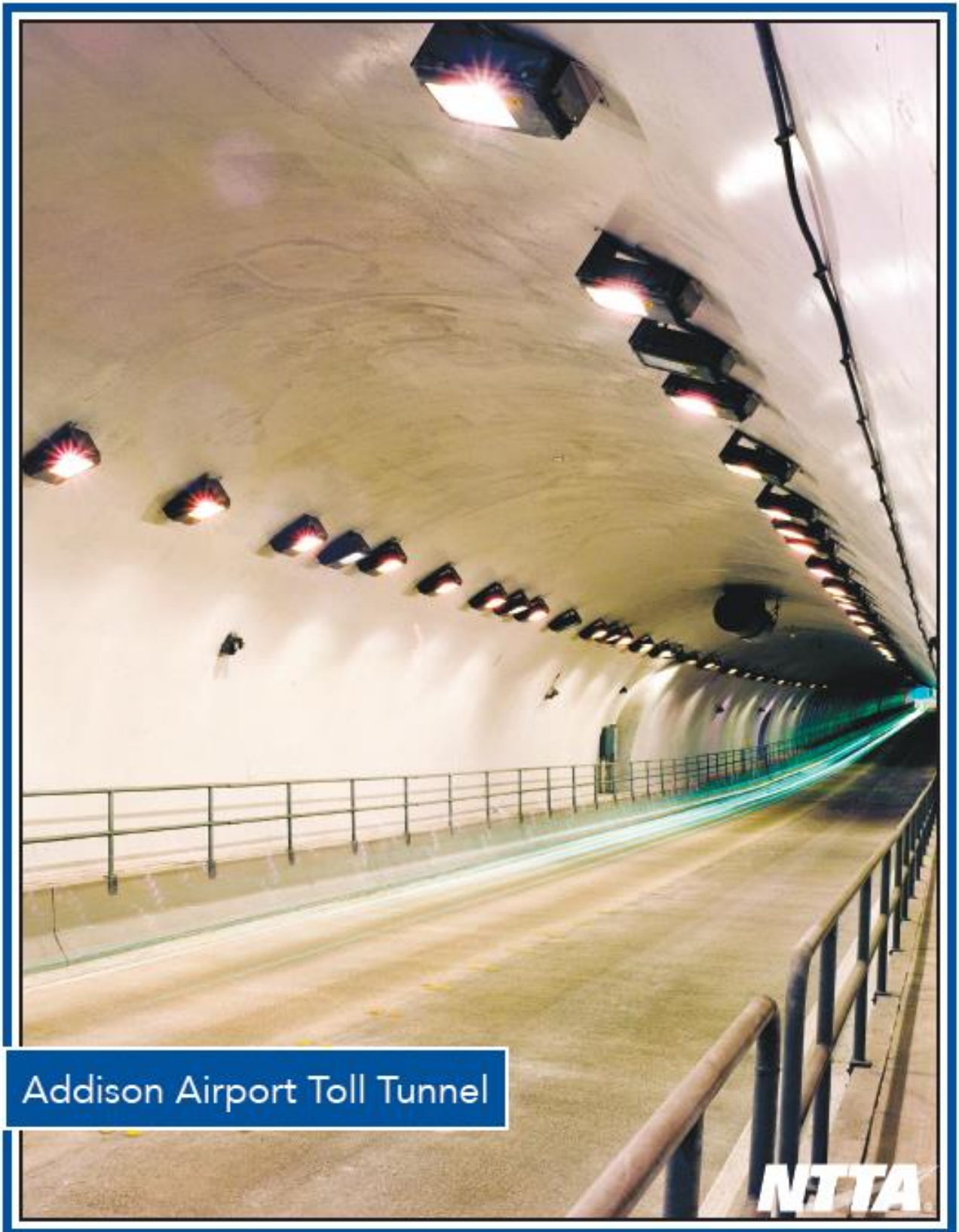


NTTA SYSTEM PRELIMINARY BUDGET

FY 2023

The logo for the North Texas Tollway Authority (NTTA) features the letters "NTTA" in a bold, blue, sans-serif font. The letters are slightly shadowed, giving them a three-dimensional appearance as if they are floating above the background. The background of the entire page is a photograph of a modern highway interchange with concrete pillars and overpasses under a clear blue sky.

NORTH TEXAS TOLLWAY AUTHORITY



Addison Airport Toll Tunnel

NTTA

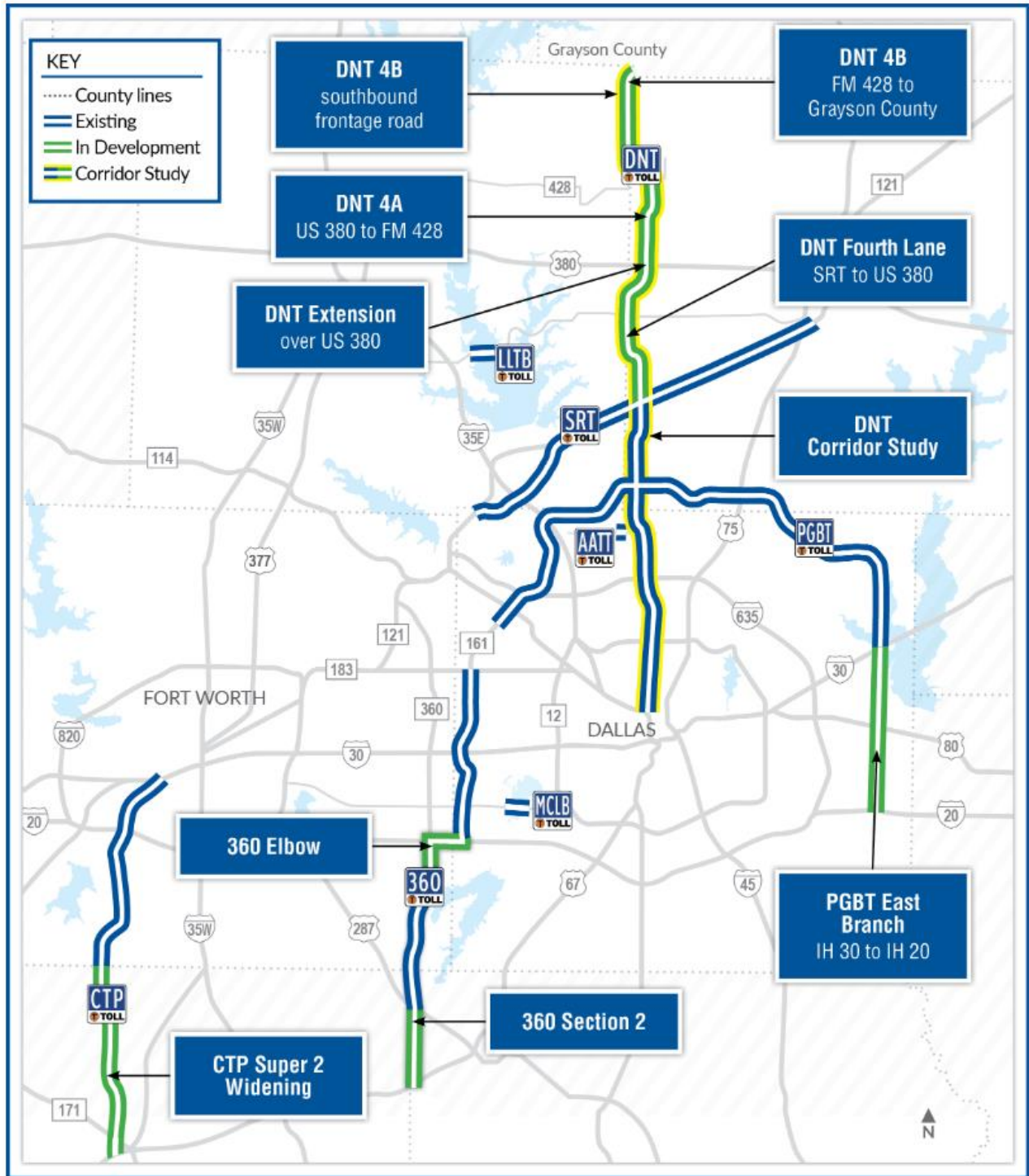
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FACILITY MAP OF THE NORTH TEXAS REGION



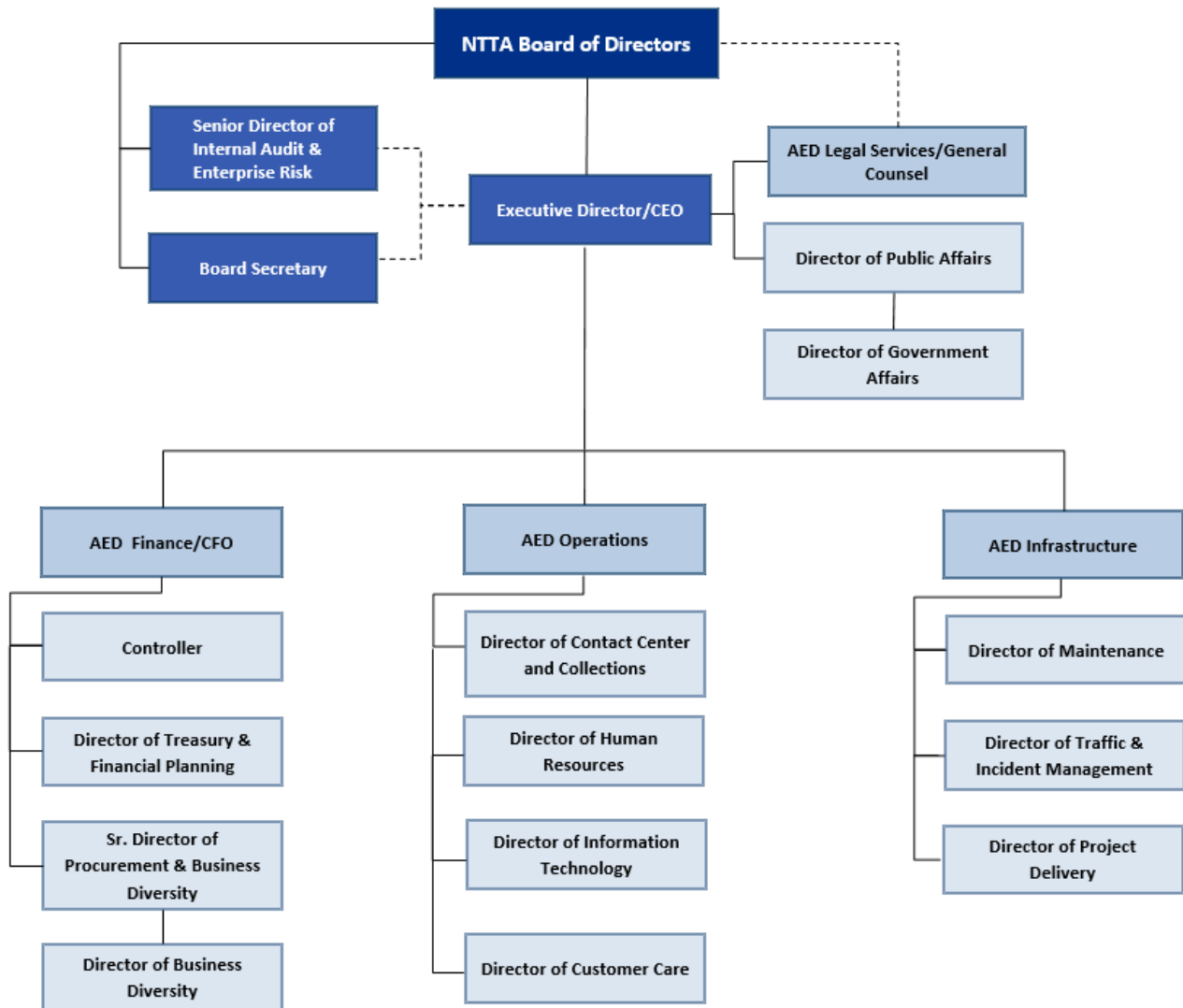
NTTA Mission

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 partners to meet our region's growing need for transportation infrastructure.

NTTA Board of Directors

John Mahalik Chairman	Jane Willard Vice Chairwoman	Tim Carter Director
		
Denton County Appointee	Collin County Appointee	Tarrant County Appointee
Lynn Gravley Director	Mojo Haddad Director	Pete Kamp Director
		
Gubernatorial Appointee	Tarrant County Appointee	Denton County Appointee
Marcus Knight Director	Scott Levine Director	George "Tex" Quesada Director
		
Dallas County Appointee	Collin County Appointee	Dallas County Appointee

Organizational Chart



NTTA Officials for FY2023

James Hofmann	Executive Director/CEO
Lorelei Griffith	Board Secretary
Jeff Dailey, P.E.	Assistant Executive Director, Operations
Dena DeNooyer Stroh	Assistant Executive Director, Legal Services/GC
Elizabeth Mow, P.E.	Assistant Executive Director, Infrastructure
Horatio Porter, CPA	Assistant Executive Director, Finance/CFO
David Evans	Senior Director, Procurement and Business Diversity
Linh Truong	Senior Director, Internal Audit & Enterprise Risk
Moses Aito	Director, Business Diversity
Arturo Ballesteros	Director, Government Affairs
Kevin Banks	Director, Contact Center & Collections
John Bannerman	Director, Customer Care
Juhi Chawla	Director, Information Technology
Cindy Demers, CPA	Director, Treasury & Financial Planning
Eric Hemphill, P.E.	Director, Traffic and Incident Management
Craig Lockett	Director, Human Resources
Amitis Meshkani, P.E.	Director, Maintenance
Brian Reich, CPA	Director, Controller
Nancy St. Pierre	Director, Public Affairs
Melanie Terrell	Director, Assistant General Counsel
Vacant	Director, Project Delivery

Letter of Transmittal

We are pleased to submit for your review the FY2023 Budget of the North Texas Tollway Authority ("NTTA" or "Authority").

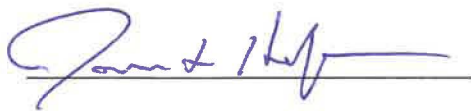
Section 505 of the Amended and Restated Trust Agreement (Trust Agreement) for the NTTA System requires that the Board adopt a Preliminary Budget of current expenses (operating budget) and the deposit to the Reserve Maintenance Fund for the following year in October of the current year and the Final Budget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

This chart provides an overview of the FY2023 Budget with a comparison to the FY2022 Budget.

North Texas Tollway Authority		
	FY2023 Budget	FY2022 Budget
Estimated Revenues	\$1,104,389,725	\$1,002,038,950
Operating Budget	\$219,864,696	\$199,862,463
Total Net Debt Service	\$662,472,645	\$612,558,090
Estimated Coverage First Tier	2.08	2.08
Estimated Coverage All Debt	1.34	1.31
Reserve Maintenance Deposit	\$54,908,117	\$29,500,995
Estimated Capital Improvement Fund Deposit	\$191,097,995	\$184,072,425

If you have any questions, or need additional information, please let us know. We look forward to presenting and discussing the FY2023 Budget.

Very truly yours,



James Hofmann, *Executive Director*

7/22/2022

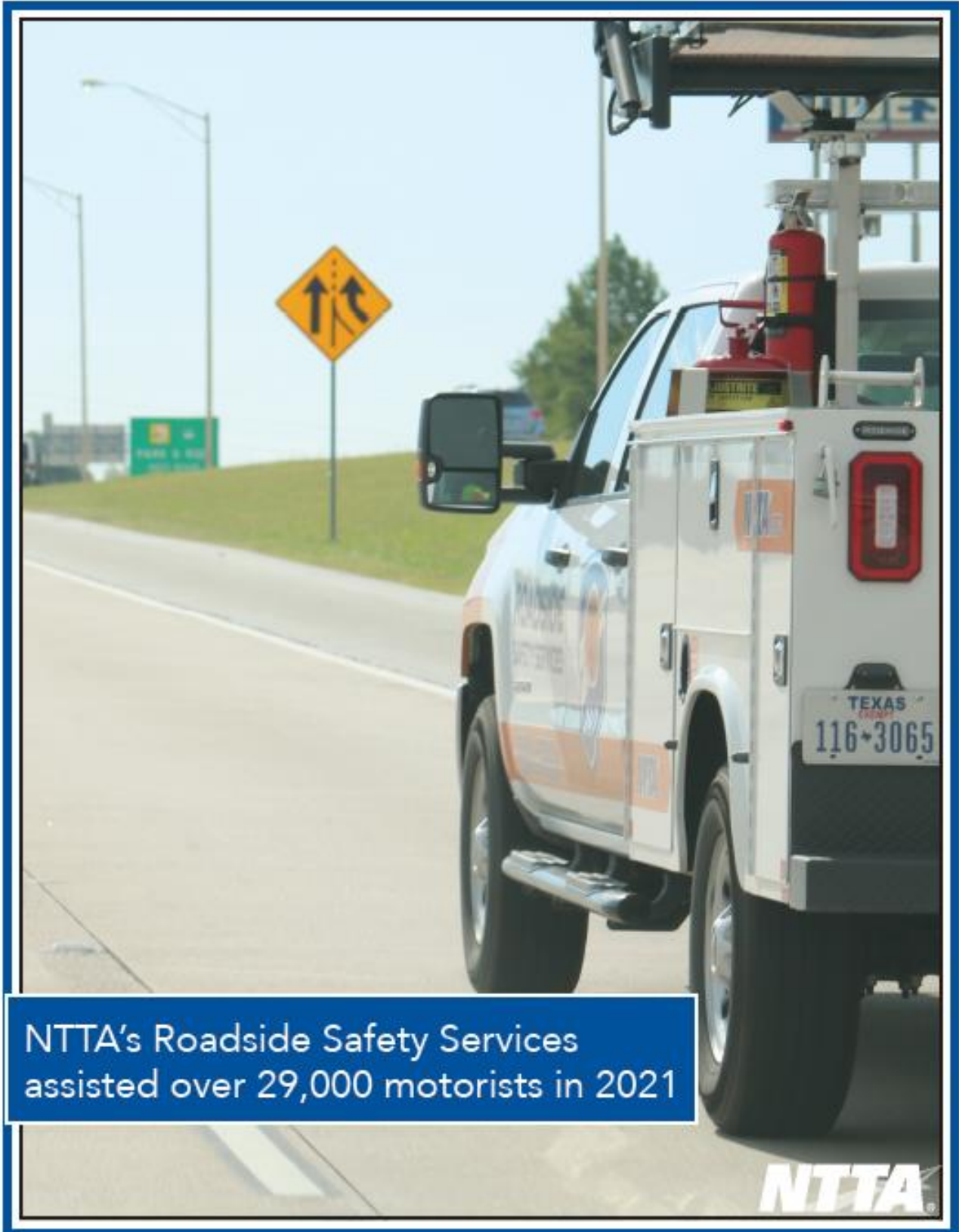
Date

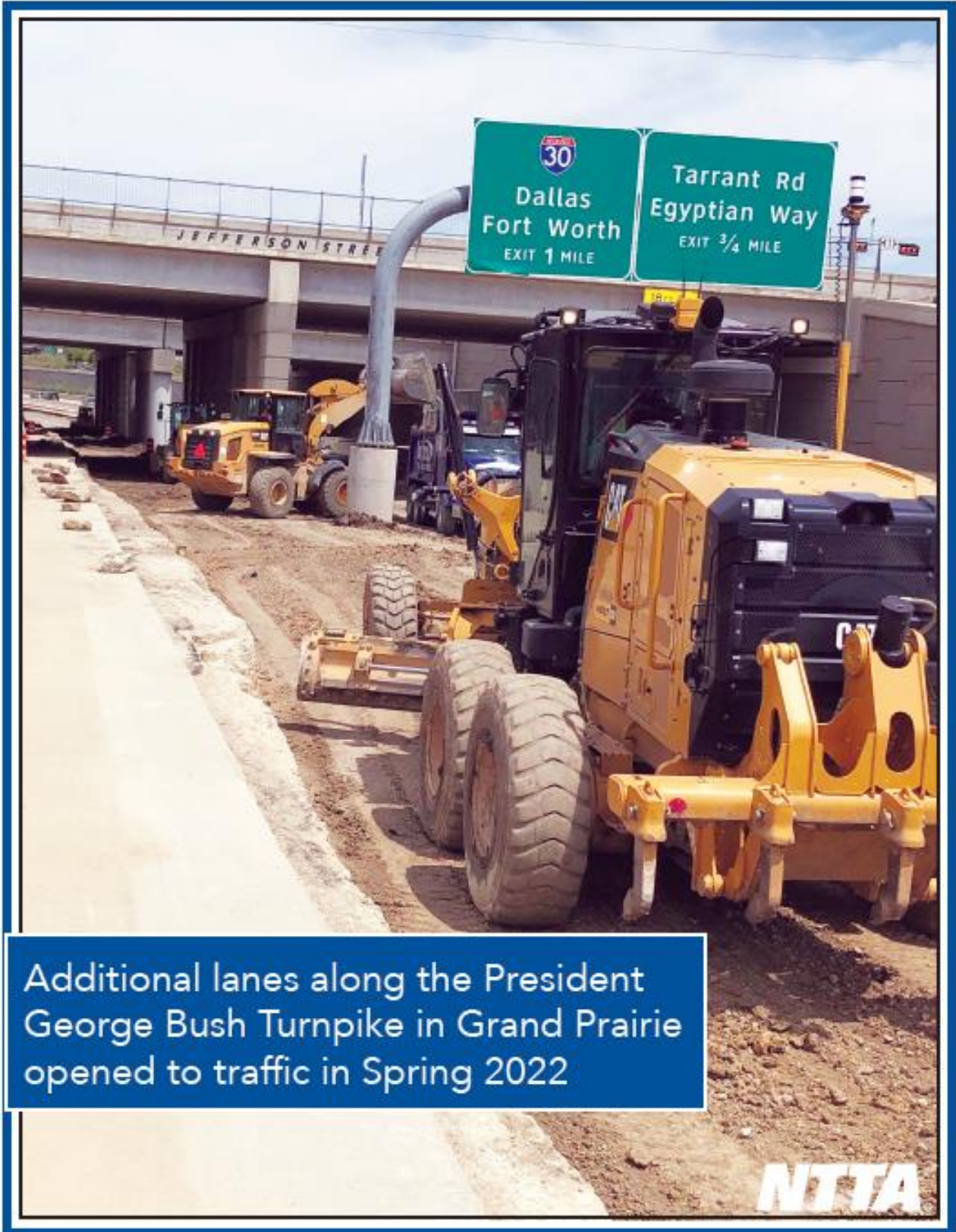


Horatio Porter, *Chief Financial Officer*

July 22, 2022

Date





Additional lanes along the President George Bush Turnpike in Grand Prairie opened to traffic in Spring 2022

NTTA Overview

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

NTTA is a non-appropriated (state) organization that operates with revenues generated from projects within the North Texas region. NTTA advances projects in alignment with the North Central Texas Council of Governments' Metropolitan Transportation Plan. The NTTA operates as an enterprise system of tollways. The NTTA System (System) facilities are the Dallas North Tollway (DNT), President George Bush Turnpike (PGBT), Sam Rayburn Tollway (SRT), Addison Airport Toll Tunnel (AATT), Lewisville Lake Toll Bridge (LLTB), Mountain Creek Lake Bridge (MLB), Chisholm Trail Parkway (CTP) and 360 Tollway (360T).

Additionally, NTTA is the tolling services provider on all toll projects in the region that are owned and operated by other entities. NTTA is paid a fee for the services under tolling services agreements (TSAs) with these other entities. Recently, NTTA has entered into an agreement to provide back-office tolling services with the North East Texas Regional Mobility Authority (NETRMA), which operates a toll road system in the Tyler, Texas area.

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

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

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

NTTA continues working to meet the demands for transportation in the North Texas region, which, as of FY2021, boasted 5.4 million registered vehicles and an estimated population of 6.8 million ranking the region as the fourth largest metropolitan area in the United States.

Strategic Plan

FY2022-FY2026 STRATEGIC GOALS

GOALS

OBJECTIVES

<p>CUSTOMER-DRIVEN ORGANIZATION</p>	<ul style="list-style-type: none"> • PROVIDE A HIGH QUALITY CUSTOMER SERVICE EXPERIENCE <ul style="list-style-type: none"> • ENSURE EQUITABLE COLLECTION OF TOLLS • DRIVE CORPORATE BRANDING AND EDUCATE THE PUBLIC ABOUT USING TOLL ROADS
<p>FINANCIALLY SOUND & VIBRANT ORGANIZATION</p>	<ul style="list-style-type: none"> • MAINTAIN COMPLIANCE WITH TRUST AGREEMENTS • MAINTAIN EFFECTIVE INTERNAL CONTROLS • MANAGE METRICS TO MAXIMIZE PERFORMANCE
<p>DELIVERING TRANSPORTATION SOLUTIONS</p>	<ul style="list-style-type: none"> • PLAN AND BUILD QUALITY, ENVIRONMENTALLY RESPONSIBLE TOLL FACILITIES • EFFICIENTLY MAINTAIN AND OPERATE SYSTEM ASSETS • DRIVE INTERNAL AND EXTERNAL SAFETY IMPROVEMENTS • LEVERAGE ASSETS AND TECHNOLOGY TO CREATE NEW CUSTOMER VALUE
<p>RESPECTED LEADER AND PARTNER</p>	<ul style="list-style-type: none"> • ADVOCATE THE VALUE OF NTTA TO PARTNERS, STAKEHOLDERS AND GOVERNMENT ENTITIES <ul style="list-style-type: none"> • DEVELOP STRATEGIES AND COLLABORATE ON REGIONAL ROAD PLANNING • FOSTER MANAGEMENT AND BUSINESS RELATIONSHIPS THAT REFLECT THE REGION'S DIVERSITY
<p>HIGHLY QUALIFIED, ENERGIZED & ENGAGED TEAM</p>	<ul style="list-style-type: none"> • RECRUIT, DEVELOP AND RETAIN HIGH-QUALITY PEOPLE <ul style="list-style-type: none"> • RECOGNIZE AND REWARD PERFORMANCE • ADVANCE EMPLOYEE COMMUNICATION AND ENGAGEMENT STRATEGIES

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.

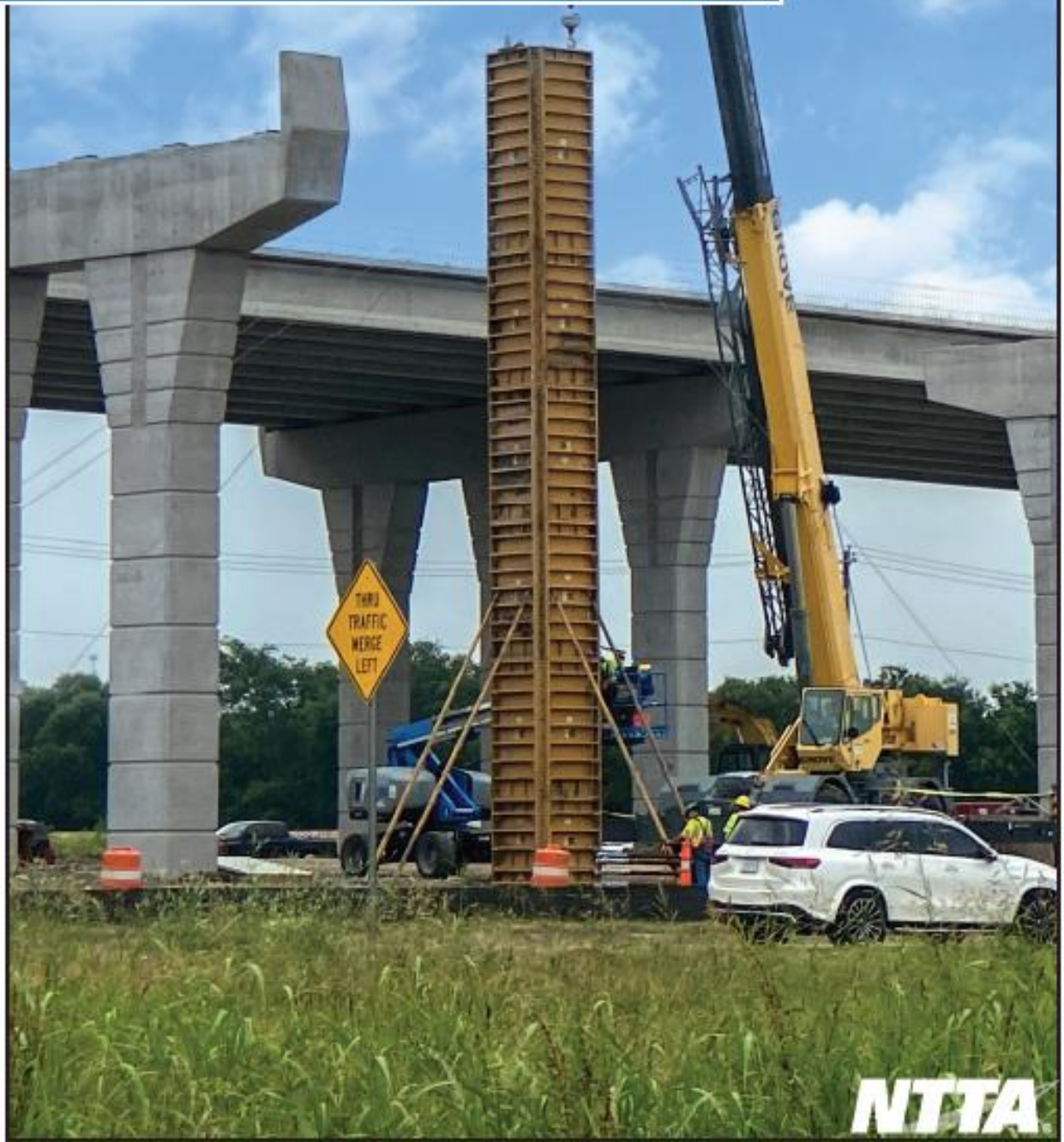
Strategic Priority	Related Strategic Goal(s)
Enhance safety	Customer-driven organization Delivering transportation solutions
Execute Capital plan	Respected leader & partner in the region’s transportation network Delivering transportation solutions
Reduce debt service obligations	Financially sound and vibrant organization
Continue to relieve congestion	Delivering transportation solutions
Back-office system enhancements	Financially sound and vibrant organization Customer-driven organization
Improve collections	Customer-driven organization Financially sound and vibrant organization
Represent NTTA policy concerns during Legislative session	Respected leader and partner in the region’s transportation network Customer-driven organization
Continue to advance diversity	Respected leader and partner in the region’s transportation network
Attract and retain staff	Highly qualified, energized and engaged team



A two-lane frontage road from FM 428 to the Grayson County line is currently under construction and expected to open to traffic later in 2022



A concrete column is formed by crews working on the Dallas North Tollway extension over US 380



FY2023 Budget Executive Summary

INTRODUCTION

Through the first half of 2022, the North Texas region continues recovering economically from the devastating effects of the global pandemic. Recent toll transaction activity has returned to pre-pandemic levels. NTTA remains committed to its mission to provide a safe and reliable toll road system while operating in a businesslike manner.

BUDGET HIGHLIGHTS:

The FY2023 budget reflects the appropriate investment as we strive to fulfill NTTA's five strategic goals:

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

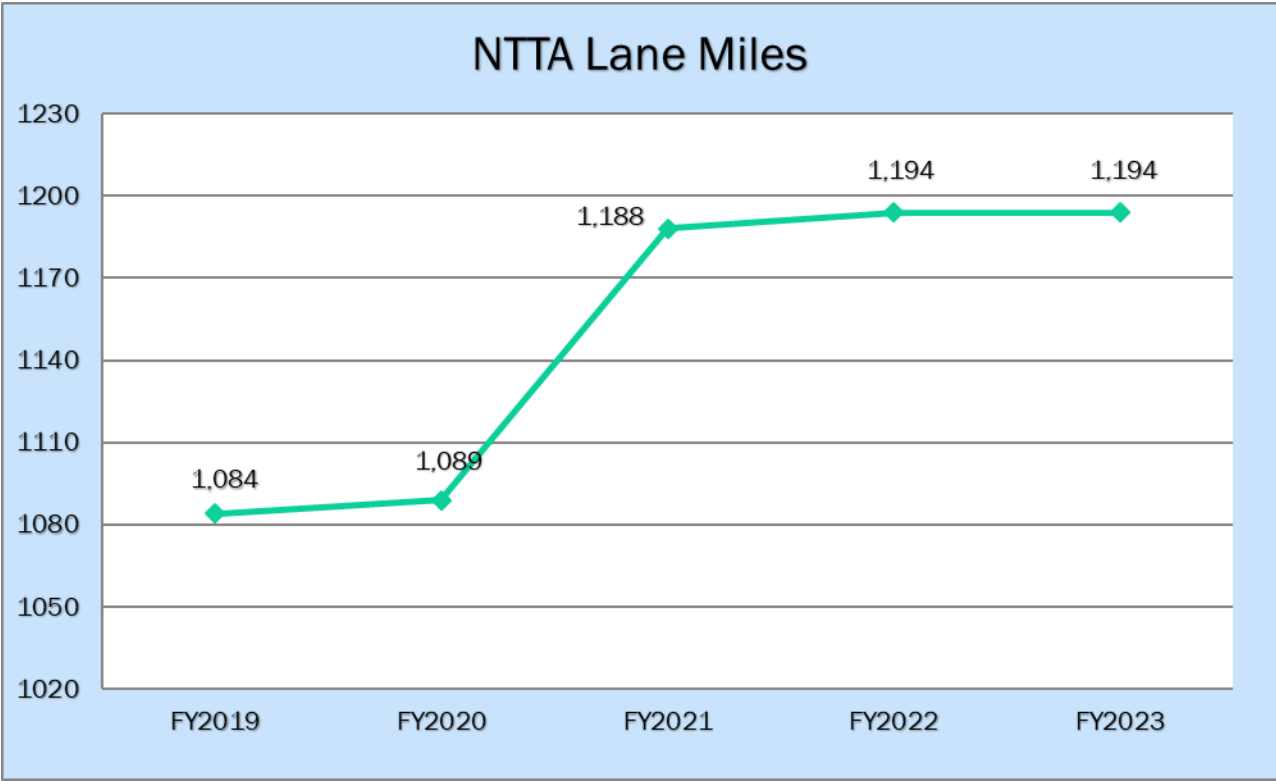
More specifically, NTTA priorities are aimed at recovering from the impacts of the pandemic, adding capacity to the system, and maintaining customer service and safety. Targeted initiatives include:

- Provide exceptional customer service
- Respond and quickly clear incidents from NTTA's roadways
- React to the impacts of inflation, including labor and supply chain shortages
- Refinance debt to save future interest costs
- Reinforce the value of the TollTag

As NTTA continues to advance these efforts, there are critical assumptions about the drivers and components that shape the FY2023 Budget.

1. Increased traffic as the economy recovers
2. Refinancing transactions have created savings, however, NTTA has an escalating debt profile
3. The Operation and Maintenance Fund (OMF) continues to fund strategic priorities
4. Spending from the Reserve Maintenance Fund (RMF) will continue to meet the normal cycle of scheduled proactive maintenance of roads, facilities and equipment.

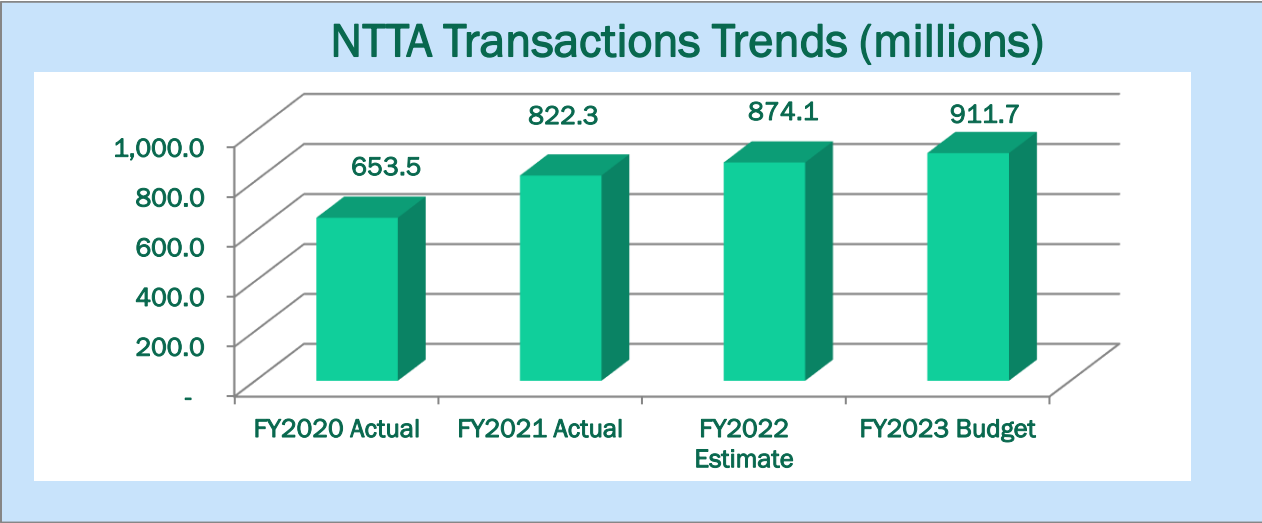
The NTTA System consists of service roads and revenue-producing toll road main lanes. The combined roads represent the total lane miles NTTA must maintain. Over the last five years, total lane miles have increased by 110 or 10% from 1,084 lane miles to 1,194 lane miles.



FY2023 TRANSACTIONS

The FY2023 Budget maintains a strong focus on increasing the number of TollTag customers while also efficiently processing, invoicing and collecting non-TollTag (ZipCash) transactions.

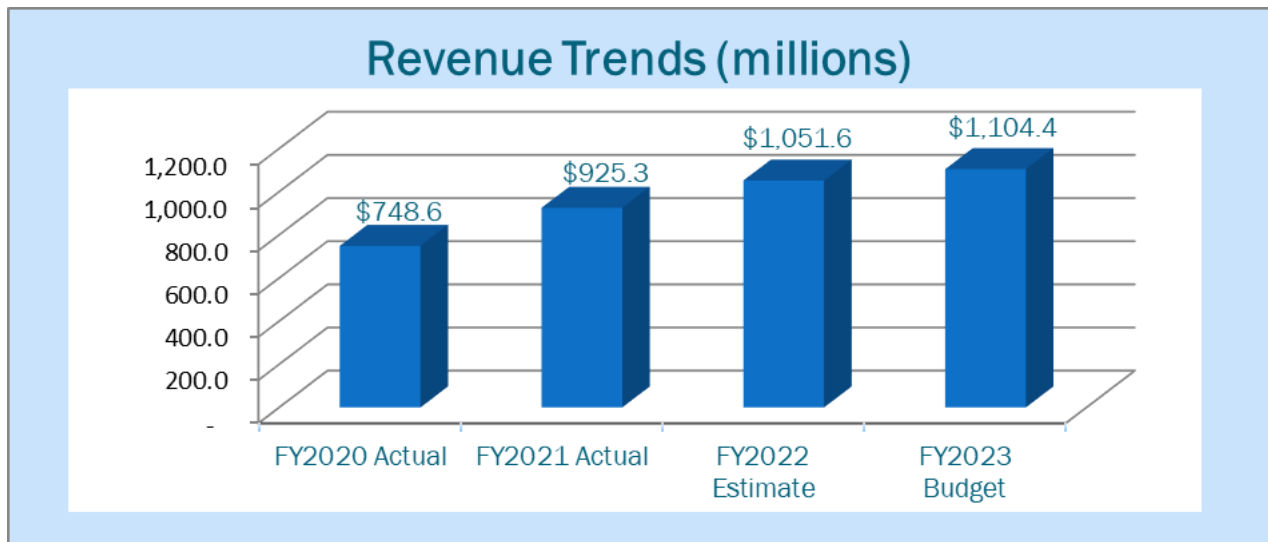
Overall, the toll transactions for the NTTA System are estimated to increase to 911.7 million in FY2023. Separately, it is anticipated that the toll services agreements (TSAs) will have 190.9 million transactions in FY2023.



FY2023 REVENUES

NTTA brings a business-like approach to a traditional government sector, providing transportation alternatives to customers for a reasonable fee. The business model approach of fee for service requires a keen focus on the customer to ensure they continue to enjoy a safe and reliable travel experience. As

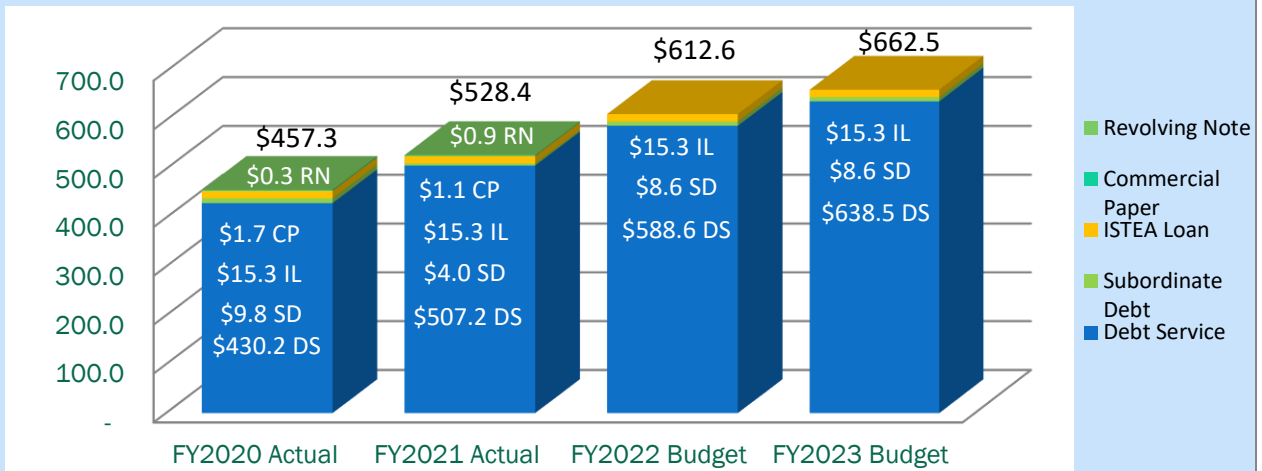
a business entity, NTTA does not collect taxes. Instead, NTTA’s revenues are derived from tolls, service fees and interest income to support its operations. Total FY2023 estimated revenues for the NTTA System are \$1.1 billion. The primary source of revenue is from tolls totaling \$1.0 billion. The tolls are broken out into TollTag revenue of \$897.8 million and ZipCash revenue of \$148.0 million (see T&R projection on pages 153-158). Budgeted toll revenues increased by \$40.1 million from FY2022 estimates. Another component of revenue is other income, which consists of late fees, statement fees and miscellaneous revenues for a combined budget of \$46.6 million. This amount is approximately 4.2% of total revenue. The late fees are based on business rules that assess a \$10 fee for the first notice of nonpayment and a \$25 fee for the second notice of nonpayment. The final revenue component is projected interest income budgeted at \$12.0 million or approximately 1.1% of total revenue.



FY2023 DEBT SERVICE AND LOAN REPAYMENT

Total net debt service will increase \$49.9 million to \$662.5 million in FY2023. The increase is part of the overall financing plan that escalates debt service until reaching the maximum annual debt service in 2029. At that point, debt service levels off and subsequently declines until the debt is paid off in 2049. That is assuming the region does not ask NTTA to debt finance any additional projects. Other debt service includes subordinated debt payment of \$8.6 million and an ISTEAL loan payment of \$15.3 million. These instruments were used to help finance the CTP and PGBT projects, respectively. NTTA maintains a \$200M revolving note program. There are no outstanding notes under the program. The estimated FY2023 total bond debt service coverage is 2.08 times first tier debt service, which is above the 1.35 times required by the Trust Agreement. Estimated coverage for all debt service, including the CIF-funded debt payment, is 1.34 times versus the required 1.00 times.

Debt Service Trends (millions)



FY2023 EXPENDITURES

The requirement of the Trust Agreement is the adoption of an annual OMF budget and deposit to RMF. The OMF budget, the RMF estimated deposit and the Enterprise budget total \$301.1 million.

OPERATION AND MAINTENANCE FUND (OMF)

The FY2023 OMF budget is \$219.9 million. Material variance explanations as compared to FY2022 budget are located on each of the department's budget and information documents (see pages 53-107). All of the NTTA System labor costs are budgeted in the Operation and Maintenance Fund. This allows the Authority to present a complete view of salaries and benefits and to better track staffing-related costs.

Costs directly associated with the administrative services of the NTTA System (Accounting, Administration, Board, Human Resources, Internal Audit, Legal, Procurement and Business Diversity, Public Affairs and Treasury & Financial Planning departments), are \$20.9 million.

Operations and maintenance costs directly associated with operational services of the NTTA System (Contact Center and Collections, Information Technology, Maintenance, Operations, Project Delivery and Traffic & Incident Management departments) are \$226.7 million or 103.1% of the total budget. These departments' FY2023 OMF budget increased by \$22.7 million compared to the FY2022 budget due to inflationary pressure and volume-related items such as contract labor, postage, credit card fees and image review.

The Contact Center and Collections department is responsible for delivering high-quality customer services to the customers. The FY2023 budget is increasing by approximately \$7.4 million which includes \$3.4 million for credit card processing, \$2.3 million for postage, and \$1.0 million for contract labor.

The Information Technology department is responsible for all toll collection, business systems and software. The FY2023 budget is increasing by approximately \$3.5 million, primarily due to post-implementation back-office maintenance moving from the capital improvement fund, and to support new products to better serve our customers.

The Maintenance department budget is increasing by \$8.6 million to help with increasing costs to maintain NTTA facilities and roadways.

The Traffic & Incident Management department provides roadside assistance to motorists and ensures our facilities have timely clearance of incidents, thereby reducing risk and congestion for our customers. The department is also responsible for agency-wide insurance policies. The budget is increasing by \$1.9 million, due to an increase in State-approved costs for Troopers.

RESERVE MAINTENANCE FUND (RMF)

Ongoing and preventive maintenance of the existing infrastructure, facilities and equipment ensures all assets operate at or above industry standards. Annual inspections and the asset management program guide NTTA's budgeted investment in RMF. Estimated project expenditures for FY2023 are \$77.5 million (see pages 112-115). The estimated expenditures include the Project Delivery and Maintenance department's \$58.2 million for infrastructure maintenance requirements; IT department's \$19.0 million primarily to replace outdated cameras, servers, computers and equipment; \$0.7 million for consulting and professional fees. The estimated balance of the RMF is \$22.6 million. Therefore, a deposit of \$54.9 million is required to cover the \$77.5 million in project expenditures and to maintain the \$5.0 million required reserve (see calculation on page 113).

CAPITAL IMPROVEMENT FUND

Under the anticipated FY2023 – FY2027 Five-Year Capital Plan, FY2023 estimated expenditures are \$166.4 million (see pages 116-123). It contains the Project Delivery department's \$104.3 million for project expansions and improvements, which includes, \$58.6 million for DNT, \$15.6 million for PGBT, \$15.0 million for wall stabilization/maintenance program, \$10.4 million for CTP and \$1.2 million for SRT. It also includes the Information Technology department's \$49.7 million for system upgrades, enhancements and replacements; the Maintenance department's \$4.4 million for infrastructure reconstruction and repairs; the Traffic & Incident Management's \$7.4 million for safety improvement projects. The remaining expenditures of \$0.6 million are from various departments for professional and consulting fees. The estimated revenue deposit to CIF for FY2023 is \$191.1 million.

ENTERPRISE FUND/TOLL SERVICE AGREEMENTS (TSA)

The Authority is the regional toll provider responsible for the collection of tolls on all tolled projects in the North Texas region through various tolling services agreements (TSAs). In addition, the System's TollTags are operable for parking at DFW and Love Field airports, other Texas toll roads and various other state toll roads. The Enterprise Fund was created as a separate fund to account for the revenue and expenses associated with providing these services. Currently, the Authority has TSAs with LBJ Express, North Tarrant Express (NTE) 1 & 2W and NTE 3A/3B, as well as a Regional TSA that includes the DFW Connector, IH-30, IH-35, SH 114, SH 183, Loop 12 and LBJ East. In 2022, NTTA also began processing transactions for the NET RMA under a tolling services agreement.

The Enterprise Fund FY2023 budget is \$26.4 million (see pages 124).

PERSONNEL

The FY2023 Budget includes \$48.4 million for direct salaries and wages. Total budgeted full-time employees' (FTEs) positions for FY2023 are 855 (see Staffing Summary page 46), which is three positions more than the prior year's budget.

HEALTHCARE AND RETIREMENT BENEFITS

NTTA offers a comprehensive healthcare plan for its employees managed by the Public Employees Benefit Cooperative (PEBC). NTTA and its employees jointly share in the cost of the healthcare plan with NTTA paying approximately 80% of the cost and employees the remaining 20% through payroll deduction. In addition, NTTA provides retiree healthcare benefits through the Authority's Benefits plan, also administered by PEBC. Employees retiring from NTTA with a minimum 10 years of service are eligible to participate in the company's retiree healthcare plan. There are currently 32 individuals participating in this program. NTTA also participates in the Employees Retirement System of Texas Group Benefit Program for employees hired prior to FY1997 and who remain eligible to retire under the State's plan. Currently 35 individuals participate in this plan. Insurance accrual rates are essentially flat with FY2021 due to fewer claims. The FY2023 Budget includes \$2.6 million to cover all of the group insurance costs mentioned above. Based on historical experience, this amount is projected to cover claims as well as the provisions required within the Affordable Care Act.

Through Texas County and District Retirement System (TCDRS), NTTA provides pension retirement benefits to its eligible retirees. To become eligible, employees must have a minimum 10 years of service at age 60, 75 years of age or 30 years of service at any age. Eligible retirees receive 250% of the amount they contribute to their retirement account. Currently the retirement plan is funded at 100.72% as of December 31, 2021. In FY1997, NTTA decided to opt out of paying into social security and created a mandatory 401(K) program for all employees. However, this decision did not include the Hospital Insurance portion of the Federal Insurance Contribution Act, so NTTA and its employees still contribute to Medicare. As a condition of employment, each employee is required to contribute the following percentages of their base salary to fund these plans: 6.00% to TCERS, 4.00% to 401(K) and 1.45% to Medicare. NTTA also contributes a percent of total base salary of each employee equal to 9.44% to TCERS, 3.50% to 401(K) and 1.45% to Medicare to fund these plans. The FY2023 Budget includes \$7.5 million for overall retirement benefits and incorporates the change in contribution rate for TCERS, down from FY2022.

SUMMARY

The FY2023 Budget empowers the Authority to deliver a safe and reliable toll road system to its customers while operating as a financially sound and vibrant organization. It enables the Authority to continue its commitment to bond holders by maintaining a 2.08 times debt service coverage ratio. Overall, it is a balanced budget with estimated revenues exceeding the expenses for operations, debt service and asset maintenance. The FY2023 Budget ensures that NTTA can perform responsibly and responsibly for the benefit of all its stakeholders.

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 external independent auditors. The Authority is a non-appropriated, political subdivision of the state of Texas with no Authority funds subject to appropriations.

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

REVENUE FUND (RF) - 1101

The Revenue Fund accounts for all revenues (all tolls, other revenues and interest 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 151-152)

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.

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

- First, Second or Third Tier Bond Interest Account – This account was created to account for the interest payments for the debt obligation within each tier.

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

The following funds are not required by the Trust Agreement but were established by the Authority:

360 TOLLWAY (360T) - 6000

The 360 Tollway Fund was established by the Authority to account for the revenue and expenses associated with the project in accordance to the Project Agreement. In FY2021 the 360 Tollway was merged to the NTTA System.

ENTERPRISE FUND (EF) - 7800

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

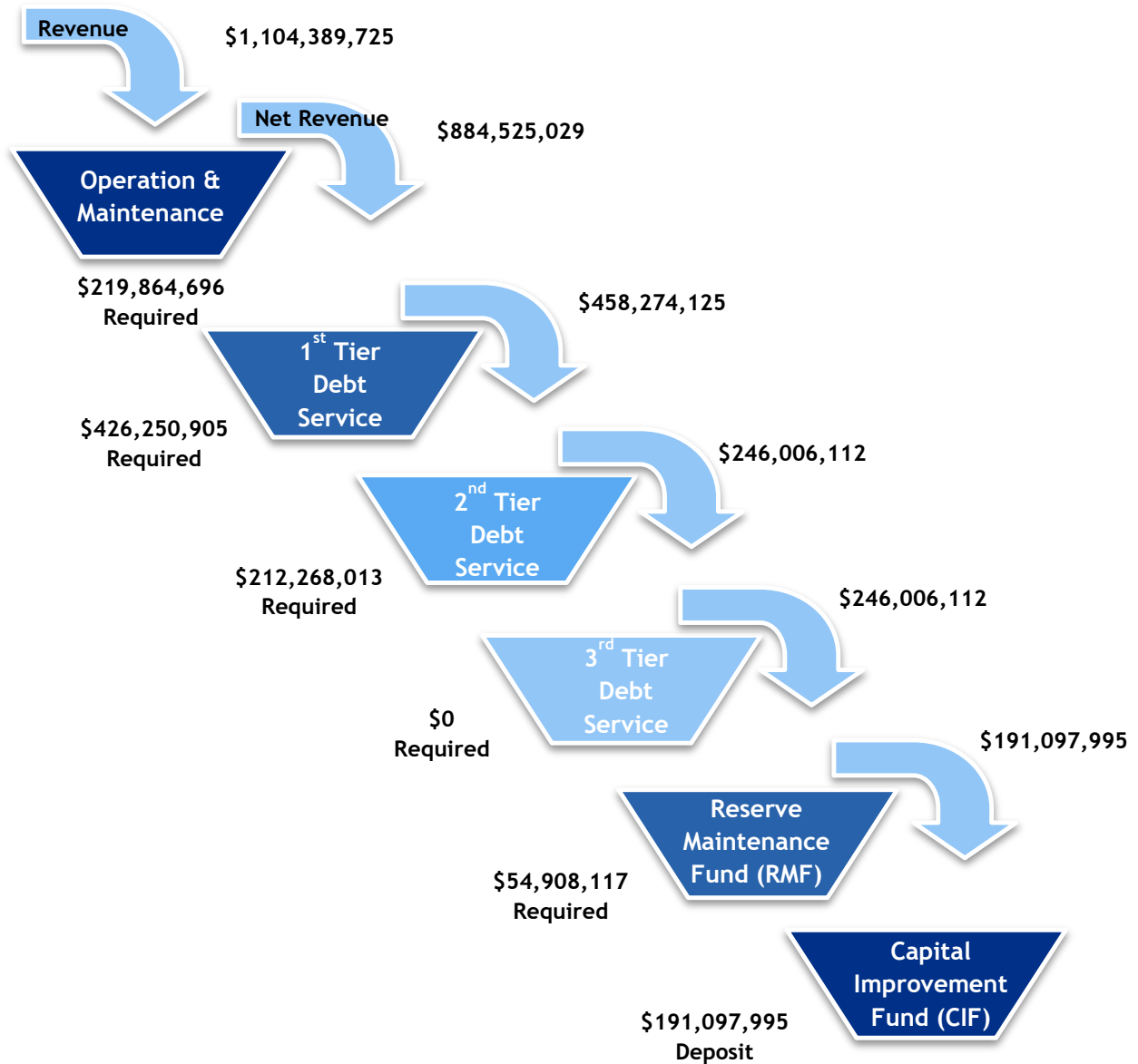
Departments and Funds Matrix

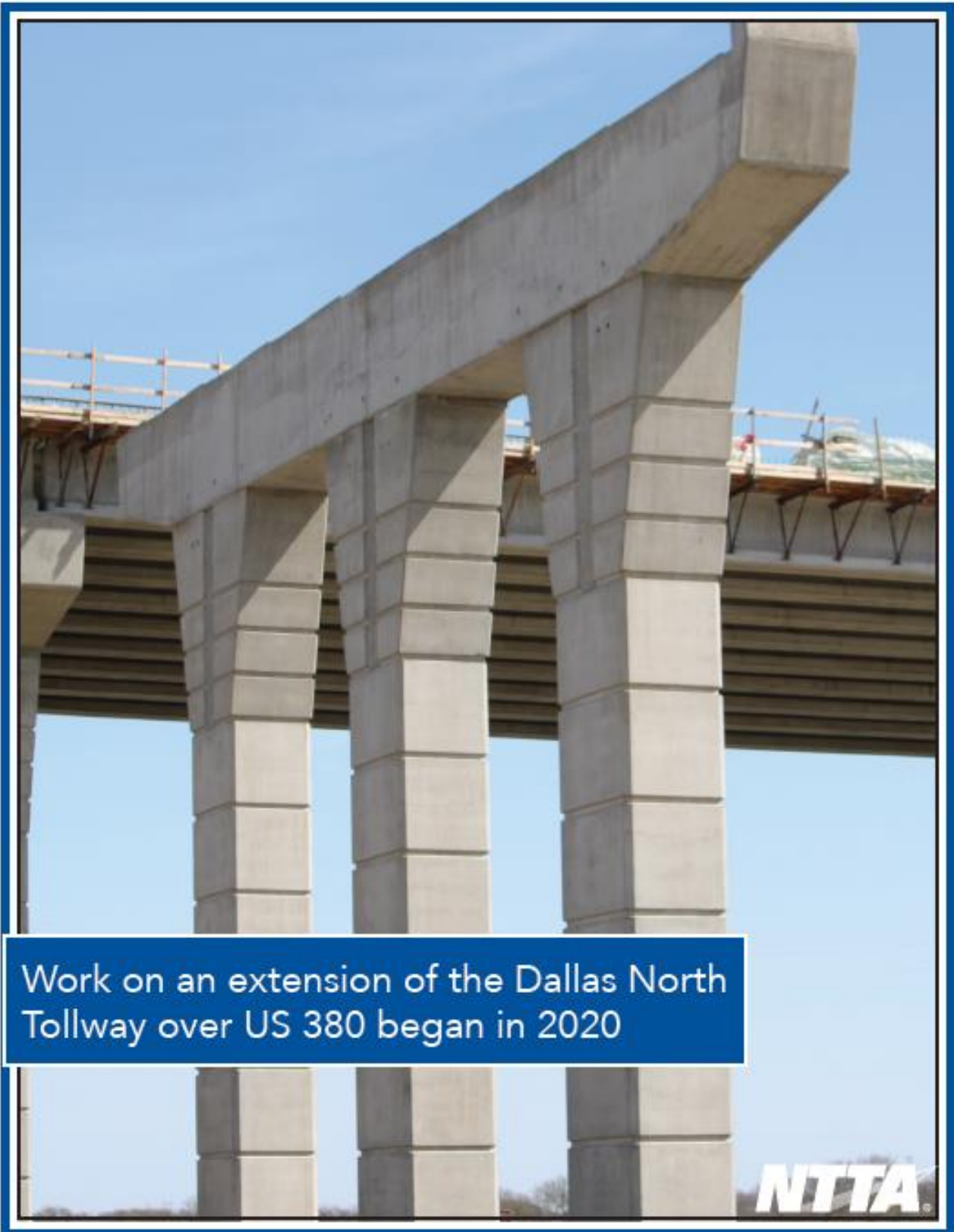
The relationship between the Authority’s departments and the major funds is illustrated below in a matrix format. The use of a fund by the department is highlighted in blue, and the percent of the budget associated with the department is shown in the square. The dollar amounts are shown in detail on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

Department	Total Agency	Reserve Maintenance	Capital Improvement
Administrative Services:			
Accounting	0.8%	0.0%	0.0%
Administration	0.3%	0.0%	0.0%
Board	0.1%	0.0%	0.0%
Human Resources	0.9%	0.0%	0.0%
Internal Audit	0.6%	0.0%	0.1%
Legal Services	1.3%	0.1%	0.2%
Procurement and Business Diversity	0.8%	0.0%	0.0%
Public Affairs	3.6%	0.0%	0.0%
Treasury Management	1.0%	0.0%	0.1%
Total Administrative Services	9.5%	0.1%	0.4%
Operational Services:			
Contact Center and Collections	45.9%	0.0%	0.0%
Information Technology	15.5%	24.5%	29.9%
Maintenance	26.5%	10.2%	2.6%
Operations	1.2%	0.0%	0.0%
Project Delivery	1.3%	64.8%	62.7%
Traffic and Incident Mgmt.	12.8%	0.3%	4.5%
Total Operational Services	103.1%	99.9%	99.6%
Shared Services	-12.6%	0.0%	0.0%
FY2023 Totals	100.0%	100.0%	100.0%

Flow of NTTA System FY2023 Revenue

The following graph shows the distribution of the FY2023 projected revenues from the Revenue Fund to the various funds in accordance with the Trust Agreement.





Work on an extension of the Dallas North Tollway over US 380 began in 2020

NTTA

FY2020 to FY2023 Revenue Detail

	FY2020	FY2021	FY2022
	Actual	Actual	Budget
TOLL REVENUE			
President George Bush Turnpike (PGBT)	\$ 272,345,855	\$ 330,574,251	\$ 354,480,100
Dallas North Tollway (DNT)	222,152,193	280,287,705	291,512,200
Sam Rayburn Tollway (SRT)	157,660,708	198,503,954	202,500,900
Chisholm Trail Parkway (CTP)	50,436,966	62,906,865	68,079,300
Lewisville Lake Toll Bridge (LLTB)	9,173,466	10,709,728	10,801,000
Mountain Creek Lake Bridge (MCLB)	1,421,796	779,627	1,513,500
360 Tollway	0	14,027,687	24,282,600
Addison Airport Tunnel Tollway (AATT)	844,898	863,773	1,026,200
Total Toll Revenues	714,035,883	898,653,591	954,195,800
INVESTMENT INCOME	14,782,457	6,062,876	6,800,000
OTHER INCOME			
Statement Fees	4,136,761	4,382,591	4,200,000
Rents & Miscellaneous Revenues	801,841	808,622	400,000
Late Fees	14,822,512	15,375,346	36,443,150
Total Other Income	19,761,114	20,566,559	41,043,150
TOTAL REVENUES	\$ 748,579,455	\$ 925,283,027	\$ 1,002,038,950

(1) Projected FY2022 toll revenue per CDM Smith revised estimate as of June 23, 2022, includes 360 Tollway; investment and other revenue estimated by staff based on May 31, 2022 actuals.

(2) Estimated FY2023 toll revenue per CDM Smith Traffic and Toll Revenue Study; investment and other revenue estimated by staff.

FY2022	FY2022	FY2023	Variance	
Projection (1)	Variance Projection to Budget	Budget (2)	Increase/(Decrease) to FY2022 Projections	% Change
\$ 373,598,466	\$ 19,118,366	\$ 381,780,900	\$ 8,182,434	2.2%
307,234,485	15,722,285	314,014,400	6,779,915	2.2%
213,422,490	10,921,590	230,657,800	17,235,310	8.1%
71,751,058	3,671,758	78,198,600	6,447,542	9.0%
11,383,536	582,536	12,307,200	923,664	8.1%
1,595,128	81,628	1,574,400	(20,728)	(1.3%)
25,592,247	1,309,647	26,086,900	494,653	1.9%
1,081,547	55,347	1,157,300	75,753	7.0%
1,005,658,956	51,463,156	1,045,777,500	40,118,544	4.0%
11,000,000	4,200,000	12,000,000	1,000,000	9.1%
4,200,000	0	4,200,000	0	0.0%
800,000	400,000	400,000	(400,000)	(50.0%)
29,920,150	(6,523,000)	42,012,225	12,092,075	40.4%
34,920,150	(6,123,000)	46,612,225	11,692,075	33.5%
\$ 1,051,579,106	\$ 49,540,156	\$1,104,389,725	\$ 52,810,619	5.0%

Revenue and Coverage Calculation FY2021 to FY2023

	FY2021	FY2022	FY2023	FY2023 to FY2022	Variance
	Actual	Budget	Budget	Amount	% Change
Gross Toll Revenue	\$1,013,012,714	\$ 1,075,688,800	\$ 1,176,827,700	\$101,138,900	9.4%
Bad Debt Expense	(114,359,122)	(121,493,000)	(131,050,200)	(9,557,200)	7.9%
Net Toll Revenue (1)	898,653,591	954,195,800	1,045,777,500	91,581,700	9.6%
Investment Income	6,062,876	6,800,000	12,000,000	5,200,000	76.5%
Other Income (2)	20,566,559	41,043,150	46,612,225	5,569,075	13.6%
Total Revenues	925,283,026	1,002,038,950	1,104,389,725	102,350,775	10.2%
REVENUE TRANSFERS TO OPERATION AND MAINTENANCE FUND					
Operating Expenses (3)	179,108,108	199,862,463	219,864,696	20,002,233	10.0%
Inter-Fund Transfers (3)		0	0	0	0.0%
Net Operating Expenses (3)	179,108,108	199,862,463	219,864,696	20,002,233	10.0%
Net Revenues for Debt Service	746,174,918	802,176,487	884,525,029	82,348,542	10.3%
DEBT SERVICE					
First Tier Debt Service	380,287,850	404,567,931	444,543,432	39,975,501	9.9%
First Tier Capitalized Interest and Credit	(18,292,526)	(18,292,527)	(18,292,527)	0	0.0%
Second Tier Debt Service	145,176,083	202,327,663	212,268,013	9,940,350	4.9%
Net Debt Service Fund	507,171,407	588,603,067	638,518,917	49,915,850	8.5%
CIF Subordinated Bonds Debt	3,962,140	8,632,627	8,631,332	(1,295)	(0.0%)
Commercial Paper/Revolving Note	1,942,223	0	0	0	0.0%
ISTEA Loan	15,322,396	15,322,396	15,322,396	0	0.0%
Total Net Debt Service	528,398,166	612,558,090	662,472,645	49,914,555	8.1%
Inter-Fund Transfer (4)	21,226,759	23,955,023	23,953,728	(1,295)	(0.0%)
Revenues Available after Debt Service	239,003,512	213,573,420	246,006,112	32,432,692	15.2%
Reserve Maintenance Fund					
Required Deposit	30,565,525	29,500,995	54,908,117	25,407,122	86.1%
Revenues Available for Capital Improvement Fund	208,437,987	184,072,425	191,097,995	7,025,570	3.8%
CIF Subordinated Debt Payment	(3,962,140)	(8,632,627)	(8,631,332)	1,295	(0.0%)
Commercial Paper/Revolving Note	(1,942,223)	0	0	0	0.0%
ISTEA Payment	(15,322,396)	(15,322,396)	(15,322,396)	0	0.0%
Revenues Available for Capital Projects	\$187,211,228	\$ 160,117,402	\$ 167,144,267	\$7,026,865	4.4%
DEBT SERVICE COVERAGE				TRUST AGREEMENT REQUIREMENT	
First Tier Coverage	2.06	2.08	2.08	1.35	
First & Second Tier Coverage	1.47	1.36	1.39	1.20	
All Debt Coverage	1.41	1.31	1.34	1.00	

(1) FY2023 Toll Revenue Estimates are based on T&R consultant estimates. (See pages 153-158)

(2) Other Income includes late fees, statement fees and miscellaneous revenues.

(3) Budgeted Operating Expenses include 100% of all costs. FY2023 Operating Expenses also include 360 Tollway, now combined into the NTTA System. The cost reimbursement for processing non-system transactions for the Enterprise fund is included as a negative cost in Shared Services.

(4) For FY2023 CIF will transfer \$24.0 million to the Bond Service Fund for Subordinated Debt and ISTEA Loan.

FY2023 Estimated Revenue and Debt Service Fund Requirements

Revenue Distribution	
Estimated Available Balance as of 1/1/2023	\$ -
Estimated FY2023 Revenues	
Toll Revenue	1,045,777,500
Other Revenue	46,612,225
Interest Income	12,000,000
Total Estimated Revenues	1,104,389,725
Required Transfers per Trust Agreement	
Operation and Maintenance Fund	(219,864,696)
Debt Service Fund	(638,518,917)
Reserve Maintenance Fund	(54,908,117)
Capital Improvement Fund	(191,097,995)
Total Estimated Transfers	(1,104,389,725)
Estimated Available Balance as of 12/31/2023	\$ -

Debt Service Fund Balance	
Debt Service Fund Available Balance as of 1/1/2023	\$ -
Debt Service Payments	
First Tier Debt Service	(426,250,904)
Second Tier Debt Service	(212,268,013)
Capital Improvement Fund Subordinated Debt	(8,631,332)
Capital Improvement Fund Commercial Paper/Revolving Note	0
Capital Improvement Fund ISTEAL Loan	(15,322,396)
Total Debt Service Payments	(662,472,645)
Required Transfers per Trust Agreement	
Revenue Distribution	\$ 638,518,917
Excess Bond Reserve Account	-
Transfer from Capital Improvement Fund	23,953,728
Total Estimated Transfers	662,472,645
Estimated Available Balance as of 12/31/2023	\$ -

Bond Reserve Account Balance*	
Estimated Available Balance as of 1/1/2023	\$ 427,802,125
Required Transfers per Trust Agreement	
First Tier Debt Service	-
Estimated Available Balance as of 12/31/2023	\$ 427,802,125

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

Summary of Fund Budgets FY2020 to FY2023

FUND	FY2020	FY2021
Operation and Maintenance Fund (1)(2)	\$ 195,480,000	\$ 183,656,659
NTTA System Construction Fund	74,458,802	0
Reserve Maintenance Fund (2)	61,391,775	51,147,202
Capital Improvement Fund (2)	239,764,867	192,435,679
360 Tollway (6)	7,771,667	2,921,644
Enterprise Fund (TSA's) (2)	23,785,417	21,608,319
Total Budgets	\$ 602,652,528	\$ 451,769,502

(1) FY2023 detail by account on pages 39-41.

(2) FY2023 detail by account for all funds combined on pages 42-45.

(3) Net change due mainly to additional planned volumes, moving back office maintenance & support into OMF, new maintenance contracts and rising cost of materials.

(4) Change mainly due to scheduling of projects and maintenance (see pages 112-123).

(5) Change due to an increase in transactions (see pages 124).

(6) 360 Tollway was combined into the NTTA System in FY2021.

				Increase (Decrease)
	FY2022	FY2023	Variance	
\$	199,862,463	\$ 219,864,696	20,002,233	(3)
	0	0	0	
	63,373,270	77,544,501	14,171,231	(4)
	157,568,118	166,374,685	8,806,567	(4)
	0	0	0	
	26,268,996	26,368,220	99,224	(5)
\$	447,072,847	\$ 490,152,102	43,079,255	

Actual, Projections & Budget for FY2020 to FY2023

	FY2020	FY2021	FY2022
	ACTUAL	ACTUAL	BUDGET
Toll Revenue (1)	\$ 714,035,883	\$ 898,653,591	\$ 954,195,800
Investment Income	14,782,457	6,062,876	6,800,000
Other Income	19,761,114	20,566,559	41,043,150
Total Revenues	748,579,455	925,283,027	1,002,038,950
ADMINISTRATIVE SERVICES (2)			
Accounting	1,727,594	1,739,551	1,782,637
Administration	571,234	538,311	712,167
Board	156,596	167,431	173,703
Human Resources	1,368,256	1,496,594	1,758,195
Internal Audit	928,661	701,235	1,153,140
Legal Services	2,337,835	2,510,482	2,823,597
Procurement and Business Diversity	1,724,541	1,451,892	1,734,055
Public Affairs	6,775,702	5,579,935	7,622,371
Treasury & Financial Planning	2,395,778	2,159,036	2,408,029
Sub-total	17,986,197	16,344,467	20,167,893
OPERATIONAL SERVICES (2)			
Contact Center and Collections	66,591,074	75,758,645	93,444,060
Information Technology	29,676,485	28,570,522	30,672,011
Maintenance	42,504,237	45,305,815	49,649,766
Operations	1,320,017	1,250,807	1,400,114
Project Delivery	2,519,281	2,325,463	2,626,506
Traffic & Incident Management	19,870,739	20,685,538	26,171,705
Sub-total	162,481,833	173,896,789	203,964,163
Shared Services (3)	(13,155,617)	(11,133,148)	(24,269,593)
Total Expenses	\$167,312,413	\$179,108,108	\$199,862,463

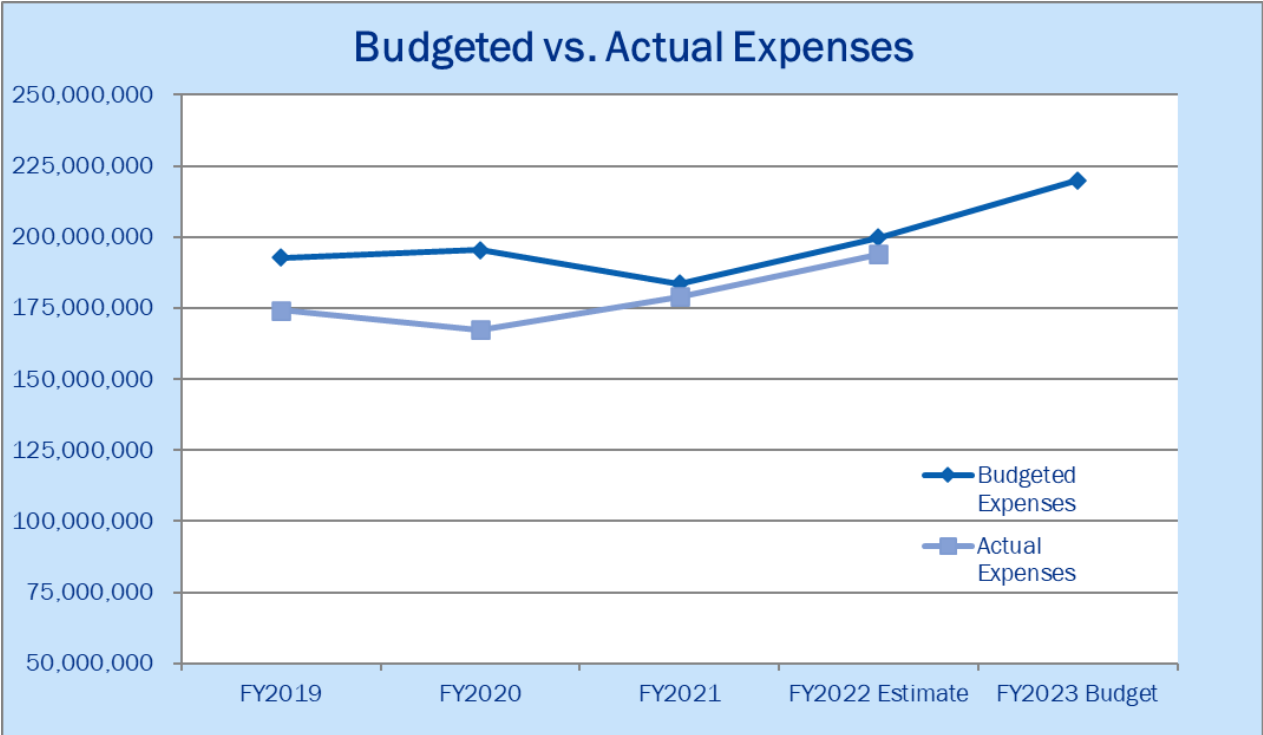
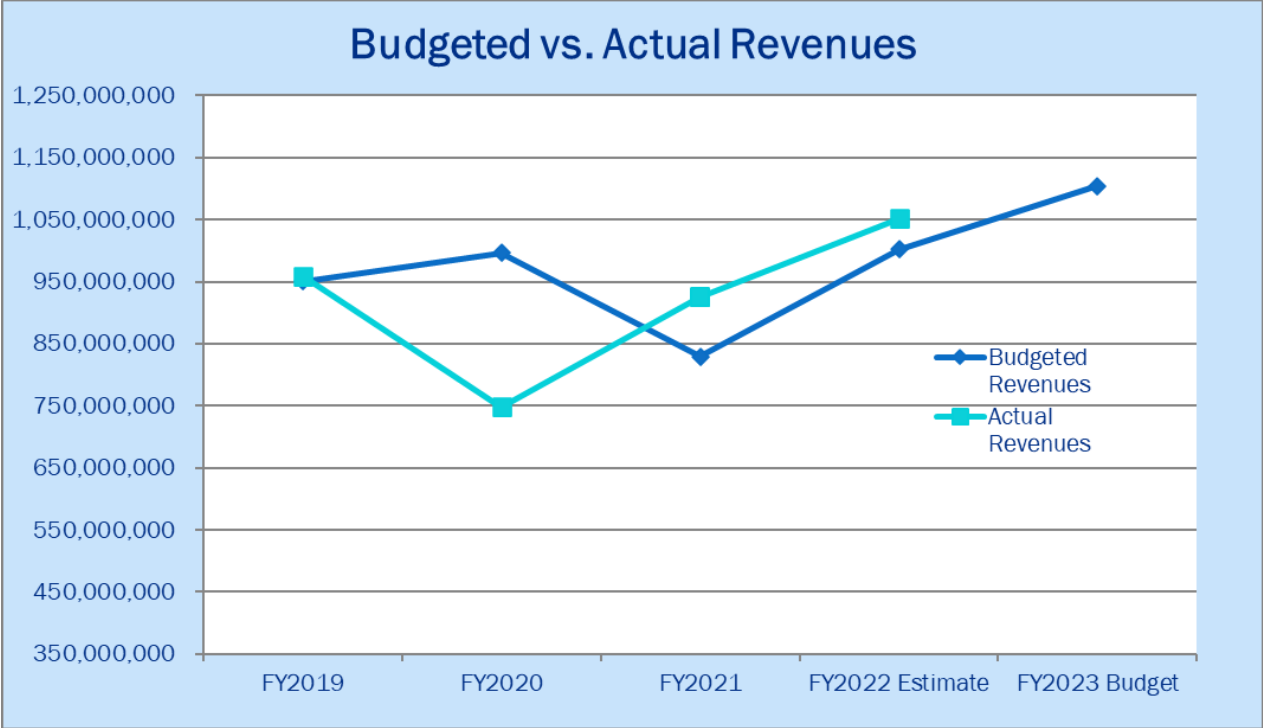
(1) FY2022 and FY2023 Budget toll revenue numbers per T&R consultant estimate. (See page 153-158 for FY2023 Budget toll revenue).

(2) FY2022 projected cost presented by account on Appendix E, pages 159-162.

(3) Shared Services includes the cost reimbursement for processing non-system transactions for the Enterprise fund and 360T for FY2020 and FY2021 Actual.

FY2022	FY2022	FY2023	Variance
PROJECTION	VARIANCE PROJECTION to BUDGET	BUDGET	Increase (Decrease) to FY2022 Projections
\$ 1,005,658,956	\$ 51,463,156	\$1,045,777,500	\$ 40,118,544
11,000,000	4,200,000	12,000,000	1,000,000
34,920,150	(6,123,000)	46,612,225	11,692,075
<u>1,051,579,106</u>	<u>49,540,156</u>	<u>1,104,389,725</u>	<u>52,810,619</u>
1,775,403	(7,234)	1,868,698	93,295
711,981	(186)	708,228	(3,753)
174,218	515	178,054	3,836
1,493,130	(265,064)	1,891,949	398,819
898,571	(254,568)	1,385,451	486,880
2,734,290	(89,307)	2,914,403	180,113
1,410,549	(323,506)	1,788,431	377,882
6,998,848	(623,523)	7,965,032	966,184
2,216,541	(191,488)	2,239,131	22,590
<u>18,413,532</u>	<u>(1,754,361)</u>	<u>20,939,376</u>	<u>2,525,844</u>
92,251,861	(1,192,199)	100,862,589	8,610,728
28,241,669	(2,430,342)	34,151,309	5,909,640
47,682,412	(1,967,354)	58,225,400	10,542,987
1,384,783	(15,331)	2,554,508	1,169,724
2,512,308	(114,198)	2,815,701	303,393
26,524,364	352,659	28,079,005	1,554,641
<u>198,597,398</u>	<u>(5,366,765)</u>	<u>226,688,512</u>	<u>28,091,114</u>
(23,009,946)	1,259,647	(27,763,192)	(4,753,246)
<u>\$ 194,000,984</u>	<u>\$ (5,861,479)</u>	<u>\$219,864,696</u>	<u>\$ 25,863,712</u>

Budget vs. Actual Revenues and Expenses Graphs



Operation and Maintenance Fund Budget by Account FY2023

Account	Accounting	Administration	Board	Human Resources	Internal Audit	Legal Services
511101-Salaries and Wages-Direct	\$1,618,080	\$519,333	\$94,763	\$1,177,811	\$941,120	\$902,674
511202-Salaries and Wages-Internship	0	0	0	50,000	0	28,410
511301-Salaries and Wage-Overtime	0	0	0	2,000	0	0
512101-Group Insurance	0	0	0	0	0	0
512401-Retirement Contributions	222,091	57,808	13,670	167,376	133,993	116,899
512501-Tuition Reimbursement	0	0	0	33,100	0	0
512601-Unemployment Insurance	0	0	0	0	0	0
512701-Worker's Comp Ins	0	0	0	0	0	0
Salaries & Benefits	1,840,172	577,142	108,433	1,430,287	1,075,113	1,047,983
521201-Consulting/ Professional	710	45,000	0	156,000	100,000	0
521202-Legal Fees	0	0	0	0	0	1,738,181
521203-Auditing Fees	0	0	0	0	185,083	0
521204-Trustee Fees	0	0	0	0	0	0
521207-Traffic Engineering Fees	0	0	0	0	0	0
521208-Police Services (DPS)	0	0	0	0	0	0
521209-Armored Car Services	0	0	0	0	0	0
523301-Recruitment	0	0	0	222,000	0	0
523851-Temporary Contract Labor	0	0	0	6,366	0	0
Consulting & Professional Services	710	45,000	0	384,366	285,083	1,738,181
521212-Outside Maintenance Services	0	0	0	0	0	0
522202-Landscaping	0	0	0	0	0	0
522301-Rentals - Land	0	0	0	0	0	0
522302-Rentals - Equipment	0	0	0	0	0	0
523801-Licenses	644	0	0	0	1,055	0
531102-Other Materials and Supplies	0	0	0	0	0	0
531107-Motor Fuel Expense	0	0	0	0	0	0
531211-Water	0	0	0	0	0	0
531221-Gas	0	0	0	0	0	0
531231-Electricity	0	0	0	0	0	0
531601-Small Tools and Shop Supplies	0	0	0	0	0	0
531701-Uniforms	0	0	0	0	0	0
Maintenance	644	0	0	0	1,055	0
523201-Postage	0	0	0	0	0	0
523202-Telecommunications	0	0	0	0	0	0
523701-Education and Training	3,823	2,628	0	41,000	12,000	3,423
531103-Mobile Equipment Expense	0	0	0	0	0	0
531501-Inven for resale(toll tags)	0	0	0	0	0	0
531651-Software	0	0	0	0	0	0
573002-Credit Card Fees	0	0	0	0	0	0
Operations	3,823	2,628	0	41,000	12,000	3,423
523203-Public Information Fees	0	0	0	0	0	0
523302-Digital_Out of Home	0	0	0	0	0	0
523303-Television & Radio	0	0	0	0	0	0
523304-Promotional Expenses	164	0	0	14,500	0	0
523401-Printing and Photographic	2,900	0	0	0	0	0
523402-Maps & Pamphlets	0	0	0	0	0	0
Business & Marketing	3,064	0	0	14,500	0	0
521101-Meeting Expense	2,308	3,000	51,918	9,000	1,000	2,300
523101-Insurance Expense - Other	0	0	0	0	0	0
523305-Employee Appreciation	0	0	0	0	0	0
523501-Travel	5,826	20,000	4,926	2,000	5,000	2,804
523601-Dues & Subscriptions	6,289	60,000	9,500	5,350	5,100	77,111
523902-Liability Claims	0	0	0	0	0	0
531101-Office Supplies	5,442	400	2,020	4,963	850	42,129
531105-Freight and Express	420	58	1,257	483	0	472
531401-Books & Periodicals	0	0	0	0	250	0
573001-Bank Charges	0	0	0	0	0	0
Administrative	20,285	83,458	69,621	21,796	12,200	124,816
Enterprise Fund (Regional Tolling Services)	0	0	0	0	0	0
Totals	\$1,868,698	\$708,228	\$178,054	\$1,891,949	\$1,385,451	\$2,914,403

Account	Procurement and Business Diversity	Public Affairs	Shared Services	Treasury & Financial Planning	Contact Center and Collections	Information Technology	Maintenance
511101-Salaries and Wages-Direct	\$1,367,493	\$1,512,228	(\$4,686,641)	\$976,875	\$13,406,515	\$8,657,139	\$10,181,441
511202-Salaries and Wages-Internship	0	0	0	0	0	0	0
511301-Salaries and Wage-Overtime	0	721	0	0	343,020	88,215	309,306
512101-Group Insurance	0	0	2,626,848	0	0	0	0
512401-Retirement Contributions	195,553	216,538	0	140,906	1,925,046	1,204,368	1,429,812
512501-Tuition Reimbursement	0	0	0	0	0	0	0
512601-Unemployment Insurance	0	0	123,661	0	0	0	0
512701-Worker's Comp Ins	0	0	251,522	0	0	0	0
Salaries & Benefits	1,563,046	1,729,487	(1,684,610)	1,117,781	15,674,582	9,949,722	11,920,559
521201-Consulting/ Professional	0	1,968,224	42,000	360,000	14,331,088	0	400,000
521202-Legal Fees	0	0	0	0	0	0	0
521203-Auditing Fees	0	0	0	0	0	0	0
521204-Trustee Fees	0	0	0	100,000	0	0	0
521207-Traffic Engineering Fees	0	0	0	600,000	0	0	0
521208-Police Services (DPS)	0	0	0	0	0	0	0
521209-Armored Car Services	0	0	0	0	50,142	0	0
523301-Recruitment	0	0	0	0	0	0	0
523851-Temporary Contract Labor	0	0	0	0	17,000,000	90,000	77,000
Consulting & Professional Services	0	1,968,224	42,000	1,060,000	31,381,230	90,000	477,000
521212-Outside Maintenance Services	0	0	0	0	0	11,065,703	32,139,085
522202-Landscaping	0	0	0	0	0	0	66,425
522301-Rentals - Land	0	0	0	0	0	0	340,000
522302-Rentals - Equipment	0	0	0	0	35,200	0	53,850
523801-Licenses	0	0	0	0	0	0	9,473
531102-Other Materials and Supplies	0	948	0	0	0	64,000	5,241,925
531107-Motor Fuel Expense	0	0	0	0	0	0	2,010,000
531211-Water	0	0	0	0	0	0	883,696
531221-Gas	0	0	0	0	0	0	29,108
531231-Electricity	0	0	0	0	0	0	2,900,000
531601-Small Tools and Shop Supplies	0	0	0	0	0	0	132,742
531701-Uniforms	0	1,685	0	0	30,216	0	217,000
Maintenance	0	2,633	0	0	65,416	11,129,703	44,023,304
523201-Postage	0	0	0	0	15,266,478	0	0
523202-Telecommunications	0	0	0	0	0	1,831,100	355,000
523701-Education and Training	13,844	11,454	0	1,821	29,200	77,500	43,302
531103-Mobile Equipment Expense	0	0	0	0	0	0	1,324,400
531501-Inven for resale(toll tags)	0	0	0	0	6,500,000	0	0
531651-Software	0	0	0	0	0	10,998,434	0
573002-Credit Card Fees	0	0	0	0	30,889,110	0	0
Operations	13,844	11,454	0	1,821	52,684,788	12,907,034	1,722,702
523203-Public Information Fees	13,369	0	0	0	0	0	0
523302-Digital_Out of Home	0	1,618,782	0	0	0	0	0
523303-Television & Radio	0	1,250,499	0	0	0	0	0
523304-Promotional Expenses	106,800	1,245,841	0	0	252,382	0	0
523401-Printing and Photographic	0	5,931	0	6,186	184,894	0	0
523402-Maps & Pamphlets	0	25	0	0	0	0	0
Business & Marketing	120,169	4,121,078	0	6,186	437,276	0	0
521101-Meeting Expense	1,581	8,902	0	0	33,440	0	7,100
523101-Insurance Expense - Other	0	0	0	0	0	0	0
523305-Employee Appreciation	0	54,678	0	0	0	0	0
523501-Travel	15,620	45,822	0	1,633	19,749	47,500	22,100
523601-Dues & Subscriptions	68,397	16,839	1,562	475	4,429	5,150	32,635
523902-Liability Claims	0	0	0	0	0	0	0
531101-Office Supplies	5,684	5,583	246,076	883	52,611	22,200	19,600
531105-Freight and Express	90	332	0	352	8,250	0	400
531401-Books & Periodicals	0	0	0	0	0	0	0
573001-Bank Charges	0	0	0	50,000	500,818	0	0
Administrative	91,372	132,156	247,638	53,343	619,297	74,850	81,835
Enterprise Fund (Regional Tolling Services)	0	0	(26,368,220)	0	0	0	0
Totals	\$1,788,431	\$7,965,032	(\$27,763,192)	\$2,239,131	\$100,862,589	\$34,151,309	\$58,225,400

Account	Operations	Project Delivery	Traffic & Incident Mgmt	FY2023 Budget	FY2022 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
511101-Salaries and Wages-Direct	\$2,075,473	\$2,457,676	\$7,180,792	\$48,382,773	\$47,960,753	\$422,019	0.9%
511202-Salaries and Wages-Internship	0	0	0	78,410	0	78,410	0.0%
511301-Salaries and Wage-Overtime	0	0	23,270	766,532	764,676	1,856	0.2%
512101-Group Insurance	0	0	0	2,626,848	2,579,020	47,828	1.9%
512401-Retirement Contributions	289,011	337,767	1,025,899	7,476,738	7,642,821	(166,083)	(2.2%)
512501-Tuition Reimbursement	0	0	0	33,100	11,770	21,330	181.2%
512601-Unemployment Insurance	0	0	0	123,661	123,661	0	0.0%
512701-Worker's Comp Ins	0	0	0	251,522	251,522	0	0.0%
Salaries & Benefits	2,364,484	2,795,443	8,229,961	59,739,584	59,334,224	405,360	0.7%
521201-Consulting/ Professional	64,000	0	36,500	17,503,522	17,861,285	(357,763)	(2.0%)
521202-Legal Fees	0	0	0	1,738,181	1,738,181	0	0.0%
521203-Auditing Fees	0	0	0	185,083	185,083	0	0.0%
521204-Trustee Fees	0	0	0	100,000	280,031	(180,031)	(64.3%)
521207-Traffic Engineering Fees	0	0	0	600,000	600,000	0	0.0%
521208-Police Services (DPS)	0	0	12,223,499	12,223,499	10,691,041	1,532,458	14.3%
521209-Armored Car Services	0	0	0	50,142	50,142	0	0.0%
523301-Recruitment	0	0	0	222,000	157,820	64,180	40.7%
523851-Temporary Contract Labor	0	0	0	17,173,366	16,173,366	1,000,000	6.2%
Consulting & Professional Services	64,000	0	12,259,999	49,795,793	47,736,949	2,058,844	4.3%
521212-Outside Maintenance Services	0	0	51,542	43,256,330	34,740,337	8,515,993	24.5%
522202-Landscaping	0	0	0	66,425	61,500	4,925	8.0%
522301-Rentals - Land	0	0	0	340,000	318,752	21,248	6.7%
522302-Rentals - Equipment	0	0	0	89,050	162,754	(73,704)	(45.3%)
523801-Licenses	0	667	0	11,839	9,664	2,175	22.5%
531102-Other Materials and Supplies	0	0	126,755	5,433,628	3,757,954	1,675,674	44.6%
531107-Motor Fuel Expense	0	0	0	2,010,000	1,223,000	787,000	64.3%
531211-Water	0	0	0	883,696	883,696	0	0.0%
531221-Gas	0	0	0	29,108	29,108	0	0.0%
531231-Electricity	0	0	0	2,900,000	2,288,029	611,971	26.7%
531601-Small Tools and Shop Supplies	0	0	0	132,742	181,234	(48,492)	(26.8%)
531701-Uniforms	0	0	96,492	345,393	299,356	46,037	15.4%
Maintenance	0	667	274,789	55,498,211	43,955,384	11,542,827	26.3%
523201-Postage	0	0	0	15,266,478	12,900,000	2,366,478	18.3%
523202-Telecommunications	0	0	0	2,186,100	2,154,912	31,188	1.4%
523701-Education and Training	12,209	10,486	25,837	288,527	171,171	117,356	68.6%
531103-Mobile Equipment Expense	0	0	0	1,324,400	1,125,022	199,378	17.7%
531501-Inven for resale(toll tags)	0	0	0	6,500,000	6,200,000	300,000	4.8%
531651-Software	0	0	0	10,998,434	11,584,903	(586,469)	(5.1%)
573002-Credit Card Fees	0	0	0	30,889,110	27,441,513	3,447,597	12.6%
Operations	12,209	10,486	25,837	67,453,049	61,577,521	5,875,528	9.5%
523203-Public Information Fees	0	0	0	13,369	13,369	0	0.0%
523302-Digital_Out of Home	0	0	0	1,618,782	1,618,782	0	0.0%
523303-Television & Radio	0	0	0	1,250,499	1,250,499	0	0.0%
523304-Promotional Expenses	0	0	5,080	1,624,767	1,672,490	(47,723)	(2.9%)
523401-Printing and Photographic	0	0	0	199,911	161,266	38,645	24.0%
523402-Maps & Pamphlets	0	0	0	25	16,155	(16,130)	(99.8%)
Business & Marketing	0	0	5,080	4,707,353	4,732,561	(25,208)	(0.5%)
521101-Meeting Expense	1,000	500	1,000	123,049	95,402	27,647	29.0%
523101-Insurance Expense - Other	0	0	7,248,478	7,248,478	7,248,478	0	0.0%
523305-Employee Appreciation	0	0	0	54,678	331	54,347	16419.0%
523501-Travel	40,900	5,000	9,295	248,175	110,868	137,307	123.8%
523601-Dues & Subscriptions	16,700	1,157	4,805	315,499	303,003	12,496	4.1%
523902-Liability Claims	0	0	9,800	9,800	6,182	3,618	58.5%
531101-Office Supplies	55,000	2,041	9,854	475,336	462,910	12,426	2.7%
531105-Freight and Express	215	407	106	12,842	12,169	673	5.5%
531401-Books & Periodicals	0	0	0	250	250	0	0.0%
573001-Bank Charges	0	0	0	550,818	555,226	(4,408)	(0.8%)
Administrative	113,815	9,105	7,283,338	9,038,925	8,794,819	244,106	2.8%
Enterprise Fund (Regional Tolling Services)	0	0	0	(26,368,220)	(26,268,996)	(99,224)	0.4%
Totals	\$2,554,508	\$2,815,701	\$28,079,005	\$219,864,696	\$199,862,463	\$20,002,233	10.0%

All Funds Budget by Account FY2023

Account	Accounting	Administration	Board	Human Resources	Internal Audit
511101-Salaries and Wages-Direct	\$1,618,080	\$519,333	\$94,763	\$1,177,811	\$941,120
511202-Salaries and Wages-Internship	0	0	0	50,000	0
511301-Salaries and Wage-Overtime	0	0	0	2,000	0
512101-Group Insurance	0	0	0	0	0
512401-Retirement Contributions	222,091	57,808	13,670	167,376	133,993
512501-Tuition Reimbursement	0	0	0	33,100	0
512601-Unemployment Insurance	0	0	0	0	0
512701-Worker's Comp Ins	0	0	0	0	0
521101-Meeting Expense	2,308	3,000	51,918	9,000	1,000
521201-Consulting/Professional	710	45,000	0	156,000	100,000
521202-Legal Fees	0	0	0	0	0
521203-Auditing Fees	0	0	0	0	289,753
521204-Trustee Fees	0	0	0	0	0
521205-Rating Agency Fees	0	0	0	0	0
521207-Traffic Engineering Fees	0	0	0	0	0
521208-Police Services (DPS)	0	0	0	0	0
521209-Armored Car Services	0	0	0	0	0
521212-Outside Maintenance Services	0	0	0	0	0
521213-General Engineering	0	0	0	0	0
521301-Consulting/Profess Serv Tech	0	0	0	0	0
522201-Repairs and Maintenance	0	0	0	0	0
522202-Landscaping	0	0	0	0	0
522203-Signing Expense	0	0	0	0	0
522204-Pavement Markings	0	0	0	0	0
522205-Pavement & Shoulders	0	0	0	0	0
522206-Bridge Repairs	0	0	0	0	0
522301-Rentals - Land	0	0	0	0	0
522302-Rentals - Equipment	0	0	0	0	0
523101-Insurance Expense - Other	0	0	0	0	0
523201-Postage	0	0	0	0	0
523202-Telecommunications	0	0	0	0	0
523203-Public Information Fees	0	0	0	0	0
523301-Recruitment	0	0	0	222,000	0
523302-Digital_Out of Home	0	0	0	0	0
523303-Television & Radio	0	0	0	0	0
523304-Promotional Expenses	164	0	0	14,500	0
523305-Employee Appreciation	0	0	0	0	0
523401-Printing and Photographic	2,900	0	0	0	0
523402-Maps & Pamphlets	0	0	0	0	0
523501-Travel	5,826	20,000	4,926	2,000	5,000
523601-Dues & Subscriptions	6,289	60,000	9,500	5,350	5,100
523701-Education and Training	3,823	2,628	0	41,000	12,000
523801-Licenses	644	0	0	0	1,055
523851-Temporary Contract Labor	0	0	0	6,366	0
523902-Liability Claims	0	0	0	0	0
531101-Office Supplies	5,442	400	2,020	4,963	850
531102-Other Materials and Supplies	0	0	0	0	0
531103-Mobile Equipment Expense	0	0	0	0	0
531105-Freight and Express	420	58	1,257	483	0
531106-Electronic Supplies	0	0	0	0	0
531107-Motor Fuel Expense	0	0	0	0	0
531211-Water	0	0	0	0	0
531221-Gas	0	0	0	0	0
531231-Electricity	0	0	0	0	0
531261-Utility Relocation Costs	0	0	0	0	0
531401-Books & Periodicals	0	0	0	0	250
531501-Inven for resale(toll tags)	0	0	0	0	0
531601-Small Tools and Shop Supplies	0	0	0	0	0
531611-Machinery	0	0	0	0	0
531621-Vehicles	0	0	0	0	0
531641-Computers	0	0	0	0	0
531651-Software	0	0	0	0	0
531701-Uniforms	0	0	0	0	0
541301-Buildings	0	0	0	0	0
541302-Building Improvements	0	0	0	0	0
541401-Infrastructure Rdway/Hwy/Bridg	0	0	0	0	0
541402-Infrastructure Right-of-Way	0	0	0	0	0
541403-Infrastructure-Other	0	0	0	0	0
573001-Bank Charges	0	0	0	0	0
573002-Credit Card Fees	0	0	0	0	0
173003-Right of Way (06)	0	0	0	0	0
Totals	\$1,868,698	\$708,228	\$178,054	\$1,891,949	\$1,490,121

Account	Legal Services	Procurement and Business Diversity	Public Affairs	Shared Services	Treasury & Financial Planning
511101-Salaries and Wages-Direct	\$902,674	\$1,367,493	\$1,512,228	(\$4,686,641)	\$976,875
511202-Salaries and Wages-Internship	28,410	0	0	0	0
511301-Salaries and Wage-Overtime	0	0	721	0	0
512101-Group Insurance	0	0	0	2,626,848	0
512401-Retirement Contributions	116,899	195,553	216,538	0	140,906
512501-Tuition Reimbursement	0	0	0	0	0
512601-Unemployment Insurance	0	0	0	123,661	0
512701-Worker's Comp Ins	0	0	0	251,522	0
521101-Meeting Expense	2,300	1,581	8,902	0	0
521201-Consulting/Professional	0	0	1,968,224	42,000	427,900
521202-Legal Fees	2,028,181	0	0	0	0
521203-Auditing Fees	0	0	0	0	0
521204-Trustee Fees	0	0	0	0	175,000
521205-Rating Agency Fees	0	0	0	0	91,000
521207-Traffic Engineering Fees	0	0	0	0	600,000
521208-Police Services (DPS)	0	0	0	0	0
521209-Armored Car Services	0	0	0	0	0
521212-Outside Maintenance Services	0	0	0	0	0
521213-General Engineering	0	0	0	0	0
521301-Consulting/Profess Serv Tech	0	0	0	0	0
522201-Repairs and Maintenance	0	0	0	0	0
522202-Landscaping	0	0	0	0	0
522203-Signing Expense	0	0	0	0	0
522204-Pavement Markings	0	0	0	0	0
522205-Pavement & Shoulders	0	0	0	0	0
522206-Bridge Repairs	0	0	0	0	0
522301-Rentals - Land	0	0	0	0	0
522302-Rentals - Equipment	0	0	0	0	0
523101-Insurance Expense - Other	0	0	0	0	0
523201-Postage	0	0	0	0	0
523202-Telecommunications	0	0	0	0	0
523203-Public Information Fees	0	44,369	0	0	0
523301-Recruitment	0	0	0	0	0
523302-Digital_Out of Home	0	0	1,618,782	0	0
523303-Television & Radio	0	0	1,250,499	0	0
523304-Promotional Expenses	0	106,800	1,245,841	0	0
523305-Employee Appreciation	0	0	54,678	0	0
523401-Printing and Photographic	0	0	5,931	0	6,186
523402-Maps & Pamphlets	0	0	25	0	0
523501-Travel	2,804	15,620	45,822	0	1,633
523601-Dues & Subscriptions	77,111	68,397	16,839	1,562	475
523701-Education and Training	3,423	13,844	11,454	0	1,821
523801-Licenses	0	0	0	0	0
523851-Temporary Contract Labor	0	0	0	0	0
523902-Liability Claims	0	0	0	0	0
531101-Office Supplies	42,129	5,684	5,583	246,076	883
531102-Other Materials and Supplies	0	0	948	0	0
531103-Mobile Equipment Expense	0	0	0	0	0
531105-Freight and Express	472	90	332	0	352
531106-Electronic Supplies	0	0	0	0	0
531107-Motor Fuel Expense	0	0	0	0	0
531211-Water	0	0	0	0	0
531221-Gas	0	0	0	0	0
531231-Electricity	0	0	0	0	0
531261-Utility Relocation Costs	0	0	0	0	0
531401-Books & Periodicals	0	0	0	0	0
531501-Inven for resale(toll tags)	0	0	0	0	0
531601-Small Tools and Shop Supplies	0	0	0	0	0
531611-Machinery	0	0	0	0	0
531621-Vehicles	0	0	0	0	0
531641-Computers	0	0	0	0	0
531651-Software	0	0	0	0	0
531701-Uniforms	0	0	1,685	0	0
541301-Buildings	0	0	0	0	0
541302-Building Improvements	0	0	0	0	0
541401-Infrastructure Rdway/Hwy/Bridg	0	0	0	0	0
541402-Infrastructure Right -of -Way	0	0	0	0	0
541403-Infrastructure-Other	0	0	0	0	0
573001-Bank Charges	0	0	0	0	50,000
573002-Credit Card Fees	0	0	0	0	0
173003-Right of Way (06)	0	0	0	0	0
Totals	\$3,204,403	\$1,819,431	\$7,965,032	(\$1,394,972)	\$2,473,031

Account	Contact Center and Collections	Information Technology	Maintenance	Operations
511101-Salaries and Wages-Direct	\$13,406,515	\$8,657,139	\$10,181,441	\$2,075,473
511202-Salaries and Wages-Internship	0	0	0	0
511301-Salaries and Wage-Overtime	343,020	88,215	309,306	0
512101-Group Insurance	0	0	0	0
512401-Retirement Contributions	1,925,046	1,204,368	1,429,812	289,011
512501-Tuition Reimbursement	0	0	0	0
512601-Unemployment Insurance	0	0	0	0
512701-Worker's Comp Ins	0	0	0	0
521101-Meeting Expense	33,440	0	7,100	1,000
521201-Consulting/Professional	14,331,088	576,000	400,000	64,000
521202-Legal Fees	0	0	0	0
521203-Auditing Fees	0	0	0	0
521204-Trustee Fees	0	0	0	0
521205-Rating Agency Fees	0	0	0	0
521207-Traffic Engineering Fees	0	0	0	0
521208-Police Services (DPS)	0	0	0	0
521209-Armored Car Services	50,142	0	0	0
521212-Outside Maintenance Services	0	11,065,703	32,139,085	0
521213-General Engineering	0	0	0	0
521301-Consulting/Profess Serv Tech	0	31,867,354	0	0
522201-Repairs and Maintenance	0	0	675,455	0
522202-Landscaping	0	0	616,425	0
522203-Signing Expense	0	0	0	0
522204-Pavement Markings	0	0	0	0
522205-Pavement & Shoulders	0	0	0	0
522206-Bridge Repairs	0	0	0	0
522301-Rentals - Land	0	0	340,000	0
522302-Rentals - Equipment	35,200	0	53,850	0
523101-Insurance Expense - Other	0	0	0	0
523201-Postage	15,266,478	0	0	0
523202-Telecommunications	0	1,831,100	355,000	0
523203-Public Information Fees	0	0	0	0
523301-Recruitment	0	0	0	0
523302-Digital_Out of Home	0	0	0	0
523303-Television & Radio	0	0	0	0
523304-Promotional Expenses	252,382	0	0	0
523305-Employee Appreciation	0	0	0	0
523401-Printing and Photographic	184,894	0	0	0
523402-Maps & Pamphlets	0	0	0	0
523501-Travel	19,749	47,500	22,100	40,900
523601-Dues & Subscriptions	4,429	5,150	32,635	16,700
523701-Education and Training	29,200	77,500	43,302	12,209
523801-Licenses	0	0	9,473	0
523851-Temporary Contract Labor	17,000,000	90,000	77,000	0
523902-Liability Claims	0	0	0	0
531101-Office Supplies	52,611	22,200	19,600	55,000
531102-Other Materials and Supplies	0	64,000	5,241,925	0
531103-Mobile Equipment Expense	0	0	1,324,400	0
531105-Freight and Express	8,250	0	400	215
531106-Electronic Supplies	0	1,888,500	0	0
531107-Motor Fuel Expense	0	0	2,010,000	0
531211-Water	0	0	883,696	0
531221-Gas	0	0	29,108	0
531231-Electricity	0	0	2,900,000	0
531261-Utility Relocation Costs	0	0	0	0
531401-Books & Periodicals	0	0	0	0
531501-Inven for resale(toll tags)	6,500,000	0	0	0
531601-Small Tools and Shop Supplies	0	0	132,742	0
531611-Machinery	0	0	572,500	0
531621-Vehicles	0	0	3,031,000	0
531641-Computers	0	18,471,500	0	0
531651-Software	0	20,470,314	0	0
531701-Uniforms	30,216	0	217,000	0
541301-Buildings	0	0	4,407,107	0
541302-Building Improvements	0	0	3,085,000	0
541401-Infrastructure Rdway/Hwy/Bridg	0	6,000,000	0	0
541402-Infrastructure Right -of -Way	0	0	0	0
541403-Infrastructure-Other	0	450,000	0	0
573001-Bank Charges	500,818	0	0	0
573002-Credit Card Fees	30,889,110	0	0	0
173003-Right of Way (06)	0	0	0	0
Totals	\$100,862,589	\$102,876,543	\$70,546,462	\$2,554,508

Account	Traffic & Incident		FY2023	FY2022	Increase or (Decrease)	Increase or (Decrease)
	Project Delivery	Mgmt	Budget	Budget	Amount	Percent
511101-Salaries and Wages-Direct	\$2,457,676	\$7,180,792	\$48,382,773	\$47,960,753	\$422,019	0.9%
511202-Salaries and Wages-Internship	0	0	78,410	0	78,410	100.0%
511301-Salaries and Wage-Overtime	0	23,270	766,532	764,676	1,856	0.2%
512101-Group Insurance	0	0	2,626,848	2,579,020	47,828	1.9%
512401-Retirement Contributions	337,767	1,025,899	7,476,738	7,642,821	(166,083)	(2.2%)
512501-Tuition Reimbursement	0	0	33,100	11,770	21,330	181.2%
512601-Unemployment Insurance	0	0	123,661	123,661	0	0.0%
512701-Worker's Comp Ins	0	0	251,522	251,522	0	0.0%
521101-Meeting Expense	500	1,000	123,049	95,402	27,647	29.0%
521201-Consulting/Professional	0	36,500	18,147,422	18,504,185	(356,763)	(1.9%)
521202-Legal Fees	0	0	2,028,181	2,028,181	0	0.0%
521203-Auditing Fees	0	0	289,753	289,753	0	0.0%
521204-Trustee Fees	0	0	175,000	469,531	(294,531)	(62.7%)
521205-Rating Agency Fees	0	0	91,000	91,000	0	0.0%
521207-Traffic Engineering Fees	0	575,000	1,175,000	1,600,000	(425,000)	(26.6%)
521208-Police Services (DPS)	0	12,223,499	12,223,499	10,691,041	1,532,458	14.3%
521209-Armored Car Services	0	0	50,142	50,142	0	0.0%
521212-Outside Maintenance Services	0	51,542	43,256,330	34,740,337	8,515,993	24.5%
521213-General Engineering	37,361,565	0	37,361,565	40,794,758	(3,433,193)	(8.4%)
521301-Consulting/Profess Serv Tech	3,478,262	0	35,345,616	33,771,899	1,573,717	4.7%
522201-Repairs and Maintenance	0	0	675,455	0	675,455	100.0%
522202-Landscaping	0	0	616,425	611,500	4,925	0.8%
522203-Signing Expense	4,215,000	0	4,215,000	3,289,700	925,300	28.1%
522204-Pavement Markings	5,921,381	0	5,921,381	7,637,835	(1,716,454)	(22.5%)
522205-Pavement & Shoulders	6,400,198	0	6,400,198	4,906,100	1,494,098	30.5%
522206-Bridge Repairs	6,275,000	0	6,275,000	2,721,400	3,553,600	130.6%
522301-Rentals - Land	0	0	340,000	318,752	21,248	6.7%
522302-Rentals - Equipment	0	0	89,050	162,754	(73,704)	(45.3%)
523101-Insurance Expense - Other	0	7,248,478	7,248,478	7,248,478	0	0.0%
523201-Postage	0	0	15,266,478	12,900,000	2,366,478	18.3%
523202-Telecommunications	0	0	2,186,100	2,154,912	31,188	1.4%
523203-Public Information Fees	0	0	44,369	44,369	0	0.0%
523301-Recruitment	0	0	222,000	157,820	64,180	40.7%
523302-Digital_Out of Home	0	0	1,618,782	1,618,782	0	0.0%
523303-Television & Radio	0	0	1,250,499	1,250,499	0	0.0%
523304-Promotional Expenses	0	5,080	1,624,767	1,672,490	(47,723)	(2.9%)
523305-Employee Appreciation	0	0	54,678	331	54,347	16419.0%
523401-Printing and Photographic	0	0	199,911	161,266	38,645	24.0%
523402-Maps & Pamphlets	0	0	25	16,155	(16,130)	(99.8%)
523501-Travel	5,000	9,295	248,175	110,868	137,307	123.8%
523601-Dues & Subscriptions	1,157	4,805	315,499	303,003	12,496	4.1%
523701-Education and Training	10,486	25,837	288,527	171,171	117,356	68.6%
523801-Licenses	667	0	11,839	9,664	2,175	22.5%
523851-Temporary Contract Labor	0	0	17,173,366	16,173,366	1,000,000	6.2%
523902-Liability Claims	0	9,800	9,800	6,182	3,618	58.5%
531101-Office Supplies	2,041	9,854	475,336	462,910	12,426	2.7%
531102-Other Materials and Supplies	0	126,755	5,433,628	3,757,954	1,675,674	44.6%
531103-Mobile Equipment Expense	0	0	1,324,400	1,125,022	199,378	17.7%
531105-Freight and Express	407	106	12,842	12,169	673	5.5%
531106-Electronic Supplies	0	0	1,888,500	1,888,500	0	0.0%
531107-Motor Fuel Expense	0	0	2,010,000	1,223,000	787,000	64.3%
531211-Water	0	0	883,696	883,696	0	0.0%
531221-Gas	0	0	29,108	29,108	0	0.0%
531231-Electricity	0	0	2,900,000	2,288,029	611,971	26.7%
531261-Utility Relocation Costs	948,750	0	948,750	983,348	(34,598)	(3.5%)
531401-Books & Periodicals	0	0	250	250	0	0.0%
531501-Inven for resale(toll tags)	0	0	6,500,000	6,200,000	300,000	4.8%
531601-Small Tools and Shop Supplies	0	75,000	207,742	256,234	(48,492)	(18.9%)
531611-Machinery	0	0	572,500	307,000	265,500	86.5%
531621-Vehicles	0	0	3,031,000	3,288,000	(257,000)	(7.8%)
531641-Computers	0	0	18,471,500	21,692,500	(3,221,000)	(14.8%)
531651-Software	0	0	20,470,314	26,515,973	(6,045,659)	(22.8%)
531701-Uniforms	0	96,492	345,393	299,356	46,037	15.4%
541301-Buildings	0	0	4,407,107	0	4,407,107	100.0%
541302-Building Improvements	0	0	3,085,000	8,075,000	(4,990,000)	(61.8%)
541401-Infrastructure Rdway/Hwy/Bridg	89,654,164	7,035,000	102,689,164	72,280,208	30,408,956	42.1%
541402-Infrastructure Right -of -Way	224,000	0	224,000	0	224,000	100.0%
541403-Infrastructure-Other	0	0	450,000	1,400,000	(950,000)	(67.9%)
573001-Bank Charges	0	0	550,818	555,226	(4,408)	(0.8%)
573002-Credit Card Fees	0	0	30,889,110	27,441,513	3,447,597	12.6%
173003-Right of Way (06)	50,000	0	50,000	0	50,000	100.0%
Totals	\$157,344,021	\$35,764,005	\$490,152,102	\$447,072,847	\$43,079,255	9.6%

FY2023 Staffing Summary

	FY2022 Budget			FY2023 Budget		
	Approved	Changes	Ending	Additions	Full Time *	Part Time
ADMINISTRATIVE SERVICES						
Accounting	15	-	15	-	15	1
Administration	2	-	2	-	2	-
Board	1	-	1	-	1	-
Human Resources	14	-	14	-	14	-
Internal Audit	8	-	8	-	8	-
Legal Services	7	-	7	-	7	-
Procurement and Business Diversity	17	-	17	-	17	-
Public Affairs	17	-	17	-	17	-
Treasury Management	9	-	9	-	9	-
Total Administrative Services	90	-	90	-	90	1
OPERATIONAL SERVICES						
Contact Center and Collections	305	-	305	-	305	-
Information Technology	96	(8)	88	3	91	-
Maintenance	193	-	193	-	193	-
Operations	8	8	16	-	16	-
Project Delivery	19	-	19	-	19	-
Traffic & Incident Management	141	-	141	-	141	-
Total Operational Services	762	-	762	3	765	-
Total	852	-	852	3	855	1

* Total full time positions are 855 however, the FY2023 budget only includes funding for 831. This is due to a hiring freeze implemented on 24 positions to help respond to the impact of the pandemic.

No Changes

Accounting, Administration, Board, Contact Center and Collections, Human Resources, Legal Services, Procurement and Business Diversity, Public Affairs and Treasury & Financial Planning staffing remains the same.

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

Internal Audit: See Position Summary page 66

Information Technology: See Position Summary page 91-92

Maintenance: See Position Summary pages 96-97

Operations: See Position Summary page 100

Project Delivery: See Position Summary page 103

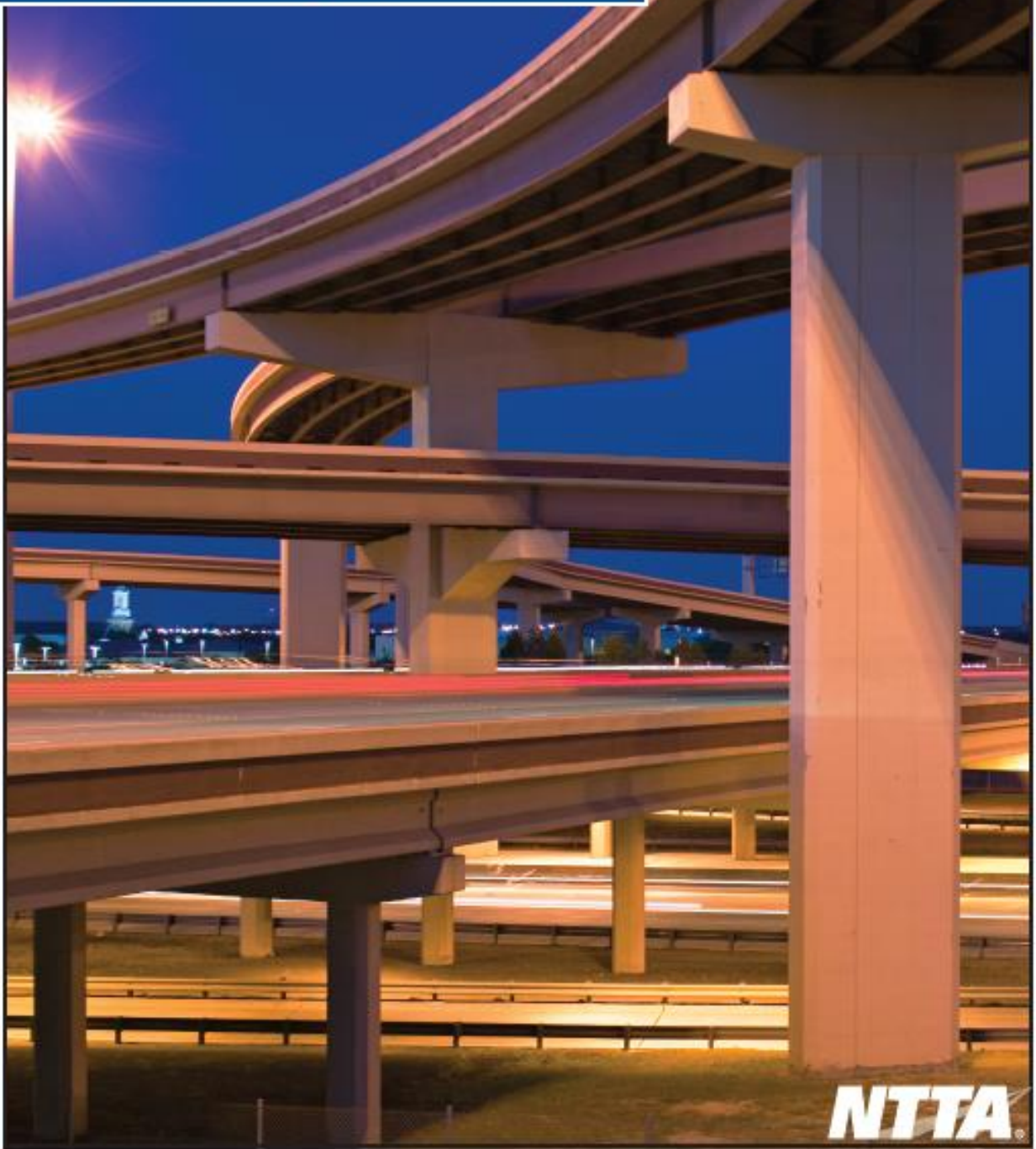
Traffic Incident Management: See Position Summary page 106

FY2019 to FY2023 FTE Staffing Summary History

	FY2019 Budget	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Budget	Change in Budgeted FTEs Variance
ADMINISTRATIVE SERVICES						
Accounting	15	15	16	15	15	-
Administration	2	2	2	2	2	-
Board	1	1	1	1	1	-
Financial Planning and Analysis	-	-	-	-	-	-
Human Resources	13	13	13	14	14	-
Internal Audit	9	8	8	8	8	-
Legal Services	7	7	7	7	7	-
Procurement and Business Diversity	18	18	18	17	17	-
Public Affairs	18	17	17	17	17	-
Treasury Management	10	10	9	9	9	-
Total Administrative Services	93	91	91	90	90	-
OPERATIONAL SERVICES						
Contact Center and Collections	311	312	307	305	305	-
Information Technology	93	96	96	96	91	(5)
Maintenance	193	193	193	193	193	-
Operations	7	8	8	8	16	8
Project Delivery	18	19	19	19	19	-
Traffic & Incident Management	138	141	141	141	141	-
Total Operational Services	760	769	764	762	765	3
Grand Total	853	860	855	852	855	3

FTEs - Full Time Employees

President George Bush Turnpike



DEPARTMENTAL BUDGETS AND INFORMATION



Future mainlane bridges on the Dallas North Tollway extending over US 380

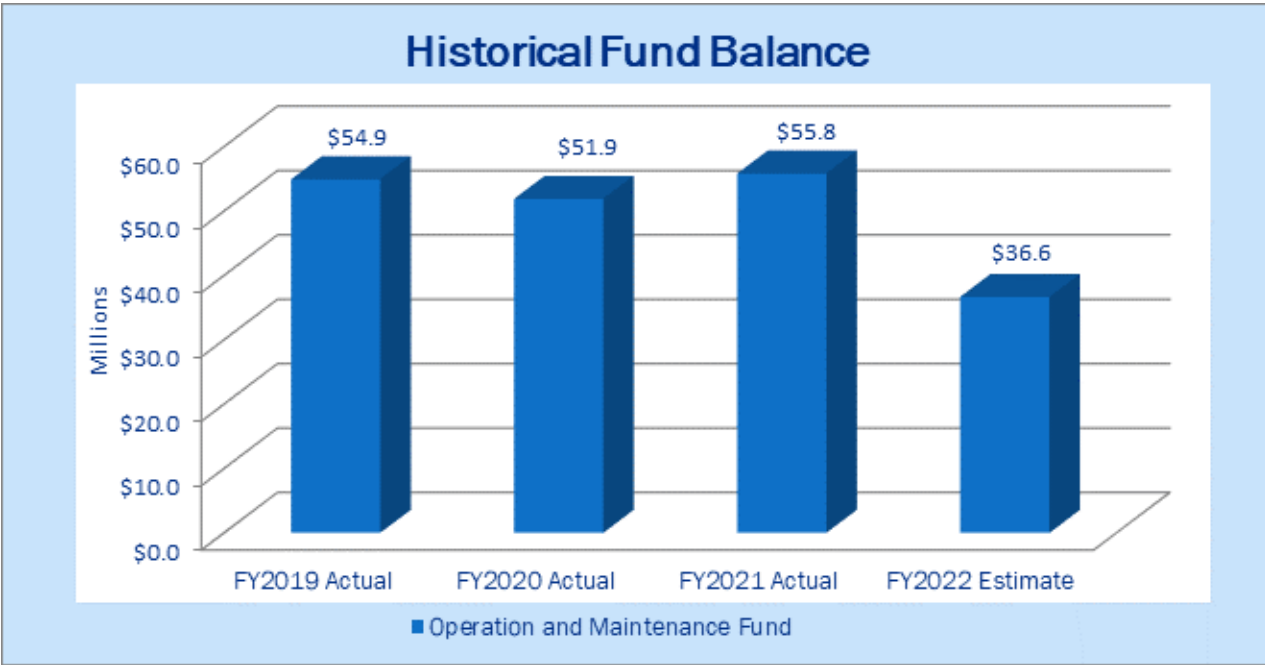
Operation and Maintenance Fund FY2023 Budget Comparisons to FY2022 Budget

Department	FY2022 Budget	FY2023 Budget	Variance Amount	Percent
Administrative Services:				
Accounting	1,782,637	1,868,698	86,060	4.8%
Administration	712,167	708,228	(3,939)	(0.6%)
Board	173,703	178,054	4,350	2.5%
Human Resources	1,758,195	1,891,949	133,754	7.6%
Internal Audit	1,153,140	1,385,451	232,311	20.1%
Legal Services	2,823,597	2,914,403	90,806	3.2%
Procurement and Business Diversity	1,734,055	1,788,431	54,376	3.1%
Public Affairs	7,622,371	7,965,032	342,661	4.5%
Treasury & Financial Planning	2,408,029	2,239,131	(168,898)	(7.0%)
Total Administrative Services	20,167,893	20,939,376	771,483	3.8%
Operational Services:				
Contact Center and Collections	93,444,060	100,862,589	7,418,529	7.9%
Information Technology	30,672,011	34,151,309	3,479,298	11.3%
Maintenance	49,649,766	58,225,400	8,575,634	17.3%
Operations	1,400,114	2,554,508	1,154,393	82.4%
Project Delivery	2,626,506	2,815,701	189,195	7.2%
Traffic & Incident Mgmt.	26,171,705	28,079,005	1,907,300	7.3%
Total Operational Services	203,964,162	226,688,512	22,724,349	11.1%
Shared Services	(24,269,593)	(27,763,192)	(3,493,599)	14.4%
Grand Totals	\$199,862,463	\$219,864,696	\$20,002,233	10.0%

The FY2023 budget comparison to FY2022 budget reflects the total agency budget by department with the Enterprise allocated on a per transaction basis through Shared Services. The FY2023 Budget increased \$20,002,233 compared to the FY2022 Budget due to volume related items, new maintenance contracts and rising cost of materials. All other significant variances are explained on the following individual department budget and information summaries.

Estimated Operation and Maintenance Fund Requirements FY2023

Operation Maintenance Fund Estimated Balance as of 1/1/2023		\$36,644,116
Estimated Transfers:		
Revenue Distribution	219,864,696	
Other Funds - Salary Allocations	<u>0</u>	
Total Transfers		219,864,696
Estimated Expenditures FY2023 Operating Budget		<u>(219,864,696)</u>
Estimated Balance at 12/31/2023		\$36,644,116
Required Balance per Trust Agreement (1/6 of Operating Budget)		\$36,644,116



The FY2019, FY2020 and FY2021 balances include adjustment for year-end accruals.

Accounting Department

OVERVIEW

As the foundation for a fiscally sound organization, the Accounting department provides comprehensive financial strategies and solutions, oversight of debt service covenants and compliance with trust agreements. The department is responsible for measuring the Authority's profitability and financial performance with integrity, accuracy, timeliness and transparency. In partnership with its internal and external stakeholders, Accounting will continue its focus in FY2023 on managing costs, performing rigorous financial analyses and delivering tangible results that advance the strategic goal of being a financially sound and vibrant organization.

FY2023 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Financially Sound & Vibrant Organization

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

Delivering Transportation Solutions

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

Respected Leader & Partner in Region's Transportation Network

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

Highly Qualified, Energized & Engaged Team

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

DEPARTMENTAL FY2023 AGENCY BUDGET – ACCOUNTING

Account	FY2022	FY2023	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$1,529,434	\$1,618,080	\$88,646	5.8%
Retirement Contributions - (512401)	226,404	222,091	(4,313)	(1.9)%
Meeting Expense - (521101)	2,308	2,308	0	0.0%
Consulting/Professional - (521201)	710	710	0	0.0%
Promotional Expenses - (523304)	164	164	0	0.0%
Printing and Photographic - (523401)	2,900	2,900	0	0.0%
Travel - (523501)	5,826	5,826	0	0.0%
Dues & Subscriptions - (523601)	4,562	6,289	1,727	37.9%
Education and Training - (523701)	3,823	3,823	0	0.0%
Licenses - (523801)	644	644	0	0.0%
Office Supplies - (531101)	5,442	5,442	0	0.0%
Freight and Express - (531105)	420	420	0	0.0%
Total Expenses	\$1,782,637	\$1,868,698	\$86,060	4.8%

MAJOR FY2023 AGENCY BUDGET ITEMS

Accounting

The department's FY2023 Agency budget increased by \$86,060 from FY2022 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below.

- Salaries and Wages net increase \$88,646 due to merit increase.

FY2023 AGENCY BUDGET – SHARED SERVICES

Account	FY2022	FY2023	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	(\$1,242,527)	(\$4,686,641)	(\$3,444,114)	277.2%
Group Insurance - (512101)	2,579,020	2,626,848	47,828	1.9%
Unemployment Insurance - (512601)	123,661	123,661	0	0.0%
Worker's Comp Ins - (512701)	251,522	251,522	0	0.0%
Consulting/Professional - (521201)	42,000	42,000	0	0.0%
Dues & Subscriptions - (523601)	1,562	1,562	0	0.0%
Office Supplies - (531101)	244,165	246,076	1,911	0.8%
Enterprise Fund (Regional Tolling Services)	(26,268,996)	(26,368,220)	(99,224)	0.4%
Total Expenses	(\$24,269,593)	(\$27,763,192)	(\$3,493,599)	14.4%

MAJOR FY2023 AGENCY BUDGET ITEMS

Shared Services

Shared Services is a division within Finance where agency-wide expenditures are budgeted and agency-wide allocated expenditures on a transaction basis are credited from the Enterprise Fund, resulting in a “negative” budget for Shared Services. The division's FY2023 budget decreased by (\$3,493,599) from FY2022 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below.

- Salaries and Wages net decrease (\$3,444,114) due to agency-wide adjustments for positions not filled on January 1st and to account for vacancies throughout the year.

ALL FUNDS – ACCOUNTING

The following is a summary of the departmental total budget for Agency and all other funds in the NTTA System FY2023 Budget. (See Other Funds section pages 112-124).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,618,080	\$0	\$0	\$1,618,080
Retirement Contributions - (512401)	222,091	0	0	222,091
Meeting Expense - (521101)	2,308	0	0	2,308
Consulting/Professional - (521201)	710	0	0	710
Promotional Expenses - (523304)	164	0	0	164
Printing and Photographic - (523401)	2,900	0	0	2,900
Travel - (523501)	5,826	0	0	5,826
Dues & Subscriptions - (523601)	6,289	0	0	6,289
Education and Training - (523701)	3,823	0	0	3,823
Licenses - (523801)	644	0	0	644
Office Supplies - (531101)	5,442	0	0	5,442
Freight and Express - (531105)	420	0	0	420
FY2023 Totals	\$1,868,698	\$0	\$0	\$1,868,698
FY2022 Totals	\$1,782,637	\$0	\$0	\$1,782,637
Increase/(Decrease)	\$86,060	\$0	\$0	\$86,060

OTHER FUNDS VARIANCE – ACCOUNTING

- RMF – \$0
- CIF – \$0

ALL FUNDS – SHARED SERVICES

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	(\$4,686,641)	\$0	\$0	(\$4,686,641)
Group Insurance - (512101)	2,626,848	0	0	2,626,848
Unemployment Insurance - (512601)	123,661	0	0	123,661
Worker's Comp Ins - (512701)	251,522	0	0	251,522
Consulting/Professional - (521201)	42,000	0	0	42,000
Dues & Subscriptions - (523601)	1,562	0	0	1,562
Office Supplies - (531101)	246,076	0	0	246,076
Enterprise Fund (Regional Tolling Services)	(26,368,220)	0	0	(26,368,220)
FY2023 Totals	(\$27,763,192)	\$0	\$0	(\$27,763,192)
FY2022 Totals	(\$24,269,593)	\$0	\$0	(\$24,269,593)
Increase/(Decrease)	(\$3,493,599)	\$0	\$0	(\$3,493,599)

OTHER FUNDS VARIANCE – SHARED SERVICES

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

POSITION SUMMARY

Accounting Department			
Full-Time Positions	FY2022	FY2023	Difference
Accountant	3	3	0
Accounting Manager	1	1	0
Accounts Payable Analyst	2	2	0
Accounts Payable Manager	1	1	0
Administrative Assistant	1	1	0
Chief Financial Officer	1	1	0
Controller	1	1	0
Executive Assistant to CFO	1	1	0
Financial Systems Analyst	1	1	0
Finance Technician	1	1	0
Payroll Coordinator	1	1	0
Payroll Manager	1	1	0
Total Full-Time Positions	15	15	0
Part-Time Positions	FY2022	FY2023	Difference
Accounts Payable Analyst	1	1	0
Total Part-Time Positions	1	1	0

- No changes to FTEs. However, the Finance Technician position will remain frozen for FY2023.

MAJOR BUSINESS FUNCTIONS

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

- **Accounting** – The division is responsible for maintaining the general ledger, producing monthly financial statements and ensuring ethical and accurate accounting of the Authority's finances. Accounting is responsible for the completion of the annual external audit and preparation of the Annual Report.
- **Payroll** – The division is responsible for preparing and processing the Authority's bi-weekly payroll and maintaining compliance with all applicable federal and state wage and hour laws and reporting requirements.
- **Accounts Payable** – The division is responsible for timely and accurate payments to NTTA's vendors and customer refunds via twice weekly check runs.

Administration Department

OVERVIEW

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

FY2023 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

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

Financially Sound & Vibrant Organization

- Execute performance reporting and trend analysis of the organization's metrics to drive the business and meet financial targets.

Delivering Transportation Solutions

- Oversee the delivery of regional transportation and system improvement projects including the execution of NTTA's Five-Year Capital Plan.

Respected Leader & Partner in Region's Transportation Network

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

Highly Qualified, Energized & Engaged Team

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

DEPARTMENTAL FY2023 AGENCY BUDGET

Account	FY2022	FY2023	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$426,351	\$519,333	\$92,983	21.8%
Retirement Contributions - (512401)	47,352	57,808	10,456	22.1%
Meeting Expense - (521101)	2,801	3,000	199	7.1%
Consulting/Professional - (521201)	60,000	45,000	(15,000)	(25.0)%
Promotional Expenses - (523304)	107,675	0	(107,675)	(100.0)%
Travel - (523501)	4,902	20,000	15,098	308.0%
Dues & Subscriptions - (523601)	60,000	60,000	0	0.0%
Education and Training - (523701)	2,628	2,628	0	0.0%
Office Supplies - (531101)	400	400	0	0.0%
Freight and Express - (531105)	58	58	0	0.0%
Total Expenses	\$712,167	\$708,228	(\$3,939)	(0.6)%

MAJOR FY2023 AGENCY BUDGET ITEMS

The department's FY2023 Agency budget decreased by **(\$3,939)** from FY2022 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- Salaries and Wages increased \$92,983 due to merit increase and budget alignment.
- Retirement Contributions increased \$10,456 due to merit increase.
- Consulting/Professional decreased **(\$15,000)** based on historical spending.
- Promotional expense decreased **(\$107,675)** based on historical spending.
- Travel increased \$15,098 for IBTTA events due to election as 2nd Vice President.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2023 Budget (see Other Funds section pages 112-124).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$519,333	\$0	\$0	\$519,333
Retirement Contributions - (512401)	57,808	0	0	57,808
Meeting Expense - (521101)	3,000	0	0	3,000
Consulting/Professional - (521201)	45,000	0	0	45,000
Promotional Expenses - (523304)	0	0	0	0
Travel - (523501)	20,000	0	0	20,000
Dues & Subscriptions - (523601)	60,000	0	0	60,000
Education and Training - (523701)	2,628	0	0	2,628
Office Supplies - (531101)	400	0	0	400
Freight and Express - (531105)	58	0	0	58
FY2023 Totals	\$708,228	\$0	\$0	\$708,228
FY2022 Totals	\$712,167	\$0	\$0	\$712,167
Increase/(Decrease)	(\$3,939)	\$0	\$0	(\$3,939)

OTHER FUNDS VARIANCE

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

POSITION SUMMARY

Administration Department			
Full-Time Positions	FY2022	FY2023	Difference
Executive Assistant	1	1	0
Executive Director	1	1	0
Total Full-Time Positions	2	2	0

- No changes in FTEs.

MAJOR BUSINESS FUNCTIONS

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

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

Board of Directors Department

OVERVIEW

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

FY2023 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Financially Sound & Vibrant Organization

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

Delivering Transportation Solutions

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

Respected Leader & Partner in Region’s Transportation Network

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

DEPARTMENTAL FY2023 AGENCY BUDGET

Account	FY2022 Budget	FY2023 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$89,990	\$94,763	\$4,773	5.3%
Retirement Contributions - (512401)	14,092	13,670	(423)	(3.0)%
Meeting Expense - (521101)	51,918	51,918	0	0.0%
Travel - (523501)	4,926	4,926	0	0.0%
Dues & Subscriptions - (523601)	9,500	9,500	0	0.0%
Office Supplies - (531101)	2,020	2,020	0	0.0%
Freight and Express - (531105)	1,257	1,257	0	0.0%
Total Expenses	\$173,703	\$178,054	\$4,350	2.5%

MAJOR FY2023 AGENCY BUDGET ITEMS

The department’s FY2023 Agency budget increased by \$4,350 from FY2022 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- No variances meet the explanation requirements.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2023 Budget (see Other Funds section pages 112-124).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$94,763	\$0	\$0	\$94,763
Retirement Contributions - (512401)	13,670	0	0	13,670
Meeting Expense - (521101)	51,918	0	0	51,918
Travel - (523501)	4,926	0	0	4,926
Dues & Subscriptions - (523601)	9,500	0	0	9,500
Office Supplies - (531101)	2,020	0	0	2,020
Freight and Express - (531105)	1,257	0	0	1,257
FY2023 Totals	\$178,054	\$0	\$0	\$178,054
FY2022 Totals	\$173,703	\$0	\$0	\$173,703
Increase/(Decrease)	\$4,350	\$0	\$0	\$4,350

OTHER FUNDS VARIANCE

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

POSITION SUMMARY

Board Department			
Full-Time Positions	FY2022	FY2023	Difference
Secretary to the Board	1	1	0
Total Full-Time Positions	1	1	0

- No change in FTEs.

MAJOR BUSINESS FUNCTIONS

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

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

Human Resources Department

OVERVIEW

The Human Resources department supports the mission of NTTA by administering comprehensive and high-quality employee programs and services to prospective, current and former employees. The FY2023 budget will enable the department to provide a high level of service in employee and labor relations, compensation and benefits, recruiting and retaining top talent, training and development, organizational design and process improvement, while helping to maintain a high level of employee engagement and satisfaction.

FY2023 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Highly Qualified, Energized & Engaged Team

- Work with the Executive Director and Assistant Executive Directors to create a “three-deep bench” succession plan for directors and above.
- Implement the talent management module of PeopleSoft to support succession planning and career development.
- Continue to conduct desk audits to ensure consistency between duties performed and the job description for all NTTA positions.
- Continue to conduct leadership training courses to develop the management team and provide consistency in the interpretation and administration of policies and procedures.
- Continue to enhance employee engagement and retention strategies.
- Work with all NTTA departments to identify and remedy skills gaps and improve bench strength through training, succession planning and other developmental strategies.
- Continue to monitor, research and implement compensation structures that best supports all areas of the organization.

DEPARTMENTAL FY2023 AGENCY BUDGET

Account	FY2022 Budget	FY2023 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,108,344	\$1,177,811	\$69,468	6.3%
Salaries and Wages-Internship - (511202)	0	50,000	50,000	100.0%
Salaries and Wage-Overtime - (511301)	144	2,000	1,856	1,288.9%
Retirement Contributions - (512401)	172,316	167,376	(4,940)	(2.9)%
Tuition Reimbursement - (512501)	11,770	33,100	21,330	181.2%
Meeting Expense - (521101)	3,366	9,000	5,634	167.4%
Consulting/Professional - (521201)	235,251	156,000	(79,251)	(33.7)%
Recruitment - (523301)	157,820	222,000	64,180	40.7%
Promotional Expenses - (523304)	34,847	14,500	(20,347)	(58.4)%
Travel - (523501)	0	2,000	2,000	100.0%
Dues & Subscriptions - (523601)	2,366	5,350	2,984	126.1%
Education and Training - (523701)	20,159	41,000	20,841	103.4%
Temporary Contract Labor - (523851)	6,366	6,366	0	0.0%
Office Supplies - (531101)	4,963	4,963	0	0.0%
Freight and Express - (531105)	483	483	0	0.0%
Total Expenses	\$1,758,195	\$1,891,949	\$133,754	7.6%

MAJOR FY2023 BUDGET ITEMS

The department's FY2023 Agency budget increased by \$133,754 from FY2022 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- Salaries and Wages-Direct increased \$69,468 due to merit increase.
- Salaries and Wages-Internship increased \$50,000 due to reinstatement of the summer internship program.
- Tuition reimbursement increased \$21,330 due to the new education policy which raises the reimbursement to the maximum IRS limit of \$5,250.
- Meeting expense increased by \$5,634 to include the cost of the employee benefits and wellness fair.
- Consulting/Professional decreased **(\$79,251)** due to completion of compensation study.
- Recruitment increased \$64,180 for employee recruitment and retention.
- Promotional expense decreased **(\$20,347)** due to transfer of employee engagement funds to Public Affairs.
- Education and training increased \$20,841 to restore to pre-COVID levels.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2023 Budget (see Other Funds section pages 112-124).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,177,811	\$0	\$0	\$1,177,811
Salaries and Wages-Internship - (511202)	50,000	0	0	50,000
Salaries and Wage-Overtime - (511301)	2,000	0	0	2,000
Retirement Contributions - (512401)	167,376	0	0	167,376
Tuition Reimbursement - (512501)	33,100	0	0	33,100
Meeting Expense - (521101)	9,000	0	0	9,000
Consulting/Professional - (521201)	156,000	0	0	156,000
Recruitment - (523301)	222,000	0	0	222,000
Promotional Expenses - (523304)	14,500	0	0	14,500
Travel - (523501)	2,000	0	0	2,000
Dues & Subscriptions - (523601)	5,350	0	0	5,350
Education and Training - (523701)	41,000	0	0	41,000
Temporary Contract Labor - (523851)	6,366	0	0	6,366
Office Supplies - (531101)	4,963	0	0	4,963
Freight and Express - (531105)	483	0	0	483
FY2023 Totals	\$1,891,949	\$0	\$0	\$1,891,949
FY2022 Totals	\$1,758,195	\$0	\$0	\$1,758,195
Increase/(Decrease)	\$133,754	\$0	\$0	\$133,754

OTHER FUNDS VARIANCE

- **RMF \$0**
- **CIF \$0**

POSITION SUMMARY

Human Resources Department			
Full-Time Positions	FY2022	FY2023	Difference
Assistant Director of Human Resources	1	1	0
Comp and Benefits Analyst	1	1	0
Compensation/Benefits Manager	1	1	0
Director of Human Resources	1	1	0
HR Training Manager	1	1	0
HRIS Manager	1	1	0
Human Resources Coordinator	3	3	0
Receptionist	1	1	0
HR Generalist	1	1	0
Senior Human Resources Generalist	2	2	0
Sr Compensation/Benefits Analyst	1	1	0
Total Full-Time Positions	14	14	0

- No changes to FTEs. However, the HR Training Manager position will remain frozen for FY2023.

MAJOR BUSINESS FUNCTIONS

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

- **Total Rewards - Compensation and Benefits Services** – Total Rewards is considered the complete remuneration provided to employees and summarizes the value of both financial and non-financial elements in the employment package (i.e., salary, incentives, benefits and perquisites).
- **Employee Development and Training Services** – The framework for helping employees develop their personal and organizational skills, knowledge and abilities. Training focuses on developing a workforce where the organization and individual employee can accomplish their work goals in service to both internal and external customers.
- **Employment Sourcing and Recruitment Services** – Commitment to attract and retain top talent to increase productivity and help drive the business forward; to the continuous refinement of recruitment strategies that enable the organization to build bench strength.
- **Employee Relations** – The outreach, plan and process of developing, implementing, administering and analyzing the employer-employee relationship and providing management and employees with professional, discreet and timely counsel regarding the interpretation and consistent application of policy.
- **Performance Management** – A continuous process of communicating and clarifying job responsibilities, priorities and performance expectations in order to ensure mutual understanding between supervisor and employee. A philosophy which values and encourages employee development provides frequent feedback and fosters teamwork.

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

Internal Audit Department

OVERVIEW

The Internal Audit/Enterprise Risk department provides independent, objective assurance and consulting services guided by global professional standards for auditing and risk management frameworks. Internal Audit helps the Authority accomplish its objectives through a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, controls and governance processes.

FY2023 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Monitor the NTTA's ethics hotline available to all stakeholders, including customers.

Financially Sound & Vibrant Organization

- Administer NTTA's enterprise risks management process for identifying, prioritizing, and managing risks.
- Conduct audits to evaluate the effectiveness of controls related to risks including, but not limited to, operational, financial, compliance and information systems/technology risks.
- Provide consulting/advisory services to management on an as-needed basis.

Highly Qualified, Energized & Engaged Team

- Continue to train and develop department staff on internal audit best practices and use of technology.

DEPARTMENTAL FY2023 AGENCY BUDGET

Account	FY2022	FY2023	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$744,267	\$941,120	\$196,853	26.4%
Retirement Contributions - (512401)	112,715	133,993	21,278	18.9%
Meeting Expense - (521101)	330	1,000	670	203.0%
Consulting/Professional - (521201)	100,000	100,000	0	0.0%
Auditing Fees - (521203)	185,083	185,083	0	0.0%
Travel - (523501)	170	5,000	4,830	2,841.2%
Dues & Subscriptions - (523601)	3,930	5,100	1,170	29.8%
Education and Training - (523701)	4,565	12,000	7,435	162.9%
Licenses - (523801)	980	1,055	75	7.7%
Office Supplies - (531101)	850	850	0	0.0%
Books & Periodicals - (531401)	250	250	0	0.0%
Total Expenses	\$1,153,140	\$1,385,451	\$232,311	20.1%

MAJOR FY2023 AGENCY BUDGET ITEMS

The department's FY2023 Agency budget increased by \$232,311 from FY2022 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- Salaries and Wages net increase \$196,853 primarily due to an additional resource to support Enterprise Risk activities.
- Retirement contributions increased \$21,278 due to an additional resource to support Enterprise Risk activities.

- Education and training increased \$7,435 due to CIA certification and other training.

ALL FUNDS

The following is a summary of the departmental total budget for Agency and all other funds in the NTTA System FY2023 Budget. (See Other Funds section pages 112-124).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$941,120	\$0	\$0	\$941,120
Retirement Contributions - (512401)	133,993	0	0	133,993
Meeting Expense - (521101)	1,000	0	0	1,000
Consulting/Professional - (521201)	100,000	0	0	100,000
Auditing Fees - (521203)	185,083	11,630	93,040	289,753
Travel - (523501)	5,000	0	0	5,000
Dues & Subscriptions - (523601)	5,100	0	0	5,100
Education and Training - (523701)	12,000	0	0	12,000
Licenses - (523801)	1,055	0	0	1,055
Office Supplies - (531101)	850	0	0	850
Books & Periodicals - (531401)	250	0	0	250
FY2023 Totals	\$1,385,451	\$11,630	\$93,040	\$1,490,121
FY2022 Totals	\$1,153,140	\$11,630	\$93,040	\$1,257,810
Increase/(Decrease)	\$232,311	\$0	\$0	\$232,311

OTHER FUNDS VARIANCE

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

POSITION SUMMARY

Internal Audit Department			
Full-Time Positions	FY2022	FY2023	Difference
Administrative Assistant	1	1	0
Assistant Director of Internal Audit	1	1	0
Director of Internal Audit	1	0	(1)
Enterprise Risk Manager	0	1	1
Information Technology Auditor	1	0	(1)
Senior Analyst	1	0	(1)
Sr Dir Audit & Enterprise Risk	0	1	1
Senior Internal Auditor	2	3	1
Sr Internal Audit Data Analyst	0	1	1
Senior Information Technology Auditor	1	0	(1)
Total Full-Time Positions	8	8	0

- No changes to total FTEs. However, one Sr. Internal Auditor position will be unfrozen for FY2023.

MAJOR BUSINESS FUNCTIONS

The Internal Audit Department leverages its budget to improve and strengthen NTTA business functions and operations through:

- **Enterprise Risk** – Develop/maintain a framework, including methodology, process, and tools/templates for managing risks.
- **Assurance audits/Advisory services** – Provide an objective and independent assessment of governance, risk management and business processes as well as recommendations for continuous improvement.
- **Ethics and Fraud Hotline** – Monitor to ensure timely resolution of reported issues.

Legal Services Department

OVERVIEW

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

FY2023 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

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

Financially Sound and Vibrant Organization

- Ensure NTTA receives legal services commensurate with outside counsel expenditures
- Collaborate with staff, provide legal support for cybersecurity compliance and optimization
- Collaborate with staff regarding risk mitigation through legal controls and insurance
- Collaborate with internal finance managers and outside bond counsel on bond and refinancing documents, and support the Board's discharge of its resulting legal obligations
- Protect NTTA's intellectual property from misuse, appropriation, or diminution

Delivering Transportation Solutions

- Support efforts to deliver needed infrastructure for the region via timely and prudent agreements with project stakeholders
- Collaborate with staff, provide legal support for agreements necessary for the operation of system assets

Respected Leader & Partner in Region's Transportation Network

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

Highly Qualified, Energized, and Engaged Team

- Evaluate and implement legal training as needed or requested
- Develop a comprehensive and easily accessible repository of legal research and forms
- Oversee, evaluate, coordinate, and manage existing and pending NTTA policies and procedures
- Work with the Board and staff on matters related to conflicts-of-interest and other ethics-related duties under NTTA's ethics policies, applicable statutes, and common law
- Stay abreast of legislative proposals and enactments that could affect NTTA

DEPARTMENTAL FY2023 AGENCY BUDGET

Account	FY2022	FY2023	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$852,927	\$902,674	\$49,747	5.8%
Salaries and Wages-Internship - (511202)	0	28,410	28,410	100.0%
Retirement Contributions - (512401)	119,123	116,899	(2,224)	(1.9)%
Meeting Expense - (521101)	2,300	2,300	0	0.0%
Legal Fees - (521202)	1,738,181	1,738,181	0	0.0%
Travel - (523501)	2,804	2,804	0	0.0%
Dues & Subscriptions - (523601)	77,111	77,111	0	0.0%
Education and Training - (523701)	3,423	3,423	0	0.0%
Office Supplies - (531101)	27,256	42,129	14,873	54.6%
Freight and Express - (531105)	472	472	0	0.0%
Total Expenses	\$2,823,597	\$2,914,403	\$90,806	3.2%

MAJOR FY2023 BUDGET ITEMS

The department's FY2023 Agency budget increased by \$90,806 from the FY2022 budget. All that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- Salaries and Wages Internship increased \$28,410 due to reinstatement of the summer internship program.
- Office supplies increased \$14,873 to cover company-wide Iron Mountain expense.

ALL FUNDS

The following is a summary of the departmental total budget for Agency and all other funds in the NTTA System FY2023 Budget (see Other Funds section, pages 112-124).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$902,674	\$0	\$0	\$902,674
Salaries and Wages-Internship - (511202)	28,410	0	0	28,410
Retirement Contributions - (512401)	116,899	0	0	116,899
Meeting Expense - (521101)	2,300	0	0	2,300
Legal Fees - (521202)	1,738,181	40,000	250,000	2,028,181
Travel - (523501)	2,804	0	0	2,804
Dues & Subscriptions - (523601)	77,111	0	0	77,111
Education and Training - (523701)	3,423	0	0	3,423
Office Supplies - (531101)	42,129	0	0	42,129
Freight and Express - (531105)	472	0	0	472
FY2023 Totals	\$2,914,403	\$40,000	\$250,000	\$3,204,403
FY2022 Totals	\$2,823,597	\$40,000	\$250,000	\$3,113,597
Increase/(Decrease)	\$90,806	\$0	\$0	\$90,806

OTHER FUNDS VARIANCE

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

POSITION SUMMARY

Legal Services Department			
Full-Time Positions	FY2022	FY2023	Difference
Assist Executive Director, General Counsel	1	1	0
Director, Assistant General Counsel	1	1	0
Bankruptcy Specialist	1	1	0
Executive Assistant	1	1	0
Executive Assistant to AED	1	1	0
Legal Department Administrator	1	1	0
Officer of Public Information	1	1	0
Total Full-Time Positions	7	7	0

- No changes in FTEs.

MAJOR BUSINESS FUNCTIONS

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

- Provide legal advice and counsel on a wide variety of issues for all departments
- Assist in negotiating and drafting agreements
- Conduct ethics training for new employees
- Respond to Public Information Act requests, subpoenas, search warrants, and court orders
- Support collections and toll-enforcement efforts
- Direct, coordinate, and oversee outside legal counsel's services
- Oversee policies and procedures
- Supervise litigation matters (including dispute resolution)
- Provide prompt and effective counsel upon identification of significant legal issues
- Protect intellectual property
- Counsel Board and staff on open meetings, bylaws, and ethics policies
- Review Board documents and supervise Board Secretary
- Serve as Parliamentarian at Board meetings
- Administer document retention
- Manage legal risk
- Comply with bankruptcy law related to collections and file proofs of claim

Procurement and Business Diversity Department

OVERVIEW

The department is responsible for the procurement of all Authority supplies, services and construction purchases; ensuring fairness is maintained throughout the purchasing process; inclusion and reporting of Disadvantaged, Minority-, and Woman-owned Business Enterprises (D/M/WBEs) goals; and managing and maintaining requisitions, purchase orders and contracts. The division also coordinates and manages the formal bid process including, RFBs, RFPs and RFQs.

FY2023 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Collaborate with other departments to develop the necessary contract and procurement strategies that best support operations while delivering high-quality customer service.
- Ensure the inclusion of disadvantaged, minority-, and woman-owned business enterprises (D/M/WBEs) as part of NTTA's strategic sourcing and procurement process.

Financially Sound & Vibrant Organization

- Seek savings opportunities and improvements by negotiating better pricing as well as procuring goods and general services from a wide variety of sources.
- Evaluate each procurement for cost savings and fiscal reasonability. This is accomplished by evaluating total spend of the authority and analyzing the market to determine the best procurement methods.
- Monitor and report progress toward achieving business diversity goals and objectives with an emphasis on continuous improvement.
- Communicate business diversity metrics on a regular basis. The defined metrics are: diversity spend, compliance, prime contractor performance, business community outreach, certification and organizational performance.

Delivering Transportation Solutions

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

Respected Leader & Partner in Region's Transportation Network

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

Highly Qualified, Energized & Engaged Team

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

DEPARTMENTAL FY2023 AGENCY BUDGET

Account	FY2022	FY2023	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$1,309,551	1,367,493	\$57,942	4.4%
Retirement Contributions - (512401)	205,076	195,553	(9,522)	(4.6)%
Meeting Expense - (521101)	1,581	1,581	0	0.0%
Public Information Fees - (523203)	13,369	13,369	0	0.0%
Promotional Expenses - (523304)	100,800	106,800	6,000	6.0%
Travel - (523501)	16,720	15,620	(1,100)	(6.6)%
Dues & Subscriptions - (523601)	66,497	68,397	1,900	2.9%
Education and Training - (523701)	14,844	13,844	(1,000)	(6.7)%
Office Supplies - (531101)	5,527	5,684	157	2.8%
Freight and Express - (531105)	90	90	0	0.0%
Total Expenses	\$1,734,055	\$1,788,431	\$54,376	3.1%

MAJOR FY2023 AGENCY BUDGET ITEMS

The department's FY2023 Agency budget increased by \$54,376 from FY2022 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below.

- Salaries and Wages net increase \$57,942 due to merit increase.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2023 Budget. (See Other Funds section pages 112-124).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,367,493	\$0	\$0	\$1,367,493
Retirement Contributions - (512401)	195,553	0	0	195,553
Meeting Expense - (521101)	1,581	0	0	1,581
Public Information Fees - (523203)	13,369	19,000	12,000	44,369
Promotional Expenses - (523304)	106,800	0	0	106,800
Travel - (523501)	15,620	0	0	15,620
Dues & Subscriptions - (523601)	68,397	0	0	68,397
Education and Training - (523701)	13,844	0	0	13,844
Licenses - (523801)	0	0	0	0
Office Supplies - (531101)	5,684	0	0	5,684
Freight and Express - (531105)	90	0	0	90
FY2023 Totals	\$1,788,431	\$19,000	\$12,000	\$1,819,431
FY2022 Totals	\$1,734,055	\$19,000	\$12,000	\$1,765,055
Increase/(Decrease)	\$54,376	\$0	\$0	\$54,376

OTHER FUNDS VARIANCE

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

POSITION SUMMARY

Procurement and Business Diversity Department			
Full-Time Positions	FY2022	FY2023	Difference
Procurement Services	12	12	0
Contracting Compliance Manager	1	1	0
Procurement Analyst	1	1	0
Senior Contracting Specialist	1	1	0
Senior Director Procurement and Business Diversity	1	1	0
Senior Procurement Specialist	8	8	0
Business Diversity Department	5	5	0
Business Diversity Compliance Analyst	2	2	0
Director of Business Diversity	1	1	0
Manager of Business Diversity	1	1	0
BD Outreach Specialist	1	1	0
Total Full-Time Positions	17	17	0

- No change to FTEs.

MAJOR BUSINESS FUNCTIONS

- Procurement of all supplies, services and construction needs of the Authority.
- Ensuring fairness is maintained throughout the purchasing process.
- Inclusion and reporting of Disadvantaged, Minority, and Woman-owned Business Enterprises (D/M/WBEs).
- Managing and maintaining requisitions, purchase orders and contracts.
- Coordinating and managing the formal bid process, including RFBs, RFPs and RFQs.
- Creating and maintaining procurement policies and procedures.

Public Affairs Department

OVERVIEW

The Public Affairs Department, NTTA's voice with internal and external audiences, executes the Authority's strategic goals and objectives through active engagement in government affairs, communications and marketing to customers, stakeholders, elected officials, bond holders, business leaders, news media and employees.

The department's 2023 strategic communications goals include:

1. Get a TollTag on every windshield and a payment for every toll
2. Continue driving NTTA's brand as connecting North Texas through safer, quicker and smoother roads
3. Foster employee engagement while helping employees connect to NTTA's business and community objectives and how they help achieve our objectives

FY2023 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Increase TollTag penetration rates through aggressive advertising, promotions and community campaigns. After being out of the market for more than one year due to COVID, (2020 and Q1 of 2021), we need to increase advertising to help restore our TollTag penetration and transaction volumes, as well as increase the number of new TollTag accounts.
- Use results of the 2022 Biennial Customer survey to help guide marketing and communications programs.
- Develop creative advertising campaigns featuring the "NTTA Ambassadors" to promote the value of the TollTag and continue our mission of humanizing our brand so we are seen as a valuable part of our customers' lives.
- Focus on the value, savings and convenience of the \$20 TollTag for millennials, infrequent toll road users, as well as budget-conscious drivers. Infrequent use of toll roads remains a primary reason why ZipCash customers tell us they do not have a TollTag.
- Capitalize on customers telling us the value they see in using the TollTag on toll roads outside of North Texas and the state by increasing our messaging about IOP, focusing on the recent addition of Florida as an IOP state. We will include Georgia and North Carolina as new IOP states when they come onboard in early 2023.
- Continue hosting the interactive and dynamic community event (Pave the Way Day) to help humanize NTTA/TollTag while demonstrating the agency's value and significant contributions to the region's transportation needs.
- Continue communications about our added-value services, including Roadside Safety Services (#999), TollPerks, airport parking payment and the Tollmate app. We must continue our customer communications and marketing plans to raise awareness of these programs as a reason to open a TollTag account. Use TollPerks program to help spur growth in new TollTag accounts, particularly in the conversion of ZipCash customers, who are not eligible to participate in the program.
- Capitalize on new website launch (ntta.org/Q4 2022) and any new functionality we add to our back-office system for customers.
- Position NTTA as the leader in safety, through ongoing promotion of Roadside Safety Services, its #999 service, traffic accident prevention methods, innovative technology on the system, the Red Thumb program and other safety initiatives.

- Continue geo-targeting ZipCash customers to increase conversions to the TollTag.
- Continue executing our ongoing communications plan to customers and businesses along the DNT where expansion construction is underway from the Sam Rayburn Tollway to Celina. Keep customers and businesses updated on our progress and share the value of the expansion for them.

Financially Sound & Vibrant Organization

- Successfully communicate biennial toll rate increase, including video toll premium, so customers understand the increase is a necessary tool for NTTA to continue meeting the needs of our growing region, but more importantly, the video toll premium increase will help us get closer to our goal of customer-pay parity, as TollTag customers subsidize ZipCash users. We will target ZipCash customers with messaging regarding the toll rate increase in advance; encouraging them to save money by getting a TollTag.
- Rebuild and increase TollTag penetration through aggressive advertising as we continue our recovery from pandemic-impacted traffic and the subsequent increase in ZipCash customers. In 2023, we will continue to emphasize geo-targeting ZipCash customers, new residents and companies to deliver the right product to the right group at the right time. We will continue to tailor messaging and product offerings to specific, under-represented demographics. Mass-market advertising will help continue to rebuild TollTag penetration rates and brand value.
- Continue monitoring work-from-home/hybrid trends and any impacts to our business.
- Focus will continue on the fourth year of the five-year marketing/communications plan to promote the 360 Tollway, growing the number of TollTag accounts and increase the TollTag penetration rate.
- Emphasize TollTag marketing for TSA lanes, particularly those where we are at risk (LBJ East, NTE 1&2) to increase TollTag penetration.

Respected Leader & Partner in Region's Transportation Network

- Continue positioning the TollTag as the best value for traveling on toll roads – including those throughout Texas and participating IOP states, Florida being the newest partner with Georgia and North Carolina coming online early 2023. The primary message: the TollTag helps you save money and provides convenience (including bypassing toll booths in neighboring states (Oklahoma) and paying for tolls throughout North Texas, Texas, Kansas and Oklahoma).
- Focus on under-represented demographic groups in cooperation with transportation partners to increase TollTag adoption on managed lanes (TSA lanes – particularly those where we are at risk) and others (airports, IOP).
- Continue telling our story of working with regional stakeholders to advance NTTA's Five-Year Capital Plan and the important role of tolling in the region as an option to help fill the infrastructure funding gap.
- Continue building relationships and maintaining regional elected official support for NTTA programs, issues and public policies favorable to NTTA during the 88th Legislative session.
- Work with state elected officials and their staffs on any toll-related public policy issues to gain support for initiatives favorable to NTTA operations during the 88th Legislative session. Use data from the 2022 Biennial Customer Survey to educate newly elected officials of the value North Texans see in toll roads.
- Continue our Government Affairs focus on outreach and relationship building with corridor cities, member counties, ring counties and chambers of commerce to help ensure local support of the Authority. This will be important as we work with newly elected officials, including a new Tarrant County judge.
- Leverage Public Relations activities, including increasing speaking engagements and participation in events hosted in the communities we serve. Tell our story to communities and businesses to humanize the brand. Focus on participating in more business-focused events, particularly along the DNT expansion project, to successfully tell our story to this important stakeholder group.

Highly Qualified & Engaged Team

- Continue to execute compelling employee communications plan, including participating with the new Employee Steering Committee to assist with employee engagement and communications.
- Continue to assist departments with employee engagement action plans as part of our ongoing efforts to build and execute our *Mission: Forward* culture.
- Increase connectivity with employees through a new intranet design and content refresh.
- Continue using the “NTTA Ambassadors” as part of our employee communications.
- Develop employee communications around compelling pop culture and societal trends to effectively engage employees and help each individual employee understand their personal connection and contribution to NTTA.
- Identify and develop visual communications, including videos and infographics, to engage employees with NTTA and its value to the region.
- Spur interaction amongst NTTA employees with various call-to-action engagement communications, such as contests, pop quizzes, polls, photo sharing and feedback requests.
- Foster understanding and alignment of strategic priorities through compelling executive communications and engage employees with creative programs and communications.
- Work with the executive team and each department to drive forward our cultural initiative, *Mission: Forward*.

DEPARTMENTAL FY2023 AGENCY BUDGET

Account	FY2022 Budget	FY2023 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,453,161	1,512,228	\$59,067	4.1%
Salaries and Wage-Overtime - (511301)	721	721	0	0.0%
Retirement Contributions - (512401)	227,565	216,538	(11,027)	(4.8)%
Meeting Expense - (521101)	8,902	8,902	0	0.0%
Consulting/Professional - (521201)	1,797,950	1,968,224	170,274	9.5%
Digital_Out of Home - (523302)	1,618,782	1,618,782	0	0.0%
Television & Radio - (523303)	1,250,499	1,250,499	0	0.0%
Promotional Expenses - (523304)	1,189,711	1,245,841	56,130	4.7%
Employee Appreciation - (523305)	331	54,678	54,347	16,419.0%
Printing and Photographic - (523401)	5,931	5,931	0	0.0%
Maps & Pamphlets - (523402)	16,155	25	(16,130)	(99.8)%
Travel - (523501)	25,822	45,822	20,000	77.5%
Dues & Subscriptions - (523601)	16,839	16,839	0	0.0%
Education and Training - (523701)	1,454	11,454	10,000	687.8%
Office Supplies - (531101)	5,583	5,583	0	0.0%
Other Materials and Supplies - (531102)	948	948	0	0.0%
Freight and Express - (531105)	332	332	0	0.0%
Uniforms - (531701)	1,685	1,685	0	0.0%
Total Expenses	\$7,622,371	\$7,965,032	\$342,661	4.5%

MAJOR FY2023 AGENCY BUDGET ITEMS

The department’s FY2023 Agency budget increased by \$342,661 from FY2022 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below.

- Salaries and Wages net increased \$59,067 due to merit increase.
- Consulting/Professional increased \$170,274 due to increased contract cost for advertising and the new customer rewards program.

- Promotional Expense increased \$56,130 to fund branded and promotional giveaway items for Pave the Way Day and other events.
- Employee Appreciation increased \$54,347 due to transfer of employee engagement fund from Human Resources to Public Affairs.
- Maps and Pamphlets decreased (\$16,130) as those funds were shifted to Promotional Expenses to help increase customers engagement, including Pave the Way Day.
- Travel increased \$20,000 for lodging during the 88th Regular Session in Austin.
- Education and Training increased \$10,000 to provide adequate training for 17 employees and to improve individual skill sets.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2023 Budget (see Other Funds section pages 112-124).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,512,228	\$0	\$0	\$1,512,228
Salaries and Wage-Overtime - (511301)	721	0	0	721
Retirement Contributions - (512401)	216,538	0	0	216,538
Meeting Expense - (521101)	8,902	0	0	8,902
Consulting/Professional - (521201)	1,968,224	0	0	1,968,224
Digital_Out of Home - (523302)	1,618,782	0	0	1,618,782
Television & Radio - (523303)	1,250,499	0	0	1,250,499
Promotional Expenses - (523304)	1,245,841	0	0	1,245,841
Employee Appreciation - (523305)	54,678	0	0	54,678
Printing and Photographic - (523401)	5,931	0	0	5,931
Maps & Pamphlets - (523402)	25	0	0	25
Travel - (523501)	45,822	0	0	45,822
Dues & Subscriptions - (523601)	16,839	0	0	16,839
Education and Training - (523701)	11,454	0	0	11,454
Office Supplies - (531101)	5,583	0	0	5,583
Other Materials and Supplies - (531102)	948	0	0	948
Freight and Express - (531105)	332	0	0	332
Uniforms - (531701)	1,685	0	0	1,685
FY2023 Totals	\$7,965,032	\$0	\$0	\$7,965,032
FY2022 Totals	\$7,622,371	\$0	\$0	\$7,622,371
Increase/(Decrease)	\$342,661	\$0	\$0	\$342,661

OTHER FUNDS VARIANCE

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

POSITION SUMMARY

Public Affairs Department			
Full-Time Positions	FY2022	FY2023	Difference
Public Affairs	14	14	0
Administrative Assistant/Communications	1	1	0
Assistant Director Public Affairs	1	1	0
Corporate Communications Manager	1	1	0
Director of Public Affairs	1	1	0
Graphic Designer	1	1	0
Media/Public Relations Manager	1	1	0
Project Communications Manager	1	1	0
Project Communications Specialist	1	1	0
Public & Comm. Relations Manager	1	1	0
Public Affairs Specialist	1	1	0
Senior Communications Specialist	1	1	0
Senior Digital Communications Specialist	1	1	0
Senior Marketing Manager	1	1	0
TollTag Marketing Strategist	1	1	0
Government Affairs	3	3	0
Director of Government Affairs	1	1	0
Government Affairs Liaison	2	2	0
Total Full-Time Positions	17	17	0

- No change to FTEs.

MAJOR BUSINESS FUNCTIONS – PUBLIC AFFAIRS

With the FY2023 budget, the Public Affairs department will successfully support the Authority’s strategic goals and objectives through:

- **Strategy and Planning** – Develop innovative strategies to continue increasing the number of TollTag accounts, TollPerks members, TollPerks member program engagement, Tollmate use, and use of NTTA roads by identifying trends, using data analytics and market research to craft programs to support operations. Work with IT on any back-office system enhancements that bring value to customers and communicate these benefits to them.
- **Media Relations** – Spread the NTTA story and value proposition throughout North Texas by developing strong relationships with reporters and influencers across all media outlets in the region. Create stories that lead to placement of positive news. Control and effectively communicate NTTA messaging. Leverage new tools to provide more depth and data around media placements and effectiveness of new media plan. Successfully manage media to neutral – neutral to positive public sentiment, particularly around the biennial toll rate increase announcement in June.
- **Marketing and Advertising** –Continue our tactics of attending and sponsoring relevant events in our corridor cities as part of our community engagement and efforts to increase the number of new TollTag accounts, TollPerks members, etc., will continue to serve as our roadmap for developing dynamic and clever advertising campaigns with an aggressive “Save with a TollTag” positioning and “Small Sticker. Big Savings” brand tagline. Use of customer data and new, advanced analytics in advertising will allow us to target ZipCash customers with a message of savings; use the \$20 TollTag as the key message to infrequent toll road drivers and millennials. Imaginative promotions, events and paid media in new customer communications channels will draw in new customers and help convert ZipCash customers. Growing the number of

TollTag customers around the 360 Tollway and all system roads with high ZipCash penetration, including TSA lanes, particularly for those where we are at risk.

- **Project Communications** – Create and widely disseminate communications, including video and infographics, using online and traditional communication channels to notify customers and businesses of ongoing construction and maintenance activity, including the expansion of the DNT starting in Frisco and extension of the DNT over US 380. Communications will include toll road and TollTag value and safety program messaging. Work with IT and TIM departments to develop effective online and mobile app communications regarding NTTA projects and any new enhancement to our back-office system.

Speakers' Bureau – Tell the NTTA story, educate and expand external audiences through grassroots community outreach, including staff presentations and meetings with community leaders, realtors, Homeowners Associations, business and industry groups. Further engage the business community to be advocates for transportation and NTTA's role to provide mobility options for the region's transportation needs.

- **Public Relations** – Public relations campaigns to share the NTTA story and value proposition across North Texas. Develop new partnerships in the communities NTTA serves, including safe-driving organizations, driving schools, etc. Focus on grassroots programs and activities to successfully communicate the benefits and value of NTTA and the TollTag to create customer ambassadors for our brand. Establish new touchpoints with local communities, helping to spur engagement while also increasing awareness for NTTA's safety offerings (e.g., student design contests and partnering with local driving schools). Continue our podcast to further NTTA's message and story to targeted audiences.
- **Corporate Communications** – Use the NTTA Ambassadors to reinforce NTTA culture and business goals with employees. Develop creative campaigns to help each employee understand their direct contribution to the organization's success and how they can take their performance to the next level. Serve as a vital point of contact to educate employees on safety best practices and available resources through NTTA. Spur engagement with employees through the new Employee Steering Committee by encouraging idea sharing and making them part of the process to develop initiatives. Help lead execution of our Mission: Forward culture by creating discussion guides and activities to help drive adoption of our core values and our efforts to continually develop a best-in-class culture.
- **Government Affairs** – Cultivate and maintain productive relationships with local and state elected officials and other public policy stakeholders to advance initiatives that support NTTA's mission and role in the region. Focus on educating newly elected officials on the value and importance of NTTA in the region. Foster a sense of 'ownership' with the region's elected officials and stakeholders. Continue working with elected officials and partners to successfully achieve our agenda to safeguard NTTA operations and all public policy issues related to transportation.

Treasury & Financial Planning Department

OVERVIEW

The department plans and manages all short- and long-term financing for the Authority and performs post-issuance administrative functions. It is responsible for the planning, development and maintenance of the annual budgets, Five-Year-Capital Plan and long-range financial planning. In addition, the department manages the daily certificate process including, processing payments to toll partners and providing financial analysis of toll transactions and revenue collections. The department is responsible for all banking relationships, cash management, investment portfolio management and continuing disclosure compliance, as well as the establishment and monitoring of all investment, debt, and continuing disclosure policies and procedures.

FY2023 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Financially Sound & Vibrant Organization

- Ensure that sufficient funds are available (liquid) to meet ongoing operation and capital improvement requirements.
- Work with consultants to capitalize on favorable market conditions to lower the cost of borrowing.
- Continuously improve the annual budget planning process for clarity and more transparency.
- Produce a Five-Year Capital Plan based on best estimates for future planning.

Delivering Transportation Solutions

- Assist with renegotiation of the performance security provision in the LBJ (I-635 East) Toll Services Agreements (TSAs).
- Continue back-office processing of payments for TSA partner facilities.

Highly Qualified, Energized & Engaged Team

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

DEPARTMENTAL FY2023 AGENCY BUDGET

Account	FY2022 Budget	FY2023 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$952,759	\$976,875	\$24,116	2.5%
Retirement Contributions - (512401)	149,202	140,906	(8,296)	(5.6)%
Consulting/Professional - (521201)	320,992	360,000	39,008	12.2%
Trustee Fees - (521204)	280,031	100,000	(180,031)	(64.3)%
Traffic Engineering Fees - (521207)	600,000	600,000	0	0.0%
Printing and Photographic - (523401)	0	6,186	6,186	100.0%
Travel - (523501)	1,633	1,633	0	0.0%
Dues & Subscriptions - (523601)	475	475	0	0.0%
Education and Training - (523701)	1,821	1,821	0	0.0%
Office Supplies - (531101)	883	883	0	0.0%
Freight and Express - (531105)	233	352	119	51.1%
Bank Charges - (573001)	100,000	50,000	(50,000)	(50.0)%
Total Expenses	\$2,408,029	\$2,239,131	(\$168,898)	(7.0)%

MAJOR FY2023 AGENCY BUDGET ITEMS

The department's FY2023 Agency budget decreased by **(\$168,898)** from FY2022 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below.

- Trustee Fees decreased **(\$180,031)** due to a new contract with reduced pricing.
- Printing and photographic increased \$6,186 due to outsourcing printing of budget books.
- Bank charges decreased **(\$50,000)** due to a new contract with reduced pricing.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2023 Budget. (See Other Funds section pages 112-124).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$976,875	\$0	\$0	\$976,875
Retirement Contributions - (512401)	140,906	0	0	140,906
Consulting/Professional - (521201)	360,000	0	67,900	427,900
Trustee Fees - (521204)	100,000	0	75,000	175,000
Rating Agency Fees - (521205)	0	0	91,000	91,000
Traffic Engineering Fees - (521207)	600,000	0	0	600,000
Printing and Photographic - (523401)	6,186	0	0	6,186
Travel - (523501)	1,633	0	0	1,633
Dues & Subscriptions - (523601)	475	0	0	475
Education and Training - (523701)	1,821	0	0	1,821
Office Supplies - (531101)	883	0	0	883
Freight and Express - (531105)	352	0	0	352
Bank Charges - (573001)	50,000	0	0	50,000
FY2023 Totals	\$2,239,131	\$0	\$233,900	\$2,473,031
FY2022 Totals	\$2,408,029	\$0	\$848,400	\$3,256,429
Increase/(Decrease)	(\$168,898)	\$0	(\$614,500)	(\$783,398)

OTHER FUNDS VARIANCE

- **RMF - \$0**
- **CIF - (\$614,500)** Comprehensive traffic and revenue studies planned on a bi-annual basis. Most recent study completed in 2022.

POSITION SUMMARY

Treasury & Financial Planning Department			
Full-Time Positions	FY2022	FY2023	Difference
Budget Analyst	1	1	0
Budget Manager	1	1	0
Debt Manager	1	1	0
Director of Treasury & Financial Planning	1	1	0
Financial Services Manager	1	1	0
Senior Finance Analyst	3	3	0
Treasury Investment Manager	1	1	0
Total Full-Time Positions	9	9	0

- No changes in FTEs.

MAJOR BUSINESS FUNCTIONS

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

Contact Center and Collections Department

OVERVIEW

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

The department's 2023 objective continues the focus on the "Five Cs" of exceptional customer service: Connect, Collect, Convert, Continuous Improvement, Coach.

- **Connect:** Customers should expect an exceptional customer service experience with NTTA based on their preferred communication method.
- **Collect:** Customers will be treated with the utmost respect while being held responsible for their decision not to pay tolls.
- **Convert:** A TollTag on every windshield.
- **Continuous Improvement:** Improve infrastructure and processes by leveraging appropriate technology.
- **Coach:** Staff and leadership conduct appropriate training and coaching to improve customer experience.

FY2023 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Focus on improving key drivers of customer satisfaction, which include reducing wait times and increasing the number of full-service locations where customers may open new TollTag accounts or pay ZipCash invoices.
- Expand contact channel opportunities to provide additional customer access and leverage existing technology, such as the Tollmate mobile application and electronic statements, for ease of access.
- Sell and promote TollTag benefits at targeted events, such as corporate events, new or expanding local businesses, sporting events and university events.
- Expand relationships with car dealerships to distribute TollTags and increase ability to collect transactions for car sales, fleet and loaner vehicles.
- Improve contact with customers through targeted outreach campaigns to include outbound dialing, text messaging, emails and other communication vehicles.
- Leverage emerging payment technologies to facilitate customers' ability to pay.
- Maximize every ZipCash customer interaction to communicate the benefits of TollTag membership.

Financially Sound & Vibrant Organization

- Continue to increase System TollTag penetration to FY2023 goal of 82.5%
- Improve pursuable transactions to achieve FY2023 goal of 95.7%
- Drive collectables to FY2023 goal of 93% collected within 24 months.

- Constantly evaluate and improve the Toll Enforcement Remedies program to maximize performance.
- Execute an enhanced collection strategy.
- Work with additional counties for vehicle registration blocks.
- Leverage the Business Intelligence environment in decision making.

Highly Qualified, Energized & Engaged Team

- Collaborate with the Human Resources department to develop staff, build core skills and provide career path development.
- Enhance analytical and soft skills and business process management methodology for supervisors and management staff to drive efficiencies.
- Enhance the department succession plan for management strength and career paths.

DEPARTMENTAL FY2023 AGENCY BUDGET

Account	FY2022 Budget	FY2023 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$12,694,953	\$13,406,515	\$711,562	5.6%
Salaries and Wage-Overtime - (511301)	343,020	343,020	0	0.0%
Retirement Contributions - (512401)	2,004,658	1,925,046	(79,612)	(4.0)%
Meeting Expense - (521101)	13,516	33,440	19,924	147.4%
Consulting/Professional - (521201)	14,793,923	14,331,088	(462,835)	(3.1)%
Armored Car Services - (521209)	50,142	50,142	0	0.0%
Rentals - Equipment - (522302)	33,904	35,200	1,296	3.8%
Postage - (523201)	12,900,000	15,266,478	2,366,478	18.3%
Promotional Expenses - (523304)	234,213	252,382	18,169	7.8%
Printing and Photographic - (523401)	152,435	184,894	32,459	21.3%
Travel - (523501)	19,364	19,749	385	2.0%
Dues & Subscriptions - (523601)	2,513	4,429	1,916	76.3%
Education and Training - (523701)	29,393	29,200	(193)	(0.7)%
Temporary Contract Labor - (523851)	16,000,000	17,000,000	1,000,000	6.3%
Office Supplies - (531101)	50,000	52,611	2,611	5.2%
Freight and Express - (531105)	7,696	8,250	554	7.2%
Inven for resale(toll tags) - (531501)	6,200,000	6,500,000	300,000	4.8%
Uniforms - (531701)	17,590	30,216	12,626	71.8%
Bank Charges - (573001)	455,226	500,818	45,592	10.0%
Credit Card Fees - (573002)	27,441,513	30,889,110	3,447,597	12.6%
Total Expenses	\$93,444,060	\$100,862,589	\$7,418,529	7.9%

MAJOR FY2023 AGENCY BUDGET ITEMS

The department's FY2023 Agency budget increased by \$7,418,529 from FY2022 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- Salaries and Wages net increase \$711,562 due to merit increase.
- Retirement Contributions decreased (\$79,612) due to a change in the contribution rate for TCDRS.
- Meeting expense increased \$19,924 to restore to pre-COVID levels.
- Consulting/Professional decreased (\$462,835) due to a decrease in Questmark and manual image review.

- Postage increased \$2,366,478 due to increase in volume of invoicing and postage rate.
- Printing and photographic increased \$32,459 due to TollTag distribution.
- Temporary Contract Labor increased \$1,000,000 driven by increased transaction volumes and service level goals.
- TollTags increased \$300,000 due to additional new accounts.
- Uniforms increased \$12,626 due to additional planned new hires caused by agent turnover.
- Credit card fees increased \$3,447,597 due to additional planned transactions.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2023 Budget (see Other Funds section pages 112-124).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$13,406,515	\$0	\$0	\$13,406,515
Salaries and Wage-Overtime - (511301)	343,020	0	0	343,020
Retirement Contributions - (512401)	1,925,046	0	0	1,925,046
Meeting Expense - (521101)	33,440	0	0	33,440
Consulting/Professional - (521201)	14,331,088	0	0	14,331,088
Armored Car Services - (521209)	50,142	0	0	50,142
Rentals - Equipment - (522302)	35,200	0	0	35,200
Postage - (523201)	15,266,478	0	0	15,266,478
Promotional Expenses - (523304)	252,382	0	0	252,382
Printing and Photographic - (523401)	184,894	0	0	184,894
Travel - (523501)	19,749	0	0	19,749
Dues & Subscriptions - (523601)	4,429	0	0	4,429
Education and Training - (523701)	29,200	0	0	29,200
Temporary Contract Labor - (523851)	17,000,000	0	0	17,000,000
Office Supplies - (531101)	52,611	0	0	52,611
Freight and Express - (531105)	8,250	0	0	8,250
Inven for resale(toll tags) - (531501)	6,500,000	0	0	6,500,000
Uniforms - (531701)	30,216	0	0	30,216
Bank Charges - (573001)	500,818	0	0	500,818
Credit Card Fees - (573002)	30,889,110	0	0	30,889,110
FY2023 Totals	\$100,862,589	\$0	\$0	\$100,862,589
FY2022 Totals	\$93,444,060	\$0	\$0	\$93,444,060
Increase/(Decrease)	\$7,418,529	\$0	\$0	\$7,418,529

OTHER FUNDS VARIANCE

- **RMF-\$0**
- **CIF-\$0**

POSITION SUMMARY

Contact Center and Collections Department			
Full-Time Positions	FY2022	FY2023	Difference
Call Center	150	150	0
Administrative Assistant	1	1	0
CSC Sr. Specialist	11	11	0
CSC Supervisor	11	11	0
CSS II	125	125	0
Director of Contact Center & Collections	1	1	0
Sr. Call Center Manager	1	1	0
Customer Service Center	47	47	0
CSC Sr. Specialist	6	6	0
CSC Supervisor	7	7	0
CSS II	33	33	0
Sr. Customer Center Manager	1	1	0
Workforce & Training	12	12	0
CSC Training Assistant	1	1	0
CSC Training Coordinator	1	1	0
CSC Training Manager	1	1	0
CSS III	1	1	0
Forecast Analyst	2	2	0
Technical Business Writer	1	1	0
Workforce Analyst	4	4	0
Workforce Manager	1	1	0
Regional Tolling Partners	2	2	0
CSC Project Coordinator I	1	1	0
Manager - Key Accounts	1	1	0
RTP Supervisor	0	0	0
Collections	8	8	0
Assistant Director of Contact Center and Collections	1	1	0
CSC Project Coordinator I	2	2	0
CSC Sr. Specialist	3	3	0
CSC Supervisor	1	1	0
Sr Collections & Support Mgr	1	1	0
Toll Enforcement Remedies	3	3	0
Court Coordinator	3	3	0
Support Services	71	71	0
CSC Sr. Specialist	4	4	0
CSC Supervisor	4	4	0
CSS I	43	43	0
CSS II	1	1	0
CSS III	17	17	0
Inventory Control Specialist	1	1	0
Support Services Process Manager	1	1	0

POSITION SUMMARY (CONTINUED)

Contact Center and Collections Department			
Full-Time Positions	FY2022	FY2023	Difference
Customer Care	12	12	0
CSC QA/QC Coordinator II	5	5	0
CSC QA/QC Coordinator II Bilingual	2	2	0
Customer Care Coordinator	1	1	0
Customer Care Manager	1	1	0
Director of Customer Care	1	1	0
QA/QC Supervisor	1	1	0
Sr. Operations Analyst	1	1	0
Total Full Time Positions	305	305	0

- No changes to FTEs.

MAJOR BUSINESS FUNCTIONS

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

- **Call Center** – Serves more than five million customers each year through TollTag distribution, TollTag account maintenance, ZipCash monthly statement payments and resolving customer concerns via multiple contact channels.
- **Customer Service Center** – Serves as the “face of the NTTA” for more than 250,000 customers each year via six retail locations in Fort Worth, Irving, Plano, Grand Prairie, South Dallas and Mesquite.
- **Workforce & Training** – Serves as the coordinating hub to ensure the department has the right people at the right place at the right time. Their primary functions include scheduling work shift analysis, projecting contact volumes and reassigning flexible personnel throughout the day to ensure prompt service is available in all customer contact channels.
- **Regional Tolling Partners** – This function is responsible for the coordination and outreach efforts to promote TollTag distribution within our service footprint. Several municipalities, numerous car dealerships and local retailers, such as Tom Thumb and Albertson’s grocery chains issue new TollTags on behalf of NTTA.
- **Collections** – Provides strategic direction for collections efforts on outstanding ZipCash invoices, from first notice of nonpayment through assignment to external collection agencies. Manages internal staff as well as collection agencies.
- **Toll Enforcement Remedies** – Implements tools provided by the Legislature to encourage equitable payment from all drivers and coordinates with Justice of the Peace offices in legal proceedings.
- **Support Services** – The team is made up of several smaller teams that provide back-office support, including TollTag fulfillment, quality assurance for ZipCash invoices, exception processing and case handling.
- **Customer Care** – Partners with Contact Center and Collections leadership to:
 - Provide audits of all CSC processes and procedures
 - Develop and maintain call center Speech Analytics and reporting
 - Complete all Board, Ombudsman, Legal, Communications, and Government Affairs escalations
 - Respond to all subpoenas and Public Information Act requests, testify as Custodian of Records for all NTTA and law enforcement trials

Information Technology Department

OVERVIEW

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

FY2023 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Implement the IT strategic plan, ensuring IT projects are aligned with the needs of our internal and external customers and the strategic objectives of NTTA.
- Expand the back-office toll system to provide customers with an improved user experience.
- Continue the Intelligent Transportation Systems (ITS) program to further customer service and safety by adding additional cameras and DMS signs on NTTA facilities as needed, and examine innovative ways to capture and analyze traffic data on NTTA's roadways.
- Remain focused on cyber security and compliance to ensure customer data is protected. Maintain payment card industry (PCI) compliance as a level1 merchant.

Financially Sound & Vibrant Organization

- Maintain and enhance the IT business continuity plan to minimize impact to NTTA revenue streams and customer service in the event operations are disrupted. Periodically test the plan to ensure readiness.
- Continue to expand the back-office system capabilities to increase revenue and decreased unpursuable transactions.
- Continue to support the business intelligence program by moving toward near real-time analysis of data at the lane, augmenting transactional data with customer behavior attributes, and integration with the new back-office toll system.

Delivering Transportation Solutions

- Continue implementation of national interoperability with the western, southeastern, and northeastern states.
- Continue to provide the required levels of service for LBJ Express, North Tarrant Express and other regional Toll Service Agreements.
- Implement technologies and solutions to assist in wrong-way driver detection on NTTA roadways.

Respected Leader & Partner in Region's Transportation Network

- Expand the value of the TollTag by working with region partners to implement parking services using the TollTag as a payment option.
- Continue to collaborate with TxDOT and Cintra on processing managed lanes transactions.
- Continue to partner with Dallas/Fort Worth International and Dallas Love Field airports for processing TollTag parking transactions.
- Continue to support and expand the Central US Interoperability HUB vision and mission.
- Support the data needs of NTTA's internal departments, such as Public Affairs and Traffic Incident Management, to ensure they can continue to be responsive to requests from news media, partners, peer agencies and government officials.

Highly Qualified, Energized & Engaged Team

- Optimize the department’s organizational structure to align with the revised IT strategic plan. Ensure that employees are working to their strengths and their skills are kept fresh through continued training.
- Increase employee satisfaction by bringing in system and business efficiencies by strategically adding and replacing business applications and implementing enhanced business processes.

DEPARTMENTAL FY2023 AGENCY BUDGET

Account	FY2022 Budget	FY2023 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$8,649,929	\$8,657,139	\$7,210	0.1%
Salaries and Wage-Overtime - (511301)	88,215	88,215	0	0.0%
Retirement Contributions - (512401)	1,354,579	1,204,368	(150,211)	(11.1)%
Outside Maintenance Services - (521212)	6,791,120	11,065,703	4,274,583	62.9%
Telecommunications - (523202)	1,801,100	1,831,100	30,000	1.7%
Travel - (523501)	5,900	47,500	41,600	705.1%
Dues & Subscriptions - (523601)	6,565	5,150	(1,415)	(21.6)%
Education and Training - (523701)	38,500	77,500	39,000	101.3%
Temporary Contract Labor - (523851)	90,000	90,000	0	0.0%
Office Supplies - (531101)	37,200	22,200	(15,000)	(40.3)%
Other Materials and Supplies - (531102)	224,000	64,000	(160,000)	(71.4)%
Software - (531651)	11,584,903	10,998,434	(586,469)	(5.1)%
Total Expenses	\$30,672,011	\$34,151,309	\$3,479,298	11.3%

MAJOR FY2023 AGENCY BUDGET ITEMS

The department’s FY2023 Agency budget increased by \$3,479,298 from FY2022 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- Salaries net increase \$7,210 due to merit increase offset by positions moving to Operations.
- Retirement Contributions decreased (\$150,211) for positions moved to Operations.
- Outside Maintenance Service increased \$4,274,583 due to moving post-implementation back office maintenance and support from CIF to OMF.
- Travel increased \$41,600 mainly for restoration of travel budget including IBTTA conference.
- Education and Training increased \$39,000 to stay current on technology.
- Office Supplies decreased (\$15,000) based on historical spending.
- Other Materials and Supplies decreased (\$160,000) due to discontinued use of LT06 tapes.
- Software decreased (\$586,469) for software no longer used.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2023 Budget (see Other Funds section pages 112-124).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$8,657,139	\$0	\$0	\$8,657,139
Salaries and Wage-Overtime - (511301)	88,215	0	0	88,215
Retirement Contributions - (512401)	1,204,368	0	0	1,204,368
Consulting/Professional - (521201)	0	0	576,000	576,000
Outside Maintenance Services - (521212)	11,065,703	0	0	11,065,703
Consulting/Profess Serv Tech - (521301)	0	0	31,867,354	31,867,354
Telecommunications - (523202)	1,831,100	0	0	1,831,100
Travel - (523501)	47,500	0	0	47,500
Dues & Subscriptions - (523601)	5,150	0	0	5,150
Education and Training - (523701)	77,500	0	0	77,500
Temporary Contract Labor - (523851)	90,000	0	0	90,000
Office Supplies - (531101)	22,200	0	0	22,200
Other Materials and Supplies - (531102)	64,000	0	0	64,000
Electronic Supplies - (531106)	0	1,888,500	0	1,888,500
Computers - (531641)	0	10,846,500	7,625,000	18,471,500
Software - (531651)	10,998,434	298,000	9,173,880	20,470,314
Infrastructure Rdway/Hwy/Bridg - (541401)	0	6,000,000	0	6,000,000
Infrastructure - Other - (541403)	0	0	450,000	450,000
FY2023 Totals	\$34,151,309	\$19,033,000	\$49,692,234	\$102,876,543
FY2022 Totals	\$30,672,011	\$18,983,000	\$59,342,543	\$108,997,554
Increase/(Decrease)	\$3,479,298	\$50,000	(\$9,650,309)	(\$6,121,011)

OTHER FUNDS VARIANCE

- **RMF -\$50,000** The Reserve Maintenance Fund increased primarily due to the normal, end-of-life cycle equipment replacement.
- **CIF - (\$9,650,309)** The Capital Improvement Fund decreased primarily due to post-implementation back-office system maintenance & support moving to the Operation and Maintenance Fund.

POSITION SUMMARY

Information Technology			
Full-Time Positions	FY2022	FY2023	Difference
Administrative Assistant	0	1	1
Application Support Supervisor	1	1	0
Applications Administrator	3	3	0
Applications Administrator I	1	1	0
Assistant Director Business Applications	1	1	0
Assistant Director of IT	1	1	0
Backup Engineer	1	1	0
Business Intelligence Architect	1	0	(1)
Business Intelligence Developer	1	0	(1)
Communications Administrator	1	1	0
Compliance Analyst	2	2	0
Desktop Support Engineer	1	1	0
Director of IT	1	1	0
Enterprise Applications Lead	1	1	0
Enterprise Communications Manager	1	0	(1)
GIS Analyst	3	0	(3)
GIS Manager	1	0	(1)
Information Security Manager	1	1	0
IT Asset Analyst	1	1	0
IT Operations and Service Manager	1	1	0
IT Project Manager	1	1	0
ITS Manager	0	1	1
ITS Support Specialist	1	1	0
Lead ServiceNow Developer	1	1	0
Lead Warehouse Technician	2	2	0
Network Engineer	1	1	0
RITE Systems Support Analyst II	2	2	0
Roadway Systems Lead	3	3	0
Roadway Systems Manager	2	2	0
Roadway Systems Supervisor	3	3	0
Security Engineer	3	3	0
Server Administrator	1	1	0
Service Desk Manager	1	1	0
ServiceNow Administrator	1	1	0
Solutions Architect	1	1	0
Sr IT Program Manager	1	1	0
Sr IT Service Desk Analyst	1	1	0
Sr. Application Manager	1	1	0
Sr. BI Developer	1	0	(1)
Sr. Business Analyst	3	3	0
Sr. Communications Engineer	1	1	0
Sr. Database Administrator	2	2	0
Sr. Desktop Support Technician	2	3	1

Information Technology (continued)			
Full-Time Positions	FY2022	FY2023	Difference
Sr. Enterprise Applications Manager	1	1	0
Sr. Enterprise Comm Manager	0	1	1
Sr. Enterprise Systems Manager	0	1	1
Sr. ETL & Data Modeling Developer	1	0	(1)
Sr. IT Asset Analyst	1	1	0
Sr. IT Manager Bus Intelligence	1	0	(1)
Sr. ITS Manager	1	1	0
Sr. Network Engineer	3	3	0
Sr. Project Manager	2	2	0
Sr. Server Administrator	1	1	0
Sr. Systems Engineer	5	5	0
Sr. Technical Lead	1	1	0
Sr. Web Applications Developer	2	2	0
Systems Support Tech II - HD	2	2	0
Systems Support Tech II RW	7	7	0
Systems Support Tech III	1	1	0
Systems Support Tech III RW	8	8	0
Total Full-Time Positions	96	91	(5)

- During FY2022, three GIS Analyst, the GIS Manager, Manager – Business Intelligence, Business Intelligence Developer, Sr. BI Developer, and Sr. Technical Lead were transferred to the Operations Department.
- For FY2023, three new positions will be added: Sr. Desktop Support Tech, Administrative Assistant, and ITS Manager. In addition to this, the Systems Support Tech II RW will be unfrozen. All other changes are reclassification of positions to better align with duties.

MAJOR BUSINESS FUNCTIONS

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

- **Business Applications** – Focused on tolling back-office systems and non-tolling enterprise applications like PeopleSoft HR and Financials, asset management system, enterprise project delivery system, budget and contract management systems and all other applications that help run the daily business of NTTA. Project Management Office also resides within this area.
- **Roadway Systems Operations and Support** – Focused on installation and support of the tolling system at the lane level, fiber network and Intelligent Transportation System equipment to keep our roadways safe for customers and employees.
- **Service Desk/Enterprise Systems/Enterprise Communications** - Focused on deployment and support of employee and consultant end-user devices and applications, all aspects of data center technology and infrastructure (servers, storage, and hardware), all aspects of the enterprise network including, routers, switches, cabling, telephones and telephone service, and all servers, systems, and storage devices.
- **Information Security** – Focused on information security and compliance. Implement and monitor security infrastructure, evaluates systems and processes for compliance. Also leads IT efforts with internal and external audits.

Maintenance Department

OVERVIEW

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

FY2023 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

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

Financially Sound & Vibrant Organization

- Manage the sale of surplus and salvage property via auctions.
- Minimize financial risk by limiting on-hand inventories and storage of items to support a lean, yet responsive operation.

Delivering Transportation Solutions

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

Respected Leader & Partner in the Region’s Transportation Network

- Collaborate with the Texas Department of Transportation, Texas Transportation Institute, and other industry leaders to improve safety for our employees, contractors, and customers.
- Achieve ASE Blue Seal certification for fleet facilities and collaborate with area supply chain experts through APICS to promote efficient warehousing operations.

Highly Qualified, Energized & Engaged Team

- Develop position-specific training programs to prepare employees for advancement in the department.
- Participate and actively engage with regional and national technical organizations such as American Public Works Association, International Bridge, Tunnel and Turnpike Association, Association for the Management and Operation of Transportation Infrastructure Assets and American Production and Inventory Control Society.

DEPARTMENTAL FY2023 AGENCY BUDGET

Account	FY2022	FY2023	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$9,218,079	\$10,181,441	\$963,362	10.5%
Salaries and Wage-Overtime - (511301)	309,306	309,306	0	0.0%
Retirement Contributions - (512401)	1,443,551	1,429,812	(13,739)	(1.0)%
Meeting Expense - (521101)	6,100	7,100	1,000	16.4%
Consulting/Professional - (521201)	400,000	400,000	0	0.0%
Outside Maintenance Services - (521212)	27,897,675	32,139,085	4,241,410	15.2%
Landscaping - (522202)	61,500	66,425	4,925	8.0%
Rentals - Buildings/Land - (522301)	318,752	340,000	21,248	6.7%
Rentals - Equipment - (522302)	128,850	53,850	(75,000)	(58.2)%
Telecommunications - (523202)	353,812	355,000	1,188	0.3%
Travel - (523501)	15,350	22,100	6,750	44.0%
Dues & Subscriptions - (523601)	37,235	32,635	(4,600)	(12.4)%
Education and Training - (523701)	21,894	43,302	21,408	97.8%
Licenses - (523801)	7,373	9,473	2,100	28.5%
Temporary Contract Labor - (523851)	77,000	77,000	0	0.0%
Office Supplies - (531101)	19,600	19,600	0	0.0%
Other Materials and Supplies - (531102)	3,415,198	5,241,925	1,826,727	53.5%
Mobile Equipment Expense - (531103)	1,125,022	1,324,400	199,378	17.7%
Freight and Express - (531105)	400	400	0	0.0%
Motor Fuel Expense - (531107)	1,223,000	2,010,000	787,000	64.3%
Water - (531211)	883,696	883,696	0	0.0%
Gas - (531221)	29,108	29,108	0	0.0%
Electricity - (531231)	2,288,029	2,900,000	611,971	26.7%
Small Tools and Shop Supplies - (531601)	181,234	132,742	(48,492)	(26.8)%
Uniforms - (531701)	188,002	217,000	28,998	15.4%
Total Expenses	\$49,649,766	\$58,225,400	\$8,575,634	17.3%

MAJOR FY2023 AGENCY BUDGET ITEMS

The department's FY2023 Agency budget increased by \$8,575,634 from FY2022 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below.

- Salaries and Wages net increase \$963,362 due to merit increase and unfreezing five positions.
- Outside Maintenance Services increased \$4,241,410 due to new contract and contract price increase for routine maintenance, janitorial, trash and other services.
- Rentals – Equipment decreased (\$75,000) due to use of outside maintenance services contract.
- Travel increased \$6,750 to allow employees to attend conferences and trade events to learn and share industry best practices.
- Education and training increased \$21,408 due to required training and certifications for new and existing employees.
- Other Materials and Supplies increased \$1,826,727 due to the overall rising cost of concrete, steel, copper and material.
- Mobile Equipment expense increased \$199,378 due to increase in prices for automotive parts and growing fleet.
- Motor Fuel expense increased \$787,000 due to rising cost of energy and fuel.
- Electricity expense increased \$611,971 due to rate increase in 2023 contract.

- Small tools and shop supplies decreased **(\$48,492)** due to existing tools and equipment still in good working condition.
- Uniforms increased \$28,998 due to increase in cost of Personal Protection Equipment such as safety vests, work boots, and overall increase in cost of goods.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2023 Budget (see Other Funds section pages 112-124).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$10,181,441	\$0	\$0	\$10,181,441
Salaries and Wage-Overtime - (511301)	309,306	0	0	309,306
Retirement Contributions - (512401)	1,429,812	0	0	1,429,812
Meeting Expense - (521101)	7,100	0	0	7,100
Consulting/Professional - (521201)	400,000	0	0	400,000
Outside Maintenance Services - (521212)	32,139,085	0	0	32,139,085
Repairs and Maintenance - (522201)	0	675,455	0	675,455
Landscaping - (522202)	66,425	550,000	0	616,425
Rentals - Land - (522301)	340,000	0	0	340,000
Rentals - Equipment - (522302)	53,850	0	0	53,850
Telecommunications - (523202)	355,000	0	0	355,000
Travel - (523501)	22,100	0	0	22,100
Dues & Subscriptions - (523601)	32,635	0	0	32,635
Education and Training - (523701)	43,302	0	0	43,302
Licenses - (523801)	9,473	0	0	9,473
Temporary Contract Labor - (523851)	77,000	0	0	77,000
Office Supplies - (531101)	19,600	0	0	19,600
Other Materials and Supplies - (531102)	5,241,925	0	0	5,241,925
Mobile Equipment Expense - (531103)	1,324,400	0	0	1,324,400
Freight and Express - (531105)	400	0	0	400
Electronic Supplies - (531106)	0	0	0	0
Motor Fuel Expense - (531107)	2,010,000	0	0	2,010,000
Water - (531211)	883,696	0	0	883,696
Gas - (531221)	29,108	0	0	29,108
Electricity - (531231)	2,900,000	0	0	2,900,000
Small Tools and Shop Supplies - (531601)	132,742	0	0	132,742
Machinery - (531611)	0	572,500	0	572,500
Vehicles - (531621)	0	3,031,000	0	3,031,000
Uniforms - (531701)	217,000	0	0	217,000
Buildings - (541301)	0	0	4,407,107	4,407,107
Building Improvements - (541302)	0	3,085,000	0	3,085,000
FY2023 Totals	\$58,225,400	\$7,913,955	\$4,407,107	\$70,546,462
FY2022 Totals	\$49,649,766	\$7,370,000	\$4,850,000	\$61,869,766
Increase/(Decrease)	\$8,575,634	\$543,955	(\$442,893)	\$8,676,696

OTHER FUNDS VARIANCE

- **RMF - \$543,955** The Reserve Maintenance Fund varies year-by-year based on projects identified in the Five-Year Capital Plan and as a result of the Annual Inspection.
- **CIF - (\$442,893)** The Capital Improvement Fund varies year-by-year and is based on projects identified in the Five-Year Capital Plan and as a result of the Annual Inspection.

POSITION SUMMARY

Maintenance Department			
Full-Time Positions	FY2022	FY2023	Difference
Roadway	115	115	0
CSR/Maintenance	2	2	0
Laborer	22	22	0
Lead Roadway Maintenance Tech	8	8	0
Maintenance Tech I	32	32	0
Maintenance Tech II	23	23	0
Roadway Maintenance Supervisor	6	6	0
Roadway Maintenance Supervisor Night	2	2	0
Roadway Manager	2	2	0
Senior Maintenance Technician	18	18	0
Facilities	21	21	0
Bldg. Maintenance Supervisor	1	1	0
Electrical Lead	1	1	0
Electrical Maintenance Technician	2	2	0
Electrical Supervisor	1	1	0
Electrician	3	3	0
Facilities Manager	1	1	0
GE Bldg. Maintenance Specialist	1	1	0
HVAC & R Technician	2	2	0
Maintenance Specialist	1	1	0
Maintenance Specialist Craftsman	1	1	0
Maintenance Technician	3	3	0
Senior Electrician	2	2	0
Maintenance Facility Lead	2	2	0
Landscape	17	17	0
Irrigation Maintenance Specialist	2	2	0
Laborer	5	5	0
Landscape Maintenance Technician	4	4	0
Landscape Maintenance Technician II	2	2	0
Landscape Manager/Architect	1	1	0
Landscape Supervisor	1	1	0
Lead Landscape Maintenance Technician	1	1	0
Senior Landscape Maintenance Technician	1	1	0

Maintenance Department (continued)			
Full-Time Positions	FY2022	FY2023	Difference
Support Services	30	30	0
Compliance Specialist	1	1	0
Fleet Manager	1	1	0
Fleet Supervisor	2	2	0
Inventory Control Specialist	3	3	0
Lead Mechanic	2	2	0
Lead Sign Specialist	1	1	0
Maintenance Support Manager	1	1	0
Maintenance Technician	1	1	0
Mechanic	9	9	0
Project Coordinator	1	1	0
Senior Mechanic	2	2	0
Senior Sign Specialist	2	2	0
Sign & Fabrication Supervisor	1	1	0
Warehouse Supervisor	1	1	0
Warehouse Team Lead	2	2	0
Administration	10	10	0
Admin Asst. Maintenance	1	1	0
Asst. Director / Maintenance Ops	1	1	0
Capital Improvement Manager	1	1	0
CMMS App Administrator	1	1	0
Director of Maintenance	1	1	0
Project Coordinator	1	1	0
Roadway Special Project Manager	3	3	0
Sr. Roadway Special Project Manager	1	1	0
Total Full-Time Positions	193	193	0

- No changes to total FTEs. However, three Maintenance Technicians, Mechanic, and Sr. Sign Specialist will be unfrozen for FY2023.

MAJOR BUSINESS FUNCTIONS

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

- **Roadway Division** – Provides in-house maintenance of the SRT, DNT, LLTB, and AATT, including bridges, safety devices and associated appurtenances. Also, performs small-scale in-house construction and repair projects to improve or mitigate maintenance issues along the roadway corridors and right-of-way.
- **Facilities Division** – Responsible for the maintenance of NTTA facilities, electrical services and roadway lighting.
- **Landscape Division** – Responsible for the maintenance of all landscape assets as well as project management of the contracted landscape maintenance of the Gleneagles facilities, SRT, DNT, LLTB, and AATT.
- **Support Services Division** - Provides maintenance of the authority-owned fleet and equipment, oversight of the NTTA warehouse and supply chain activities, maintenance, and fabrication of signs.
- **Administration Division** – Oversight of contracted maintenance of the PGBT, MCLB, and CTP, management of the department's RMF and CIF funds and building renovations.

Operations Department

OVERVIEW

The Operations department will continue to pursue and implement opportunities to enhance collections, increase the percentage of pursued transactions, streamline operational processes, continue improvements in customer service, advance interoperability both regionally and nationally, and manage NTTA's provision of toll services.

FY2023 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

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

Financially Sound & Vibrant Organization

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

Respected Leader & Partner in Region's Transportation Network

- Implement southeastern and western states interoperability programs to extend payment of tolls through the TollTag. Implementation to include Gulf Coast states to Florida and North Carolina, and states west of the Rockies. Connect Colorado with the Central US Interoperability Hub.
- Execute inter-local agreement with the E-ZPass group for expanded interoperability between the central and northeastern US.
- Actively participate in state, regional and national interoperability efforts.

Highly Qualified, Energized & Engaged Team

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

DEPARTMENTAL FY2023 AGENCY BUDGET

Account	FY2022	FY2023	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$1,113,032	\$2,075,473	\$962,441	86.5%
Retirement Contributions - (512401)	163,269	289,011	125,742	77.0%
Meeting Expense - (521101)	780	1,000	220	28.2%
Consulting/Professional - (521201)	64,000	64,000	0	0.0%
Travel - (523501)	1,984	40,900	38,916	1,961.5%
Dues & Subscriptions - (523601)	9,000	16,700	7,700	85.6%
Education and Training - (523701)	709	12,209	11,500	1,622.0%
Office Supplies - (531101)	47,126	55,000	7,874	16.7%
Freight and Express - (531105)	215	215	0	0.0%
Total Expenses	\$1,400,114	\$2,554,508	\$1,154,393	82.4%

MAJOR FY2023 AGENCY BUDGET ITEMS

The department's FY2023 Agency budget increased by \$1,154,393 from FY2022 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below.

- Salaries and Wages net increase \$962,441 due to merit increase and eight positions moving from Information Technology.
- Retirement Contributions increased \$125,742 due to merit increase and eight positions moving from Information Technology.
- Travel increased \$38,916 to pre-COVID levels plus eight positions moving from Information Technology.
- Dues and subscription increased \$7,700 due to eight positions moving from Information Technology.
- Educations and training increased \$11,500 due to increase of eight positions.
- Office supplies increased \$7,874 due to increase in company-wide coffee service.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2023 Budget. (See Other Funds section pages 112-124).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$2,075,473	\$0	\$0	\$2,075,473
Retirement Contributions - (512401)	289,011	0	0	289,011
Meeting Expense - (521101)	1,000	0	0	1,000
Consulting/Professional - (521201)	64,000	0	0	64,000
Travel - (523501)	40,900	0	0	40,900
Dues & Subscriptions - (523601)	16,700	0	0	16,700
Education and Training - (523701)	12,209	0	0	12,209
Office Supplies - (531101)	55,000	0	0	55,000
Freight and Express - (531105)	215	0	0	215
FY2023 Totals	\$2,554,508	\$0	\$0	\$2,554,508
FY2022 Totals	\$1,400,114	\$0	\$0	\$1,400,114
Increase/(Decrease)	\$1,154,393	\$0	\$0	\$1,154,393

OTHER FUNDS VARIANCE

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

POSITION SUMMARY

Operations			
Full-Time Positions	FY2022	FY2023	Difference
Asst. Exec. Director Operations	1	1	0
Business Analytics/Sr Projects Manager	1	1	0
Business Intelligence Developer	0	1	1
Business Ops Manager	1	1	0
Executive Assistant	1	1	0
GIS Analyst	0	3	3
GIS Manager	0	1	1
Manager Business Intelligence	0	1	1
Operations Analyst I	1	1	0
Operations Analyst II	1	1	0
Ops Analytics Manager	1	1	0
Project Manager	1	1	0
Sr. BI Developer	0	1	1
Sr. Technical Lead	0	1	1
Total Full-time Positions	8	16	8

- During FY2022, three GIS Analyst, the GIS Manager, Manager – Business Intelligence, Business Intelligence Developer, Sr., Business Intelligence Developer, and Sr. Technical Lead were transferred to the Operations department as part of a department reorganization.

MAJOR BUSINESS FUNCTIONS

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

Project Delivery Department

OVERVIEW

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

FY2023 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Delivering Transportation Solutions

- Continue planning, design and delivery of NTTA's Five-Year Capital Plan commitments.
- Complete construction of the Dallas North Tollway mainlane extension over US 380.
- Continue construction of the Dallas North Tollway fourth lane widening project in Frisco.
- Integrate a "total cost" (lifecycle) approach to the development of new projects as well as implementation of rehabilitation or modification projects.
- Conduct annual routine and specialized inspections, report on results, budget for deficiencies and implement improvement plans.

Respected Leader & Partner in the Region's Transportation Network

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

DEPARTMENTAL FY2023 AGENCY BUDGET

Account	FY2022 Budget	FY2023 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$2,273,835	\$2,457,676	\$183,841	8.1%
Retirement Contributions - (512401)	340,129	337,767	(2,361)	(0.7)%
Meeting Expense - (521101)	500	500	0	0.0%
Travel - (523501)	2,285	5,000	2,715	118.8%
Dues & Subscriptions - (523601)	1,157	1,157	0	0.0%
Education and Training - (523701)	5,486	10,486	5,000	91.1%
Licenses - (523801)	667	667	0	0.0%
Office Supplies - (531101)	2,041	2,041	0	0.0%
Freight and Express - (531105)	407	407	0	0.0%
Total Expenses	\$2,626,506	\$2,815,701	\$189,195	7.2%

MAJOR FY2023 AGENCY BUDGET ITEMS

The department's FY2023 Agency budget increased \$189,195 from FY2022 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below.

- Salaries and Wages-Direct increased \$183,841 due to merit increase.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2023 Budget (see Other Funds section pages 112-124).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$2,457,676	\$0	\$0	\$2,457,676
Retirement Contributions - (512401)	337,767	0	0	337,767
Meeting Expense - (521101)	500	0	0	500
General Engineering - (521213)	0	6,333,676	31,027,889	37,361,565
Consulting/Profess Serv Tech - (521301)	0	3,478,262	0	3,478,262
Signing Expense - (522203)	0	4,215,000	0	4,215,000
Pavement Markings - (522204)	0	5,921,381	0	5,921,381
Pavement & Shoulders - (522205)	0	6,400,198	0	6,400,198
Bridge Repairs - (522206)	0	6,275,000	0	6,275,000
Travel - (523501)	5,000	0	0	5,000
Dues & Subscriptions - (523601)	1,157	0	0	1,157
Education and Training - (523701)	10,486	0	0	10,486
Licenses - (523801)	667	0	0	667
Office Supplies - (531101)	2,041	0	0	2,041
Freight and Express - (531105)	407	0	0	407
Utility Relocation Costs - (531261)	0	0	948,750	948,750
Infrastructure Rdway/Hwy/Bridg - (541401)	0	17,653,399	72,000,765	89,654,164
Infrastructure Right -of -Way - (541402)	0	0	224,000	224,000
Right of Way (ID #365) - (173003)	0	0	50,000	50,000
FY2023 Totals	\$2,815,701	\$50,276,916	\$104,251,404	\$157,344,021
FY2022 Totals	\$2,626,506	\$36,774,640	\$83,065,135	\$122,466,281
Increase/(Decrease)	\$189,195	\$13,502,276	\$21,186,269	\$34,877,740

OTHER FUND VARIANCE

- **RMF – \$13,502,276** The Reserve Maintenance Fund varies year-by-year based on projects identified in the Five-Year Capital Plan and as a result of the Annual Inspection.
- **CIF – \$21,186,269** The Capital Improvement Fund varies year-by-year based on projects identified in the Five-Year Capital Plan.

POSITION SUMMARY

Project Delivery			
Full-Time Positions	FY2022	FY2023	Difference
AED of Infrastructure	1	1	0
Construction Engineering Manager	1	1	0
Director of Project Delivery	1	1	0
Executive Assistant	1	1	0
Manager of Construction	1	1	0
Manager of Contracts	1	1	0
Manager of Program Controls	1	1	0
Project Engineer	2	2	0
Project Manager	3	2	(1)
Right of Way Manager	1	1	0
Roadway Project Manager	2	2	0
Senior Corridor Manager	1	1	0
Senior Manager of Project Delivery	1	1	0
Senior Manager of Engineering Infrastructure Assets	1	1	0
Senior Program Manager of Planning/Environment	0	1	1
Senior Project Manager Design Guidelines	1	1	0
Total Full-Time Positions	19	19	0

- No change to FTEs, only reclassification of positions.

MAJOR BUSINESS FUNCTIONS

With the carefully considered FY2023 budget, the Project Delivery department will continue to benefit the Authority and the people of North Texas by performing a number of key functions:

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

Traffic and Incident Management Department

OVERVIEW

The Traffic and Incident Management Department supports NTTA's mission through enhanced traffic, safety and emergency operations.

FY2022 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Continue to implement Roadside Safety Services (RSS) delivery strategies to remove vehicles and debris from NTTA roadways allowing for reduced congestion and lane closures.
- Continue to improve our Traffic Safety Program, which evaluates crash patterns and causes to identify ways to reduce the severity of or eliminate crashes.

Financially Sound & Vibrant Organization

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

Delivering Transportation Solutions

- Focus on RSS delivery strategies to reduce congestion and lane closures by removing vehicles and debris from travel lanes.
- Continue the use of NTTA's traffic management software and share information with customers and the region regarding incidents and crashes on NTTA's system.

Highly Qualified, Energized & Engaged Team

- Increase opportunities for employee advancement, as well as the ability for employees to learn and develop additional skills.
- Increase employee involvement in NTTA Safety Committee activities and safety fairs.

DEPARTMENTAL FY2023 AGENCY BUDGET

Account	FY2022	FY2023	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$6,786,670	\$7,180,792	\$394,123	5.8%
Salaries and Wage-Overtime - (511301)	23,270	23,270	0	0.0%
Retirement Contributions - (512401)	1,062,792	1,025,899	(36,893)	(3.5)%
Meeting Expense - (521101)	1,000	1,000	0	0.0%
Consulting/Professional - (521201)	46,459	36,500	(9,959)	(21.4)%
Police Services (DPS) - (521208)	10,691,041	12,223,499	1,532,458	14.3%
Outside Maintenance Services - (521212)	51,542	51,542	0	0.0%
Insurance Expense - Other - (523101)	7,248,478	7,248,478	0	0.0%
Promotional Expenses - (523304)	5,080	5,080	0	0.0%
Travel - (523501)	3,182	9,295	6,113	192.1%
Dues & Subscriptions - (523601)	3,691	4,805	1,114	30.2%
Education and Training - (523701)	22,472	25,837	3,365	15.0%
Liability Claims - (523902)	6,182	9,800	3,618	58.5%
Office Supplies - (531101)	9,854	9,854	0	0.0%
Other Materials and Supplies - (531102)	117,808	126,755	8,947	7.6%
Freight and Express - (531105)	106	106	0	0.0%
Uniforms - (531701)	92,079	96,492	4,413	4.8%
Total Expenses	\$26,171,705	\$28,079,005	\$1,907,300	7.3%

MAJOR FY2023 AGENCY BUDGET ITEMS

The department's FY2023 Agency budget increased by \$1,907,300 from FY2022 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below.

- Salaries and Wages net increase \$394,123 due to merit increase and unfreezing one position.
- Consulting/Professional decreased **(\$9,959)** due to savings anticipated from the result of a new contract with the insurance brokers.
- Police services (Department of Public Safety) increased \$1,532,458 based on State-approved increase costs for Troopers.
- Travel expense increased \$6,113 to allow employees to attend conferences to learn industry best practices.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2023 Budget (see Other Funds section pages 112-124).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$7,180,792	\$0	\$0	\$7,180,792
Salaries and Wage-Overtime - (511301)	23,270	0	0	23,270
Retirement Contributions - (512401)	1,025,899	0	0	1,025,899
Meeting Expense - (521101)	1,000	0	0	1,000
Consulting/Professional - (521201)	36,500	0	0	36,500
Traffic Engineering Fees - (521207)	0	175,000	400,000	575,000
Police Services (DPS) - (521208)	12,223,499	0	0	12,223,499
Outside Maintenance Services - (521212)	51,542	0	0	51,542
Insurance Expense - Other - (523101)	7,248,478	0	0	7,248,478
Promotional Expenses - (523304)	5,080	0	0	5,080
Travel - (523501)	9,295	0	0	9,295
Dues & Subscriptions - (523601)	4,805	0	0	4,805
Education and Training - (523701)	25,837	0	0	25,837
Liability Claims - (523902)	9,800	0	0	9,800
Office Supplies - (531101)	9,854	0	0	9,854
Other Materials and Supplies - (531102)	126,755	0	0	126,755
Freight and Express - (531105)	106	0	0	106
Small Tools and Shop Supplies - (531601)	0	75,000	0	75,000
Uniforms - (531701)	96,492	0	0	96,492
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	7,035,000	7,035,000
Infrastructure - Other - (541403)	0	0	0	0
FY2023 Totals	\$28,079,005	\$250,000	\$7,435,000	\$35,764,005
FY2022 Totals	\$26,171,705	\$175,000	\$9,107,000	\$35,453,705
Increase/(Decrease)	\$1,907,300	\$75,000	(\$1,672,000)	\$310,300

OTHER FUNDS VARIANCE

- **RMF - \$75,000**
- **CIF - (\$1,672,000)** The Capital Improvement Fund varies year-by-year based on projects identified in the Five-Year Capital Plan.

POSITION SUMMARY

Traffic & Incident Management			
Full-Time Positions	FY2022	FY2023	Difference
Administration	16	16	0
Administrative Assistant	1	1	0
Assistant Director TIM Operations	1	1	0
Assistant Traffic Engineer	1	1	0
Citation Support Supervisor	1	1	0
Citation Support Team Lead	1	1	0
Citation Support Technician	4	4	0
Director TIM	1	1	0
Project Coordinator TIM	1	1	0
Safety Coordinator	1	1	0
Safety and Emergency Manager	1	1	0
Sr. Traffic Engineering Manager	1	1	0
Sr Traffic Incident Manager	1	1	0
Traffic Engineer	1	1	0
Safety Operations Center	46	46	0
Administrative Assistant Safety Ops Center	1	1	0
Safety Ops Center Manager	1	1	0
Safety Ops Center Service Specialist I	7	7	0
Safety Ops Center Service Specialist II	17	17	0
Safety Ops Center Supervisor	2	2	0
Safety Ops Center Team Lead	8	8	0
Safety Ops Center Technician	7	7	0
SOC Supervisor Evening	2	2	0
SOC Supervisor Night	1	1	0
Insurance	2	2	0
Claims Coordinator	1	1	0
Insurance Program Administrator	1	1	0
Roadway Safety Services	77	77	0
Roadway Safety Service Manager	1	1	0
Roadway Safety Service Specialist	52	52	0
Roadway Safety Service Supervisor	4	4	0
Safety Rec Vehicle Specialist	8	8	0
Roadway Safety Service Supervisor Evening	2	2	0
Roadway Safety Service Supervisor Night	2	2	0
Roadway Safety Service Team Lead	8	8	0
Total Full-Time Positions	141	141	0

- No changes to FTEs. However, the Citations Support Tech position will be unfrozen for FY2023.

MAJOR BUSINESS FUNCTIONS

To help NTTA customers arrive at their destination in a safe and timely manner, and protect NTTA employees and property, the TIM department operates the following:

- **Administration Division** – Includes Loss Prevention, Safety, Emergency Management, and Traffic Engineering. This group manages agency-wide programs to mitigate risk, recover lost revenue due to traffic interruptions, develop and manage emergency management and business continuity strategies, develop security strategies to safeguard NTTA customers, employees, facilities and property and provide Traffic Engineering functions to the Authority.
- **Safety Operations Center Division** – Oversees the activities of Roadside Safety Services, police, fire, EMS, HAZMAT, wrecker service and security at NTTA facilities. The team uses Intelligent Transportation Systems and provides traveler notifications on dynamic message signs located across NTTA's system and social media. This division also handles emergency and non-emergency incidents.
- **Insurance Division** – Collects on NTTA property damage caused by third parties, assesses insurance needs and manages NTTA's coverages.
- **Roadside Safety Services Division** – NTTA's 24/7 on-the-road customer touchpoint providing safety and support to customers and employees in all types of hazardous situations including, crashes, vehicle breakdowns, flat tires and roadway debris calls.
- **Toll Enforcement Remedies** – Implements tools provided by the Legislature to encourage equitable payment from all drivers.

Morning traffic commuting from the Sam Rayburn Tollway to Dallas North Tollway

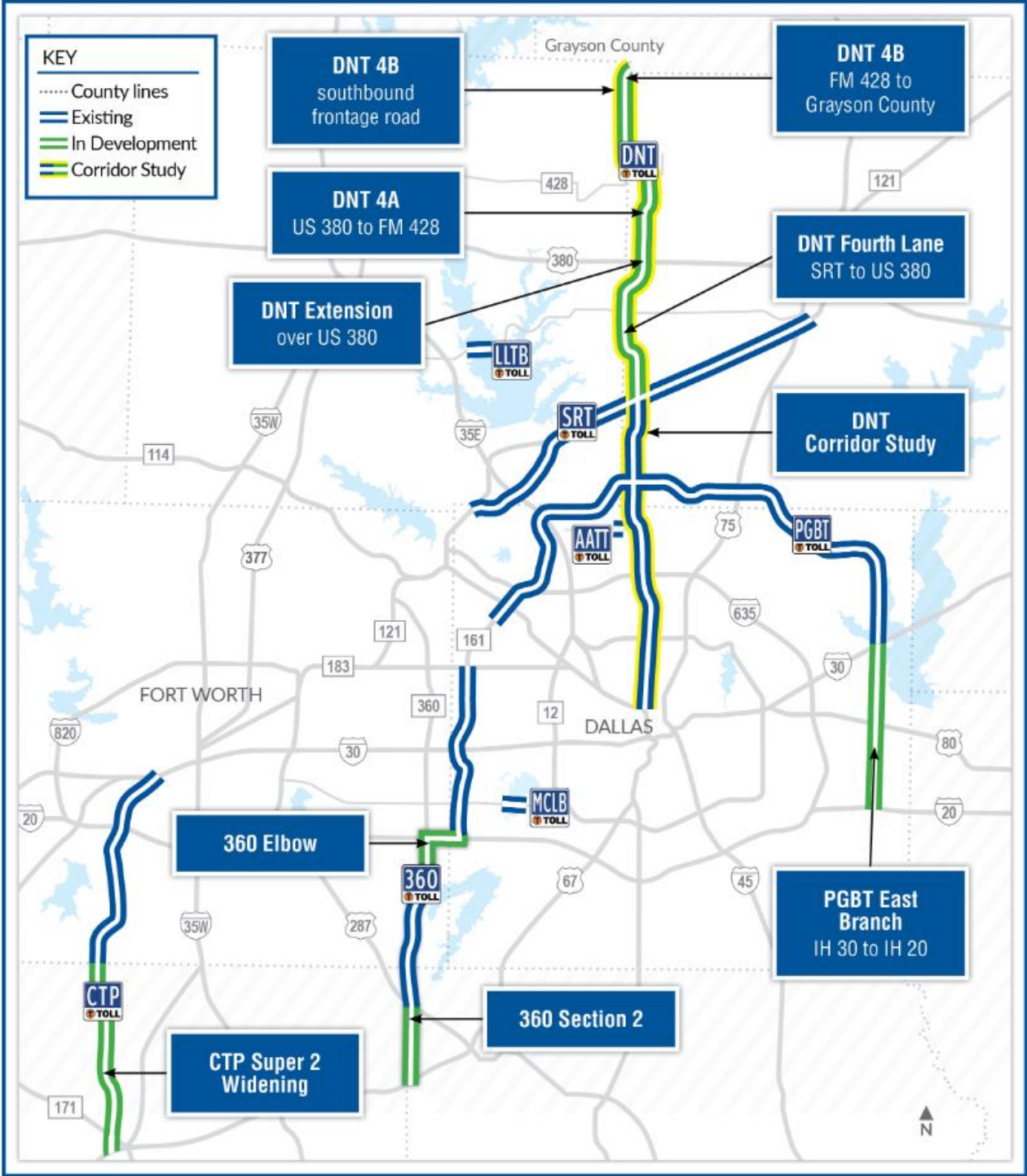


NTTA staff overseeing concrete pours for additional lanes on President George Bush Turnpike in Grand Prairie



Facility Map of the North Texas Region

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



Reserve Maintenance Fund

FY2023 RESERVE MAINTENANCE FUND MAJOR PROJECTS OR PURCHASES

The Reserve Maintenance Fund was created to account for maintenance expenditures that do not occur on an annual or more frequent basis. In other words, it is for the renewal and replacement of capital assets. The Authority elected to use the GASB 34 Modified Approach to account for maintenance of infrastructure assets. As required by the Trust Agreement, an annual inspection of the Authority’s roadways is conducted by the general engineering consultant. This inspection provides an assessment of conditions of all Authority infrastructure assets (roadways, bridges and facilities). The assessment of conditions is made by visual and mechanical tests designed to reveal any condition that would reduce user benefits below the set minimum level of service. The Authority’s goal is to maintain the infrastructure assets at a rating of eight or better (1 through 10 scale). However, it has established a minimum level for GASB 34 purposes of a condition level of six or greater. The roads are maintained at the Authority’s level in order to enhance the customers driving experience. The following are some of the major projects and purchases for FY2023 as outlined in the FY2023-FY2027 Capital Plan.

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

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

FLEET AND EQUIPMENT PURCHASES/ADDITIONAL & REPLACEMENTS

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

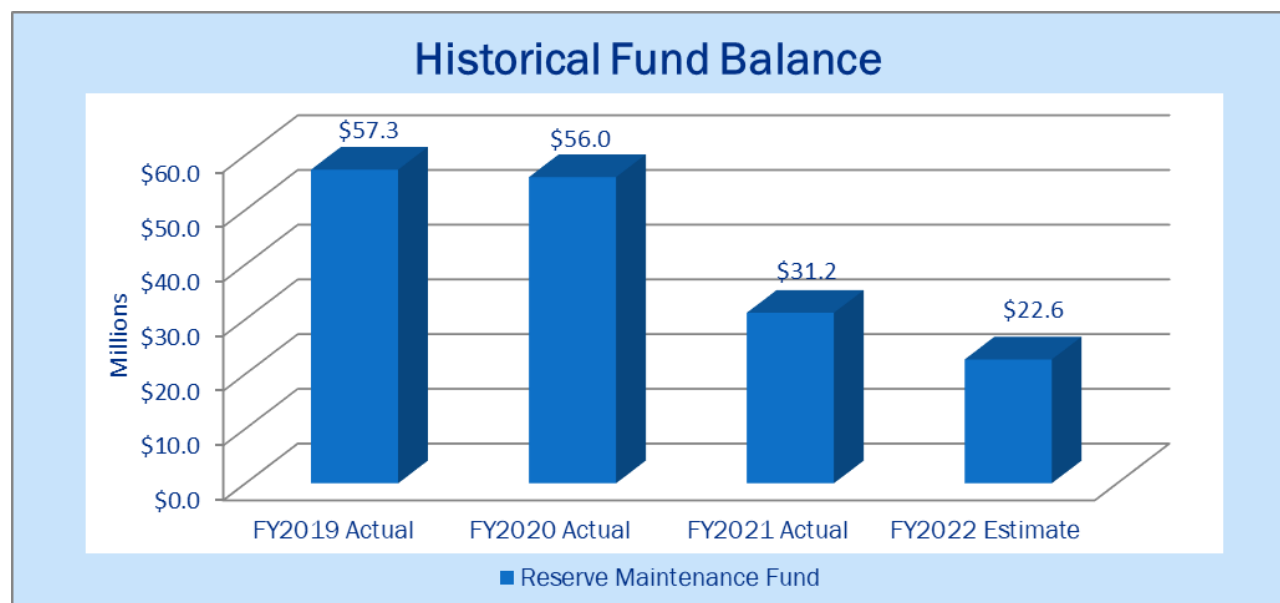
HARDWARE/SOFTWARE REPLACEMENTS AND UPGRADES

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

FY2023 Projects	
Systemwide Roadway Improvements	\$38,503,931
Computers, Servers and Equipment - New & Replacement, including software	13,033,000
Pavement Repairs	6,400,198
Trucks, Fleet & Equipment - New & Replacement	3,603,500
General Engineering Fees	3,198,599
Facility Improvements	3,085,000
Annual Inspection - Required by GASB 34 Modified Approach	3,478,262
Pavement Restriping	5,921,381
Total FY2023 RMF Projects	77,223,871
Professional, Audit and Legal Fees	320,630
Total FY2023 Reserve Maintenance Fund Cost	\$77,544,501

CALCULATION OF DEPOSIT TO RESERVE MAINTENANCE FUND FY2023

Reserve Maintenance Fund Uncommitted Balance 1/1/2023	\$22,636,384
Estimated FY2023 Project Costs	
Software / Licensing	(298,000)
Computer / Servers / Equipment	(12,735,000)
Facility Improvements / Fleet	(6,688,500)
Roadway Maintenance	(57,502,371)
Total RMF Projects Cost	(77,223,871)
Professional Fees, Audit Fees, Legal Fees	(320,630)
Total Estimated FY2023 RMF Cost	(77,544,501)
Estimated Balance before Deposit	(54,908,117)
Estimated Deposit to Reserve Maintenance Fund	54,908,117
Estimated Uncommitted Cash Account Balance at 12/31/2023	-
RMF Required Reserve Balance at 12/31/2023	5,000,000
Estimated RMF Balance as of 12/31/2023	\$ 5,000,000
FY2023 Required Deposit to Reserve Maintenance Fund Calculation	
Estimated Fund Balance at 12/31/23	\$5,000,000
Required Trust Agreement Balance	5,000,000
Fully Funded no additional Deposit Required for FY2023	<u><u>\$ -</u></u>



The FY2022 Reserve Maintenance Fund has \$22.6 million expected to be utilized in FY2023 and the required deposit balance of \$5.0 million.

RESERVE MAINTENANCE FUND – (1201) BUDGET COMPARISONS FY2022 TO FY2021

Department	FY2022	FY2023	Variance	
	Budget	Budget	Amount	Percent
Administrative Services:				
Accounting	\$0	\$0	\$0	0.0%
Administration	0	0	0	0.0%
Board	0	0	0	0.0%
Human Resources	0	0	0	0.0%
Internal Audit	11,630	11,630	0	0.0%
Legal Services	40,000	40,000	0	0.0%
Procurement and Business Diversity	19,000	19,000	0	0.0%
Public Affairs	0	0	0	0.0%
Treasury & Financial Planning	0	0	0	0.0%
Total Administrative Services	70,630	70,630	0	0.0%
Operational Services:				
Contact Center and Collections	0	0	0	0.0%
Information Technology	18,983,000	19,033,000	50,000	0.3%
Maintenance	7,370,000	7,913,955	543,955	7.4%
Operations	0	0	0	0.0%
Project Delivery	36,774,640	50,276,916	13,502,276	36.7%
Traffic & Incident Mgmt.	175,000	250,000	75,000	42.9%
Total Operational Services	63,302,640	77,473,871	14,171,231	22.4%
Shared Services	0	0	0	0.0%
Grand Totals	\$63,373,270	\$77,544,501	\$14,171,231	22.4%

MAJOR FY2023 BUDGET ITEMS

The FY2023 budget increased by \$14,171,231 from FY2022 budget. Major changes to the department's budgets are explained below.

- Information Technology – Increased \$50,000 due to increase in spending for printer hardware
- Maintenance – Increased \$543,955 due to increased fleet-machinery and comprehensive maintenance agreements
- Project Delivery – Increased \$13,502,276 due to scheduling of system wide roadway improvements and pavement repairs
- Traffic & Incident Management – Increased \$75,000 due to traffic and engineering fees

RESERVE MAINTENANCE FUND – (1201) ESTIMATE FY2023

Department	Account	
Internal Audit	Auditing Fees - (521203)	11,630
	Internal Audit Total	11,630
Legal Services	Legal Fees - (521202)	40,000
	Legal Services Total	40,000
Procurement Services	Public Information Fees - (523203)	19,000
	Procurement Services Total	19,000
Information Technology	Electronic Supplies - (531106)	1,888,500
	Computers - (531641)	10,846,500
	Software - (531651)	298,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	6,000,000
	Information Technology Total	19,033,000
Maintenance	Repairs and Maintenance - (522201)	675,455
	Landscaping - (522202)	550,000
	Machinery - (531611)	572,500
	Vehicles - (531621)	3,031,000
	Building Improvements - (541302)	3,085,000
	Maintenance Total	7,913,955
Project Delivery	General Engineering - (521213)	6,333,676
	Consulting/Profess Serv Tech - (521301)	3,478,262
	Signing Expense - (522203)	4,215,000
	Pavement Markings - (522204)	5,921,381
	Pavement & Shoulders - (522205)	6,400,198
	Bridge Repairs - (522206)	6,275,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	17,653,399
	Project Delivery Total	50,276,916
Traffic & Incident Mgmt.	Traffic Engineering Fees - (521207)	175,000
	Small Tools and Shop Supplies - (531601)	75,000
	Traffic & Incident Mgmt. Total	250,000
Total		\$77,544,501

Capital Improvement Fund

FY2023 CAPITAL IMPROVEMENT FUND PROJECTS

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

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

NTTA is planning to add an additional lane in each direction to DNT from SRT to U.S. 380. Construction is anticipated to begin in FY2022 and is scheduled for completion in FY2025. The estimated FY2023 costs are \$45.3 million for this project. Total project costs are estimated at \$157.3 million.

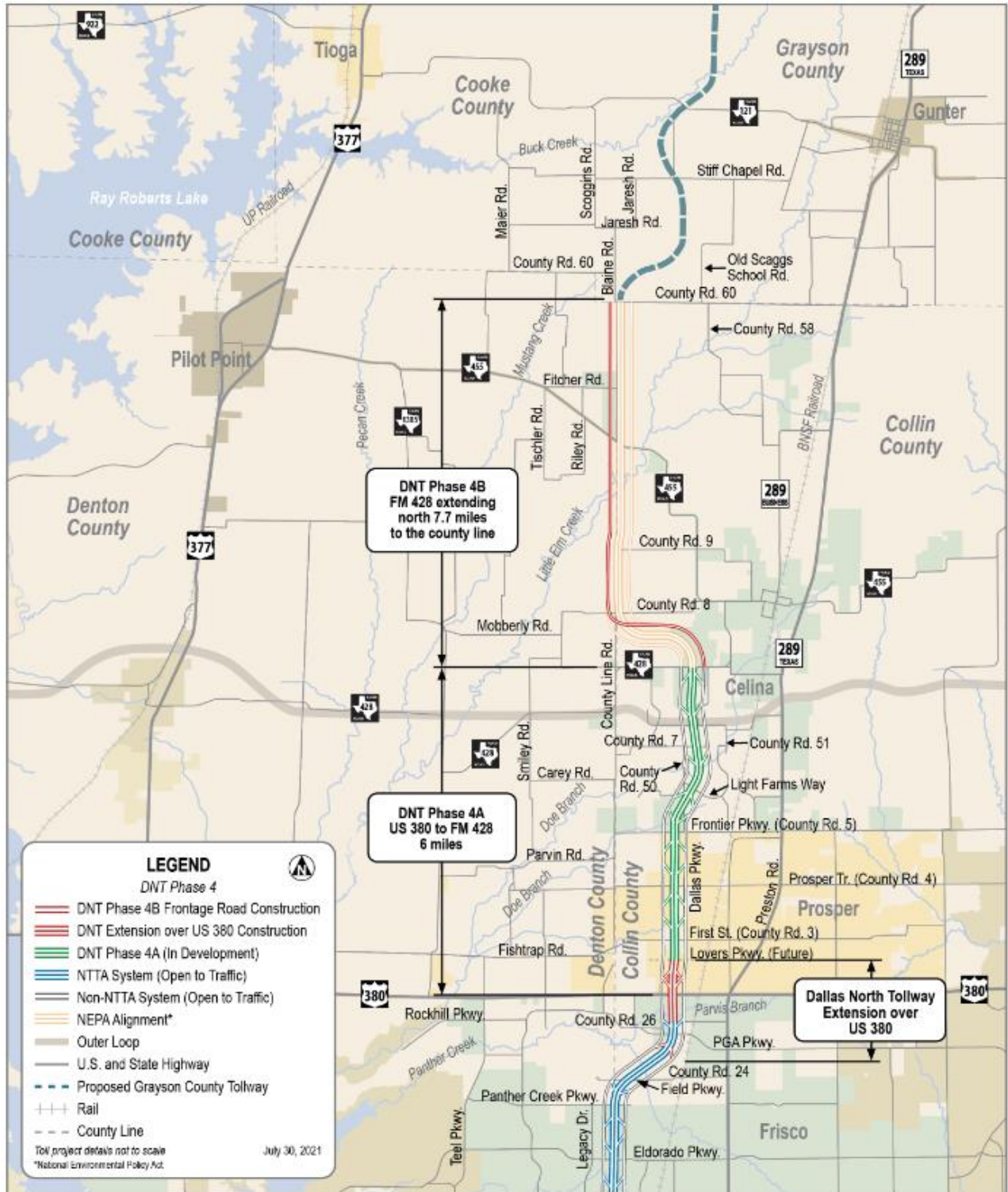
DALLAS NORTH TOLLWAY PHASE 4A BRIDGES OVER U.S. 380

NTTA is extending the DNT north by constructing main-lane bridges over U.S. 380. Construction began in February FY2020. The estimated FY2023 costs are \$5.4 million for this project. Total project costs are estimated at \$90.3 million.



DALLAS NORTH TOLLWAY PHASE 4B (SOUTHBOUND FRONTAGE ROAD)

Phase 4B runs 7.7-miles from FM 428 to the Denton/Grayson county line. Construction of Phase 4B southbound frontage road from FM 428 to County Line Road is estimated at \$0.2 million for FY2023. The total frontage road cost will be reimbursed by Denton County through an Interlocal Agreement.

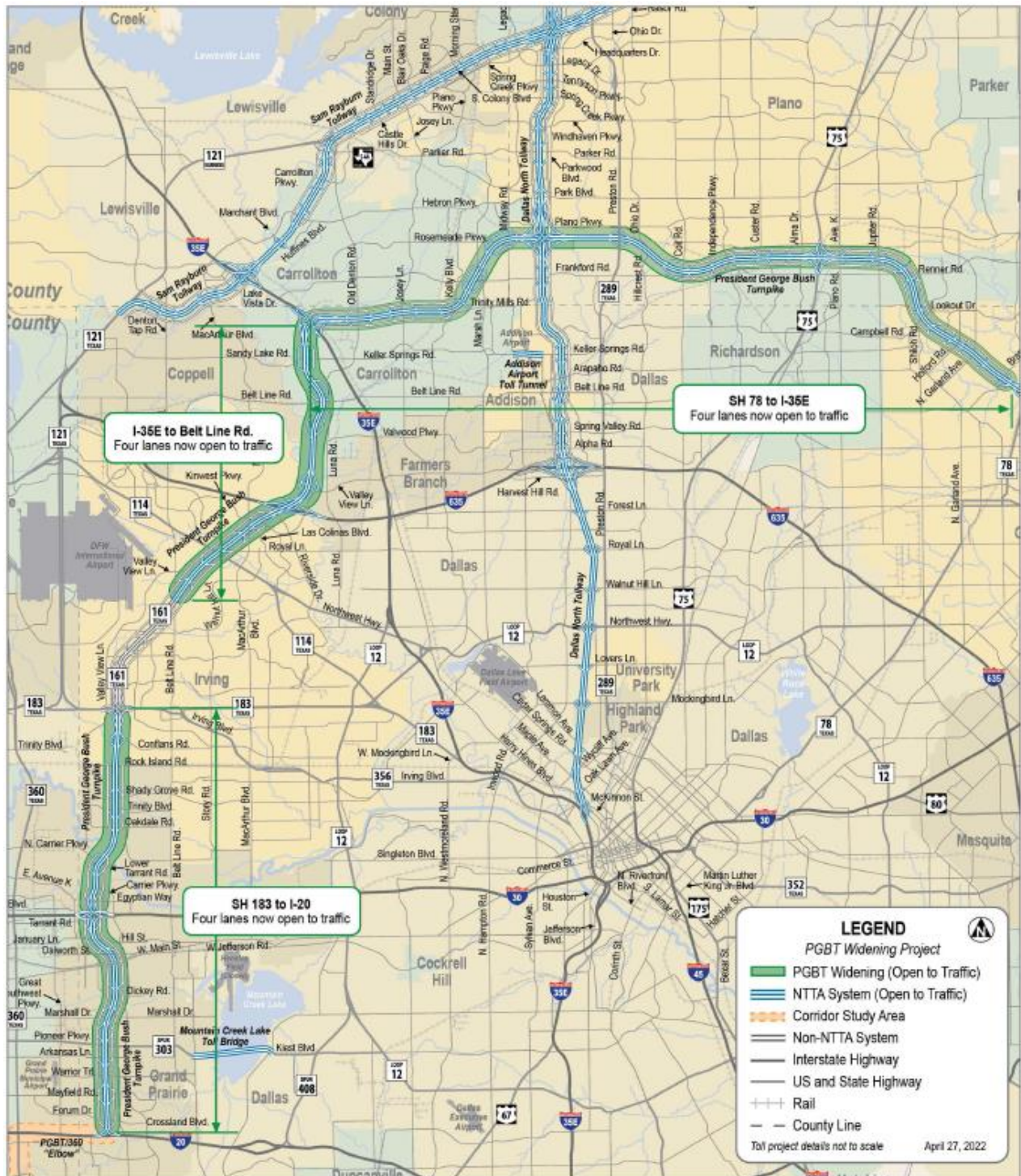


PRESIDENT GEORGE BUSH TURNPIKE WIDENING BETWEEN I-20 AND STATE HIGHWAY 78

The PGBT fourth lane project will add a fourth lane in each direction between I-20 and SH 78.

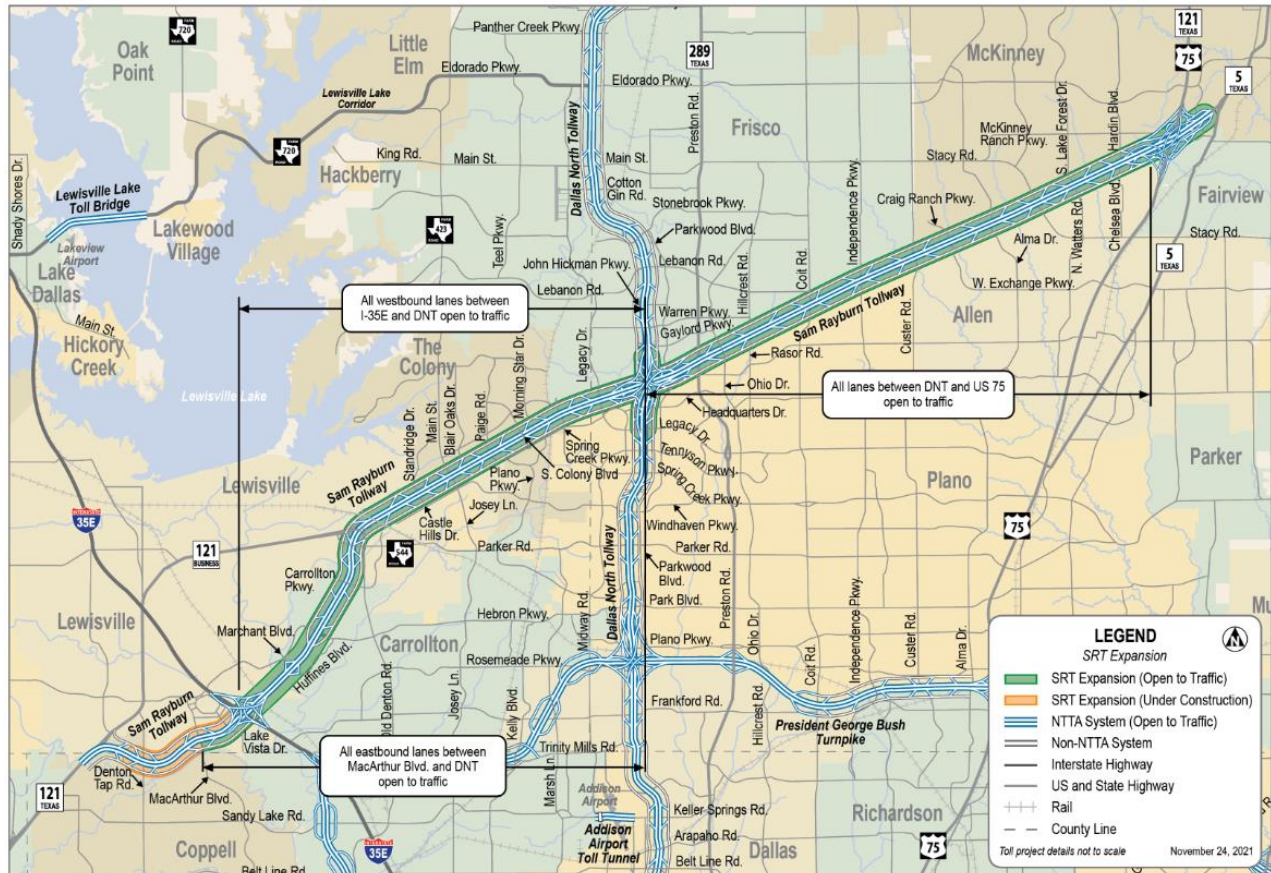
- Phase 1 [from U.S. 75 and DNT]; construction began May 2015 and opened to traffic November 2016.
- Phase 2 [from SH 78 to U.S. 75]; construction began in mid-2017; completed October 2018.
- Phase 3 [from DNT to I-35E]; construction began July 2017; completed Dec 2019.
- Phase 4 [from I-35E to north of Belt Line Road (Irving)]; construction began in mid-2019
- Phase 5 [from SH 183 to I-20]; construction began late 2019.

The estimated FY2023 costs are \$0.6 million for this project. Total project costs are estimated at \$149.3 million.



SAM RAYBURN TOLLWAY FOURTH LANE (WIDENING) PROJECT

The SRT is an approximately 26-mile long tollway. The first segment of the toll road opened to traffic in FY2008 and the last segment opened in November 2011. Improvements to the project include constructing an additional lane in each direction, in the center median along the entire 26-miles, from west of Denton Tap Road to U.S. 75. Ramp improvements will also be made between the Dallas North Tollway (DNT) and Preston Road. Construction began in early FY2019 and is scheduled to open to traffic in late FY2021. The FY2023 estimated costs are \$0.6 million for this project. The total project construction costs are estimated at \$191.5 million.



EQUIPMENT/HARDWARE/SOFTWARE

As NTTA grows, it is important to upgrade infrastructure to maintain satisfactory services to customers, both internal and external. This includes upgrading equipment, hardware, and software. Some of the major upgrades include: network upgrades, disaster recovery, enterprise storage upgrades, toll collection system enhancements, intelligent transportation systems, and items related to information security and compliance. The estimated FY2023 costs are \$49.8 million.

REPAIR OF RETAINING WALLS

Repairs of several retaining wall projects to address identified issues. The estimated FY2023 costs are \$15.0 million for this project.

ROADWAYS

Various improvement projects are planned across the NTTA System including, but not limited to, repairs, resurfacing, reconstruction and replacements. The estimated FY2023 costs are \$21.8 million.

BUILDINGS

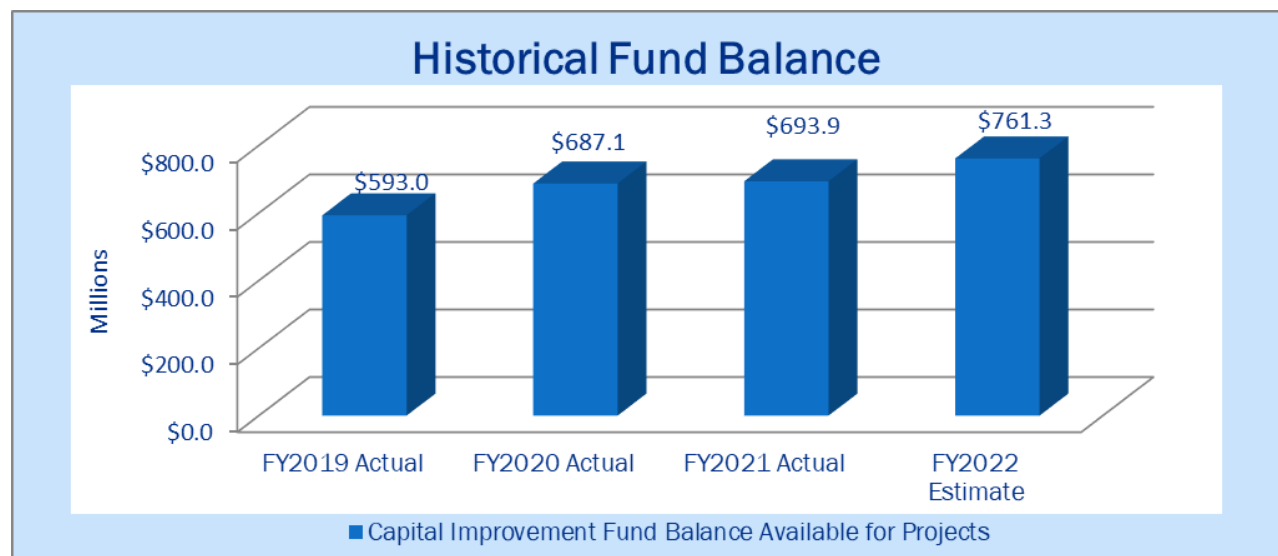
Buildings are being constructed, modified, improved or expanded as the NTTA System expands. Annual reviews are conducted to identify any required improvements. The estimated FY2023 costs are \$4.4 million.

THE FOLLOWING IS THE LIST OF PROJECTS AND PURCHASES FOR FY2023

Capital Improvement Fund Projects	
Dallas North Tollway Widening (SRT to U.S. 380)	\$45,256,362
System Enhancements	29,301,986
Systemwide Roadway Improvements	21,847,614
MSE Wall Stabilization and Maintenance Program	14,966,000
CTP South 2-lanes	8,609,466
Planned Collection Initiatives	6,400,000
DNT PH4A	6,323,272
Dallas North Tollway Phase 4A Bridges over U.S. 380	5,417,721
Disaster Recovery	5,246,906
Systemwide Facility Improvements	4,407,107
PGBT East Branch	2,885,108
PGBT/360 Tollway Connector	2,754,642
Intelligent Transportation Systems	2,415,129
PCI Compliance	2,053,213
CTP Worth Creek Parkway Overpass	1,685,000
Multi-Channel Communications	1,600,000
Professional, Audit, Legal Fees	1,238,940
CSC Business Continuity	1,075,000
National Interoperability	1,000,000
PGBT 4th Lane Widening	585,219
SRT Widening	556,000
GIS Enhancement	450,000
PeopleSoft HR HCM Enhancements	300,000
Total Project Costs	166,374,685
Cash transfer to CIF Rainy Day Fund Account	0
Cash transfer to Debt Service Funds	0
Cash transfer to Debt Service Fund for ISTEPA Payment	15,322,396
Cash transfer to CIF Bond Payment Account	8,631,332
Total Expenditures	\$190,328,413

ESTIMATED CAPITAL IMPROVEMENT FUND REQUIREMENTS FY2023

Capital Improvement Fund Balance Available for Projects 1/1/2023		\$761,327,085
FY2023 Estimated Cash Inflows		
Estimated Deposit from Revenue Fund	186,787,376	
Total Cash Inflows		186,787,376
FY2023 Estimated Cash Outflows		
ISTEA Payment	(15,322,396)	
CIF Rainy Day Fund	0	
CIF Bond Payment Account	(8,631,332)	
CIF Subordinate Debt	0	
Total Payments		(23,953,728)
Estimated CIF Projects Cost	(165,135,745)	
LOC Professional Fees, Audit Fees, Legal Fees	(1,238,940)	
Total CIF Projects Cost		(166,374,685)
Professional Fees, Audit Fees, Legal Fees	0	
Total CIF/Revolving Account -FSF Projects Cost		0
Cash Transfer to OMF for Overhead Costs		0
Total Cash Outflows		(190,328,413)
Estimated Balance Available for Projects at 12/31/2023		757,786,048
FY2023 CIF Bond Payment Account balance		11,901,661
FY2023 CIF Rainy Day Fund Account balance		87,500,000
Estimated Total CIF Cash Balances at 12/31/2023		\$857,187,709



The Capital Improvement Fund has \$761.3 million expected to be utilized on planned projects.

CAPITAL IMPROVEMENT FUND - (1501) BUDGET COMPARISONS FY2023 TO FY2022

Department	FY2022 Budget	FY2023 Budget	Variance Amount	Percent
Administrative Services:				
Accounting	\$0	\$0	\$0	0.0%
Administration	0	0	0	0.0%
Board	0	0	0	0.0%
Human Resources	0	0	0	0.0%
Internal Audit	93,040	93,040	0	0.0%
Legal Services	250,000	250,000	0	0.0%
Procurement and Business Diversity	12,000	12,000	0	0.0%
Public Affairs	0	0	0	0.0%
Treasury & Financial Planning	848,400	233,900	(614,500)	(72.4%)
Total Administrative Services	1,203,440	588,940	(614,500)	(51.1%)
Operational Services:				
Contact Center and Collections	0	0	0	0.0%
Information Technology	59,342,543	49,692,234	(9,650,309)	(16.3%)
Maintenance	4,850,000	4,407,107	(442,893)	(9.1%)
Operations	0	0	0	0.0%
Project Delivery	83,065,135	104,251,404	21,186,269	25.5%
Traffic & Incident Mgmt.	9,107,000	7,435,000	(1,672,000)	(18.4%)
Total Operational Services	156,364,678	165,785,745	9,421,067	6.0%
Shared Services	0	0	0	0.0%
Grand Totals	\$157,568,118	\$166,374,685	\$8,806,567	5.6%

MAJOR FY2023 BUDGET ITEMS

The FY2023 budget increased by \$8,806,567 from FY2022 budget. Major changes to the department's budgets are explained below.

- Treasury & Financial Planning – Decreased **(\$614,500)** due to decreasing Trustee Fee and Traffic Engineering (T&R) studies
- Information Technology – Decreased **(\$9,650,309)** due to \$6.9M moving to OMF for post-implementation Back Office maintenance and support and a decrease in equipment upgrades and system enhancements
- Maintenance, Traffic & Incident Management –Decreased **(\$2,114,893)** mainly due to decrease in infrastructure and building
- Project Delivery – Increased \$21,186,269 mainly due to the schedule of the following capital improvement projects;
 - DNT Widening (SRT to U.S. 380) – \$24,963,049
 - SRT Widening – **(\$1,021,762)**
 - PGBT 4th Lane Widening – **(\$2,647,781)**
 - DNT Phase 4A Bridges over U.S. 380 – **(\$6,152,279)**
 - DNT Phase 4A – **(\$10,710,981)**

CAPITAL IMPROVEMENT FUND – (1501) ESTIMATE FY2023

Department	Account	
Internal Audit	Auditing Fees - (521203)	93,040
	Internal Audit Total	93,040
Legal Services	Legal Fees - (521202)	250,000
	Legal Services Total	250,000
Procurement Services	Public Information Fees - (523203)	12,000
	Procurement Services Total	12,000
Treasury & Financial Planning	Consulting/Professional - (521201)	67,900
	Trustee Fees - (521204)	75,000
	Rating Agency Fees - (521205)	91,000
	Traffic Engineering Fees - (521207)	0
	Treasury & Financial Planning Total	233,900
Information Technology	Consulting/Professional - (521201)	576,000
	Consulting/Profess Serv Tech - (521301)	31,867,354
	Computers - (531641)	7,625,000
	Software - (531651)	9,173,880
	Infrastructure - Other - (541403)	450,000
	Information Technology Total	49,692,234
Maintenance	Building Improvements - (541302)	4,407,107
	Maintenance Total	4,407,107
Project Delivery	Right of Way (ID #365) - (173003)	50,000
	General Engineering - (521213)	31,027,889
	Utility Relocation Costs - (531261)	948,750
	Infrastructure Rdway/Hwy/Bridg - (541401)	72,000,765
	Infrastructure Right -of -Way - (541402)	224,000
	Project Delivery Total	104,251,404
Traffic & Incident Mgmt.	Traffic Engineering Fees - (521207)	400,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	7,035,000
	Traffic & Incident Mgmt. Total	7,435,000
Total		\$166,374,685

Enterprise Fund

FY2023 ENTERPRISE FUND

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

While NTTA serves as the regional tolling services provider for the North Central Region of Texas, this role is expanding as NTTA has entered into an agreement to provide back office tolling services for North East Texas Regional Mobility Authority (NETRMA) which operates a toll road system in the Tyler, Texas area. The FY2023 budget includes the cost to provide those services based on the estimated number of transactions NTTA will process for NETRMA.

Transaction	FY2022	FY2023	Variance
Developer TSA's	111,652,664	122,849,313	11,196,649
Regional TSA's	65,859,228	55,397,571	(10,461,657)
NETRMA	12,700,000	12,700,000	0
Total Transactions	190,211,891	190,946,884	734,993

ESTIMATED FY2023 BUDGET

Revenue	FY2023
Fees For Service	
Tolling Services Provider Fees	\$ 39,181,474
Total Fees for Service	39,181,474
Other Revenue	
IOP Fees	4,826,683
Airport Fees	3,561,600
Late Fees	11,706,138
Total Other Revenue	20,094,421
Total Revenue	\$ 59,275,895
Expense	
NTTA Processing Expenses	26,368,220
Net Available to offset collection exposure	\$ 32,907,675 *

*Estimated available funds to offset collection exposure associated with developer TSA agreements estimated at \$38.3 million for FY2023.

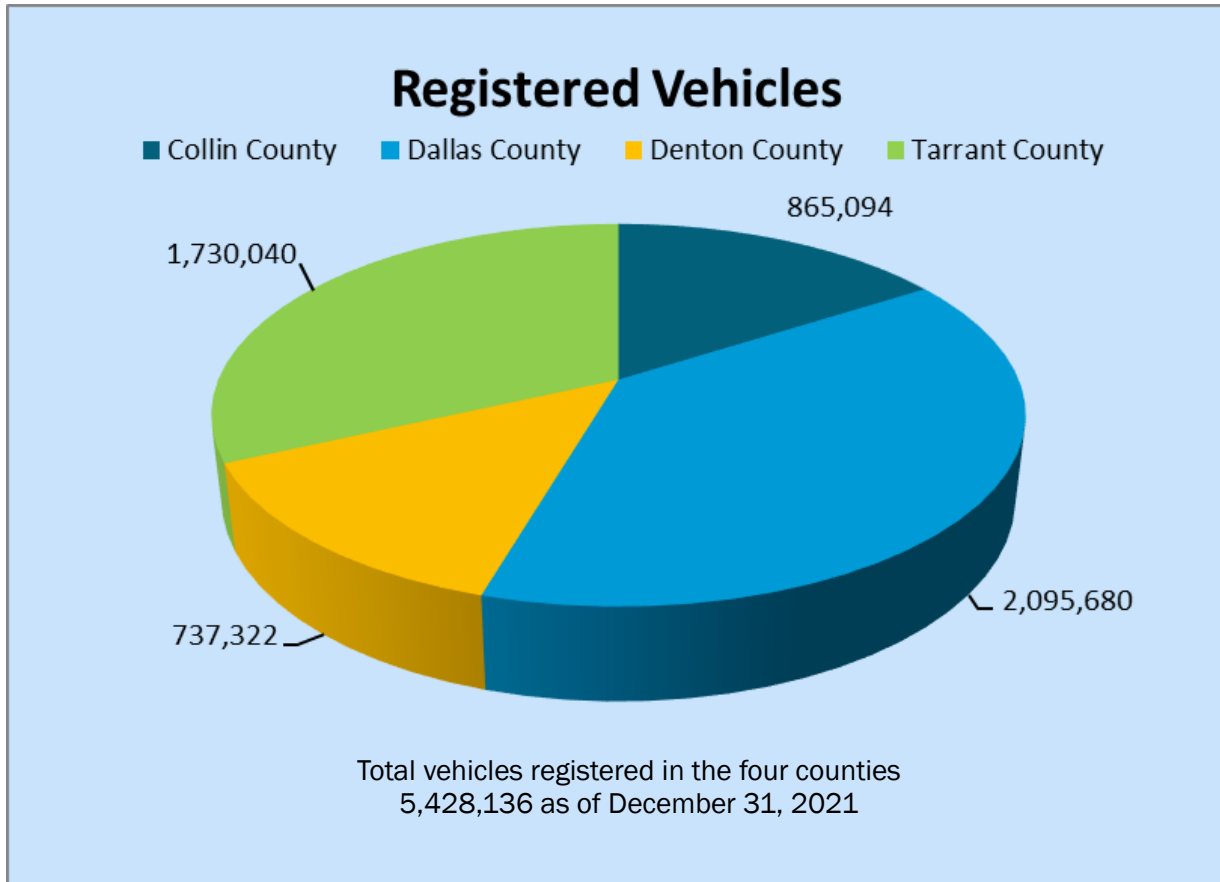


NTTA Roadside Safety Services assists stranded customers on NTTA roads

NTTA

Statistical Data

The North Texas four-county region has 5.4 million registered vehicles as of FY2021. The region's population has grown by 26.6% since FY2012. The average household income has grown by 34.0% with an average unemployment rate of 3.5%.

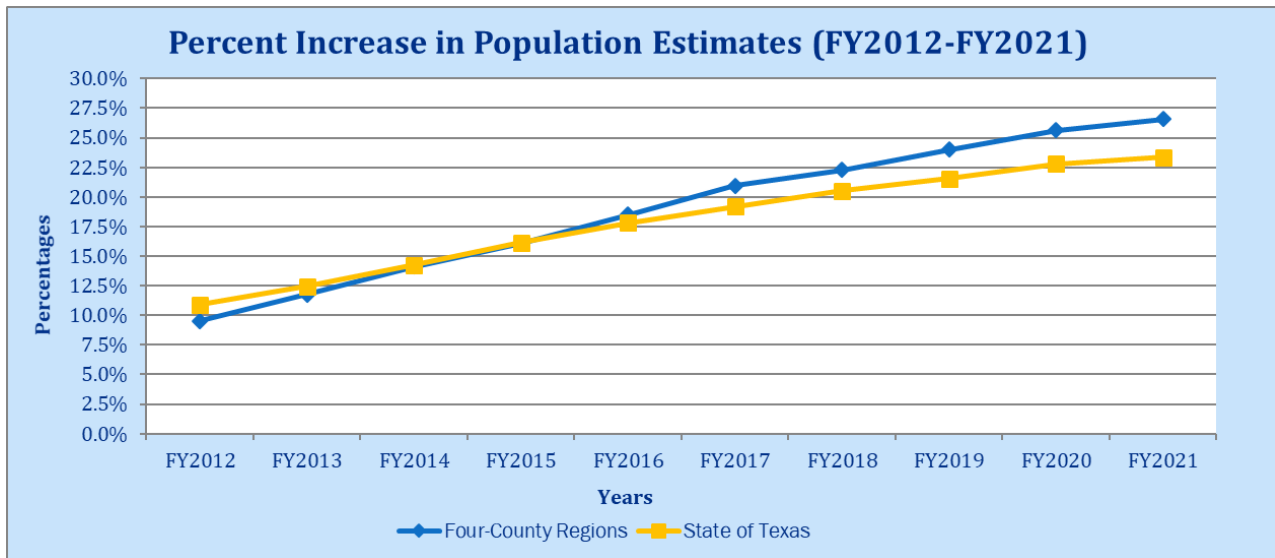


Source: [Texas Department of Motor Vehicles](#)

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

Year	COLLIN	DALLAS	DENTON	TARRANT	Est. Four County Regional Totals	Estimated Texas Totals	Percentage Change (From Prior Year)	
							4 County	TEXAS
FY2012	813,133	2,385,990	683,010	1,831,230	5,713,363	26,089,620	1.01%	1.73%
FY2013	834,642	2,453,843	694,050	1,858,921	5,841,456	26,489,464	2.24%	1.53%
FY2014	854,778	2,480,331	713,200	1,931,335	5,979,644	26,977,142	2.37%	1.84%
FY2015	885,241	2,518,638	734,940	1,959,449	6,098,268	27,486,814	1.98%	1.89%
FY2016	914,127	2,553,385	784,840	1,991,639	6,243,991	27,937,492	2.39%	1.64%
FY2017	939,585	2,618,148	814,560	2,023,985	6,396,278	28,322,717	2.44%	1.38%
FY2018	969,603	2,618,148	836,210	2,057,926	6,481,887	28,701,845	1.34%	1.34%
FY2019	1,005,146	2,637,772 (a)	859,064	2,092,419	6,594,401	28,995,881	1.74%	1.02%
FY2020	1,034,730	2,635,516 (a)	887,207	2,143,755	6,701,208	29,360,759	1.62%	1.26%
FY2021	1,064,465	2,613,539	941,647	2,144,653	6,764,304	29,527,941	0.94%	0.57%
Increase/Decrease Total from FY2012 to FY2021	251,332	227,549	258,637	313,423	1,050,941	3,438,321	26.6%	23.4%

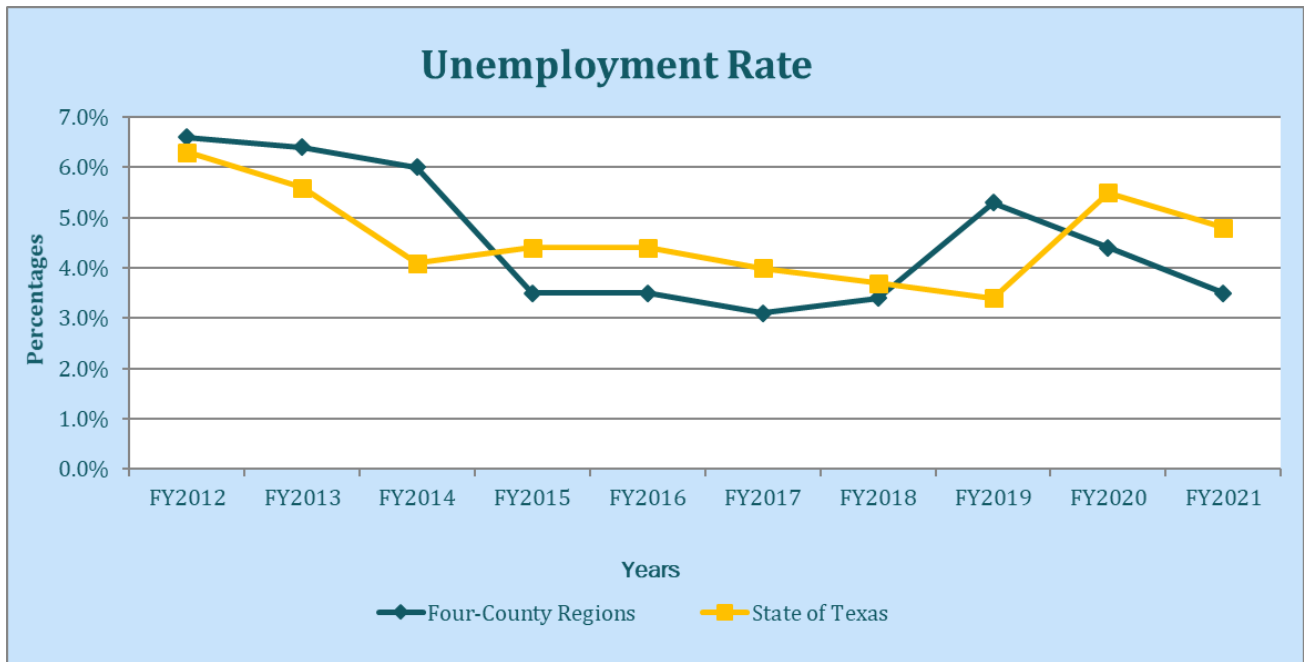
(a) 2020 US Census Bureau population estimate not available, 2019 US Census Bureau population used.



Source: [US Census Bureau](#)

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

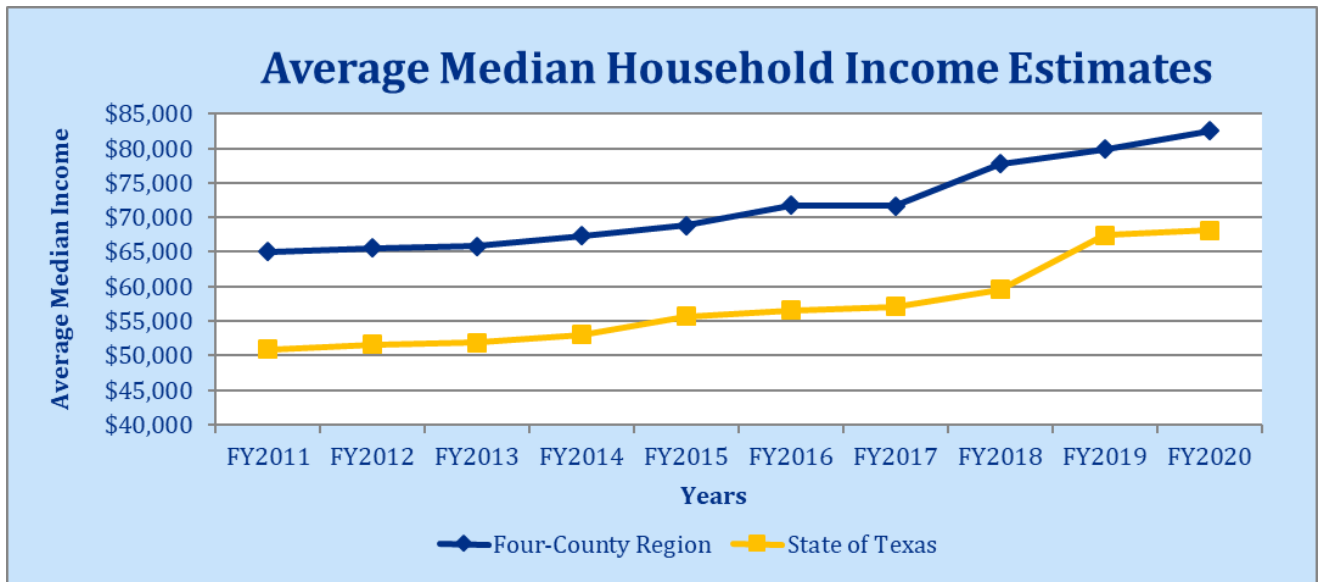
Year	COLLIN	DALLAS	DENTON	TARRANT	Combined Four	Texas	Unemployment Rate		
					County Regional	Estimated Totals	4 County	Texas	
FY2012	413,783	1,102,322	356,467	883,503	2,756,075	11,742,600	6.6%	6.3%	
FY2013	330,300	1,509,000	195,500	812,600	2,847,400	11,091,900	6.4%	5.6%	
FY2014	346,400	1,558,500	205,800	825,600	2,936,300	11,433,600	6.0%	4.1%	
FY2015	366,900	1,616,800	221,400	844,900	3,050,000	11,681,000	3.5%	4.4%	
FY2016	381,500	1,662,300	228,800	860,400	3,133,000	11,830,700	3.5%	4.4%	
FY2017	398,000	1,691,100	239,600	877,800	3,206,500	12,008,941	3.1%	4.0%	
FY2018	416,100	1,711,900	246,500	900,500	3,275,000	12,326,967	3.4%	3.7%	
FY2019	431,973	1,750,722	260,926	926,263	3,369,884	12,603,200	5.3%	3.4%	
FY2020	423,000	1,653,800	257,300	677,100	3,011,200	11,926,800	4.4%	5.5%	
FY2021	462,900	1,747,400	277,100	922,700	3,410,100	12,613,100	3.5%	4.8%	
Increase Total from Year FY2012 to Year FY2021		49,117	645,078	(79,367)	39,197	654,025	870,500		



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

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

Year	COLLIN	DALLAS	DENTON	TARRANT	4 County Regional		Percentage Change from Prior Years	
					Totals	Texas	4 County	Texas
					Estimated Avg Median Income	Estimated Avg Median Income		
FY2011	\$82,758	\$48,942	\$72,305	\$56,178	\$65,046	\$50,920	5.80%	5.51%
FY2012	\$83,238	\$49,159	\$72,939	\$56,859	\$65,549	\$51,563	0.77%	1.26%
FY2013	\$82,762	\$49,481	\$74,155	\$56,853	\$65,813	\$51,900	0.40%	0.65%
FY2014	\$86,634	\$50,118	\$74,569	\$58,127	\$67,362	\$53,035	2.35%	2.19%
FY2015	\$86,823	\$51,824	\$75,898	\$60,735	\$68,820	\$55,653	2.16%	4.94%
FY2016	\$90,382	\$54,429	\$80,841	\$61,553	\$71,801	\$56,565	4.33%	1.64%
FY2017	\$90,124	\$53,626	\$80,290	\$62,532	\$71,643	\$57,051	-0.22%	0.86%
FY2018	\$96,936	\$59,838	\$88,384	\$66,059	\$77,804	\$59,570	8.60%	4.42%
FY2019	\$96,847	\$61,807	\$90,910	\$70,130	\$79,924	\$67,444	2.72%	13.22%
FY2020	\$101,560	\$65,770	\$90,880	\$72,064	\$82,569	\$68,093	3.31%	0.96%
Averaged Yearly Totals	\$89,806.40	\$54,499	\$80,117	\$62,109	\$71,633	\$57,179	3.36%	3.96%



Source: [US Census Bureau](#)

Top 10 Employers in Four-County Region

2021

COLLIN COUNTY TOP TEN EMPLOYERS			
EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
STATE FARM INSURANCE CORPORATE OFFICE	9,000	1.61%	INSURANCE
FRISCO INDEPENDENT SCHOOL DISTRICT	7,048	1.26%	EDUCATION
CAPITAL ONE FINANCE	5,023	0.90%	FINANCIAL SERVICES
JP MORGAN CHASE	4,988	0.89%	FINANCIAL SERVICES
UNIVERSITY OF TEXAS AT DALLAS	3,911	0.70%	EDUCATION
TOYOTA NORTH AMERICA HQ	3,815	0.68%	AUTOMOTIVE
RAYTHEON INTELLIGENCE & SPACE	3,658	0.65%	TECHNOLOGY
BLUE CROSS BLUE SHIELD OF TEXAS	3,100	0.55%	INSURANCE
MCKINNEY INDEPENDENT SCHOOL DISTRICT	2,814	0.50%	EDUCATION
LIBERTY MUTUAL INSURANCE	2,652	0.47%	INSURANCE
Total	46,009	8.21%	
DALLAS COUNTY TOP TEN EMPLOYERS			
EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
TEXAS HEALTH RESOURCES	26,000	0.99%	NONPROFIT HEALTH CARE
LOCKHEED MARTIN AERONAUTICS COMPANY	22,950	0.88%	MILITARY AIRCRAFT DESIGN & PRODUCTION
UT SOUTHWESTERN MEDICAL CENTER	20,167	0.77%	HEALTH CARE PROVIDER
BAYLOR SCOTT & WHITE HEALTHCARE SYSTEM	18,195	0.69%	HEALTH CARE PROVIDER
MEDICAL CITY HEALTHCARE	17,000	0.65%	HEALTH CARE PROVIDER
UNIVERSITY OF NORTH TEXAS SYSTEMS	14,730	0.56%	EDUCATION
BANK OF AMERICA	13,650	0.52%	FINANCIAL SERVICES
PARKLAND HEALTH & HOSPITAL SYSTEMS	13,095	0.50%	HEALTH CARE PROVIDER
JP MORGAN CHASE	13,050	0.50%	FINANCIAL SERVICES
CITY OF DALLAS	12,695	0.48%	MUNICIPALITY
Total	171,532	5.89%	
DENTON COUNTY TOP TEN EMPLOYERS			
EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
UNIVERSITY OF NORTH TEXAS	10,894	2.31%	EDUCATION
LEWISVILLE INDEPENDENT SCHOOL DISTRICT	6,500	1.38%	EDUCATION
DENTON ISD	4,417	0.94%	EDUCATION
WALMART (DISTRIBUTION CENTER & STORES)	3,722	0.79%	RETAIL
PETERBILT MOTORS	3,075	0.65%	MANUFACTURING
FRITO LAY CO	2,500	0.53%	RETAIL
NORTHWEST ISD	2,246	0.48%	EDUCATION
NEBRASKA FURNITURE MART	2,000	0.42%	RETAIL
TEXAS WOMAN'S UNIVERSITY	1,875	0.40%	EDUCATION
DENTON COUNTY	1,823	0.39%	MUNICIPALITY
Total	39,052	8.29%	
TARRANT COUNTY TOP TEN EMPLOYERS			
EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
AMRCORP./AMERICAN AIRLINES	24,888	2.75%	AIRLINE
LOCKHEED MARTIN AERONAUTICS COMPANY	18,079	1.72%	MANUFACTURING
TEXAS HEALTH RESOURCES	12,266	1.17%	HEALTH CARE PROVIDER
FORT WORTH INDEPENDENT SCHOOL DISTRICT	11,477	1.09%	EDUCATION
NAS- FORT WORTH JOINT RESERVE BASE	10,000	0.95%	MILITARY
ARLINGTON INDEPENDENT SCHOOL DISTRICT	8,500	0.81%	EDUCATION
COOK'S CHILDREN HEALTH CARE SYSTEM	7,975	0.76%	HEALTH CARE PROVIDER
UNIVERSITY OF TEXAS AT ARLINGTON	7,460	0.71%	EDUCATION
JPS HEALTH NETWORK	7,253	0.69%	HEALTH CARE PROVIDER
CITY OF FORTH WORTH	7,170	0.68%	MUNICIPALITY
Total	115,068	11.33%	

Source: Local Counties CAFRs (Collin, Dallas, Denton and Tarrant)

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, for its annual budget for the fiscal year beginning Jan. 1, 2022. This is the 13th consecutive year of receiving this award. To be eligible for the award, a government entity must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and communications device.

The award is valid for a period of one year. We believe our FY2023 Budget continues to conform to program requirements, and we will submit it to GFOA to determine its eligibility for another award.

During FY2021, the Authority also received a Certificate of Achievement for Excellence in Financial Reporting from GFOA for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ending Dec. 31, 2020. This is the 14th consecutive year of receiving this certificate. The certificate is presented to government entities whose CAFRs achieve the highest standards in government accounting and financial reporting.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**North Texas Tollway Authority
Texas**

For the Fiscal Year Beginning

January 01, 2022

Christopher P. Morrill

Executive Director

Roadside Safety Supervisors
lead a shift change at the Safety
Operations Center in Plano



Appendix A: Budget Policy and Process

INTRODUCTION

The Trust Agreement outlines 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. In conjunction with developing the Operating Budget, staff prepares a Five-Year Capital Plan with estimates of expenditures for the Construction Funds, Reserve Maintenance Fund, Capital Improvement Fund and CIF-Revolving Account/Feasibility Study Fund that is approved by Board resolution. The detailed reports of the FY2023–FY2027 Five-Year Capital Plan are included under the Other Funds section of the FY2023 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. In addition, interest accrued for certain periods during and after official construction, completion on certain of the Authority's bond issues is capitalized as allowed by the Trust Agreement and bond resolution, rather than being reflected as an expense. Otherwise, revenues are recognized when they are earned, expenses are recognized in the period in which they are incurred, and all assets and liabilities associated with the operation of the Authority are included in the statement of net assets in accordance with the Trust Agreement as described above. This means that operating budgets are adopted on a non-GAAP basis.

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

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

CASH BALANCES

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

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

Management determined that it is prudent to retain funds within the Capital Improvement Fund for unanticipated needs. During FY2010, the Authority's executive management requested and the Board of Directors approved a Rainy Day Fund Account in the CIF. The FY2023 fund balance is \$12.5 million. Use of this balance will require specific action by the Board. Given the issuance of subordinated debt, a CIF Bond Payment Account has a reserve amount equal to the next interest payment.

BUDGET POLICY

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

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

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

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

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

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

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

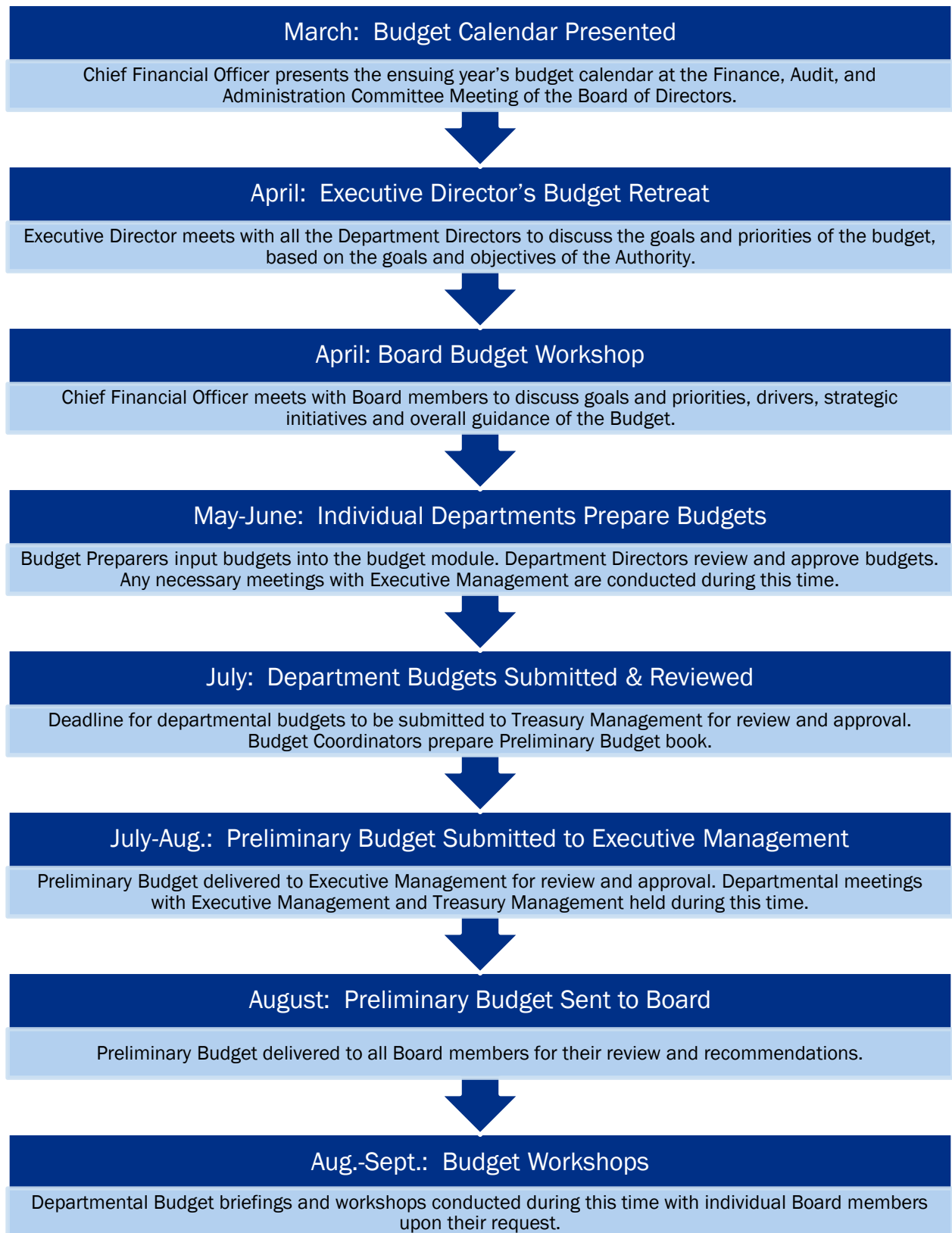
amounts expended therefore in excess of the Annual Budget shall be received by the Authority from some source other than the Net Revenues of the Tollway for such Fiscal Year.

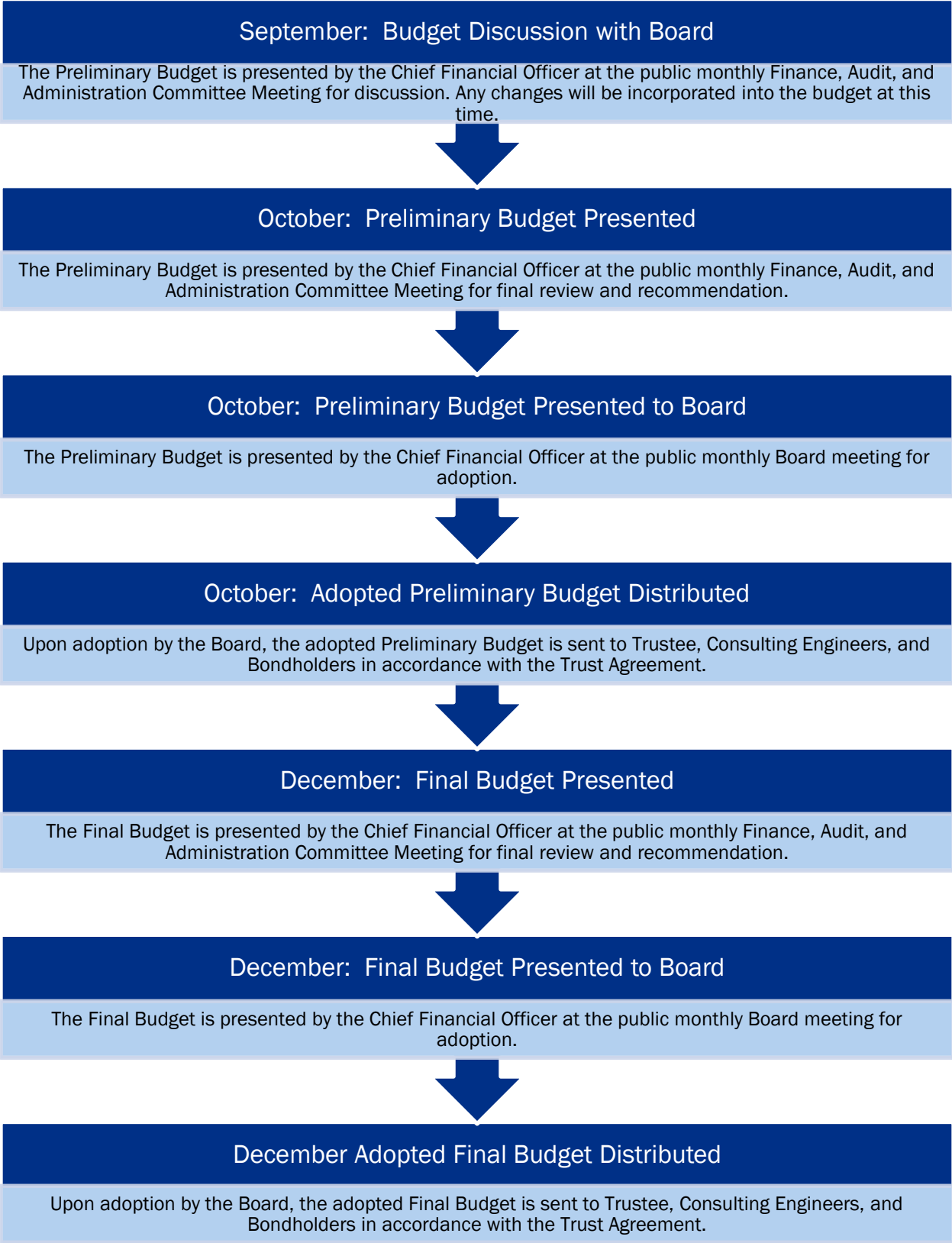
SECTION 506. PAYMENT OF CURRENT EXPENSES FROM OPERATION AND MAINTENANCE FUND.

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

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

BUDGET PROCESS





BUDGET CALENDAR

DATE	EVENT
January 1, 2022 (Monday)	Request updated revenues from Traffic and Revenue consultant
May 27, 2022 (Friday)	Updated revenues due from consultants
April 12, 2022 (Thursday)	Executive Director's FY2023 Staff Budget Meeting to discuss budget priorities and overall direction, including compensation and benefits
April 18, 2022 (Monday)	Questica Budget Tool available for inputting Budget
April 18, 2022 - May 4, 2022	Individual departments prepare Budget
June 17, 2022 (Friday)	Board Budget Workshop
June 24, 2022 (Friday)	Department budgets due to Treasury Management including FY2023 department objectives supporting the Five-Year Strategic Goals.
July 15, 2022 (Friday)	Preliminary budget distributed to Executive Management
July 15 - July 29, 2022	Departmental meetings with Executive Management and Treasury Management
July 29, 2022 (Friday)	Review by Executive Management completed
August 5, 2022 (Friday)	Preliminary Budget delivered to Board Members
August 10 - September 26, 2022	Department Budget Briefings (If requested by Board Members)
September 1, 2022 (Thursday)	Finance, Audit, and Administration Committee First Preliminary Budget Review
October 6, 2022 (Thursday)	Finance, Audit, and Administration Committee Second Preliminary Budget Review
October 19, 2022 (Wednesday)	Board Meeting Preliminary Budget Approval
December 1, 2022 (Thursday)	Finance, Audit, and Administration Committee Final Budget Review
December 21, 2022 (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.

BASIS OF ACCOUNTING/BUDGETING

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

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

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

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

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

The costs of studies funded by the Feasibility Study Fund are deferred until 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. In addition, certain other assets are accumulated and restricted on a monthly basis in accordance with the Trust Agreement for paying interest and principal payments that are due on a semiannual and annual basis, respectively, and for maintaining the reserve funds at the required levels. Payments from these restricted accounts are strictly governed by the Trust Agreement and can only be made in compliance with the Trust Agreement. Limited types of expenses may be funded from these accounts. Expenses that do not meet these requirements are funded from unrestricted accounts.

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

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

(b) Cash and Investments

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

(c) Capital Assets

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

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

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

(d) Compensated Absences

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

(e) Deferred Amount on Refunding of Revenue Bonds

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

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

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

(g) Arbitrage Rebate Payable

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

(h) Estimates

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

(i) Debt Service Requirements

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

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

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

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

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

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

(j) Financial Reporting Requirements

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

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

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

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

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

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

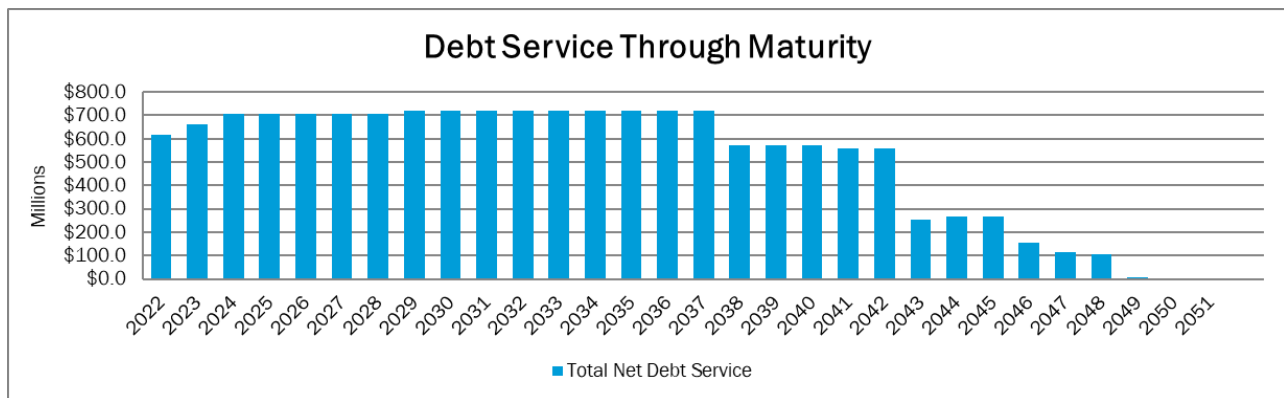
- Use of specific structural elements (zero-coupon bonds, capital appreciation bonds, subordinate lien bonds, swaps, forward delivery, derivatives, etc.) will be based on analysis and recommendation of staff, financial advisor, senior underwriter and bond counsel.

**Revenue Bonds Outstanding
As of December 31, 2022**

Description of Issue	Beginning Balance Jan. 1, 2022	Additions	Matured or Retired	Ending Balance
Series 2008D	\$ 894,534,129	\$ 53,944,706	\$ -	\$ 948,478,835
Series 2009B	825,000,000	-	-	825,000,000
Series 2010B	50,000,000	-	-	50,000,000
Series 2014A	137,320,000	-	-	137,320,000
Series 2014B	146,420,000	-	-	146,420,000
Series 2015A	820,555,000	-	(8,630,000)	811,925,000
Series 2015B	736,595,000	-	(6,060,000)	730,535,000
Series 2016A	922,620,000	-	(39,015,000)	883,605,000
Series 2017A	1,631,875,000	-	(42,705,000)	1,589,170,000
Series 2017B	750,165,000	-	(9,960,000)	740,205,000
Series 2018	356,085,000	-	-	356,085,000
Series 2019A	405,815,000	-	(10,195,000)	395,620,000
Series 2019B	222,510,000	-	(2,730,000)	219,780,000
Series 2020A	192,105,000	-	-	192,105,000
Series 2020B	517,145,000	-	-	517,145,000
Series 2020C	25,205,000	-	-	25,205,000
Series 2021A	402,110,000	-	-	402,110,000
Series 2021B	446,045,000	-	-	446,045,000
Totals	<u>\$ 9,482,104,129</u>	<u>\$ 53,944,706</u>	<u>\$ (119,295,000)</u>	<u>\$ 9,416,753,835</u>

Outstanding Debt Service

FY Ending 12/31	First Tier Net Debt	Second Tier Net	ISTEA Loan Debt	Subordinated	Total Net Debt
	Service	Debt Service	Service	Lien Bonds Debt Service	Service
2022	391,275,405	202,327,663	15,322,396	8,632,627	617,558,090
2023	426,250,905	212,268,013	15,322,396	8,631,332	662,472,645
2024	447,551,323	234,150,263	15,322,396	8,636,443	705,660,424
2025	478,351,737	203,353,263	15,322,396	8,641,552	705,668,947
2026	484,103,285	197,595,513	15,322,396	8,640,533	705,661,727
2027	487,428,003	194,273,013	15,322,396	8,642,541	705,665,952
2028	502,378,733	182,092,513	15,322,396	8,646,166	708,439,807
2029	480,949,660	238,244,513	-	-	719,194,172
2030	417,613,074	302,136,869	-	-	719,749,944
2031	413,765,447	305,989,763	-	-	719,755,210
2032	456,323,880	263,431,413	-	-	719,755,293
2033	471,381,943	248,371,713	-	-	719,753,655
2034	535,092,166	184,672,513	-	-	719,764,678
2035	558,711,881	161,049,463	-	-	719,761,344
2036	584,561,811	135,202,563	-	-	719,764,374
2037	634,475,397	85,292,370	-	-	719,767,768
2038	487,732,454	83,037,363	-	-	570,769,816
2039	488,669,644	82,100,413	-	-	570,770,057
2040	490,607,882	80,176,813	-	-	570,784,695
2041	492,647,852	64,553,463	-	-	557,201,315
2042	497,358,186	60,329,763	-	-	557,687,948
2043	206,023,145	48,346,513	-	-	254,369,657
2044	191,311,799	76,068,763	-	-	267,380,562
2045	149,275,354	118,147,863	-	-	267,423,216
2046	41,588,191	114,379,863	-	-	155,968,053
2047	-	115,371,563	-	-	115,371,563
2048	-	107,643,313	-	-	107,643,313
2049	-	6,610,802	-	-	6,610,802
2050	-	-	-	-	-
2051	-	-	-	-	-
Total	\$ 10,815,429,157	\$ 4,307,217,904	\$ 107,256,772	\$ 60,471,194	\$ 15,290,375,027



Appendix D: Major Revenue Source

Toll revenue collected on the System is the Authority's major source of revenue. It accounted for \$1,045,777,500 of the FY2023 Operating Budget's total estimated revenues, or 94.7%.

TOLL REVENUE

The Authority Act authorizes the Authority to fix, revise, charge, and collect tolls for the use of the NTTA System. It 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. The payment of principal and interest on bonds issued by the System 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 19.0 cents per mile on the Dallas North Tollway, the President George Bush Turnpike, the Chisholm Trail Parkway and the Sam Rayburn Tollway. They are aligned with the regional toll rate adopted by the Regional Transportation Council in April 2006. TollTag rates are 70.0 cents per one-way trip on both Mountain Creek Lake Bridge and Addison Airport Toll Tunnel, and \$1.39 on Lewisville Lake Toll Bridge. ZipCash rates on all facilities are 50% more than the TollTag rates. Rates are adjusted on July 1 of every odd year by 5.5%.

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 toll revenue estimates for the System, over the next five years.

Estimated NTTA System Annual Toll Revenue					
Roadway	FY2023	FY2024	FY2025	FY2026	FY2027
DNT	\$314,014,400	\$321,133,294	\$336,613,354	\$354,037,384	\$370,391,407
PGBT	314,196,800	321,319,829	336,808,881	354,243,032	370,606,554
AATT	1,157,300	1,183,537	1,240,588	1,304,805	1,365,077
MCLB	1,574,400	1,610,093	1,687,706	1,775,067	1,857,062
LLTB	12,307,200	12,586,212	13,192,923	13,875,825	14,516,790
SRT	230,657,800	235,886,950	247,257,755	260,056,495	272,069,265
360 Tollway	26,086,900	26,678,306	27,964,319	29,411,829	30,770,447
PGBT WE	67,584,100	69,116,272	72,447,985	76,198,091	79,717,904
CTP	78,198,600	79,971,409	83,826,388	88,165,472	92,238,093
System Totals	\$1,045,777,500	\$1,069,485,900	\$1,121,039,900	\$1,179,068,000	\$1,233,532,600

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 \$0.31 per mile for the DNT and PGBT starting July 1, 2021.
- Toll rate for two-axle vehicles with TollTags is \$0.70 for the MCLB and the AATT starting July 1, 2021.
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greatest of (a) 50% of the TollTag toll or (b) 20 cents per transaction.
- Tolls charged to users at any tolling location are rounded to the next highest penny.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.

SRT TOLLING

- Toll rate for two-axle vehicles with TollTags is \$0.31 per mile starting July 1, 2021, and thereafter toll rates shall be determined in accordance with the SRT Project Agreement, as amended, and shall be the maximum rates allowed under the SRT Project Agreement, as amended.
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greatest of (a) 50% of the TollTag toll or (b) 20 cents per transaction.
- Tolls charged to users at any tolling location are rounded to the next highest penny.
- Tolls for all vehicle classifications are calculated based on “N-1” weighting on the SRT, where “N” denotes the number of axles. For example, the TollTag toll charged to a five-axle vehicle will be four times the TollTag toll charged to a two-axle vehicle and the total Video toll charged to a five-axle vehicle will be four times the total Video toll charged to a two-axle vehicle.

PGBT EE TOLLING

- The Construction, Operation and Maintenance Agreement for the PGBT EE between the Authority and TxDOT dated December 5, 2007, (the “EE Project Agreement”) provides for a supplemental toll on the PGBT EE (the “Regional Toll”) to be collected by the Authority and held in trust by TxDOT for the benefit of the North Central Texas region. The Regional Toll and the toll charged by 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 \$0.31 per mile as of July 1, 2021. The NTTA Toll rate for two-axle vehicles with TollTags is \$0.161 per mile for PGBT EE as of July 1, 2021. The Regional Toll rate for two-axle vehicles with TollTags is \$0.040 per mile for PGBT EE as of July 1, 2021. The Unified Toll rate for two-axle vehicles with TollTags is increased 2.75% per year thereafter, with toll adjustments made July 1 of every odd year thereafter. Unified TollTag tolls for two-axle vehicles with TollTags at any tolling location are rounded to the next highest nickel. The ratio between the NTTA Toll and the Unified Toll remains constant at 80/20 percent.
- Toll rates shall be subject to the assumptions, qualifications and agreements set forth in Section 21 of the EE Project Agreement, as amended (as so amended, the “Amended EE Project Agreement”).
- ZipCash toll for two-axle vehicles is equal to the sum of (i) the TollTag toll and (ii) the greatest of (a) 50% of TollTag toll or (b) 20 cents per transaction, increased 2.75% 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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June 30, 2022

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

Subject: NTTA System – FY 2023 Transaction and Revenue Estimates

Dear Mr. Porter:

To assist with NTTA’s annual budgeting process, CDM Smith is pleased to submit monthly transaction and revenue (T&R) estimates for the NTTA System for fiscal year 2023. The NTTA System includes the Dallas North Tollway (DNT), President George Bush Turnpike (PGBT), Sam Rayburn Tollway (SRT), Chisholm Trail Parkway (CTP), 360 Tollway (360T), Addison Airport Toll Tunnel (AATT), Mountain Creek Lake Bridge (MCLB), and Lewisville Lake Toll Bridge (LLTB).

NTTA System Transaction and Revenue Estimates

The T&R estimates for 2023, separated into TollTag and ZipCash, are shown for the NTTA System in Table 1 and separately for each facility in Tables 2 through 9. It should be noted that the T&R estimates categorized as “TollTag” in these tables also include transactions collected via interoperable transponders and V-toll transactions (transactions that are first identified as ZipCash but are subsequently determined to be valid TollTag transactions). The V-toll transactions that are included in the “TollTag” category in this letter are those that are identified in the first 90 days after a transaction has occurred. The ZipCash toll revenue estimates shown also include the ZipCash toll surcharge collected from ZipCash transactions, but they do not include the fees and fines that are collected through the ZipCash invoicing process (“fee revenue”). It should be noted that fee revenue is estimated by NTTA.

The NTTA System T&R estimates for 2023 are 911.7 million and \$1.046 billion, respectively. It is assumed that 78.7 percent of the transactions on the NTTA System in 2023 will be TollTag transactions, and the corresponding toll revenue contribution from TollTags will be 85.8 percent.



Table 1. Estimated 2023 NTTA System Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	72,596,400	57,166,300	15,430,100	\$81,611,800	\$69,480,300	\$12,131,500
February	69,447,900	54,683,300	14,764,600	\$77,787,100	\$66,447,500	\$11,339,600
March	77,402,100	60,936,900	16,465,200	\$86,761,200	\$74,223,000	\$12,538,200
April	76,012,100	59,845,800	16,166,300	\$84,867,400	\$72,754,600	\$12,112,800
May	79,143,600	62,321,400	16,822,200	\$87,740,800	\$75,830,400	\$11,910,400
June	77,302,800	60,870,500	16,432,300	\$86,682,800	\$74,222,500	\$12,460,300
July	76,847,700	60,500,100	16,347,600	\$90,040,300	\$77,761,600	\$12,278,700
August	78,926,900	62,137,700	16,789,200	\$92,467,200	\$79,751,300	\$12,715,900
September	74,893,800	58,961,400	15,932,400	\$87,778,800	\$75,502,000	\$12,276,800
October	78,884,900	62,095,600	16,789,300	\$92,587,600	\$79,673,300	\$12,914,300
November	74,837,500	58,917,500	15,920,000	\$88,683,600	\$75,820,200	\$12,863,400
December	75,431,500	59,398,600	16,032,900	\$88,768,900	\$76,317,900	\$12,451,000
Total	911,727,200	717,835,100	193,892,100	\$1,045,777,500	\$897,784,600	\$147,992,900

Facility-Level Forecasts

As seen in Tables 2 and 3, the DNT and PGBT (including EE and WE) are expected to generate \$314.0 million and \$381.8 million in toll revenue, respectively. Transactions on the DNT in 2023 are expected to be 287.2 million, and transactions on the PGBT in 2023 are expected to be 356.0 million. The SRT (see Table 4) is expected to generate \$230.7 million in toll revenue and 180.3 million transactions in 2023, and CTP (see Table 5) is expected to generate \$78.2 million in toll revenue and 48.5 million transactions in 2023. 360T (see Table 6) is expected to generate \$26.1 million in toll revenue and 26.8 million transactions in 2023. The AATT, MCLB and LLTB (Tables 7 through 9) are anticipated to produce \$1.2 million, \$1.6 million and \$12.3 million in toll revenue, respectively. These three facilities are expected to generate a combined total of \$15.0 million in toll revenue from 13.0 million transactions in 2023.

Table 2. Estimated 2023 DNT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	23,161,200	18,109,700	5,051,500	\$24,688,600	\$21,266,000	\$3,422,600
February	22,098,800	17,277,700	4,821,100	\$23,502,400	\$20,323,100	\$3,179,300
March	24,349,900	19,038,600	5,311,300	\$25,991,400	\$22,439,000	\$3,552,400
April	23,936,000	18,716,400	5,219,600	\$25,571,800	\$22,012,800	\$3,559,000
May	24,706,200	19,318,800	5,387,400	\$26,191,900	\$22,702,400	\$3,489,500
June	24,106,700	18,848,700	5,258,000	\$25,758,700	\$22,161,500	\$3,597,200
July	24,090,300	18,834,900	5,255,400	\$26,923,500	\$23,368,100	\$3,555,400
August	24,628,400	19,255,900	5,372,500	\$27,501,600	\$23,849,500	\$3,652,100
September	23,646,300	18,489,000	5,157,300	\$26,475,800	\$22,933,800	\$3,542,000
October	24,834,200	19,416,200	5,418,000	\$27,847,200	\$24,112,700	\$3,734,500
November	23,592,000	18,446,400	5,145,600	\$26,615,400	\$22,912,500	\$3,702,900
December	24,014,900	18,779,300	5,235,600	\$26,946,100	\$23,314,100	\$3,632,000
Total	287,164,900	224,531,600	62,633,300	\$314,014,400	\$271,395,500	\$42,618,900

Table 3. Estimated 2023 PGBT Traffic and Revenue (including EE and WE)

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	28,302,000	21,947,300	6,354,700	\$29,786,500	\$25,108,800	\$4,677,700
February	27,209,700	21,098,100	6,111,600	\$28,518,800	\$24,150,600	\$4,368,200
March	30,345,300	23,525,400	6,819,900	\$31,749,800	\$26,943,800	\$4,806,000
April	29,726,400	23,049,000	6,677,400	\$31,052,300	\$26,372,600	\$4,679,700
May	30,974,400	24,014,900	6,959,500	\$32,100,900	\$27,484,100	\$4,616,800
June	30,308,000	23,496,000	6,812,000	\$31,775,900	\$26,940,000	\$4,835,900
July	30,093,000	23,329,000	6,764,000	\$32,960,700	\$28,202,400	\$4,758,300
August	31,026,800	24,051,800	6,975,000	\$33,968,500	\$29,030,500	\$4,938,000
September	29,203,800	22,641,500	6,562,300	\$32,038,300	\$27,282,300	\$4,756,000
October	30,868,200	23,931,100	6,937,100	\$33,852,300	\$28,849,200	\$5,003,100
November	28,963,300	22,452,900	6,510,400	\$32,105,900	\$27,132,000	\$4,973,900
December	28,953,500	22,449,100	6,504,400	\$31,871,000	\$27,094,900	\$4,776,100
Total	355,974,400	275,986,100	79,988,300	\$381,780,900	\$324,591,200	\$57,189,700

Table 4. Estimated 2023 SRT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	14,288,100	11,707,600	2,580,500	\$17,947,000	\$15,564,100	\$2,382,900
February	13,550,900	11,103,600	2,447,300	\$16,925,200	\$14,677,800	\$2,247,400
March	15,307,300	12,540,600	2,766,700	\$19,169,900	\$16,677,500	\$2,492,400
April	14,967,600	12,263,400	2,704,200	\$18,593,400	\$16,276,300	\$2,317,100
May	15,855,600	12,991,500	2,864,100	\$19,552,900	\$17,278,300	\$2,274,600
June	15,587,400	12,770,200	2,817,200	\$19,466,700	\$17,038,700	\$2,428,000
July	15,332,800	12,561,200	2,771,600	\$20,046,700	\$17,671,500	\$2,375,200
August	15,694,700	12,858,400	2,836,300	\$20,569,300	\$18,085,200	\$2,484,100
September	14,654,200	12,006,800	2,647,400	\$19,111,500	\$16,722,600	\$2,388,900
October	15,378,500	12,599,900	2,778,600	\$20,170,600	\$17,674,200	\$2,496,400
November	14,783,900	12,111,200	2,672,700	\$19,564,100	\$17,065,500	\$2,498,600
December	14,912,000	12,216,700	2,695,300	\$19,540,500	\$17,156,500	\$2,384,000
Total	180,313,000	147,731,100	32,581,900	\$230,657,800	\$201,888,200	\$28,769,600

Table 5. Estimated 2023 CTP Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	3,814,400	3,128,000	686,400	\$6,081,300	\$5,033,800	\$1,047,500
February	3,729,100	3,058,000	671,100	\$5,900,600	\$4,923,900	\$976,700
March	4,077,500	3,342,300	735,200	\$6,498,300	\$5,424,200	\$1,074,100
April	4,036,700	3,310,000	726,700	\$6,314,800	\$5,334,500	\$980,300
May	4,171,400	3,420,100	751,300	\$6,498,800	\$5,528,100	\$970,700
June	4,006,800	3,284,400	722,400	\$6,338,300	\$5,342,300	\$996,000
July	3,952,800	3,239,800	713,000	\$6,537,500	\$5,558,300	\$979,200
August	4,132,700	3,388,500	744,200	\$6,798,000	\$5,781,000	\$1,017,000
September	4,044,400	3,316,100	728,300	\$6,637,900	\$5,651,200	\$986,700
October	4,252,600	3,486,700	765,900	\$6,978,800	\$5,946,200	\$1,032,600
November	4,092,300	3,355,000	737,300	\$6,782,100	\$5,739,500	\$1,042,600
December	4,162,600	3,413,800	748,800	\$6,832,200	\$5,802,900	\$1,029,300
Total	48,473,300	39,742,700	8,730,600	\$78,198,600	\$66,065,900	\$12,132,700

Table 6. Estimated 2023 360T Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	2,017,000	1,490,600	526,400	\$1,953,500	\$1,530,600	\$422,900
February	1,865,500	1,378,600	486,900	\$1,818,500	\$1,414,700	\$403,800
March	2,245,000	1,659,100	585,900	\$2,137,400	\$1,704,600	\$432,800
April	2,251,400	1,663,800	587,600	\$2,108,200	\$1,709,400	\$398,800
May	2,312,400	1,708,900	603,500	\$2,137,400	\$1,755,200	\$382,200
June	2,209,300	1,632,800	576,500	\$2,116,300	\$1,688,900	\$427,400
July	2,285,800	1,689,300	596,500	\$2,269,600	\$1,837,300	\$432,300
August	2,319,800	1,714,500	605,300	\$2,296,800	\$1,855,200	\$441,600
September	2,238,500	1,654,400	584,100	\$2,208,800	\$1,783,900	\$424,900
October	2,407,600	1,779,200	628,400	\$2,387,200	\$1,926,800	\$460,400
November	2,335,800	1,726,100	609,700	\$2,336,500	\$1,876,700	\$459,800
December	2,336,300	1,726,600	609,700	\$2,316,700	\$1,869,600	\$447,100
Total	26,824,400	19,823,900	7,000,500	\$26,086,900	\$20,952,900	\$5,134,000

Table 7. Estimated 2023 AATT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	138,300	112,000	26,300	\$91,900	\$80,100	\$11,800
February	132,200	107,000	25,200	\$87,200	\$76,500	\$10,700
March	145,800	118,000	27,800	\$96,300	\$84,500	\$11,800
April	144,400	116,900	27,500	\$94,900	\$83,600	\$11,300
May	149,800	121,200	28,600	\$97,700	\$86,700	\$11,000
June	144,000	116,500	27,500	\$94,800	\$83,400	\$11,400
July	146,500	118,600	27,900	\$101,200	\$89,700	\$11,500
August	148,200	120,000	28,200	\$102,500	\$90,800	\$11,700
September	141,300	114,400	26,900	\$97,800	\$86,500	\$11,300
October	151,400	122,500	28,900	\$104,800	\$92,700	\$12,100
November	135,000	109,300	25,700	\$94,300	\$82,700	\$11,600
December	134,900	109,200	25,700	\$93,900	\$82,600	\$11,300
Total	1,711,800	1,385,600	326,200	\$1,157,300	\$1,019,800	\$137,500

Table 8. Estimated 2023 MCLB Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	190,500	123,200	67,300	\$122,600	\$88,000	\$34,600
February	190,300	123,200	67,100	\$120,000	\$87,900	\$32,100
March	209,200	135,400	73,800	\$129,500	\$96,700	\$32,800
April	217,100	140,400	76,700	\$132,900	\$100,300	\$32,600
May	214,700	138,900	75,800	\$131,400	\$99,200	\$32,200
June	199,100	128,800	70,300	\$125,300	\$92,000	\$33,300
July	194,500	125,800	68,700	\$128,800	\$95,000	\$33,800
August	210,600	136,200	74,400	\$137,300	\$102,800	\$34,500
September	215,600	139,500	76,100	\$138,500	\$105,300	\$33,200
October	220,900	142,900	78,000	\$142,100	\$107,900	\$34,200
November	206,100	133,400	72,700	\$135,800	\$100,700	\$35,100
December	195,000	126,200	68,800	\$130,200	\$95,200	\$35,000
Total	2,463,600	1,593,900	869,700	\$1,574,400	\$1,171,000	\$403,400

Table 9. Estimated 2023 LLTB Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	684,900	547,900	137,000	\$940,400	\$808,900	\$131,500
February	671,400	537,100	134,300	\$914,400	\$793,000	\$121,400
March	722,100	577,500	144,600	\$988,600	\$852,700	\$135,900
April	732,500	585,900	146,600	\$999,100	\$865,100	\$134,000
May	759,100	607,100	152,000	\$1,029,800	\$896,400	\$133,400
June	741,500	593,100	148,400	\$1,006,800	\$875,700	\$131,100
July	752,000	601,500	150,500	\$1,072,300	\$939,300	\$133,000
August	765,700	612,400	153,300	\$1,093,200	\$956,300	\$136,900
September	749,700	599,700	150,000	\$1,070,200	\$936,400	\$133,800
October	771,500	617,100	154,400	\$1,104,600	\$963,600	\$141,000
November	729,100	583,200	145,900	\$1,049,500	\$910,600	\$138,900
December	722,300	577,700	144,600	\$1,038,300	\$902,100	\$136,200
Total	8,801,800	7,040,200	1,761,600	\$12,307,200	\$10,700,100	\$1,607,100

CDM Smith has also estimated the amount of ZipCash revenue that is expected to be invoiced, the expected amount of unrecovered revenue and the resulting recovered ZipCash revenue. This information is shown in Table 10. The total ZipCash revenue invoiced is expected to be \$279.0 million and the net ZipCash revenue recovered is expected to be \$148.0 million.

Table 10. Estimated 2023 NTTA System ZipCash Revenue Invoiced and Recovered

Month	Total ZipCash Revenue in Process (Invoiced)	Total ZipCash Unrecovered Revenue	Total ZipCash Revenue Recovered
January	\$21,580,700	\$9,449,200	\$12,131,500
February	\$20,647,300	\$9,307,700	\$11,339,600
March	\$23,073,300	\$10,535,100	\$12,538,200
April	\$22,613,300	\$10,500,500	\$12,112,800
May	\$23,555,900	\$11,645,500	\$11,910,400
June	\$23,051,500	\$10,591,200	\$12,460,300
July	\$24,174,900	\$11,896,200	\$12,278,700
August	\$24,793,700	\$12,077,800	\$12,715,900
September	\$23,482,700	\$11,205,900	\$12,276,800
October	\$24,787,100	\$11,872,800	\$12,914,300
November	\$23,569,400	\$10,706,000	\$12,863,400
December	\$23,712,700	\$11,261,700	\$12,451,000
Total	\$279,042,500	\$131,049,600	\$147,992,900

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

Sincerely,



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

DISCLAIMER

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

CDM Smith made qualitative judgments related to several key variables in the development and analysis of the traffic and revenue estimates that must be considered; 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. Certain variables such as future developments, economic cycles, global pandemics and impacts related to advances in automotive technology etc. 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 and 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.

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

Appendix E: Operation and Maintenance Fund FY2022 Estimated Costs

Account	Accounting	Administration	Board	Treasury & Financial Planning	Human Resources	Internal Audit
Salaries and Wages-Direct - (511101)	\$1,529,434	\$466,090	\$89,990	\$787,805	\$918,812	\$545,242
Salaries and Wage-Overtime - (511301)	0	0	0	0	144	0
Group Insurance - (512101)	0	0	0	0	0	0
Retirement Contributions - (512401)	226,404	67,147	14,092	122,668	137,074	82,171
Tuition Reimbursement - (512501)	0	0	0	0	13,867	0
Unemployment Insurance - (512601)	0	0	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0	0	0
Meeting Expense - (521101)	753	2,801	51,918	0	1,683	330
Consulting/Professional - (521201)	0	0	0	320,992	200,911	75,000
Legal Fees - (521202)	0	0	0	0	0	0
Auditing Fees - (521203)	0	0	0	0	0	185,083
Trustee Fees - (521204)	0	0	0	280,031	0	0
Traffic Engineering Fees - (521207)	0	0	0	600,000	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	0	157,820	0
Digital_Out of Home - (523302)	0	0	0	0	0	0
Television & Radio - (523303)	0	0	0	0	0	0
Promotional Expenses - (523304)	164	107,675	0	0	34,847	0
Employee Appreciation - (523305)	0	0	0	0	0	0
Printing and Photographic - (523401)	2,900	0	0	0	0	0
Maps & Pamphlets - (523402)	0	0	0	0	0	0
Travel - (523501)	2,798	4,902	4,926	1,633	0	170
Dues & Subscriptions - (523601)	4,562	61,623	10,643	475	2,366	3,930
Education and Training - (523701)	3,823	1,314	0	1,821	20,159	4,565
Licenses - (523801)	644	0	0	0	0	980
Temporary Contract Labor - (523851)	0	0	0	0	0	0
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	3,500	400	2,020	883	4,963	850
Other Materials and Supplies - (531102)	0	0	0	0	0	0
Mobile Equipment Expense - (531103)	0	0	0	0	0	0
Freight and Express - (531105)	420	29	629	233	483	0
Motor Fuel Expense - (531107)	0	0	0	0	0	0
Water - (531211)	0	0	0	0	0	0
Gas - (531221)	0	0	0	0	0	0
Electricity - (531231)	0	0	0	0	0	0
Books & Periodicals - (531401)	0	0	0	0	0	250
Inven for resale(toll tags) - (531501)	0	0	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0
Software (Under \$5,000) - (531651)	0	0	0	0	0	0
Uniforms - (531701)	0	0	0	0	0	0
Bank Charges - (573001)	0	0	0	100,000	0	0
Credit Card Fees - (573002)	0	0	0	0	0	0
Enterprise Fund (Regional Tolling Services)	0	0	0	0	0	0
Totals	\$1,775,403	\$711,981	\$174,218	\$2,216,541	\$1,493,130	\$898,571

Appendix E: Operation and Maintenance Fund FY2022 Estimated Costs (continued)

Account	Legal Services	Procurement and Business Diversity	Public Affairs	Shared Services	Contact Center and Collections	Information Technology
Salaries and Wages-Direct - (511101)	\$747,093	\$1,046,920	\$1,308,272	\$0	\$9,175,989	\$6,826,934
Salaries and Wage-Overtime - (511301)	0	0	0	0	209,244	51,861
Group Insurance - (512101)	0	0	0	2,579,020	0	0
Retirement Contributions - (512401)	112,245	158,154	203,046	0	1,370,928	1,021,588
Tuition Reimbursement - (512501)	0	0	0	0	0	0
Unemployment Insurance - (512601)	0	0	0	123,661	0	0
Worker's Comp Ins - (512701)	0	0	0	251,522	0	0
Meeting Expense - (521101)	1,150	1,581	13,334	0	13,705	71
Consulting/Professional - (521201)	0	0	1,570,123	42,000	14,073,403	0
Legal Fees - (521202)	1,738,181	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	0	50,142	0
Outside Maintenance Services - (521212)	0	0	0	0	0	6,756,021
Landscaping - (522202)	0	0	0	0	0	0
Rentals - Land - (522301)	0	0	0	0	0	0
Rentals - Equipment - (522302)	0	0	0	0	28,799	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0
Postage - (523201)	0	0	0	0	13,654,025	0
Telecommunications - (523202)	0	0	0	0	0	1,801,100
Public Information Fees - (523203)	0	13,369	0	0	0	0
Recruitment - (523301)	0	0	0	0	0	0
Digital_Out of Home - (523302)	0	0	1,618,782	0	0	0
Television & Radio - (523303)	0	0	1,196,650	0	0	0
Promotional Expenses - (523304)	0	100,800	1,005,425	0	209,279	0
Employee Appreciation - (523305)	0	0	331	0	0	0
Printing and Photographic - (523401)	0	0	5,931	0	151,335	0
Maps & Pamphlets - (523402)	0	0	8,090	0	0	0
Travel - (523501)	2,804	8,360	25,822	0	11,343	9,170
Dues & Subscriptions - (523601)	77,111	66,497	16,839	1,562	37,508	27,575
Education and Training - (523701)	3,423	9,922	1,454	0	37,689	20,393
Licenses - (523801)	0	0	0	0	0	57
Temporary Contract Labor - (523851)	0	0	16,200	0	17,057,611	91,500
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	52,047	4,856	5,583	261,285	30,912	26,040
Other Materials and Supplies - (531102)	0	0	948	0	0	20,447
Mobile Equipment Expense - (531103)	0	0	0	0	0	0
Freight and Express - (531105)	236	90	332	0	767	4,010
Motor Fuel Expense - (531107)	0	0	0	0	0	0
Water - (531211)	0	0	0	0	0	0
Gas - (531221)	0	0	0	0	0	0
Electricity - (531231)	0	0	0	0	0	0
Books & Periodicals - (531401)	0	0	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0	6,200,000	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0
Software (Under \$5,000) - (531651)	0	0	0	0	0	11,584,903
Uniforms - (531701)	0	0	1,685	0	17,590	0
Bank Charges - (573001)	0	0	0	0	455,226	0
Credit Card Fees - (573002)	0	0	0	0	29,466,368	0
Enterprise Fund (Regional Tolling Services)	0	0	0	(26,268,996)	0	0
Totals	\$2,734,290	\$1,410,550	\$6,998,848	(\$23,009,946)	\$92,251,861	\$28,241,669

Appendix E: Operation and Maintenance Fund FY2022 Estimated Costs (continued)

Account	Maintenance	Operations	Project Delivery	Traffic & Incident Mgmt.
Salaries and Wages-Direct - (511101)	\$8,604,792	\$1,104,573	\$2,172,791	\$6,316,776
Salaries and Wage-Overtime - (511301)	491,681	0	0	195,383
Group Insurance - (512101)	0	0	0	0
Retirement Contributions - (512401)	1,402,541	166,156	329,600	976,164
Tuition Reimbursement - (512501)	0	0	0	0
Unemployment Insurance - (512601)	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0
Meeting Expense - (521101)	6,100	902	500	1,000
Consulting/Professional - (521201)	400,000	51,389	0	18,365
Legal Fees - (521202)	0	0	0	0
Auditing Fees - (521203)	0	0	0	0
Trustee Fees - (521204)	0	0	0	0
Traffic Engineering Fees - (521207)	0	0	0	0
Police Services (DPS) - (521208)	0	0	0	12,231,393
Armored Car Services - (521209)	0	0	0	0
Outside Maintenance Services - (521212)	26,400,247	0	0	32,690
Landscaping - (522202)	61,500	0	0	0
Rentals - Land - (522301)	318,752	0	0	0
Rentals - Equipment - (522302)	80,864	0	0	0
Insurance Expense - Other - (523101)	(469)	0	0	6,507,068
Postage - (523201)	0	0	0	0
Telecommunications - (523202)	235,001	0	0	0
Public Information Fees - (523203)	0	0	0	0
Recruitment - (523301)	0	0	0	0
Digital_Out of Home - (523302)	0	0	0	0
Television & Radio - (523303)	0	0	0	0
Promotional Expenses - (523304)	0	0	0	5,080
Employee Appreciation - (523305)	0	0	0	0
Printing and Photographic - (523401)	0	0	0	0
Maps & Pamphlets - (523402)	0	0	0	0
Travel - (523501)	13,498	17,206	2,285	2,759
Dues & Subscriptions - (523601)	37,235	12,465	1,157	3,869
Education and Training - (523701)	14,488	709	2,860	13,103
Licenses - (523801)	7,432	0	667	0
Temporary Contract Labor - (523851)	47,000	0	0	0
Liability Claims - (523902)	0	0	0	6,182
Office Supplies - (531101)	16,716	31,168	2,041	9,854
Other Materials and Supplies - (531102)	3,553,175	0	0	114,409
Mobile Equipment Expense - (531103)	900,000	0	0	0
Freight and Express - (531105)	400	215	407	117
Motor Fuel Expense - (531107)	1,495,556	0	0	0
Water - (531211)	883,696	0	0	0
Gas - (531221)	62,914	0	0	0
Electricity - (531231)	2,288,029	0	0	0
Books & Periodicals - (531401)	0	0	0	0
Inven for resale(toll tags) - (531501)	0	0	0	0
Small Tools and Shop Supplies - (531601)	173,262	0	0	0
Software (Under \$5,000) - (531651)	0	0	0	0
Uniforms - (531701)	188,002	0	0	90,152
Bank Charges - (573001)	0	0	0	0
Credit Card Fees - (573002)	0	0	0	0
Enterprise Fund (Regional Tolling Services)	0	0	0	0
Totals	\$47,682,412	\$1,384,783	\$2,512,308	\$26,524,364

Appendix E: Operation and Maintenance Fund FY2022 Estimated Costs (continued)

Account	FY2022 Estimated Costs	FY2022 Budget	Increase (Decrease) to FY2022 Budget	
			Amount	Percent
Salaries and Wages-Direct - (511101)	\$41,641,515	\$47,960,753	(\$6,319,239)	(15.2%)
Salaries and Wage-Overtime - (511301)	948,312	764,676	183,636	19.4%
Group Insurance - (512101)	2,579,020	2,579,020	0	0.0%
Retirement Contributions - (512401)	6,389,979	7,642,821	(1,252,842)	(19.6%)
Tuition Reimbursement - (512501)	13,867	11,770	2,097	15.1%
Unemployment Insurance - (512601)	123,661	123,661	0	0.0%
Worker's Comp Ins - (512701)	251,522	251,522	0	0.0%
Meeting Expense - (521101)	95,828	95,402	426	0.4%
Consulting/Professional - (521201)	16,752,183	17,861,285	(1,109,102)	(6.6%)
Legal Fees - (521202)	1,738,181	1,738,181	0	0.0%
Auditing Fees - (521203)	185,083	185,083	0	0.0%
Trustee Fees - (521204)	280,031	280,031	0	0.0%
Traffic Engineering Fees - (521207)	600,000	600,000	0	0.0%
Police Services (DPS) - (521208)	12,231,393	10,691,041	1,540,352	12.6%
Armored Car Services - (521209)	50,142	50,142	0	0.0%
Outside Maintenance Services - (521212)	33,188,958	34,740,337	(1,551,379)	(4.7%)
Landscaping - (522202)	61,500	61,500	0	0.0%
Rentals - Land - (522301)	318,752	318,752	0	0.0%
Rentals - Equipment - (522302)	109,663	162,754	(53,091)	(48.4%)
Insurance Expense - Other - (523101)	6,506,599	7,248,478	(741,879)	(11.4%)
Postage - (523201)	13,654,025	12,900,000	754,025	5.5%
Telecommunications - (523202)	2,036,101	2,154,912	(118,811)	(5.8%)
Public Information Fees - (523203)	13,369	13,369	0	0.0%
Recruitment - (523301)	157,820	157,820	0	0.0%
Digital_Out of Home - (523302)	1,618,782	1,618,782	0	0.0%
Television & Radio - (523303)	1,196,650	1,250,499	(53,849)	(4.5%)
Promotional Expenses - (523304)	1,463,271	1,672,490	(209,219)	(14.3%)
Employee Appreciation - (523305)	331	331	0	0.0%
Printing and Photographic - (523401)	160,166	161,266	(1,100)	(0.7%)
Maps & Pamphlets - (523402)	8,090	16,155	(8,065)	(99.7%)
Travel - (523501)	107,676	110,868	(3,192)	(3.0%)
Dues & Subscriptions - (523601)	365,417	303,003	62,414	17.1%
Education and Training - (523701)	135,723	171,171	(35,448)	(26.1%)
Licenses - (523801)	9,781	9,664	116	1.2%
Temporary Contract Labor - (523851)	17,212,311	16,173,366	1,038,945	6.0%
Liability Claims - (523902)	6,182	6,182	0	0.0%
Office Supplies - (531101)	453,118	462,910	(9,792)	(2.2%)
Other Materials and Supplies - (531102)	3,688,979	3,757,954	(68,975)	(1.9%)
Mobile Equipment Expense - (531103)	900,000	1,125,022	(225,022)	(25.0%)
Freight and Express - (531105)	8,367	12,169	(3,802)	(45.4%)
Motor Fuel Expense - (531107)	1,495,556	1,223,000	272,556	18.2%
Water - (531211)	883,696	883,696	0	0.0%
Gas - (531221)	62,914	29,108	33,806	53.7%
Electricity - (531231)	2,288,029	2,288,029	0	0.0%
Books & Periodicals - (531401)	250	250	0	0.0%
Inven for resale(toll tags) - (531501)	6,200,000	6,200,000	0	0.0%
Small Tools and Shop Supplies - (531601)	173,262	181,234	(7,972)	(4.6%)
Software (Under \$5,000) - (531651)	11,584,903	11,584,903	0	0.0%
Uniforms - (531701)	297,429	299,356	(1,927)	(0.6%)
Bank Charges - (573001)	555,226	555,226	0	0.0%
Credit Card Fees - (573002)	29,466,368	27,441,513	2,024,855	6.9%
Enterprise Fund (Regional Tolling Services)	(26,268,996)	(26,268,996)	0	0.0%
Totals	\$194,000,984	\$199,862,463	(\$5,861,479)	(3.0%)

Appendix F: 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, no payments for maintenance, repair and operations will exceed the reasonable and necessary amount required or 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 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 or pledge.

CTP – Chisholm Trail Parkway, an approximately 28-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 Texas Department of Motor Vehicles.

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

DNT – the Dallas North Tollway, an approximately 32-mile portion of the System.

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

E

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

F

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

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

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

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

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

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 40 lane miles.

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

M

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

N

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

O

OPEB – other post-employment benefits liability for health care and life insurance required by GASB Statement 75.

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

P

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

PGBT – the President George Bush Turnpike, an approximately 52-mile long portion of the System.

PGBT-EE – the President George Bush Turnpike Eastern Extension, an approximately 10-mile portion of the System.

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

R

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

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

Reserve Maintenance Fund (RMF) – Fund created by the Trust Agreement for the purpose of paying the cost of repairs, painting, renewals, replacements, improvements, and other costs and expenses necessary for safe or efficient operation of 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 NTTA.

RTC – the Regional Transportation Council.

S

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

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

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

SRT – the Sam Rayburn Tollway, an approximately 26.2-mile portion of the System.

T

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

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

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

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

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

Toll Road – Road on which tolls are charged.

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

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

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

Turnpike – Expressway on which tolls are charged.

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

U

USDOT - United States Department of Transportation

V

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

Z

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

