	114,366	0
Trustee Fees - (521204)	0	0	63,885	0	0	0
Traffic Engineering Fees - (521207)	0	0	799,803	0	0	0
Police Services (DPS) - (521208)	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	0	0	0	0
Outside Maintenance Services - (521212)	0	0	0	0	0	0
Landscaping - (522202)	0	0	0	0	0	0
Rentals - Land - (522301)	0	0	0	0	0	0
Rentals - Equipment - (522302)	0	0	0	0	0	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	118,258	0	0
Magazine and Newspaper - (523302)	0	0	1,136	6,924	0	0
Television & Radio - (523303)	0	0	0	0	0	0
Promotional Expenses - (523304)	21,212	0	10,501	1,914	0	0
Printing and Photographic - (523401)	0	0	524	605	0	0
Maps & Pamphlets - (523402)	0	0	0	0	0	0
Travel - (523501)	5,981	12,802	5,800	1,452	2,439	9,832
Dues & Subscriptions - (523601)	36,427	0	14,696	13,649	513	7,796
Education and Training - (523701)	0	0	8,609	74,171	5,576	1,858
Licenses - (523801)	0	0	521	0	0	0
Temporary Contract Labor - (523851)	0	0	7,581	1,699	0	0
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	121	827	14,044	4,420	386	23,550
Other Materials and Supplies - (531102)	0	0	0	0	0	0
Mobile Equipment Expense - (531103)	0	0	0	0	0	0
Repairs & Maintenance - (531104)	0	0	0	0	0	0
Freight and Express - (531105)	0	1,273	877	362	0	163
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	86	0
Inven for resale(toll tags) - (531501)	0	0	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0
Software - (531651)	0	0	0	0	0	0
Uniforms - (531701)	0	0	0	0	0	0
Bank Charges - (573001)	0	0	81,890	0	0	0
Credit Card Fees - (573002)	0	0	0	0	0	0
Totals	\$792,482	\$208,998	\$3,945,344	\$1,347,043	\$797,536	\$2,359,631

Appendix G: Operation and Maintenance Fund FY2013

Estimated Costs (continued)

Account	Public Affairs	Shared Services	Strategic & Innovative Solutions	Customer & Support Services	Information Technology	Maintenance
Salaries and Wages-Direct - (511101)	\$996,686	\$0	\$659,830	\$9,277,277	\$4,112,838	\$7,735,148
Salaries and Wages-Comp Adj. - (511103)	0	0	0	0	0	0
Salaries and Wages-Internship - (511202)	0	0	0	0	0	0
Salaries and Wage-Overtime - (511301)	4,880	0	0	250,278	54,187	232,465
Group Insurance - (512101)	0	5,694,983	0	0	0	0
Retirement Contributions - (512401)	124,178	0	86,337	1,228,311	542,710	1,031,894
Retirement Contr.-Internship - (512402)	0	0	0	0	0	0
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	0	0	0
Tuition Reimbursement - (512501)	0	0	0	0	0	0
Unemployment Insurance - (512601)	0	337,403	0	0	0	0
OPEB Annual Req'd Contribution - (512602)	0	3,933,001	0	0	0	0
Worker's Comp Ins - (512701)	0	118,259	0	0	0	0
Meeting Expense - (521101)	1,466	0	0	12,722	0	158
Consulting/Professional - (521201)	462,613	0	0	5,507,161	44,628	149,565
Legal Fees - (521202)	0	0	0	0	0	0
Auditing Fees - (521203)	0	0	0	0	0	0
Trustee Fees - (521204)	0	0	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0	0	0
Police Services (DPS) - (521208)	0	0	0	0	0	0
Armored Car Services - (521209)	0	0	0	10,341	0	0
Outside Maintenance Services - (521212)	0	0	0	0	4,016,056	6,599,586
Landscaping - (522202)	0	0	0	0	0	12,045
Rentals - Land - (522301)	0	0	0	0	0	329,956
Rentals - Equipment - (522302)	0	84,931	0	29,869	0	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0
Postage - (523201)	0	0	0	6,799,250	0	0
Telecommunications - (523202)	0	0	0	0	559,747	0
Public Information Fees - (523203)	19,480	0	0	0	0	0
Recruitment - (523301)	0	0	0	0	0	0
Magazine and Newspaper - (523302)	306,610	0	0	594	0	925
Television & Radio - (523303)	228,595	0	0	0	0	0
Promotional Expenses - (523304)	63,781	0	0	0	0	0
Printing and Photographic - (523401)	1,561	0	0	0	0	0
Maps & Pamphlets - (523402)	40,953	0	0	0	0	0
Travel - (523501)	41,129	0	6,272	44	1,848	3,211
Dues & Subscriptions - (523601)	5,832	1,630	1,870	318	18,681	12,476
Education and Training - (523701)	6,960	0	1,148	5,667	17,116	9,632
Licenses - (523801)	0	0	502	0	0	2,293
Temporary Contract Labor - (523851)	0	0	0	775,529	0	0
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	1,155	14,111	6,915	57,530	83,192	7,050
Other Materials and Supplies - (531102)	0	0	0	0	16,370	2,410,045
Mobile Equipment Expense - (531103)	0	0	0	0	0	0
Repairs & Maintenance - (531104)	0	0	0	0	0	0
Freight and Express - (531105)	99	0	545	0	0	310
Motor Fuel Expense - (531107)	0	0	0	0	0	1,093,679
Water - (531211)	0	0	0	0	0	551,711
Gas - (531221)	0	0	0	0	0	41,748
Electricity - (531231)	0	0	0	0	0	2,388,003
Books & Periodicals - (531401)	0	0	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	6,866,266	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	13,996
Software - (531651)	0	0	0	0	3,828,152	0
Uniforms - (531701)	0	0	0	2,664	0	91,981
Bank Charges - (573001)	0	0	0	580,834	0	0
Credit Card Fees - (573002)	0	0	0	9,784,261	0	0
Totals	\$2,305,978	\$10,184,318	\$763,419	\$41,188,916	\$13,295,525	\$22,717,877

Appendix G: Operation and Maintenance Fund FY2013 Estimated Costs (continued)

Account	Operations	Project Delivery	System & Incident Mgmt.	FY13 Estimated Costs	FY13 Budget	Increase (Decrease) to 2013 Budget	
						Amount	Percent
Salaries and Wages-Direct - (511101)	\$155,019	\$98,023	\$3,513,930	\$31,497,886	\$33,407,928	(\$1,910,042)	-5.7%
Salaries and Wages-Comp Adj. - (511103)	0	0	0	0	1,299,352	(1,299,352)	-100.0%
Salaries and Wages-Internship - (511202)	0	0	0	0	24,000	(24,000)	-100.0%
Salaries and Wage-Overtime - (511301)	0	0	3,139	546,196	453,102	93,094	20.5%
Group Insurance - (512101)	0	0	0	5,694,983	5,975,922	(280,939)	-4.7%
Retirement Contributions - (512401)	20,402	12,806	454,569	4,142,078	4,401,982	(259,904)	-5.9%
Retirement Contr.-Internship - (512402)	0	0	0	0	3,178	(3,178)	-100.0%
Retirement Contr.-Comp. Adj. - (512403)	0	0	0	0	171,985	(171,985)	-100.0%
Tuition Reimbursement - (512501)	0	0	0	23,345	29,383	(6,038)	-20.5%
Unemployment Insurance - (512601)	0	0	0	337,403	592,891	(255,488)	-43.1%
OPEB Annual Req'd Contribution - (512602)	0	0	0	3,933,001	0	3,933,001	100.0%
Worker's Comp Ins - (512701)	0	0	0	118,259	268,057	(149,798)	-55.9%
Meeting Expense - (521101)	0	0	0	64,036	80,593	(16,557)	-20.5%
Consulting/Professional - (521201)	162,000	0	66,885	6,959,927	9,017,480	(2,057,553)	-22.8%
Legal Fees - (521202)	0	0	0	1,741,142	1,800,000	(58,858)	-3.3%
Auditing Fees - (521203)	0	0	0	114,366	124,605	(10,239)	-8.2%
Trustee Fees - (521204)	0	0	0	63,885	63,885	0	0.0%
Traffic Engineering Fees - (521207)	0	0	0	799,803	760,000	39,803	5.2%
Police Services (DPS) - (521208)	0	0	3,975,768	3,975,768	4,205,944	(230,176)	-5.5%
Armored Car Services - (521209)	0	0	0	10,341	27,812	(17,471)	-62.8%
Outside Maintenance Services - (521212)	0	0	787	10,616,429	11,325,860	(709,431)	-6.3%
Landscaping - (522202)	0	0	0	12,045	41,050	(29,005)	-70.7%
Rentals - Land - (522301)	0	0	0	329,956	488,500	(158,544)	-32.5%
Rentals - Equipment - (522302)	0	0	0	114,800	170,308	(55,508)	-32.6%
Insurance Expense - Other - (523101)	0	0	811,212	811,212	832,212	(21,000)	-2.5%
Postage - (523201)	0	0	0	6,799,250	7,045,113	(245,863)	-3.5%
Telecommunications - (523202)	0	0	0	559,747	550,000	9,747	1.8%
Public Information Fees - (523203)	0	0	0	19,480	111,420	(91,940)	-82.5%
Recruitment - (523301)	0	0	0	118,258	20,309	97,949	482.3%
Magazine and Newspaper - (523302)	0	0	0	316,189	326,315	(10,126)	-3.1%
Television & Radio - (523303)	0	0	0	228,595	400,000	(171,405)	-42.9%
Promotional Expenses - (523304)	0	0	244	97,652	161,152	(63,500)	-39.4%
Printing and Photographic - (523401)	0	0	0	2,690	3,649	(959)	-26.3%
Maps & Pamphlets - (523402)	0	0	0	40,953	50,411	(9,458)	-18.8%
Travel - (523501)	3,227	28,124	1,350	123,511	167,961	(44,450)	-26.5%
Dues & Subscriptions - (523601)	16,464	2,870	2,263	135,485	180,790	(45,305)	-25.1%
Education and Training - (523701)	0	778	1,810	133,325	267,968	(134,643)	-50.2%
Licenses - (523801)	0	0	0	3,316	15,208	(11,892)	-78.2%
Temporary Contract Labor - (523851)	0	0	0	784,809	2,653,887	(1,869,078)	-70.4%
Liability Claims - (523902)	0	0	2,178	2,178	10,366	(8,188)	-79.0%
Office Supplies - (531101)	68	486	7,252	221,107	326,449	(105,342)	-32.3%
Other Materials and Supplies - (531102)	0	0	27,711	2,454,126	2,808,512	(354,386)	-12.6%
Mobile Equipment Expense - (531103)	0	0	0	0	748,046	(748,046)	-100.0%
Repairs & Maintenance - (531104)	0	0	0	0	18,000	(18,000)	-100.0%
Freight and Express - (531105)	0	295	32	3,956	6,245	(2,289)	-36.7%
Motor Fuel Expense - (531107)	0	0	0	1,093,679	1,220,605	(126,926)	-10.4%
Water - (531211)	0	0	0	551,711	571,200	(19,489)	-3.4%
Gas - (531221)	0	0	0	41,748	98,000	(56,252)	-57.4%
Electricity - (531231)	0	0	0	2,388,003	2,822,000	(433,997)	-15.4%
Books & Periodicals - (531401)	0	0	0	86	696	(610)	-87.6%
Inven for resale(toll tags) - (531501)	0	0	0	6,866,266	6,960,226	(93,960)	-1.3%
Small Tools and Shop Supplies - (531601)	0	0	0	13,996	38,361	(24,365)	-63.5%
Software - (531651)	0	0	0	3,828,152	2,805,589	1,022,563	36.4%
Uniforms - (531701)	0	0	23,241	117,886	202,419	(84,533)	-41.8%
Bank Charges - (573001)	0	0	0	662,724	759,193	(96,469)	-12.7%
Credit Card Fees - (573002)	0	0	0	9,784,261	9,352,790	431,471	4.6%
Totals	\$357,180	\$143,382	\$8,892,371	\$109,300,000	\$116,268,909	(\$6,968,909)	-6.0%

Appendix H: Operation and Maintenance Fund by Account Category FY2014 Budget

Department	Salaries & Benefits	Services	Materials & Supplies	Equipment Expenses	Total
Administrative Services:					
Administration	295,849	191,225	69,882	0	556,956
Board	73,175	16,548	63,150	0	152,873
Finance	3,000,796	1,102,037	126,256	0	4,229,089
Human Resources	1,149,563	195,662	43,176	0	1,388,401
Internal Audit	655,319	162,620	10,532	0	828,471
Legal Services	640,538	1,706,442	90,150	0	2,437,130
Public Affairs	1,369,312	1,380,797	96,836	0	2,846,945
Shared Services	8,435,772	2,420,961	65,815	110,332	11,032,880
Strategic and Innovative Solutions	933,521	17,032	5,543	0	956,096
Total Administrative Services	16,553,845	7,193,324	571,340	110,332	24,428,841
Operational Services:					
Customer and Support Services	10,967,056	22,304,096	15,061,848	30,838	48,363,838
Information Technology	5,581,959	8,202,292	210,933	0	13,995,184
Maintenance	9,785,996	10,604,892	1,796,452	2,096,329	24,283,669
Operations	388,901	193,172	12,548	0	594,621
Project Delivery	142,735	15,293	6,500	0	164,528
System and Incident Mgmt.	4,147,202	6,602,301	119,817	0	10,869,319
Total Operational Services	31,013,848	47,922,046	17,208,098	2,127,167	98,271,159
Grand Totals	\$47,567,693	\$55,115,370	\$17,779,438	\$2,237,499	\$122,700,000

Appendix I: Departments and Funds Matrix

The relationship between the Authorities departments and the major funds is illustrated below in a matrix format. The utilization of a fund by the department is highlighted in green and the percent of the budget associated with the department is shown in the square. The dollar amounts are shown in detail on the Departmental Budget and Information documents in the Departmental Budget Section; starting with the Administration Department on page 51. The amounts for the Enterprise Fund are on page 126.

Department	Operation & Maintenance Fund	Construction Fund	Reserve Maintenance Fund	Capital Improvement Fund	Feasibility Study Fund	Interest and Sinking Funds	Enterprise Fund
Administrative Services:							
Administration	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Board	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Finance	3.4%	26.1%	0.0%	2.6%	0.0%	100.0%	2.3%
Human Resources	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%
Internal Audit	0.7%	0.5%	0.1%	0.0%	0.0%	0.0%	0.0%
Legal Services	2.0%	1.2%	0.5%	0.8%	3.7%	0.0%	12.7%
Public Affairs	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%	12.8%
Shared Services	8.1%	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%
Strategic and Innovative Solutions	0.8%	0.0%	0.0%	0.0%	31.4%	0.0%	3.8%
Total Administrative Services	19.0%	27.8%	0.6%	3.4%	35.1%	100.0%	36.8%
Operational Services:							
Customer and Support Services	40.3%	0.0%	0.0%	0.0%	0.0%	0.0%	13.9%
Information Technology	11.4%	0.0%	15.5%	26.4%	0.0%	0.0%	49.3%
Maintenance	19.8%	0.0%	83.7%	34.1%	0.0%	0.0%	0.0%
Operations	0.5%	0.0%	0.0%	7.0%	3.2%	0.0%	0.0%
Project Delivery	0.1%	72.2%	0.0%	29.1%	61.7%	0.0%	0.0%
System and Incident Mgmt.	8.9%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%
Total Operational Services	81.0%	72.2%	99.4%	96.6%	64.9%	0.0%	63.2%
2014 Totals	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Appendix J: Strategic Plan Goals Matrix

TheNTTA's goals are presented in the following matrix. The color coded blocks indicate that the department's primary objectives are directly aligned with the Agency goal. The department's 2014 Objectives are outlined on the Departmental Budgets and Information documents .

	Customer-driven organization	Financially sound and vibrant organization	Delivering transportation solutions	Respected leader & partner in region's transportation network	Highly qualified, energized and engaged team
Departments					
Administrative Services:					
Administration	Blue	Green	Purple	Teal	Orange
Board	White	Green	Purple	Teal	White
Finance	Blue	Green	Purple	Teal	White
Human Resources	White	White	White	White	Orange
Internal Audit	White	Green	White	White	White
Legal Services	White	White	White	Teal	White
Public Affairs	Blue	White	White	Teal	White
Strategis & Innovative Solutions	Blue	Green	Purple	Teal	White
Operational Services:					
Customer Service Center	Blue	White	Purple	White	White
Information Technology	Blue	Green	Purple	White	White
Maintenance	Blue	White	Purple	White	White
Operations	Blue	White	Purple	Teal	White
Project Delivery	Blue	White	Purple	Teal	White
System & Incident Management	Blue	White	Purple	White	White

Appendix K: Glossary of Terms and Acronyms

A

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

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

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

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

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

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

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

B

Balanced Budget – The recurring revenues meet or exceed the recurring expenses of operations, debt service and asset maintenance. Per the Trust Agreement, all payments for maintenance, repair and operations will not exceed the reasonable and

necessary amount required, and it will not exceed amounts in the Annual Budget.

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

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

C

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

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

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

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

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

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

Covenants – To promise by covenant; pledge.

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

D

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

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

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

DMV – the Department of Motor Vehicles

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

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

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

E

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

F

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

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

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

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

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

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

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

G

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

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

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

I

IBTTA – International Bridge, Tunnel and Turnpike Association

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

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

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

L

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

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

M

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

N

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

O

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

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

P

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

PGBT – the President George Bush Turnpike, an approximately 30-mile long portion of the System.

PGBT-EE – the President George Bush Turnpike Eastern Extension, an approximately 9.9-mile portion of the System.

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

R

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

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

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

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

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

RTC – the Regional Transportation Council.

S

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

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

SRT – the Sam Rayburn Tollway, an approximately 26-mile portion of the System.

SWP - Southwest Parkway, the former name for Chisholm Trail Parkway, an approximately 27.2-mile tollway being built as part of the Special Projects System.

T

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

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

TER – Toll Enforcement Remedies which are tools the Authority is using to collect ZipCash transactions.

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

TIFIA – the Transportation Infrastructure Finance and Innovation Act of 1998, which secured loan agreement between NTTA and United States Department of Transportation to construct PGBT-WE and CTP.

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

Toll Road – Road on which tolls are charged.

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

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

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

Turnpike – Expressway on which tolls are charged.

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

U

USDOT - United States Department of Transportation

Z

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