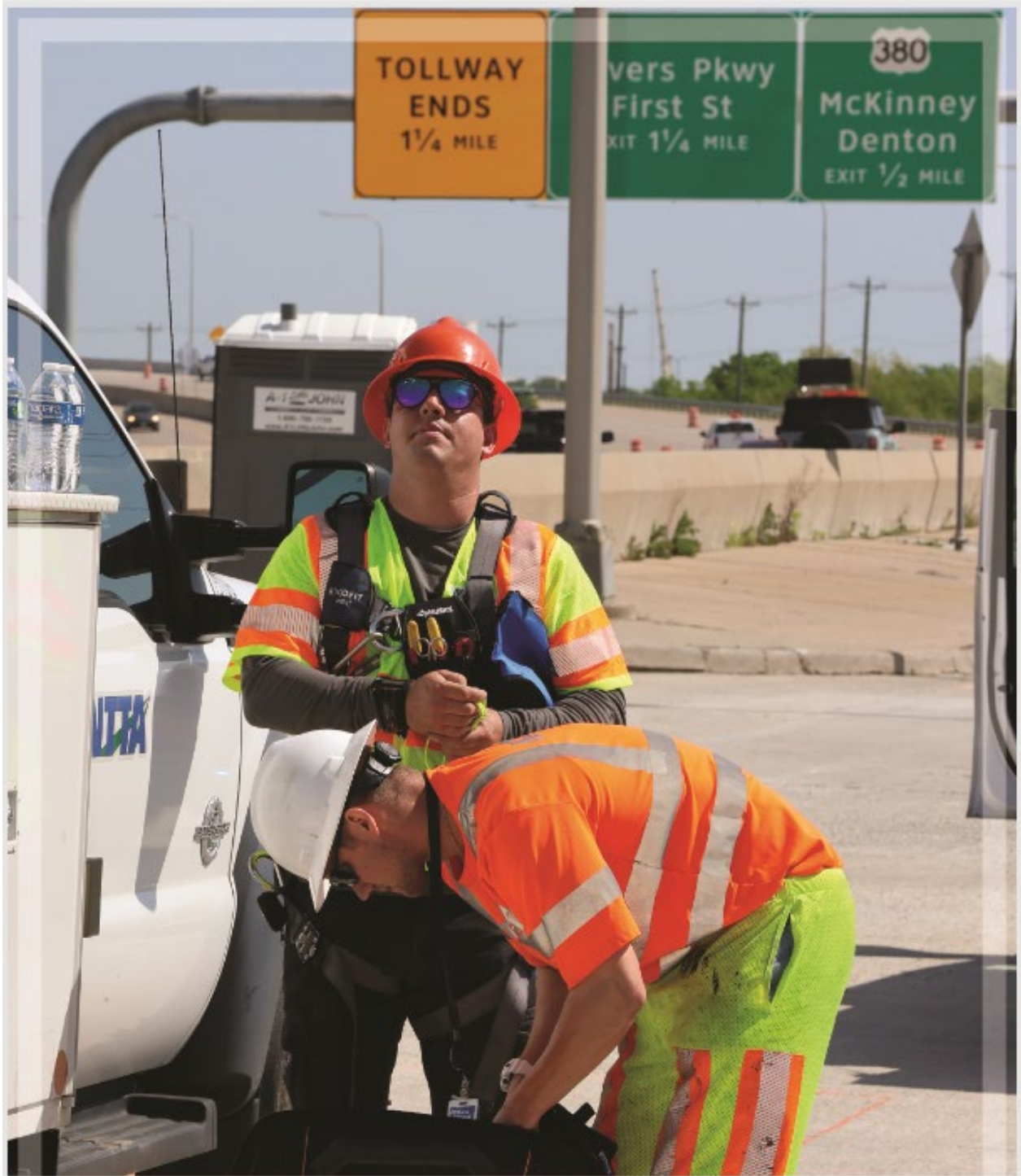




NTTA SYSTEM FINAL BUDGET FY2024

NTTA

NORTH TEXAS TOLLWAY AUTHORITY



Roadway Information Technology installing new cameras on Dallas North Tollway in Frisco

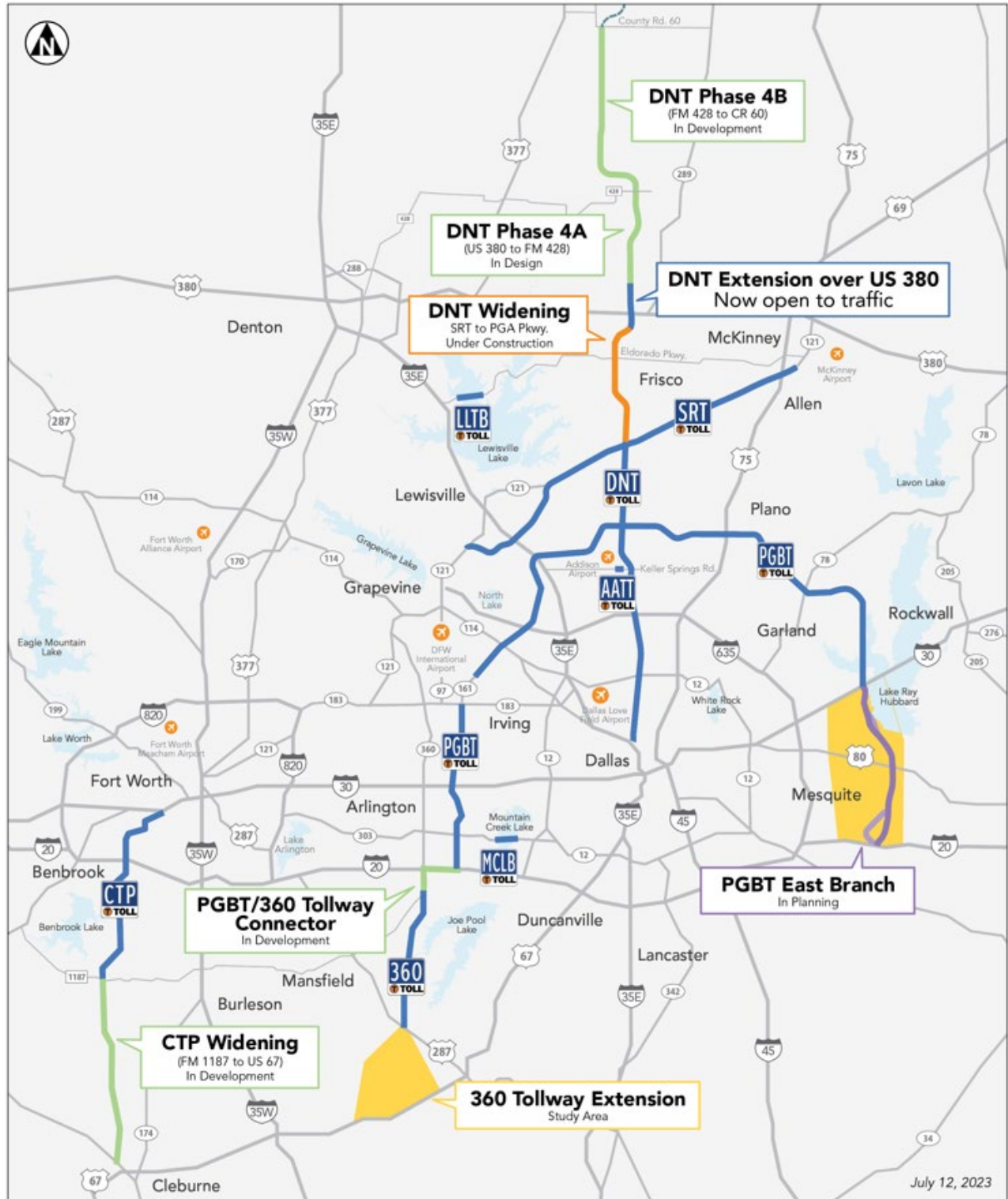
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FACILITY MAP OF THE NORTH TEXAS REGION



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



Marcus Knight
Chairman
Dallas County



Mojoy Haddad
Vice Chairman
Tarrant County



Lynn Gravley
Gubernatorial Appointee



Pete Kamp
Denton County



Scott Levine
Collin County



John Mahalik
Denton County



George "Tex" Quesada
Dallas County

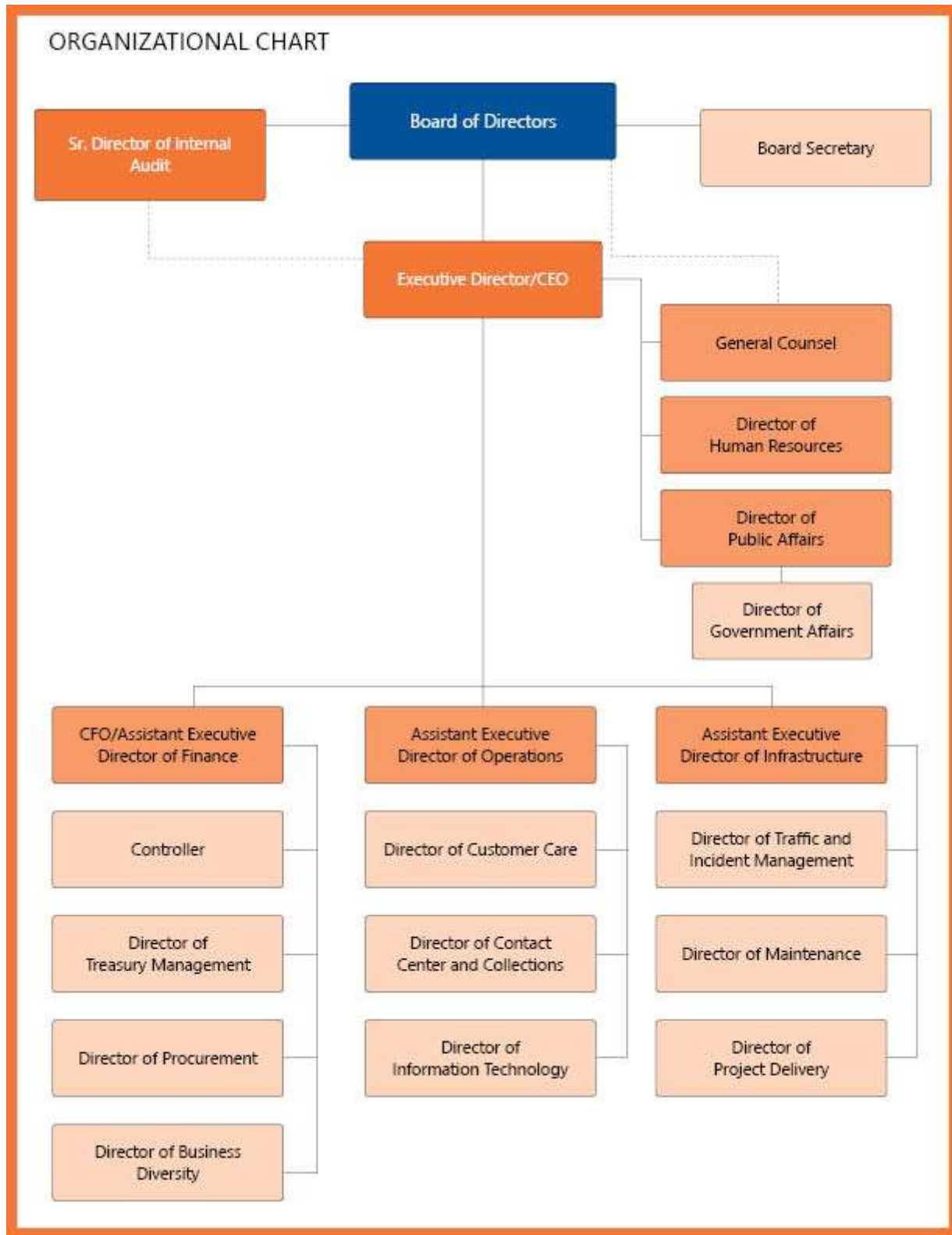


Glen Whitley
Tarrant County



Jane Willard
Collin County

Organizational Chart



NTTA Officials for FY2024

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
Moses Aito	Interim Director, Procurement and Business Diversity
Linh Truong, CPA, CIA, CISA	Senior Director, Internal Audit & Enterprise Risk
Arturo Ballesteros	Director, Govt. Affairs/Interim Director, Public Affairs
Kevin Banks	Director, Contact Center & Collections
John Bannerman	Director, Customer Care
Autavea Basey	Director, Human Resources
Eric Hemphill, P.E.	Director, Traffic and Incident Management
Amitis Meshkani, P.E.	Director, Maintenance
Brian Reich, CPA	Director, Controller
Melanie Terrell	Director, Assistant General Counsel
Roland Bonilla	Interim Director, Information Technology
Vacant	Director, Project Delivery
Vacant	Director, Finance

Letter of Transmittal

We are pleased to submit for your review the FY2024 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 FY2024 Budget with a comparison to the FY2023 Budget.

North Texas Tollway Authority		
	FY2024 Budget	FY2023 Budget
Estimated Revenues	\$1,257,712,801	\$1,099,375,725
Operating Budget	\$240,916,611	\$219,723,679
Total Net Debt Service	\$693,065,422	\$649,878,892
Estimated Coverage First Tier	2.33	2.12
Estimated Coverage All Debt	1.47	1.35
Reserve Maintenance Deposit	\$42,652,485	\$54,908,117
Estimated Capital Improvement Fund Available for Capital Projects	\$280,878,283	\$174,865,037

If you have any questions, or need additional information, please let us know. We look forward to presenting and discussing the FY2024 Budget.

Very truly yours,

James Hofmann, *Executive Director*

Date

Horatio Porter, *Chief Financial Officer*

Date



Roadside Safety Services



North Texas Tollway Authority offices in Plano

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 (MLCB), 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 FY2022, boasted 5.5 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

FY2023-FY2027 STRATEGIC GOALS

GOALS

OBJECTIVES

CUSTOMER-DRIVEN ORGANIZATION

- Provide a high-quality customer service experience
- Ensure equitable collection of tolls
- Drive corporate branding and educate the public about using toll roads

FINANCIALLY SOUND AND VIBRANT ORGANIZATION

- Maintain compliance with trust agreements
- Maintain effective internal controls
- Manage metrics to maximize performance

DELIVERING TRANSPORTATION SOLUTIONS

- 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

RESPECTED LEADER AND PARTNER

- Advocate the value of NTTA to partners, stakeholders and government entities
- Develop strategies and collaborate on regional road planning
- Forster management and business relationships that reflect the region's diversity

HIGHLY QUALIFIED, ENERGIZED AND ENGAGED TEAM

- Recruit, develop and retain high-quality people
- 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



Dallas North Tollway extension bridge over US 380



Pouring concrete for inlet drain

FY2024 Budget Executive Summary

INTRODUCTION

Through the first half of 2023, the North Texas region continues to benefit from the continued strong economic growth despite a historically high inflation environment. We continue to focus on raising the TollTag penetration rate as traffic returns to our roads. NTTA remains committed to its mission to provide a safe and reliable toll road system while operating in a businesslike manner.

BUDGET HIGHLIGHTS:

The FY2024 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

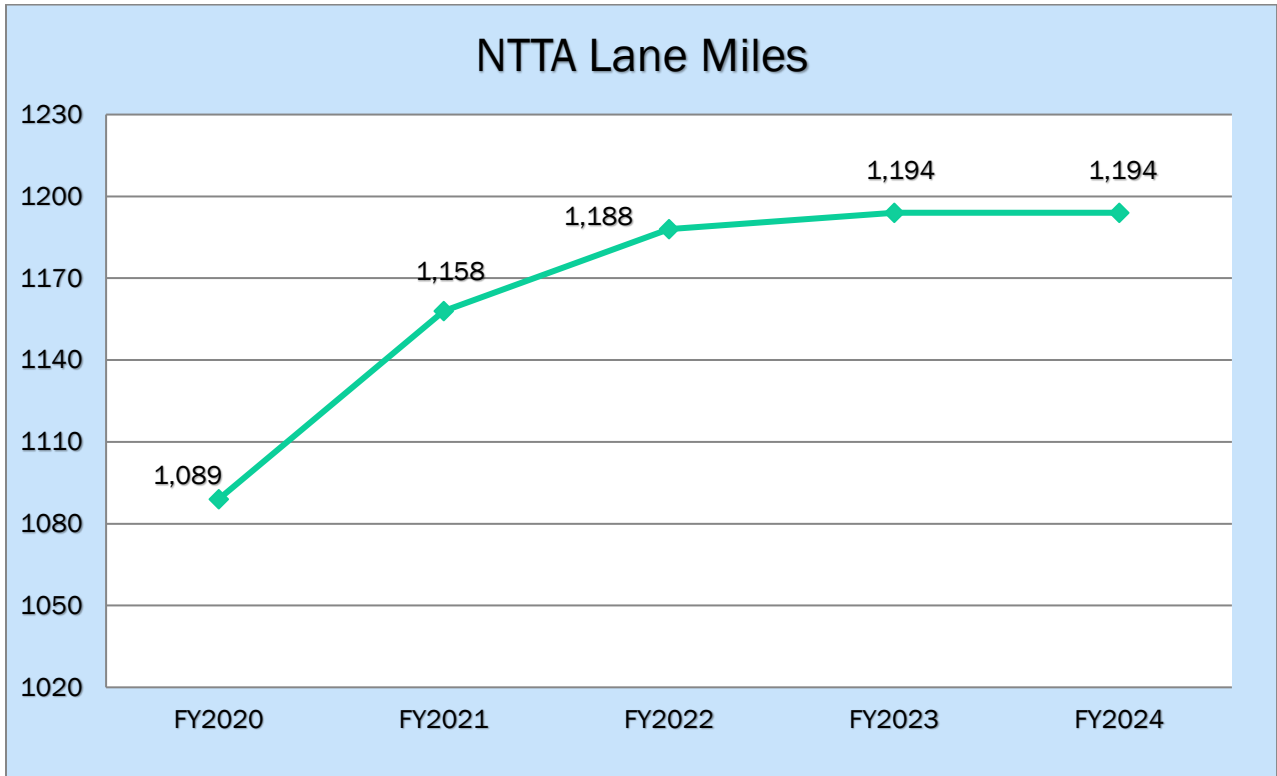
More specifically, NTTA priorities are aimed at adding capacity to the system, and maintaining customer service and safety. Targeted initiatives include:

- Provide exceptional customer service
- Respond and quickly clear incidents from NTTA's roadways
- Expansion projects for our flagship road, Dallas North Tollway
- React to the impacts of inflation, including labor and increased cost of goods and services
- 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 FY2024 Budget.

1. Increased traffic and volume related activity as the economy recovers
2. Responding to accidents promptly and effectively
3. Proactively investing to preserve our roads

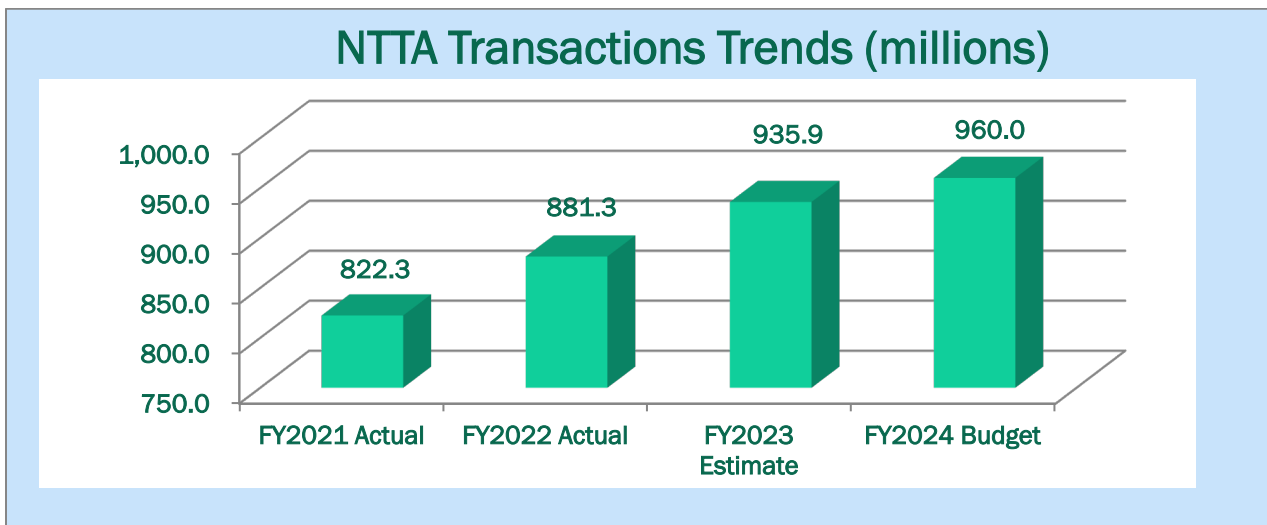
The NTTA System consists of service roads and revenue-producing toll road main lanes. The combined roads represent the total lane miles NTTA must maintain. Over the last five years, total lane miles have increased by 105 or 10% from 1,089 lane miles to 1,194 lane miles.



FY2024 TRANSACTIONS

The FY2024 Budget maintains a strong focus on increasing the number of TollTag customers while also efficiently processing, invoicing and collecting non-TollTag (ZipCash) transactions.

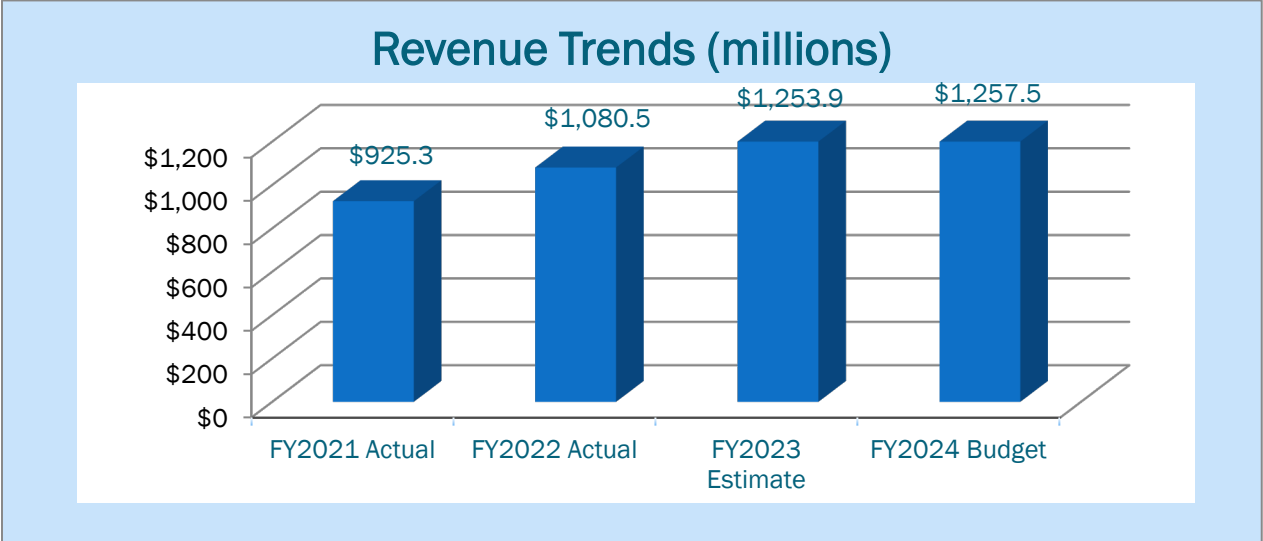
Overall, the toll transactions for the NTTA System are estimated to increase to 960.0 million in FY2024. Separately, it is anticipated that the toll services agreements (TSAs) will have 239.4 million transactions in FY2024.



FY2024 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

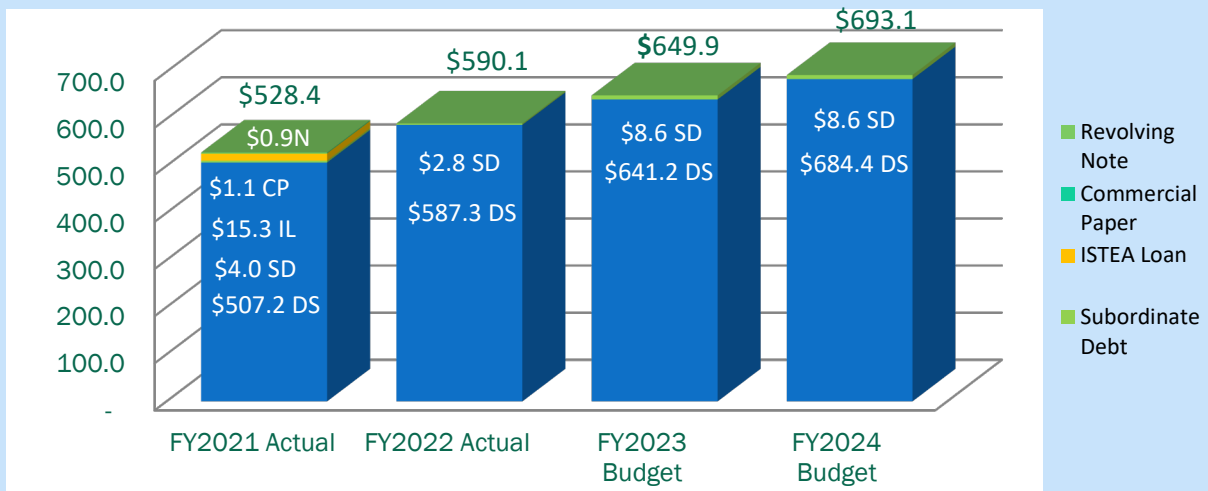
a business entity, NTTA does not collect taxes. Instead, NTTA’s revenues are derived from tolls, service fees and interest income to support its operations. Total FY2024 estimated revenues for the NTTA System are \$1.3 billion. The primary source of revenue is from tolls totaling \$1.2 billion. The tolls are broken out into TollTag revenue of \$1.2 billion and ZipCash revenue of \$126.1 million (see T&R projection on pages 157-162). Budgeted toll revenues increased by \$5.4 million from FY2023 estimates. Another component of revenue is other income, which consists of late fees, statement fees and miscellaneous revenues for a combined budget of \$29.0 million. This amount is approximately 2.3% 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 \$50.0 million or approximately 4.0% of total revenue.



FY2024 DEBT SERVICE AND LOAN REPAYMENT

Total net debt service will increase \$43.2 million to \$693.1 million in FY2024. 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. This instrument was 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 FY2024 total bond debt service coverage is 2.33 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 1.47 times versus the required 1.00 times.

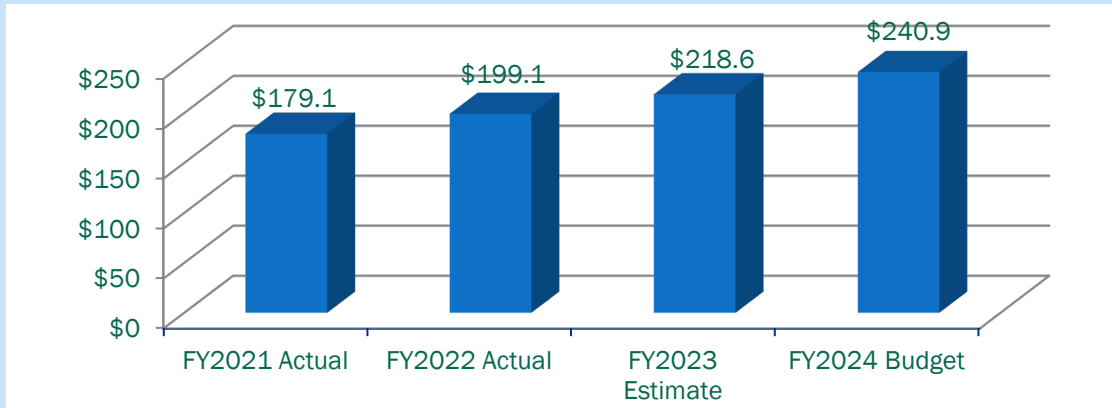
Debt Service Trends (millions)



FY2024 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 \$315.6M.

NTTA Expenses (millions)



OPERATION AND MAINTENANCE FUND (OMF)

The FY2024 OMF budget is \$240.9 million. Material variance explanations as compared to FY2023 budget are located on each of the department's budget and information documents (see pages 54-116). 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 \$22.9 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 \$243.5 million of the total budget. These departments' FY2024 OMF budget increased by \$16.8 million compared to the FY2023 budget due to new pricing for new contracts and volume-related items such as postage and credit card fees.

The Contact Center and Collections department is responsible for delivering high-quality customer services to the customers. The FY2024 budget is increasing by approximately \$5.5 million which includes \$7.4 million for credit card processing, \$3.0 million for postage offset by a \$5.0 million decrease for toll tags, and \$2.0 million decrease for Temporary Contract Labor.

The Information Technology department is responsible for all toll collection, business systems and software. The FY2024 budget is increasing by approximately \$1.8 million, primarily due to additional software annual maintenance and support costs.

The Maintenance department budget is increasing by \$4.1 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 \$4.5 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 FY2024 are \$85.1 million (see pages 120-123). The estimated expenditures include the Project Delivery and Maintenance department's \$66.8 million for infrastructure maintenance requirements; IT department's \$18.0 million primarily to replace outdated cameras, servers, computers and equipment; \$0.6 million for consulting and professional fees. The estimated balance of the RMF is \$42.4 million. Therefore, a deposit of \$42.7 million is required to cover the \$85.0 million in project expenditures and to maintain the \$5.0 million required reserve (see calculation on page 121).

CAPITAL IMPROVEMENT FUND

Under the anticipated FY2024 – FY2028 Five-Year Capital Plan, FY2024 estimated expenditures are \$283.7 million (see pages 124-130). It contains the Project Delivery department's \$196.0 million for project expansions and improvements, which includes, \$148.3 million for DNT, \$9.2 million for PGBT, \$22.0 million for wall stabilization/maintenance program, \$9.2 million for CTP and \$1.1 million for SRT. It also includes the Information Technology department's \$62.4 million for system upgrades, enhancements and replacements; the Maintenance department's \$6.7 million for infrastructure reconstruction and repairs; the Traffic & Incident Management's \$17.2 million for safety improvement projects. The remaining expenditures of \$1.4 million are from various departments for professional and consulting fees. The estimated revenue deposit to CIF for FY2024 is \$283.7 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 FY2024 budget is \$32.0 million (see page 131).

PERSONNEL

The FY2024 Budget includes \$58.4 million for direct salaries and wages. Total budgeted full-time employees' (FTEs) positions for FY2024 are 850 (see Staffing Summary page 47).

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 36 individuals participate in this plan. The FY2024 Budget includes \$7.2 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 101% as of December 31, 2022. 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 FY2024 Budget includes \$8.4 million for overall retirement benefits and incorporates the change in contribution rate for TCERS, up slightly from FY2023.

SUMMARY

The FY2024 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 2.33 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 FY2024 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 159-160)

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.

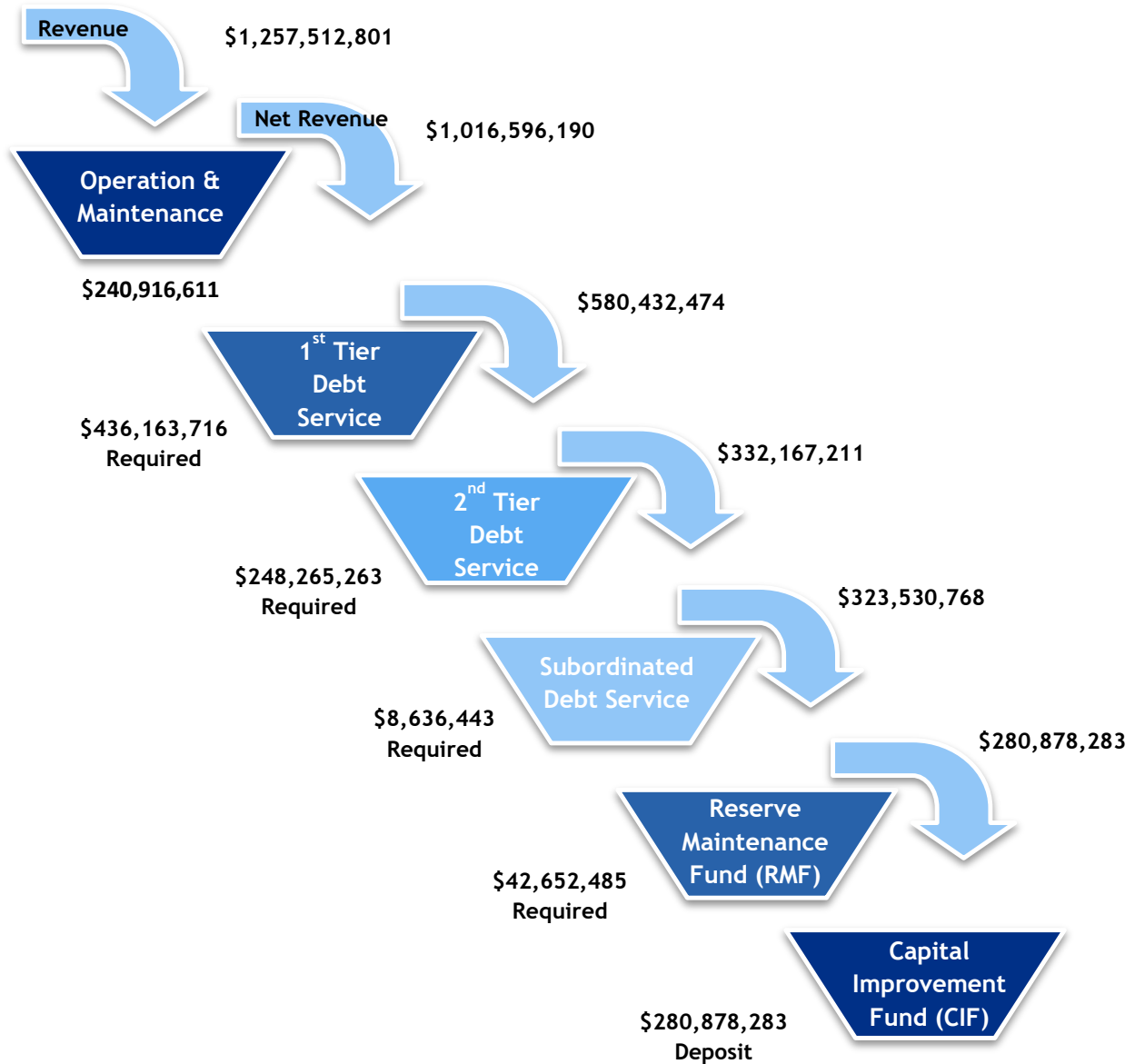
Departments and Funds Matrix

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 54.

Department	Total Agency	Reserve Maintenance	Capital Improvement
Administrative Services:			
Accounting	0.9%	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	0.5%	0.0%	0.0%
Legal Services	1.4%	0.0%	0.2%
Procurement and Business Diversity	0.8%	0.0%	0.0%
Public Affairs	3.6%	0.0%	0.0%
Treasury Management	0.9%	0.0%	0.3%
Total Administrative Services	9.5%	0.1%	0.5%
Operational Services:			
Contact Center and Collections	44.2%	0.0%	0.0%
Information Technology	14.9%	21.1%	22.0%
Maintenance	25.9%	14.7%	2.4%
Operations	1.2%	0.0%	0.0%
Project Delivery	1.4%	63.8%	69.1%
Traffic and Incident Mgmt.	13.5%	0.3%	6.1%
Total Operational Services	101.1%	99.9%	99.5%
Shared Services	-10.6%	0.0%	0.0%
FY2024 Totals	100.0%	100.0%	100.0%

Flow of NTTA System FY2024 Revenue

The following graph shows the distribution of the FY2024 projected revenues from the Revenue Fund to the various funds in accordance with the Trust Agreement.





President George Bush Turnpike

FY2021 to FY2024 Revenue Detail

	FY2021	FY2022	FY2023
	Actual	Actual	Budget
TOLL REVENUE			
President George Bush Turnpike (PGBT)	\$ 330,574,251	\$ 382,191,672	\$ 381,780,900
Dallas North Tollway (DNT)	280,287,705	310,283,678	314,014,400
Sam Rayburn Tollway (SRT)	198,503,954	229,452,870	230,657,800
Chisholm Trail Parkway (CTP)	62,906,865	71,487,293	78,198,600
Lewisville Lake Toll Bridge (LLTB)	10,709,728	12,192,766	12,307,200
Mountain Creek Lake Bridge (MCLB)	779,627	1,623,589	1,574,400
360 Tollway	14,027,687	26,624,697	26,086,900
Addison Airport Tunnel Tollway (AATT)	863,773	1,123,156	1,157,300
Total Toll Revenues	898,653,591	1,034,979,719	1,045,777,500
INVESTMENT INCOME	6,062,876	20,013,132	12,000,000
OTHER INCOME			
Statement Fees	4,382,591	4,060,441	4,200,000
Rents & Miscellaneous Revenues	808,622	229,094	400,000
Late Fees	15,375,346	21,209,990	36,998,225
Total Other Income	20,566,559	25,499,525	41,598,225
TOTAL REVENUES	\$ 925,283,027	\$ 1,080,492,376	\$ 1,099,375,725

(1) Projected FY2023 toll revenue per CDM Smith revised estimate as of June 29, 2023, includes 360 Tollway; investment and other revenue estimated by staff based on May 31, 2023 actuals.

(2) Estimated FY2024 toll revenue per CDM Smith Traffic and Toll Revenue Study; investment and other revenue estimated by staff.

FY2023		FY2023		FY2024		Variance		
Projection (1)		Variance Projection to Budget		Budget (2)		Increase/(Decrease) to FY2023 Projections % Change		
\$	428,275,474	\$	46,494,574	\$	431,733,600	\$	3,458,126	0.8%
	352,256,140		38,241,740		348,330,500		(3,925,640)	(1.1%)
	258,748,090		28,090,290		256,998,100		(1,749,990)	(0.7%)
	87,721,891		9,523,291		95,875,500		8,153,609	9.3%
	13,806,013		1,498,813		14,418,900		612,887	4.4%
	1,766,136		191,736		1,736,800		(29,336)	(1.7%)
	29,263,851		3,176,951		28,203,800		(1,060,051)	(3.6%)
	1,298,240		140,940		1,208,600		(89,640)	(6.9%)
	1,173,135,834		127,358,334		1,178,505,800		5,369,966	0.5%
	54,976,917		42,976,917		50,000,000		(4,976,917)	(9.1%)
	3,551,541		(648,459)		4,000,000		448,459	12.6%
	196,035		(203,965)		196,034		(1)	(0.0%)
	22,040,369		(14,957,856)		24,810,967		2,770,598	12.6%
	25,787,945		(15,810,280)		29,007,001		3,219,056	12.5%
	\$ 1,253,900,696		\$ 154,524,971		\$1,257,512,801		\$ 3,612,105	0.3%

Revenue and Coverage Calculation FY2022 to FY2024

	FY2022	FY2023	FY2024	FY2024 to FY2023	Variance
	Actual	Budget	Budget	Amount	% Change
Gross Toll Revenue	\$1,140,010,685	\$ 1,176,827,700	\$ 1,378,661,200	\$201,833,500	17.2%
Bad Debt Expense	(105,030,966)	(131,050,200)	(200,155,400)	(69,105,200)	52.7%
Net Toll Revenue (1)	1,034,979,719	1,045,777,500	1,178,505,800	132,728,300	12.7%
Investment Income	20,013,132	12,000,000	50,000,000	38,000,000	316.7%
Other Income (2)	25,499,525	41,598,225	29,007,001	(12,591,224)	(30.3%)
Total Revenues	1,080,492,376	1,099,375,725	\$ 1,257,512,801	158,137,076	14.4%
REVENUE TRANSFERS TO OPERATION AND MAINTENANCE FUND					
Operating Expenses (3)	199,065,743	219,723,679	240,916,611	21,192,932	9.6%
Inter-Fund Transfers (3)		0	0	0	0.0%
Net Operating Expenses (3)	199,065,743	219,723,679	240,916,611	21,192,932	9.6%
Net Revenues for Debt Service	881,426,633	879,652,046	1,016,596,190	136,944,144	15.6%
DEBT SERVICE					
First Tier Debt Service	404,110,327	433,155,325	454,456,243	21,300,918	4.9%
First Tier Capitalized Interest and Credit	(18,292,526)	(18,292,527)	(18,292,527)	0	0.0%
Second Tier Debt Service	203,185,950	226,384,763	248,265,263	21,880,500	9.7%
Net Debt Service Fund	589,003,752	641,247,561	684,428,979	43,181,418	6.7%
CIF Subordinated Bonds Debt	8,632,627	8,631,332	8,636,443	5,111	0.1%
Commercial Paper/Revolving Note	0	0	0	0	0.0%
ISTEA Loan	15,322,396	0	0	0	0.0%
Total Net Debt Service	612,958,775	649,878,892	693,065,422	43,186,529	6.6%
Inter-Fund Transfer (4)	23,955,023	8,631,332	8,636,443	5,111	0.1%
Revenues Available after Debt Service	292,422,881	238,404,485	332,167,211	93,762,726	39.3%
Reserve Maintenance Fund	29,500,995	54,908,117	42,652,485	(12,255,632)	(22.3%)
Required Deposit					
Revenues Available for Capital Improvement Fund	262,921,886	183,496,368	289,514,726	106,018,358	57.8%
CIF Subordinated Debt Payment	(8,632,627)	(8,631,332)	(8,636,443)	(5,111)	0.1%
Commercial Paper/Revolving Note	0	0	0	0	0.0%
ISTEA Payment	(15,322,396)	0	0	0	0.0%
Revenues Available for Capital Projects	\$238,966,863	\$ 174,865,037	\$ 280,878,283	\$106,013,247	60.6%
DEBT SERVICE COVERAGE				TRUST AGREEMENT REQUIREMENT	
First Tier Coverage	2.28	2.12	2.33	1.35	
First & Second Tier Coverage	1.50	1.37	1.49	1.20	
All Debt Coverage	1.44	1.35	1.47	1.00	

(1) FY2024 Toll Revenue Estimates are based on T&R consultant estimates. (See pages 160-165)

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

(3) Budgeted Operating Expenses include 100% of all costs. The cost reimbursement for processing non-system transactions for the Enterprise fund is included as a negative cost in Shared Services.

(4) For FY2024 CIF will transfer \$8.6 million to the Bond Service Fund for Subordinated Debt.

FY2024 Estimated Revenue and Debt Service Fund Requirements

Revenue Distribution	
Estimated Available Balance as of 1/1/2024	\$ -
Estimated FY2024 Revenues	
Toll Revenue	1,178,505,800
Other Revenue	29,007,001
Interest Income	50,000,000
Total Estimated Revenues	1,257,512,801
Required Transfers per Trust Agreement	
Operation and Maintenance Fund	(240,916,611)
Debt Service Fund	(684,428,979)
Reserve Maintenance Fund	(42,652,485)
Capital Improvement Fund	(289,514,726)
Total Estimated Transfers	(1,257,512,801)
Estimated Available Balance as of 12/31/2024	\$ -

Debt Service Fund Balance	
Debt Service Fund Available Balance as of 1/1/2024	\$ -
Debt Service Payments	
First Tier Debt Service	(436,163,716)
Second Tier Debt Service	(248,265,263)
Capital Improvement Fund Subordinated Debt	(8,636,443)
Capital Improvement Fund Commercial Paper/Revolving Note	-
Capital Improvement Fund ISTEAL Loan	-
Total Debt Service Payments	(693,065,422)
Required Transfers per Trust Agreement	
Revenue Distribution	\$ 684,428,979
Excess Bond Reserve Account	-
Transfer from Capital Improvement Fund	8,636,443
Total Estimated Transfers	693,065,422
Estimated Available Balance as of 12/31/2024	\$ -

Bond Reserve Account Balance*	
Estimated Available Balance as of 1/1/2024	\$ 421,085,410
Required Transfers per Trust Agreement	
First Tier Debt Service	-
Estimated Available Balance as of 12/31/2024	\$ 421,085,410

* 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 FY2021 to FY2024

FUND	FY2021	FY2022
Operation and Maintenance Fund (1)(2)	\$ 183,656,659	\$ 199,862,463
NTTA System Construction Fund	0	0
Reserve Maintenance Fund (2)	51,147,202	63,373,270
Capital Improvement Fund (2)	192,435,679	157,568,118
360 Tollway (6)	2,921,644	0
Enterprise Fund (TSA's) (2)	21,608,319	26,268,996
Total Budgets	\$ 451,769,502	\$ 447,072,847

(1) FY2024 detail by account on pages 41-43.

(2) FY2024 detail by account for all funds combined on pages 44-46.

(3) Net change due mainly to additional planned volumes, new maintenance contracts and rising cost of materials.

(4) Change mainly due to scheduling of projects and maintenance (see pages 120-130).

(5) Change due to an increase in transactions (see pages 131).

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

				Increase (Decrease)	
FY2023		FY2024		Variance	
\$	219,723,679	\$	240,916,611	21,192,932	(3)
	0		0	0	
	77,544,501		85,049,483	7,504,982	(4)
	167,874,685		283,721,285	115,846,600	(4)
	0		0	0	
	26,509,237		31,989,314	5,480,077	(5)
\$	491,652,102	\$	641,676,693	150,024,591	

Actual, Projections & Budget for FY2021 to FY2024

	FY2021	FY2022	FY2023
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>
Toll Revenue (1)	\$ 898,653,591	\$1,034,979,719	\$1,045,777,500
Investment Income	6,062,876	20,013,132	12,000,000
Other Income	<u>20,566,559</u>	<u>25,499,525</u>	<u>41,598,225</u>
Total Revenues	925,283,027	1,080,492,377	1,099,375,725
ADMINISTRATIVE SERVICES (2)			
Accounting	1,739,551	1,667,194	1,868,698
Administration	538,311	659,319	708,228
Board	167,431	180,717	178,054
Human Resources	1,496,594	1,536,549	1,891,949
Internal Audit	701,235	911,019	1,385,451
Legal Services	2,510,482	3,035,933	2,914,403
Procurement and Business Diversity	1,451,892	1,421,282	1,788,431
Public Affairs	5,579,935	6,572,263	7,965,032
Treasury & Financial Planning	<u>2,159,036</u>	<u>2,013,209</u>	<u>2,239,131</u>
Sub-total	16,344,467	17,997,485	20,939,376
OPERATIONAL SERVICES (2)			
Contact Center and Collections	75,758,645	90,285,530	100,862,589
Information Technology	28,570,522	31,175,526	34,151,309
Maintenance	45,305,815	49,807,951	58,225,400
Operations	1,250,807	1,807,988	2,554,508
Project Delivery	2,325,463	2,196,751	2,815,701
Traffic & Incident Management	<u>20,685,538</u>	<u>26,106,568</u>	<u>28,079,005</u>
Sub-total	173,896,789	201,380,314	226,688,512
Shared Services (3)	(11,133,148)	(20,312,056)	(27,904,209)
Total Expenses	<u>\$179,108,108</u>	<u>\$199,065,743</u>	<u>\$219,723,679</u>

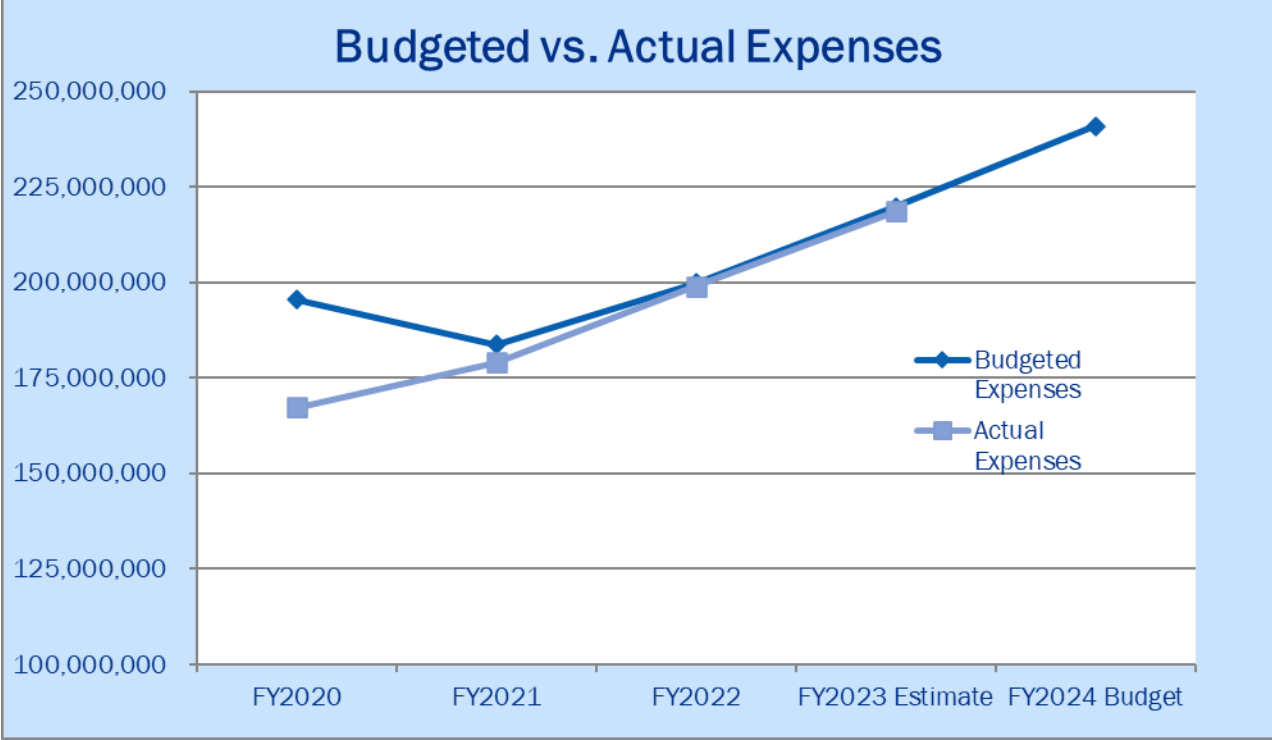
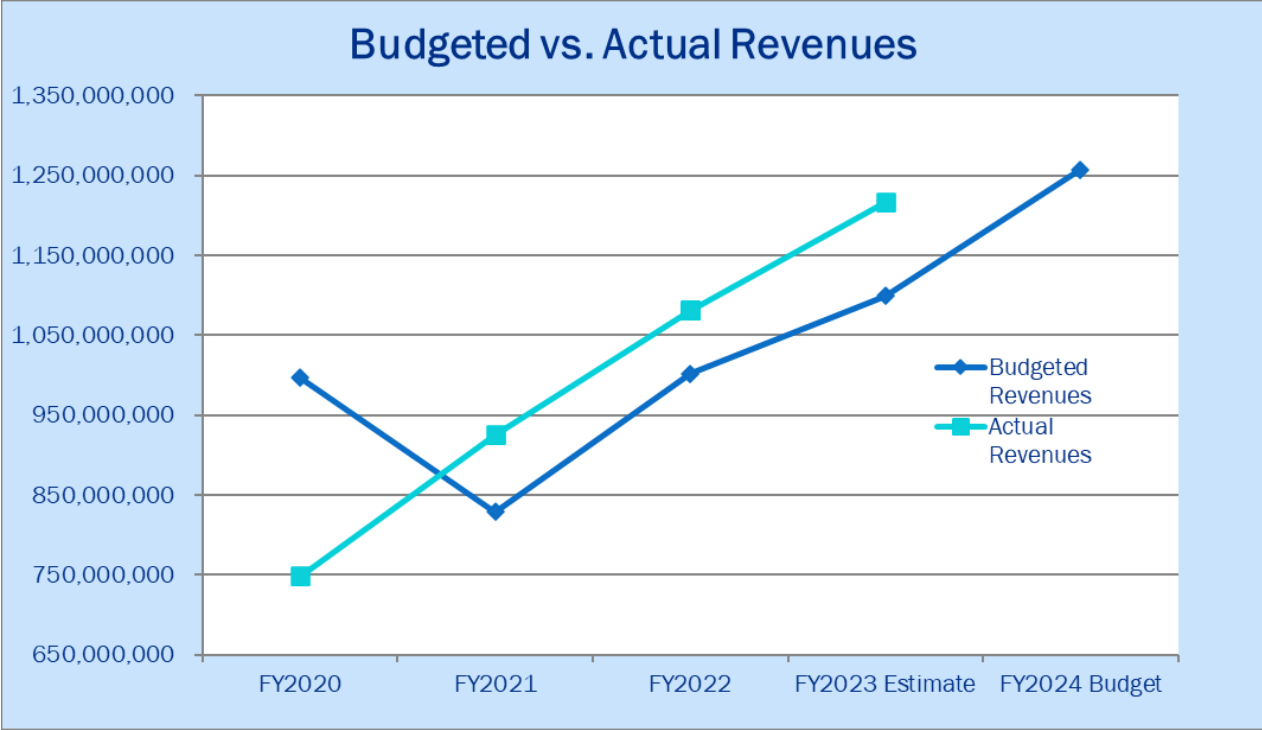
(1) FY2023 and FY2024 Budget toll revenue numbers per T&R consultant estimate. (See page 161-166 for FY2024 Budget toll revenue).

(2) FY2023 projected cost presented by account on Appendix E, pages 167-170.

(3) Shared Services includes the cost reimbursement for processing non-system transactions for the Enterprise fund.

FY2023	FY2023	FY2024	Variance
PROJECTION	VARIANCE PROJECTION to BUDGET	BUDGET	Increase (Decrease) to FY2023 Projections
\$ 1,129,439,700	\$ 83,662,200	\$1,178,505,800	\$ 49,066,100
47,000,000	35,000,000	44,523,660	(2,476,340)
40,315,000	(1,283,225)	34,483,341	(5,831,659)
<u>1,216,754,700</u>	<u>117,378,975</u>	<u>1,257,512,801</u>	<u>40,758,101</u>
1,803,203	(65,494)	2,176,655	373,452
769,583	61,355	735,510	(34,073)
189,136	11,082	200,044	10,908
1,762,321	(129,628)	2,260,008	497,688
1,282,788	(102,663)	1,288,592	5,804
2,861,621	(52,782)	3,453,790	592,169
1,673,582	(114,849)	1,916,088	242,505
7,538,915	(426,117)	8,703,839	1,164,924
1,804,974	(434,157)	2,155,059	350,085
19,686,123	(1,253,253)	22,889,586	3,203,463
99,700,802	(1,161,787)	106,370,976	6,670,174
33,426,126	(725,183)	35,934,649	2,508,523
55,814,215	(2,411,185)	62,293,734	6,479,519
2,128,766	(425,741)	2,881,488	752,722
2,426,480	(389,222)	3,427,826	1,001,346
26,573,871	(1,505,134)	32,622,377	6,048,506
220,070,260	(6,618,252)	243,531,050	23,460,790
(21,172,357)	6,731,852	(25,504,025)	(4,331,668)
\$ 218,584,026	\$ (1,139,652)	\$240,916,611	\$ 22,332,585

Budget vs. Actual Revenues and Expenses Graphs



Operation and Maintenance Fund Budget by Account FY2024

Account	Accounting	Administration	Board	Human Resources	Internal Audit	Legal Services
511101-Salaries and Wages-Direct	\$1,707,647	\$541,981	\$99,024	\$1,503,590	\$989,064	\$994,048
511202-Salaries and Wages-Internship	\$0	\$0	\$0	\$69,264	\$0	\$156,000
511301-Salaries and Wage-Overtime	\$0	\$0	\$0	\$2,000	\$0	\$0
512101-Group Insurance	\$0	\$0	\$0	\$0	\$0	\$0
512401-Retirement Contributions	\$237,483	\$62,443	\$14,399	\$196,088	\$142,273	\$134,926
512402-Retirement Contr.-Internship	\$0	\$0	\$0	\$10,783	\$0	\$23,299
512501-Tuition Reimbursement	\$0	\$0	\$0	\$33,100	\$0	\$0
512601-Unemployment Insurance	\$0	\$0	\$0	\$0	\$0	\$0
512602-OPEB Annual Req'd Contribution	\$0	\$0	\$0	\$0	\$0	\$0
512701-Worker's Comp Ins	\$0	\$0	\$0	\$0	\$0	\$0
Salaries & Benefits	1,945,129	604,424	113,423	1,814,825	1,131,337	1,308,272
521201-Consulting/ Professional	\$710	\$45,000	\$0	\$154,000	\$130,000	\$0
521202-Legal Fees	\$0	\$0	\$0	\$0	\$0	\$2,000,000
521203-Auditing Fees	\$200,000	\$0	\$0	\$0	\$0	\$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	\$120,000	\$0	\$0
523851-Temporary Contract Labor	\$0	\$0	\$0	\$50,000	\$0	\$0
Consulting & Professional Services	200,710	45,000	0	324,000	130,000	2,000,000
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	\$68,500	\$14,000	\$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	68,500	14,000	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	\$19,000	\$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	19,000	0	0
521101-Meeting Expense	\$5,308	\$3,000	\$63,918	\$15,700	\$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	\$9,926	\$6,500	\$5,000	\$12,869
523601-Dues & Subscriptions	\$6,289	\$60,000	\$9,500	\$6,000	\$5,100	\$84,325
523902-Liability Claims	\$0	\$0	\$0	\$0	\$0	\$0
531101-Office Supplies	\$5,442	\$400	\$2,020	\$5,000	\$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	23,285	83,458	86,621	33,683	12,200	142,095
Enterprise Fund (Regional Tolling Services)						
Totals	\$2,176,655	\$735,510	\$200,044	\$2,260,008	\$1,288,592	\$3,453,790

Account	Procurement and Business Diversity	Public Affairs	Shared Services	Treasury & Financial Planning	Contact Center and Collections	Information Technology	Maintenance
511101-Salaries and Wages-Direct	\$1,467,502	\$1,765,058	(\$1,127,472)	\$1,021,447	\$14,502,250	\$9,731,278	\$11,532,922
511202-Salaries and Wages-Internship	\$0	\$0	\$0	\$0	\$0	\$0	\$0
511301-Salaries and Wage-Overtime	\$0	\$721	\$0	\$0	\$361,487	\$88,215	\$524,306
512101-Group Insurance	\$0	\$0	\$7,223,123	\$0	(\$0)	\$0	\$0
512401-Retirement Contributions	\$210,260	\$234,017	\$0	\$147,262	\$2,084,311	\$1,381,494	\$1,660,693
512402-Retirement Contr.-Internship	\$0	\$0	\$0	\$0	\$0	\$0	\$0
512501-Tuition Reimbursement	\$0	\$0	\$0	\$0	\$0	\$0	\$0
512601-Unemployment Insurance	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0
512602-OPEB Annual Req'd Contribution	\$0	\$0	\$0	\$0	\$0	\$0	\$0
512701-Worker's Comp Ins	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Salaries & Benefits	1,677,762	1,999,796	6,195,651	1,168,709	16,948,049	11,200,987	13,717,921
521201-Consulting/ Professional	\$0	\$2,496,309	\$42,000	\$360,000	\$15,938,002	\$0	\$98,000
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	\$0	\$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	\$14,500,000	\$90,000	\$77,000
Consulting & Professional Services	0	2,496,309	42,000	960,000	30,488,144	90,000	175,000
521212-Outside Maintenance Services	\$0	\$0	\$0	\$0	\$0	\$10,683,949	\$33,637,844
522202-Landscaping	\$0	\$0	\$0	\$0	\$0	\$0	\$66,425
522301-Rentals - Land	\$0	\$0	\$0	\$0	\$0	\$0	\$357,000
522302-Rentals - Equipment	\$0	\$0	\$0	\$0	\$25,200	\$0	\$45,350
523801-Licenses	\$0	\$0	\$0	\$0	\$0	\$0	\$22,690
531102-Other Materials and Supplies	\$0	\$948	\$0	\$0	\$0	\$64,000	\$5,905,325
531107-Motor Fuel Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$2,010,000
531211-Water	\$0	\$0	\$0	\$0	\$0	\$0	\$950,000
531221-Gas	\$0	\$0	\$0	\$0	\$0	\$0	\$61,127
531231-Electricity	\$0	\$0	\$0	\$0	\$0	\$0	\$2,900,000
531601-Small Tools and Shop Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$214,922
531701-Uniforms	\$0	\$1,685	\$0	\$0	\$40,499	\$0	\$233,800
Maintenance	0	2,633	0	0	65,699	10,747,949	46,404,483
523201-Postage	\$0	\$0	\$0	\$0	\$18,279,249	\$0	\$0
523202-Telecommunications	\$0	\$0	\$0	\$0	\$0	\$1,738,050	\$261,950
523701-Education and Training	\$13,844	\$11,454	\$0	\$1,821	\$34,393	\$86,000	\$71,060
531103-Mobile Equipment Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$1,479,285
531501-Inven for resale(toll tags)	\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$0
531651-Software	\$0	\$0	\$0	\$0	\$0	\$11,984,813	\$0
573002-Credit Card Fees	\$0	\$0	\$0	\$0	\$38,250,000	\$0	\$0
Operations	13,844	11,454	0	1,821	58,063,642	13,808,863	1,812,295
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	\$117,740	\$1,208,016	\$0	\$0	\$250,000	\$0	\$0
523401-Printing and Photographic	\$0	\$5,931	\$0	\$6,186	\$9,983	\$0	\$0
523402-Maps & Pamphlets	\$0	\$25	\$0	\$0	\$0	\$0	\$0
Business & Marketing	131,109	4,083,253	0	6,186	259,983	0	0
521101-Meeting Expense	\$1,581	\$8,902	\$0	\$0	\$34,440	\$0	\$14,000
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	\$25,822	\$0	\$1,633	\$25,632	\$47,500	\$90,150
523601-Dues & Subscriptions	\$70,397	\$15,077	\$1,562	\$475	\$30,008	\$5,150	\$59,885
523902-Liability Claims	\$0	\$0	\$0	\$0	\$0	\$0	\$0
531101-Office Supplies	\$5,684	\$5,583	\$246,076	\$883	\$52,971	\$34,200	\$19,600
531105-Freight and Express	\$90	\$332	\$0	\$352	\$2,408	\$0	\$400
531401-Books & Periodicals	\$0	\$0	\$0	\$0	\$0	\$0	\$0
573001-Bank Charges	\$0	\$0	\$0	\$15,000	\$400,000	\$0	\$0
Administrative	93,372	110,394	247,638	18,343	545,459	86,850	184,035
Enterprise Fund (Regional Tolling Services)			(31,989,314)				
Totals	\$1,916,088	\$8,703,839	(\$25,504,025)	\$2,155,059	\$106,370,976	\$35,934,649	\$62,293,734

Account	Operations	Project Delivery	Traffic & Incident Mgmt	FY2024 Budget	FY2023 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
511101-Salaries and Wages-Direct	\$2,290,777	\$2,987,749	\$8,419,638	\$58,426,503	\$49,082,773	\$9,343,730	19.0%
511202-Salaries and Wages-Internship	\$0	\$0	\$0	\$225,264	78,410	\$146,854	187.3%
511301-Salaries and Wage-Overtime	\$0	\$0	\$23,270	\$999,999	766,532	\$233,467	30.5%
512101-Group Insurance	\$0	\$0	\$0	\$7,223,123	2,626,848	\$4,596,275	175.0%
512401-Retirement Contributions	\$309,271	\$419,818	\$1,117,560	\$8,352,298	7,476,738	\$875,560	11.7%
512402-Retirement Contr.-Internship	\$0	\$0	\$0	\$34,081	0	\$34,081	0.0%
512501-Tuition Reimbursement	\$0	\$0	\$0	\$33,100	33,100	\$0	0.0%
512601-Unemployment Insurance	\$0	\$0	\$0	\$100,000	123,661	(\$23,661)	(19.1%)
512602-OPEB Annual Req'd Contribution	\$0	\$0	\$0	\$0	0	\$0	0.0%
512701-Worker's Comp Ins	\$0	\$0	\$0	\$0	251,522	(\$251,522)	(100.0%)
Salaries & Benefits	2,600,048	3,407,568	9,560,467	75,394,369	60,439,584	14,954,785	24.7%
521201-Consulting/ Professional	\$150,000	\$0	\$36,500	\$19,450,521	17,303,522	\$2,146,999	12.4%
521202-Legal Fees	\$0	\$0	\$0	\$2,000,000	1,738,181	\$261,819	15.1%
521203-Auditing Fees	\$0	\$0	\$0	\$200,000	185,083	\$14,917	8.1%
521204-Trustee Fees	\$0	\$0	\$0	\$0	100,000	(\$100,000)	(100.0%)
521207-Traffic Engineering Fees	\$0	\$0	\$0	\$600,000	600,000	\$0	0.0%
521208-Police Services (DPS)	\$0	\$0	\$15,540,499	\$15,540,499	12,223,499	\$3,317,000	27.1%
521209-Armored Car Services	\$0	\$0	\$0	\$50,142	50,142	\$0	0.0%
523301-Recruitment	\$0	\$0	\$0	\$120,000	222,000	(\$102,000)	(45.9%)
523851-Temporary Contract Labor	\$0	\$0	\$0	\$14,717,000	16,673,366	(\$1,956,366)	(11.7%)
Consulting & Professional Services	150,000	0	15,576,999	52,678,162	49,095,793	3,582,369	7.3%
521212-Outside Maintenance Services	\$0	\$0	\$109,042	\$44,430,835	43,256,330	\$1,174,505	2.7%
522202-Landscaping	\$0	\$0	\$0	\$66,425	66,425	\$0	0.0%
522301-Rentals - Land	\$0	\$0	\$0	\$357,000	340,000	\$17,000	5.0%
522302-Rentals - Equipment	\$0	\$0	\$0	\$70,550	89,050	(\$18,500)	(20.8%)
523801-Licenses	\$0	\$667	\$0	\$25,056	11,839	\$13,217	111.6%
531102-Other Materials and Supplies	\$0	\$0	\$138,214	\$6,108,487	5,433,628	\$674,859	12.4%
531107-Motor Fuel Expense	\$0	\$0	\$0	\$2,010,000	2,010,000	\$0	0.0%
531211-Water	\$0	\$0	\$0	\$950,000	883,696	\$66,304	7.5%
531221-Gas	\$0	\$0	\$0	\$61,127	29,108	\$32,019	110.0%
531231-Electricity	\$0	\$0	\$0	\$2,900,000	2,900,000	\$0	0.0%
531601-Small Tools and Shop Supplies	\$0	\$0	\$0	\$214,922	132,742	\$82,180	61.9%
531701-Uniforms	\$0	\$0	\$106,463	\$382,447	345,393	\$37,054	10.7%
Maintenance	0	667	353,719	57,576,849	55,498,211	2,078,638	3.7%
523201-Postage	\$0	\$0	\$0	\$18,279,249	15,266,478	\$3,012,771	19.7%
523202-Telecommunications	\$0	\$0	\$0	\$2,000,000	2,186,100	(\$186,100)	(8.5%)
523701-Education and Training	\$16,800	\$10,486	\$33,413	\$371,645	288,527	\$83,117	28.8%
531103-Mobile Equipment Expense	\$0	\$0	\$0	\$1,479,285	1,324,400	\$154,885	11.7%
531501-Inven for resale(toll tags)	\$0	\$0	\$0	\$1,500,000	6,500,000	(\$5,000,000)	(76.9%)
531651-Software	\$0	\$0	\$0	\$11,984,813	10,998,434	\$986,379	9.0%
573002-Credit Card Fees	\$0	\$0	\$0	\$38,250,000	30,889,110	\$7,360,890	23.8%
Operations	16,800	10,486	33,413	73,864,992	67,453,049	6,411,942	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	\$1,600,000	1,624,767	(\$24,767)	(1.5%)
523401-Printing and Photographic	\$0	\$0	\$0	\$25,000	199,911	(\$174,911)	(87.5%)
523402-Maps & Pamphlets	\$0	\$0	\$0	\$25	25	\$0	0.0%
Business & Marketing	0	0	5,080	4,507,675	4,707,353	(199,678)	(4.2%)
521101-Meeting Expense	\$3,775	\$500	\$1,000	\$155,424	123,049	\$32,375	26.3%
523101-Insurance Expense - Other	\$0	\$0	\$7,048,478	\$7,048,478	7,248,478	(\$200,000)	(2.8%)
523305-Employee Appreciation	\$0	\$0	\$0	\$54,678	54,678	\$0	0.0%
523501-Travel	\$63,200	\$5,000	\$17,726	\$352,404	248,175	\$104,229	42.0%
523601-Dues & Subscriptions	\$17,200	\$1,157	\$5,735	\$377,861	315,499	\$62,361	19.8%
523902-Liability Claims	\$0	\$0	\$9,800	\$9,800	9,800	\$0	0.0%
531101-Office Supplies	\$30,250	\$2,041	\$9,854	\$462,983	475,336	(\$12,353)	(2.6%)
531105-Freight and Express	\$215	\$407	\$106	\$7,000	12,842	(\$5,842)	(45.5%)
531401-Books & Periodicals	\$0	\$0	\$0	\$250	250	\$0	0.0%
573001-Bank Charges	\$0	\$0	\$0	\$415,000	550,818	(\$135,818)	(24.7%)
Administrative	114,640	9,105	7,092,699	8,883,878	9,038,925	(155,048)	(1.7%)
Enterprise Fund (Regional Tolling Services)				(31,989,314)	(26,509,237)	(5,480,077)	20.7%
Totals	\$2,881,488	\$3,427,826	\$32,622,377	\$240,916,611	\$219,723,679	\$21,192,932	9.6%

All Funds Budget by Account FY2024

Account	Accounting	Administration	Board	Human Resources	Internal Audit
511101-Salaries and Wages-Direct	\$ 1,707,647	\$ 541,981	\$ 99,024	\$ 1,503,590	\$ 989,064
511202-Salaries and Wages-Internship	\$ -	0	0	69,264	0
511301-Salaries and Wage-Overtime	\$ -	0	0	2,000	0
512101-Group Insurance	\$ -	0	0	0	0
512401-Retirement Contributions	\$ 237,483	62,443	14,399	196,088	142,273
512402-Retirement Contr.-Internship	\$ -	0	0	10,783	0
512501-Tuition Reimbursement	\$ -	0	0	33,100	0
512601-Unemployment Insurance	\$ -	0	0	0	0
512701-Worker's Comp Ins	\$ -	0	0	0	0
521101-Meeting Expense	\$ 5,308	3,000	63,918	15,700	1,000
521201-Consulting/Professional	\$ 710	45,000	0	154,000	130,000
521202-Legal Fees	\$ -	0	0	0	0
521203-Auditing Fees	\$ 200,000	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	\$ -	0	0	0	0
521212-Outside Maintenance Services	\$ -	0	0	0	0
521213-General Engineering	\$ -	0	0	0	0
521301-Consulting/Profess Serv Tech	\$ -	0	0	0	0
522201-Repairs and Maintenance	\$ -	0	0	0	0
522202-Landscaping	\$ -	0	0	0	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	0	0
522302-Rentals - Equipment	\$ -	0	0	0	0
523101-Insurance Expense - Other	\$ -	0	0	0	0
523201-Postage	\$ -	0	0	0	0
523202-Telecommunications	\$ -	0	0	0	0
523203-Public Information Fees	\$ -	0	0	0	0
523301-Recruitment	\$ -	0	0	120,000	0
523302-Digital_Out of Home	\$ -	0	0	0	0
523303-Television & Radio	\$ -	0	0	0	0
523304-Promotional Expenses	\$ 164	0	0	19,000	0
523305-Employee Appreciation	\$ -	0	0	0	0
523401-Printing and Photographic	\$ 2,900	0	0	0	0
523402-Maps & Pamphlets	\$ -	0	0	0	0
523501-Travel	\$ 5,826	20,000	9,926	6,500	5,000
523601-Dues & Subscriptions	\$ 6,289	60,000	9,500	6,000	5,100
523701-Education and Training	\$ 3,823	2,628	0	68,500	14,000
523801-Licenses	\$ 644	0	0	0	1,055
523851-Temporary Contract Labor	\$ -	0	0	50,000	0
523902-Liability Claims	\$ -	0	0	0	0
531101-Office Supplies	\$ 5,442	400	2,020	5,000	850
531102-Other Materials and Supplies	\$ -	0	0	0	0
531103-Mobile Equipment Expense	\$ -	0	0	0	0
531105-Freight and Express	\$ 420	58	1,257	483	0
531106-Electronic Supplies	\$ -	0	0	0	0
531107-Motor Fuel Expense	\$ -	0	0	0	0
531211-Water	\$ -	0	0	0	0
531221-Gas	\$ -	0	0	0	0
531231-Electricity	\$ -	0	0	0	0
531261-Utility Relocation Costs	\$ -	0	0	0	0
531401-Books & Periodicals	\$ -	0	0	0	250
531501-Inven for resale(toll tags)	\$ -	0	0	0	0
531601-Small Tools and Shop Supplies	\$ -	0	0	0	0
531611-Machinery	\$ -	0	0	0	0
531621-Vehicles	\$ -	0	0	0	0
531641-Computers	\$ -	0	0	0	0
531651-Software	\$ -	0	0	0	0
531701-Uniforms	\$ -	0	0	0	0
541301-Buildings	\$ -	0	0	0	0
541302-Building Improvements	\$ -	0	0	0	0
541401-Infrastructure Rdway/Hwy/Bridg	\$ -	0	0	0	0
541402-Infrastructure Right -of -Way	\$ -	0	0	0	0
541403-Infrastructure-Other	\$ -	0	0	0	0
573001-Bank Charges	\$ -	0	0	0	0
573002-Credit Card Fees	\$ -	0	0	0	0
173003-Right of Way (06)	\$ -	0	0	0	0
Totals	\$2,176,655	\$735,510	\$200,044	\$2,260,008	\$1,288,592

Account	Contact Center and Collections	Information Technology	Maintenance	Operations	Project Delivery
511101-Salaries and Wages-Direct	\$ 14,502,250	\$ 9,731,278	\$ 11,532,922	\$ 2,290,777	\$ 2,987,749
511202-Salaries and Wages-Internship	0	0	0	0	0
511301-Salaries and Wage-Overtime	361,487	88,215	524,306	0	0
512101-Group Insurance	(0)	0	0	0	0
512401-Retirement Contributions	2,084,311	1,381,494	1,660,693	309,271	419,818
512402-Retirement Contr.-Internship	0	0	0	0	0
512501-Tuition Reimbursement	0	0	0	0	0
512601-Unemployment Insurance	0	0	0	0	0
512701-Worker's Comp Ins	0	0	0	0	0
521101-Meeting Expense	34,440	0	14,000	3,775	500
521201-Consulting/Professional	15,938,002	25,125,000	98,000	150,000	0
521202-Legal Fees	0	0	0	0	0
521203-Auditing Fees	0	0	0	0	0
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	50,142	0	0	0	0
521212-Outside Maintenance Services	0	10,683,949	33,637,844	0	0
521213-General Engineering	0	0	0	0	26,340,109
521301-Consulting/Profess Serv Tech	0	0	0	0	3,352,529
522201-Repairs and Maintenance	0	0	0	0	0
522202-Landscaping	0	0	616,425	0	0
522203-Signing Expense	0	0	0	0	2,230,000
522204-Pavement Markings	0	0	0	0	5,566,000
522205-Pavement & Shoulders	0	0	0	0	18,038,000
522206-Bridge Repairs	0	0	0	0	5,830,000
522301-Rentals - Land	0	0	357,000	0	0
522302-Rentals - Equipment	25,200	0	45,350	0	0
523101-Insurance Expense - Other	0	0	0	0	0
523201-Postage	18,279,249	0	0	0	0
523202-Telecommunications	0	1,738,050	261,950	0	0
523203-Public Information Fees	0	0	0	0	0
523301-Recruitment	0	0	0	0	0
523302-Digital_Out of Home	0	0	0	0	0
523303-Television & Radio	0	0	0	0	0
523304-Promotional Expenses	250,000	0	0	0	0
523305-Employee Appreciation	0	0	0	0	0
523401-Printing and Photographic	9,983	0	0	0	0
523402-Maps & Pamphlets	0	0	0	0	0
523501-Travel	25,632	47,500	90,150	63,200	5,000
523601-Dues & Subscriptions	30,008	5,150	59,885	17,200	1,157
523701-Education and Training	34,393	86,000	71,060	16,800	10,486
523801-Licenses	0	0	22,690	0	667
523851-Temporary Contract Labor	14,500,000	90,000	77,000	0	0
523902-Liability Claims	0	0	0	0	0
531101-Office Supplies	52,971	34,200	19,600	30,250	2,041
531102-Other Materials and Supplies	0	64,000	5,905,325	0	0
531103-Mobile Equipment Expense	0	0	1,479,285	0	0
531105-Freight and Express	2,408	0	400	215	407
531106-Electronic Supplies	0	1,888,500	0	0	0
531107-Motor Fuel Expense	0	0	2,010,000	0	0
531211-Water	0	0	950,000	0	0
531221-Gas	0	0	61,127	0	0
531231-Electricity	0	0	2,900,000	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)	1,500,000	0	0	0	0
531601-Small Tools and Shop Supplies	0	0	214,922	0	0
531611-Machinery	0	0	1,684,700	0	0
531621-Vehicles	0	0	5,467,700	0	0
531641-Computers	0	19,396,500	0	0	0
531651-Software	0	40,679,813	0	0	0
531701-Uniforms	40,499	0	233,800	0	0
541301-Buildings	0	0	0	0	0
541302-Building Improvements	0	0	11,446,144	0	0
541401-Infrastructure Rdway/Hwy/Bridg	0	5,100,000	0	0	188,677,523
541402-Infrastructure Right -of -Way	0	175,000	0	0	223,163
541403-Infrastructure-Other	0	0	0	0	0
573001-Bank Charges	400,000	0	0	0	0
573002-Credit Card Fees	38,250,000	0	0	0	0
173003-Right of Way (06)	0	0	0	0	30,000
Totals	\$106,370,976	\$116,314,649	\$81,442,278	\$2,881,488	\$253,715,150

Account	Traffic & Incident Mgmt	FY2024 Budget	FY2023 Budget	Increase or (Decrease) Amount	Increase or (Decrease) Percent
511101-Salaries and Wages-Direct	\$ 8,419,638	\$ 58,426,503	\$49,082,773	\$9,343,730	19.0%
511202-Salaries and Wages-Internship	0	225,264	78,410	146,854	187.3%
511301-Salaries and Wage-Overtime	23,270	999,999	766,532	233,467	30.5%
512101-Group Insurance	0	7,223,123	2,626,848	4,596,275	175.0%
512401-Retirement Contributions	1,117,560	8,352,298	7,476,738	875,560	11.7%
512402-Retirement Contr.-Internship	0	34,081	0	34,081	0.0%
512501-Tuition Reimbursement	0	33,100	33,100	0	0.0%
512601-Unemployment Insurance	0	100,000	123,661	(23,661)	(19.1%)
512701-Worker's Comp Ins	0	0	251,522	(251,522)	(100.0%)
521101-Meeting Expense	1,000	155,424	123,049	32,375	26.3%
521201-Consulting/Professional	36,500	44,643,421	18,947,422	25,695,999	135.6%
521202-Legal Fees	0	2,690,000	2,028,181	661,819	32.6%
521203-Auditing Fees	0	200,000	289,753	(89,753)	(31.0%)
521204-Trustee Fees	0	75,000	175,000	(100,000)	(57.1%)
521205-Rating Agency Fees	0	91,000	91,000	0	0.0%
521207-Traffic Engineering Fees	450,000	1,550,000	1,175,000	375,000	31.9%
521208-Police Services (DPS)	15,540,499	15,540,499	12,223,499	3,317,000	27.1%
521209-Armored Car Services	0	50,142	50,142	0	0.0%
521212-Outside Maintenance Services	109,042	44,430,835	43,256,330	1,174,505	2.7%
521213-General Engineering	0	26,340,109	37,361,565	(11,021,456)	(29.5%)
521301-Consulting/Profess Serv Tech	0	3,352,529	35,845,616	(32,493,087)	(90.6%)
522201-Repairs and Maintenance	0	0	675,455	(675,455)	(100.0%)
522202-Landscaping	0	616,425	616,425	0	0.0%
522203-Signing Expense	0	2,230,000	4,215,000	(1,985,000)	(47.1%)
522204-Pavement Markings	0	5,566,000	5,921,381	(355,381)	(6.0%)
522205-Pavement & Shoulders	0	18,038,000	6,400,198	11,637,802	181.8%
522206-Bridge Repairs	0	5,830,000	6,275,000	(445,000)	(7.1%)
522301-Rentals - Land	0	357,000	340,000	17,000	5.0%
522302-Rentals - Equipment	0	70,550	89,050	(18,500)	(20.8%)
523101-Insurance Expense - Other	7,048,478	7,048,478	7,248,478	(200,000)	(2.8%)
523201-Postage	0	18,279,249	15,266,478	3,012,771	19.7%
523202-Telecommunications	0	2,000,000	2,186,100	(186,100)	(8.5%)
523203-Public Information Fees	0	44,369	44,369	0	0.0%
523301-Recruitment	0	120,000	222,000	(102,000)	(45.9%)
523302-Digital_Out of Home	0	1,618,782	1,618,782	0	0.0%
523303-Television & Radio	0	1,250,499	1,250,499	0	0.0%
523304-Promotional Expenses	5,080	1,600,000	1,624,767	(24,767)	(1.5%)
523305-Employee Appreciation	0	54,678	54,678	0	0.0%
523401-Printing and Photographic	0	25,000	199,911	(174,911)	(87.5%)
523402-Maps & Pamphlets	0	25	25	0	0.0%
523501-Travel	17,726	352,404	248,175	104,229	42.0%
523601-Dues & Subscriptions	5,735	377,861	315,499	62,361	19.8%
523701-Education and Training	33,413	371,645	288,527	83,117	28.8%
523801-Licenses	0	25,056	11,839	13,217	111.6%
523851-Temporary Contract Labor	0	14,717,000	16,673,366	(1,956,366)	(11.7%)
523902-Liability Claims	9,800	9,800	9,800	0	0.0%
531101-Office Supplies	9,854	462,983	475,336	(12,353)	(2.6%)
531102-Other Materials and Supplies	138,214	6,108,487	5,433,628	674,859	12.4%
531103-Mobile Equipment Expense	0	1,479,285	1,324,400	154,885	11.7%
531105-Freight and Express	106	7,000	12,842	(5,842)	(45.5%)
531106-Electronic Supplies	0	1,888,500	1,888,500	0	0.0%
531107-Motor Fuel Expense	0	2,010,000	2,010,000	0	0.0%
531211-Water	0	950,000	883,696	66,304	7.5%
531221-Gas	0	61,127	29,108	32,019	110.0%
531231-Electricity	0	2,900,000	2,900,000	0	0.0%
531261-Utility Relocation Costs	0	0	948,750	(948,750)	(100.0%)
531401-Books & Periodicals	0	250	250	0	0.0%
531501-Inven for resale(toll tags)	0	1,500,000	6,500,000	(5,000,000)	(76.9%)
531601-Small Tools and Shop Supplies	130,000	344,922	207,742	137,180	66.0%
531611-Machinery	0	1,684,700	572,500	1,112,200	194.3%
531621-Vehicles	0	5,467,700	3,031,000	2,436,700	80.4%
531641-Computers	0	19,396,500	18,471,500	925,000	5.0%
531651-Software	0	40,679,813	20,470,314	20,209,499	98.7%
531701-Uniforms	106,463	382,447	345,393	37,054	10.7%
541301-Buildings	0	0	4,407,107	(4,407,107)	(100.0%)
541302-Building Improvements	0	11,446,144	3,085,000	8,361,144	271.0%
541401-Infrastructure Rdway/Hwy/Bridg	16,920,000	210,697,523	102,689,164	108,008,359	105.2%
541402-Infrastructure Right -of -Way	0	398,163	224,000	174,163	77.8%
541403-Infrastructure-Other	0	0	450,000	(450,000)	(100.0%)
573001-Bank Charges	0	415,000	550,818	(135,818)	(24.7%)
573002-Credit Card Fees	0	38,250,000	30,889,110	7,360,890	23.8%
173003-Right of Way (06)	0	30,000	50,000	(20,000)	(40.0%)
Totals	\$50,122,377	\$641,676,693	\$491,652,102	\$150,024,591	30.5%

FY2024 Staffing Summary

	FY2023 Budget			FY2024 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	1	8	-	8	-
Procurement and Business Diversity	17	-	17	-	17	-
Public Affairs	17	-	17	-	17	-
Treasury Management	9	-	9	-	9	-
Total Administrative Services	90	1	91	-	91	1
OPERATIONAL SERVICES						
Contact Center and Collections	305	(8)	297	-	297	12
Information Technology	91	1	92	1	93	-
Maintenance	193	-	193	-	193	-
Operations	16	-	16	-	16	-
Project Delivery	19	-	19	-	19	-
Traffic & Incident Management	141	-	141	-	141	-
Total Operational Services	765	(7)	758	1	759	12
Total	855	(6)	849	1	850	13

* Total full time positions are 850 however, the FY2024 budget only includes funding for 848. This is due to a hiring freeze implemented on 2 positions.

No Changes

Accounting, Administration, Board, Human Resources, Internal Audit, Maintenance, Operations, Procurement and Business Diversity, Project Delivery, Public Affairs and Traffic & Incident Management staffing remains the same.

FY2020 to FY2024 FTE Staffing Summary History

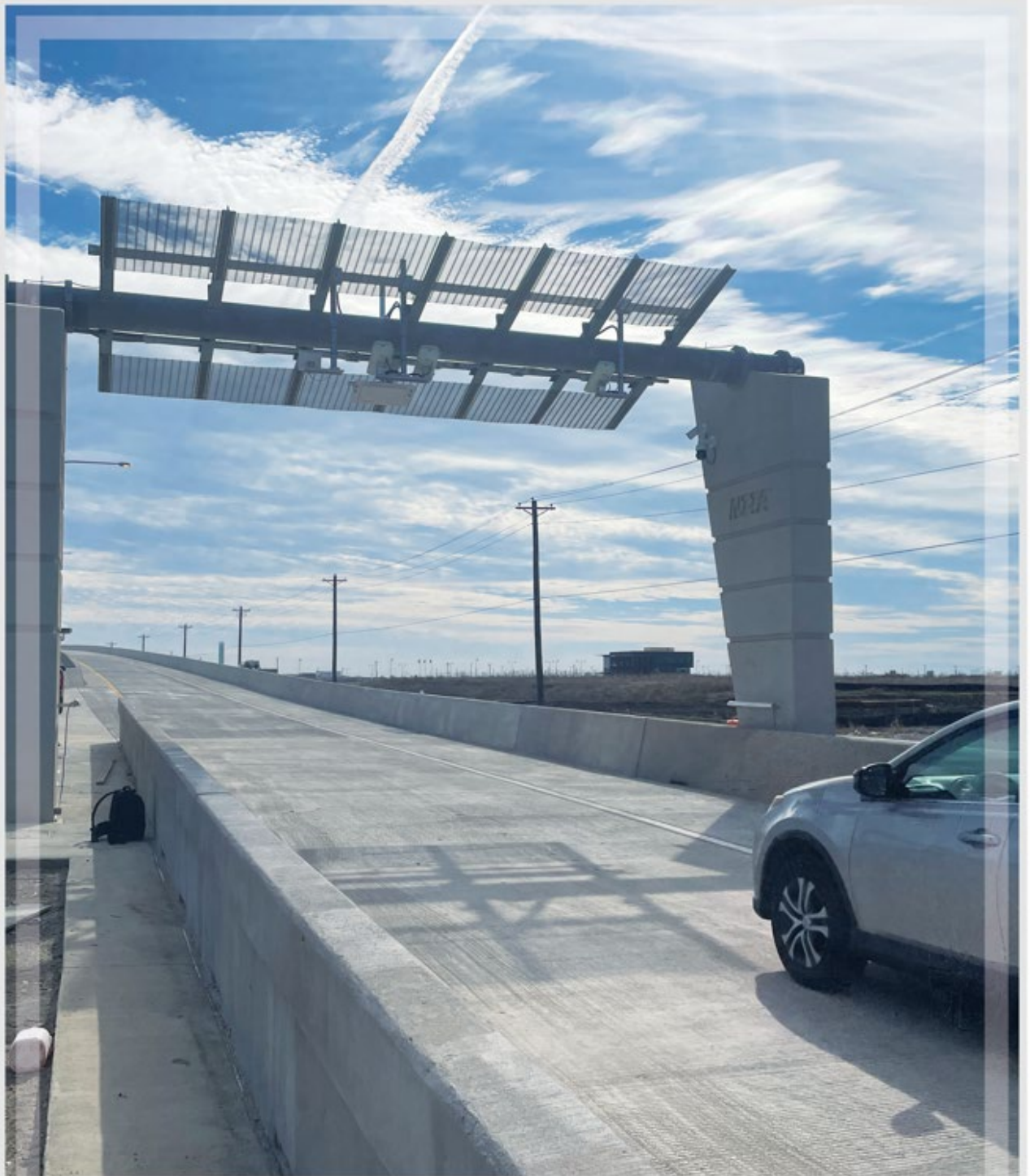
	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Budget	FY2024 Budget	Change in Budgeted FTEs Variance
ADMINISTRATIVE SERVICES						
Accounting	15	16	15	15	15	-
Administration	2	2	2	2	2	-
Board	1	1	1	1	1	-
Human Resources	13	13	14	14	14	-
Internal Audit	8	8	8	8	8	-
Legal Services	7	7	7	7	8	1
Procurement and Business Diversity	18	18	17	17	17	-
Public Affairs	17	17	17	17	17	-
Treasury & Financial Planning	10	9	9	9	9	-
Total Administrative Services	91	91	90	90	91	1
OPERATIONAL SERVICES						
Contact Center and Collections	312	307	305	305	297	(8)
Information Technology	96	96	96	91	93	2
Maintenance	193	193	193	193	193	-
Operations	8	8	8	16	16	-
Project Delivery	19	19	19	19	19	-
Traffic & Incident Management	141	141	141	141	141	-
Total Operational Services	769	764	762	765	759	(6)
Grand Total	860	855	852	855	850	(5)

FTEs - Full Time Employees



Landscape crew performing erosion repairs

DEPARTMENTAL BUDGETS AND INFORMATION



Southbound lanes of Dallas North Tollway extension bridge over US 380

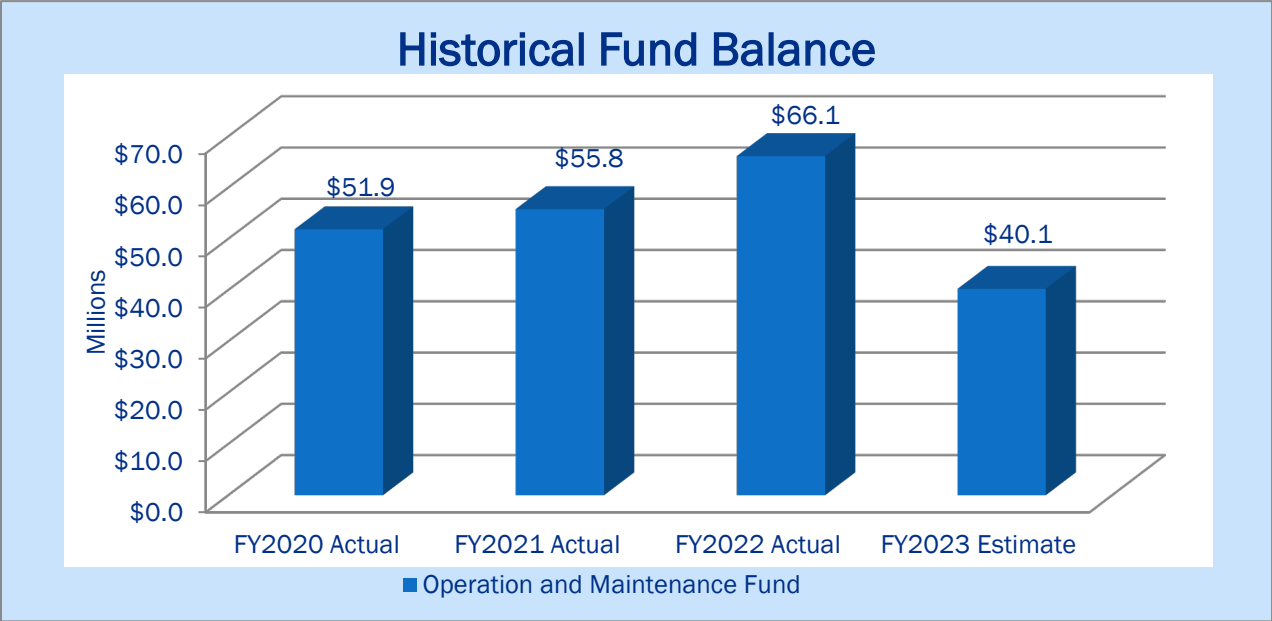
Operation and Maintenance Fund FY2024 Budget Comparisons to FY2023 Budget

Department	FY2023 Budget	FY2024 Budget	Variance Amount	Percent
Administrative Services:				
Accounting	1,868,698	2,176,655	307,958	16.5%
Administration	708,228	735,510	27,282	3.9%
Board	178,054	200,044	21,990	12.4%
Human Resources	1,891,949	2,260,008	368,059	19.5%
Internal Audit	1,385,451	1,288,592	(96,859)	(7.0%)
Legal Services	2,914,403	3,453,790	539,387	18.5%
Procurement and Business Diversity	1,788,431	1,916,088	127,656	7.1%
Public Affairs	7,965,032	8,703,839	738,808	9.3%
Treasury & Financial Planning	2,239,131	2,155,059	(84,072)	(3.8%)
Total Administrative Services	20,939,376	22,889,586	1,950,210	9.3%
Operational Services:				
Contact Center and Collections	100,862,589	106,370,976	5,508,387	5.5%
Information Technology	34,151,309	35,934,649	1,783,340	5.2%
Maintenance	58,225,400	62,293,734	4,068,334	7.0%
Operations	2,554,508	2,881,488	326,980	12.8%
Project Delivery	2,815,701	3,427,826	612,124	21.7%
Traffic & Incident Mgmt.	28,079,005	32,622,377	4,543,372	16.2%
Total Operational Services	226,688,512	243,531,050	16,842,538	7.4%
Shared Services	(27,904,209)	(25,504,025)	2,400,184	(8.6%)
Grand Totals	\$219,723,679	\$240,916,611	\$21,192,932	9.6%

The FY2024 budget comparison to FY2023 budget reflects the total agency budget by department with the Enterprise allocated on a per transaction basis through Shared Services. The FY2024 Budget increased \$21,192,932 compared to the FY2023 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 FY2024

Operation Maintenance Fund Estimated Balance as of 1/1/2024		\$40,152,768
Estimated Transfers:		
Revenue Distribution	240,916,611	
Other Funds - Salary Allocations	<u>0</u>	
Total Transfers		240,916,611
Estimated Expenditures FY2024 Operating Budget		<u>(240,916,611)</u>
Estimated Balance at 12/31/2024		\$40,152,768
Required Balance per Trust Agreement (1/6 of Operating Budget)		\$40,152,769



The FY2020, FY2021 and FY2022 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 FY2024 on managing costs, performing rigorous financial analyses and delivering tangible results that advance the strategic goal of being a financially sound and vibrant organization.

FY2024 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 Summary Report and expand on reporting of Toll Services Agreements (TSAs)
- 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 FY2024 AGENCY BUDGET – ACCOUNTING

Account	FY2023	FY2024	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$1,618,080	\$1,707,647	\$89,566	5.5%
Retirement Contributions - (512401)	222,091	237,483	15,392	6.9%
Meeting Expense - (521101)	2,308	5,308	3,000	130.0%
Consulting/Professional - (521201)	710	710	0	0.0%
Auditing Fees - (521203)	0	200,000	200,000	100.0%
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)	6,289	6,289	0	0.0%
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	\$1,868,698	\$2,176,655	\$307,958	16.5%

MAJOR FY2024 AGENCY BUDGET ITEMS

Accounting

The department's FY2024 Agency budget increased by \$307,958 from the FY2023 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below:

- Salaries and Wages increased \$89,566 due to merit increase and compensation adjustments made throughout the year.
- Auditing Fees increased \$200,000 due to change in department funding of fees from Internal Audit to Accounting

FY2024 AGENCY BUDGET – SHARED SERVICES

Account	FY2023	FY2024	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	(\$4,686,641)	(\$1,127,472)	\$3,559,169	(75.9)%
Group Insurance - (512101)	2,626,848	7,223,123	4,596,275	175.0%
Unemployment Insurance - (512601)	123,661	100,000	(23,661)	(19.1)%
Worker's Comp Ins - (512701)	251,522	0	(251,522)	(100.0)%
Consulting/Professional - (521201)	42,000	42,000	0	0.0%
Dues & Subscriptions - (523601)	1,562	1,562	0	0.0%
Office Supplies - (531101)	246,076	246,076	0	0.0%
Enterprise Fund (Regional Tolling Services)	(26,509,237)	(31,989,314)	(5,480,077)	20.7%
Total Expenses	(\$27,904,209)	(\$25,504,025)	\$2,400,184	(8.6)%

MAJOR FY2024 AGENCY BUDGET ITEMS

Shared Services

Shared Services is a division within Finance where agency wide expenditures are budgeted and agencywide allocated expenditures on a transaction basis are credited from the Enterprise Fund, resulting in a "negative" budget for Shared Services. The division's FY2024 budget increased by \$2,400,184 from FY2023 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below:

- Salaries and Wages increased \$3,559,169 due to agencywide adjustments for positions not filled on January 1 and to account for vacancies throughout the year
- Group Insurance increased \$4,596,275 to restore the group insurance balance.
- Worker’s Compensation Insurance decreased \$251,522 to reflect historical spending trends

ALL FUNDS – ACCOUNTING

The following is a summary of the departmental total budget for Agency and all other funds in the NTTA System FY2024 Budget. (See Other Funds section pages 117-131).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,707,647	\$0	\$0	\$1,707,647
Retirement Contributions - (512401)	237,483	0	0	237,483
Meeting Expense - (521101)	5,308	0	0	5,308
Consulting/Professional - (521201)	710	0	0	710
Auditing Fees - (521203)	200,000	0	0	200,000
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
FY2024 Totals	\$2,176,655	\$0	\$0	\$2,176,655
FY2023 Totals	\$1,868,698	\$0	\$0	\$1,868,698
Increase/(Decrease)	\$307,958	\$0	\$0	\$307,958

OTHER FUNDS VARIANCE – ACCOUNTING

- RMF – \$0
- CIF – \$0

ALL FUNDS – SHARED SERVICES

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	(\$1,127,472)	\$0	\$0	(\$1,127,472)
Group Insurance - (512101)	7,223,123	0	0	7,223,123
Unemployment Insurance - (512601)	100,000	0	0	100,000
Worker's Comp Ins - (512701)	0	0	0	0
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)	(31,989,314)	0	0	(31,989,314)
FY2024 Totals	(\$25,504,025)	\$0	\$0	(\$25,504,025)
FY2023 Totals	(\$27,904,209)	\$0	\$0	(\$27,904,209)
Increase/(Decrease)	\$2,400,184	\$0	\$0	\$2,400,184

OTHER FUNDS VARIANCE – SHARED SERVICES

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

POSITION SUMMARY

Accounting Department			
Full-Time Positions	FY2023	FY2024	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	FY2023	FY2024	Difference
Accounts Payable Analyst	1	1	0
Total Part-Time Positions	1	1	0

- No changes to FTEs

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.

FY2024 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 manages internal communications

FY2024 KEY PERFORMANCE MEASURES

- Hold a target of 10 Public Board Meetings measured annually to communicate with customers and build strong, effective relationships with governments, partners, and stakeholders
- Hold a target of 20 Public Committee Meetings measured annually to communicate with customers and build strong, effective relationships with governments, partners, and stakeholders
- Collaborate with Board in hosting a target of five Board workshops measured annually to communicate with customers and build strong, effective relationships with governments, partners, and stakeholders

DEPARTMENTAL FY2024 AGENCY BUDGET

Account	FY2023	FY2024	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$519,333	\$541,981	\$22,647	4.4%
Retirement Contributions - (512401)	57,808	62,443	4,635	8.0%
Meeting Expense - (521101)	3,000	3,000	0	0.0%
Consulting/Professional - (521201)	45,000	45,000	0	0.0%
Promotional Expenses - (523304)	0	0	0	100.0%
Travel - (523501)	20,000	20,000	0	0.0%
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	\$708,228	\$735,510	\$27,282	3.9%

MAJOR FY2024 AGENCY BUDGET ITEMS

The department's FY2024 Agency budget increased by \$27,282 from the FY2023 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 FY2024 Budget (see Other Funds section pages 117-131).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$541,981	\$0	\$0	\$541,981
Retirement Contributions - (512401)	62,443	0	0	62,443
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
FY2024 Totals	\$735,510	\$0	\$0	\$735,510
FY2023 Totals	\$708,228	\$0	\$0	\$708,228
Increase/(Decrease)	\$27,282	\$0	\$0	\$27,282

OTHER FUNDS VARIANCE

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

POSITION SUMMARY

Administration Department			
Full-Time Positions	FY2023	FY2024	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.

FY2024 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

FY2024 KEY PERFORMANCE MEASURES

- Hold a target of 10 Public Board Meetings measured annually to communicate with customers and build strong, effective relationships with governments, partners, and stakeholders
- Hold a target of 20 Public Committee Meetings measured annually to communicate with customers and build strong, effective relationships with governments, partners, and stakeholders

DEPARTMENTAL FY2024 AGENCY BUDGET

Account	FY2023	FY2024	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$94,763	\$99,024	\$4,261	4.5%
Retirement Contributions - (512401)	13,670	14,399	730	5.3%
Meeting Expense - (521101)	51,918	63,918	12,000	23.1%
Travel - (523501)	4,926	9,926	5,000	101.5%
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	\$178,054	\$200,044	\$21,990	12.4%

MAJOR FY2024 AGENCY BUDGET ITEMS

The department's FY2024 Agency budget increased by \$21,990 from the FY2023 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below:

- Meeting Expense increased \$12,000 to reflect actual spending
- Travel increased \$5,000 to reflect actual spending

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2024 Budget (see Other Funds section pages 117-131).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$99,024	\$0	\$0	\$99,024
Retirement Contributions - (512401)	14,399	0	0	14,399
Meeting Expense - (521101)	63,918	0	0	63,918
Travel - (523501)	9,926	0	0	9,926
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
FY2024 Totals	\$200,044	\$0	\$0	\$200,044
FY2023 Totals	\$178,054	\$0	\$0	\$178,054
Increase/(Decrease)	\$21,990	\$0	\$0	\$21,990

OTHER FUNDS VARIANCE

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

POSITION SUMMARY

Board Department			
Full-Time Positions	FY2023	FY2024	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 FY2024 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.

FY2024 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Highly Qualified, Energized & Engaged Team

- Choose and implement a new Human Resource Information System (HRIS) that manages our employee database, automates HR-related functions, and provides employees with self-service access to procedures and policies
- Establish weekly, monthly cadence of analytical data to guide company through important people-focused processes
- Establish high potential (HiPo) and high performing (HyPer) Leadership development programs
- Continue to conduct job description audits to ensure consistency between duties performed and the job description for all NTTA positions. Conduct face-to-face quarterly leadership training to develop the management team and provide consistency in the interpretation and administration of policies and procedures
- Increase retention, boost engagement, and drive meaningful change with powerful insights through administration of the annual employee engagement survey
- Work with all NTTA departments on creation and implementation of a career ladder
- Consistently monitor, research and implement compensation structures that best support all areas of the organization
- Yearly review of benefits for optimal offerings for our employees

FY2024 KEY PERFORMANCE MEASURES

- Commit to a 50% review/update of job descriptions yearly
- 35% completion rate of companywide Career Ladder
- Quarterly touch base meetings with People Leaders and sample size employees checking on Action Plan implementation from Employee Engagement Survey

DEPARTMENTAL FY2024 AGENCY BUDGET

Account	FY2023 Budget	FY2024 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,177,811	\$1,503,590	\$325,779	27.7%
Salaries and Wages-Internship - (511202)	50,000	69,264	19,264	38.5%
Salaries and Wage-Overtime - (511301)	2,000	2,000	0	0.0%
Retirement Contributions - (512401)	167,376	196,088	28,713	17.2%
Retirement Contr.-Internship -(512402)	0	10,783	10,783	100.0%
Tuition Reimbursement - (512501)	33,100	33,100	0	0.0%
Meeting Expense - (521101)	9,000	15,700	6,700	74.4%
Consulting/Professional - (521201)	156,000	154,000	(2,000)	(1.3)%
Recruitment - (523301)	222,000	120,000	(102,000)	(45.9)%
Promotional Expenses - (523304)	14,500	19,000	4,500	31.0%
Travel - (523501)	2,000	6,500	4,500	225.0%
Dues & Subscriptions - (523601)	5,350	6,000	650	12.1%
Education and Training - (523701)	41,000	68,500	27,500	67.1%
Temporary Contract Labor - (523851)	6,366	50,000	43,634	685.4%
Office Supplies - (531101)	4,963	5,000	37	0.7%
Freight and Express - (531105)	483	483	0	0.0%
Total Expenses	\$1,891,949	\$2,260,008	\$368,059	19.5%

MAJOR FY2024 BUDGET ITEMS

The department's FY2024 Agency budget increased by \$368,059 from the FY2023 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 \$325,779 due to merit increase, unfreezing HR Training Manager position, repurposing a non-exempt to exempt role and compensation adjustments made throughout the year.
- Salaries and Wages-Internship increased \$19,264 to reflect actual intern pay
- Retirement contributions increased \$28,713 due to merit increase and unfreezing HR Training Manager position
- Retirement Contr. Internship increased \$10,783 to reflect actual intern pay
- Meeting expense increased by \$6,700 to include additional funds for cost of employee benefits and wellness fair
- Recruitment decreased **(\$102,000)** to reflect historical spending trends
- Education and training increased \$27,500 to further HR staff development which includes, continuing education, updated management training courses, and succession planning
- Temporary Contract Labor increased \$43,364 to fund assistance with short-term projects

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2024 Budget (see Other Funds section pages 117-131).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,503,590	\$0	\$0	\$1,503,590
Salaries and Wages-Internship - (511202)	69,264	0	0	69,264
Salaries and Wage-Overtime - (511301)	2,000	0	0	2,000
Retirement Contributions - (512401)	196,088	0	0	196,088
Retirement Contr.-Internship -(512402)	10,783	0	0	10,783
Tuition Reimbursement - (512501)	33,100	0	0	33,100
Meeting Expense - (521101)	15,700	0	0	15,700
Consulting/Professional - (521201)	154,000	0	0	154,000
Recruitment - (523301)	120,000	0	0	120,000
Promotional Expenses - (523304)	19,000	0	0	19,000
Travel - (523501)	6,500	0	0	6,500
Dues & Subscriptions - (523601)	6,000	0	0	6,000
Education and Training - (523701)	68,500	0	0	68,500
Temporary Contract Labor - (523851)	50,000	0	0	50,000
Office Supplies - (531101)	5,000	0	0	5,000
Freight and Express - (531105)	483	0	0	483
FY2024 Totals	\$2,260,008	\$0	\$0	\$2,260,008
FY2023 Totals	\$1,891,949	\$0	\$0	\$1,891,949
Increase/(Decrease)	\$368,059	\$0	\$0	\$368,059

OTHER FUNDS VARIANCE

- RMF \$0
- CIF \$0

POSITION SUMMARY

Human Resources Department			
Full-Time Positions	FY2023	FY2024	Difference
Assistant Director of Human Resources	1	1	0
Benefits Analyst	1	1	0
Compensation/Benefits Manager	1	1	0
Director of Human Resources	1	1	0
HR Generalist	1	0	(1)
HR Training Manager	1	1	0
HRIS Manager	1	1	0
HR Coordinator	2	1	(1)
Manager, Talent Acquisition	0	1	1
Sr HR Generalist	2	2	0
Sr Compensation/Benefits Analyst	1	1	0
Talent Acquisition Coordinator	1	1	0
Talent Acquisition Partner	0	2	2
Total Full-Time Positions	14	14	0

- No change in FTEs.

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.

FY2024 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Conduct audits to evaluate the effectiveness of controls related to processes that impact customers including, but not limited to, toll enforcement remedies and NTTA's ethics hotline (available to all stakeholders, including customers)

Financially Sound & Vibrant Organization

- Continue to evolve NTTA's enterprise risk 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
- Continue to maintain an internal Quality Assurance and Improvement Program (QAIP) on an annual basis as well as an external Quality Assurance Review (QAR) every five years

FY2024 KEY PERFORMANCE MEASURES

- 80% of audit workplan will address key enterprise risks and/or support organization's strategic objectives
- 20% of audit resources will be used for audits or special projects related to other enterprise risks, support other strategic initiatives and continuous improvement
- Enterprise Risk Assessment and Fraud Risk Assessment will be updated annually

DEPARTMENTAL FY2024 AGENCY BUDGET

Account	FY2023 Budget	FY2024 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$941,120	\$989,064	\$47,944	5.1%
Retirement Contributions - (512401)	133,993	142,273	8,280	6.2%
Meeting Expense - (521101)	1,000	1,000	0	0.0%
Consulting/Professional - (521201)	100,000	130,000	30,000	30.0%
Auditing Fees - (521203)	185,083	0	(185,083)	(100.0)%
Travel - (523501)	5,000	5,000	0	0.0%
Dues & Subscriptions - (523601)	5,100	5,100	0	0.0%
Education and Training - (523701)	12,000	14,000	2,000	16.7%
Licenses - (523801)	1,055	1,055	0	0.0%
Office Supplies - (531101)	850	850	0	0.0%
Books & Periodicals - (531401)	250	250	0	0.0%
Total Expenses	\$1,385,451	\$1,288,592	(\$96,859)	(7.0)%

MAJOR FY2024 AGENCY BUDGET ITEMS

The department's FY2024 Agency budget decreased by **(\$96,859)** from the FY2023 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below:

- Auditing Fees decreased **(\$185,083)** due to change in department funding of fees from Internal Audit to Accounting
- Consulting/Professional increased \$30,000 to include additional funds in order to provide external assessment at least every five years by an independent reviewer or review team to maintain conformance with the International Standards for the Professional Practice of Internal Auditing

ALL FUNDS

The following is a summary of the departmental total budget for Agency and all other funds in the NTTA System FY2024 Budget. (See Other Funds section pages 117-131).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$989,064	\$0	\$0	\$989,064
Retirement Contributions - (512401)	142,273	0	0	142,273
Meeting Expense - (521101)	1,000	0	0	1,000
Consulting/Professional - (521201)	130,000	0	0	130,000
Auditing Fees - (521203)	0	0	0	0
Travel - (523501)	5,000	0	0	5,000
Dues & Subscriptions - (523601)	5,100	0	0	5,100
Education and Training - (523701)	14,000	0	0	14,000
Licenses - (523801)	1,055	0	0	1,055
Office Supplies - (531101)	850	0	0	850
Books & Periodicals - (531401)	250	0	0	250
FY2024 Totals	\$1,288,592	\$0	\$0	\$1,288,592
FY2023 Totals	\$1,385,451	\$11,630	\$93,040	\$1,490,121
Increase/(Decrease)	(\$96,859)	(\$11,630)	(\$93,040)	(\$201,529)

OTHER FUNDS VARIANCE

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

POSITION SUMMARY

Internal Audit Department			
Full-Time Positions	FY2023	FY2024	Difference
Administrative Assistant	1	1	0
Assistant Director of Internal Audit	1	1	0
Enterprise Risk Manager	1	1	0
Sr Dir Audit & Enterprise Risk	1	1	0
Senior Internal Auditor	3	3	0
Sr Internal Audit Data Analyst	1	1	0
Total Full-Time Positions	8	8	0

- No changes to total FTEs.

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

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.

FY2024 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 to provide legal support including for cybersecurity and collections 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 to 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 FY2024 AGENCY BUDGET

Account	FY2023	FY2024	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$902,674	\$994,048	\$91,374	10.1%
Salaries and Wages-Internship - (511202)	28,410	156,000	127,590	449.1%
Retirement Contributions - (512401)	116,899	134,926	18,027	15.4%
Retirement Contr.-Internship - (512402)	0	23,299	23,299	100.0%
Meeting Expense - (521101)	2,300	2,300	0	0.0%
Legal Fees - (521202)	1,738,181	2,000,000	261,819	15.1%
Travel - (523501)	2,804	12,869	10,065	359.0%
Dues & Subscriptions - (523601)	77,111	84,325	7,214	9.4%
Education and Training - (523701)	3,423	3,423	0	0.0%
Office Supplies - (531101)	42,129	42,129	0	0.0%
Freight and Express - (531105)	472	472	0	0.0%
Total Expenses	\$2,914,403	\$3,453,790	\$539,387	18.5%

MAJOR FY2024 BUDGET ITEMS

The department's FY2024 Agency budget increased by \$539,387 from the FY2023 budget. All that exceeded \$50,000, along with variances that are greater than both 15% and \$5,000, are explained below:

- Salaries and Wages-Direct increased \$91,374 due to merit increase and adding a Bankruptcy Specialist, which was reclassified from Forecast Analyst under Workforce & Training. Also includes compensation adjustments made throughout the year.
- Salaries and Wages Internship increased \$127,590 due to reflect actual intern pay
- Retirement contributions increased \$18,027 due to merit increase
- Retirement Contr. Internship increased \$23,299 due to reflect actual intern pay
- Legal Fees increased \$261,819 to reflect historical spending trends
- Travel increased \$10,065 due to an increase in in-person legal conferences

ALL FUNDS

The following is a summary of the departmental total budget for Agency and all other funds in the NTTA System FY2024 Budget (see Other Funds section, pages 117-131).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$994,048	\$0	\$0	\$994,048
Salaries and Wages-Internship - (511202)	156,000	0	0	156,000
Retirement Contributions - (512401)	134,926	0	0	134,926
Retirement Contr.-Internship - (512402)	23,299	0	0	23,299
Meeting Expense - (521101)	2,300	0	0	2,300
Legal Fees - (521202)	2,000,000	40,000	650,000	2,690,000
Travel - (523501)	12,869	0	0	12,869
Dues & Subscriptions - (523601)	84,325	0	0	84,325
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
FY2024 Totals	\$3,453,790	\$40,000	\$650,000	\$4,143,790
FY2023 Totals	\$2,914,403	\$40,000	\$250,000	\$3,204,403
Increase/(Decrease)	\$539,387	\$0	\$400,000	\$939,387

OTHER FUNDS VARIANCE

- **RMF - \$0**
- **CIF - \$400,000** - Decision package for the Civil Litigation Program.

POSITION SUMMARY

Legal Services Department			
Full-Time Positions	FY2023	FY2024	Difference
Assist Executive Director, General Counsel	1	1	0
Director, Assistant General Counsel	1	1	0
Bankruptcy Specialist	1	2	1
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	8	1

- During F2023, the Forecast Analyst under Workforce & Training was moved to Legal reclassified as a Bankruptcy Specialist.

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
- Administer and provide guidance regarding EthicsPoint and other ethics matters
- Respond to Public Information Act requests, subpoenas, search warrants, and court orders
- Support collections and toll-enforcement efforts
- Provide legal advice regarding implementation of laws
- 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, Request for Bids (RFBs), Request for Proposals (RFPs), and Request for Qualifications (RFQs).

FY2024 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

FY2024 KEY PERFORMANCE MEASURES

- Business Diversity will host a Second Wednesday Business Chat each month to build the pipeline of D/M/WBE vendors
- Achieve an overall 80% satisfaction on Procurement customer surveys

DEPARTMENTAL FY2024 AGENCY BUDGET

Account	FY2023	FY2024	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$1,367,493	1,467,502	\$100,010	7.3%
Retirement Contributions - (512401)	195,553	210,260	14,706	7.5%
Meeting Expense - (521101)	1,581	1,581	0	0.0%
Public Information Fees - (523203)	13,369	13,369	0	0.0%
Promotional Expenses - (523304)	106,800	117,740	10,940	10.2%
Travel - (523501)	15,620	15,620	0	0.0%
Dues & Subscriptions - (523601)	68,397	70,397	2,000	2.9%
Education and Training - (523701)	13,844	13,844	0	0.0%
Office Supplies - (531101)	5,684	5,684	0	0.0%
Freight and Express - (531105)	90	90	0	0.0%
Total Expenses	\$1,788,431	\$1,916,088	\$127,656	7.1%

MAJOR FY2024 AGENCY BUDGET ITEMS

The department's FY2024 Agency budget increased by \$127,656 from the FY2023 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below:

- Salaries and Wages increased \$100,010 due to merit increase and compensation adjustments made throughout the year

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2024 Budget (See Other Funds section pages 117-131).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,467,502	\$0	\$0	\$1,467,502
Retirement Contributions - (512401)	210,260	0	0	210,260
Meeting Expense - (521101)	1,581	0	0	1,581
Public Information Fees - (523203)	13,369	19,000	12,000	44,369
Promotional Expenses - (523304)	117,740	0	0	117,740
Travel - (523501)	15,620	0	0	15,620
Dues & Subscriptions - (523601)	70,397	0	0	70,397
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
FY2024 Totals	\$1,916,088	\$19,000	\$12,000	\$1,947,088
FY2023 Totals	\$1,788,431	\$19,000	\$12,000	\$1,819,431
Increase/(Decrease)	\$127,656	\$0	\$0	\$127,656

OTHER FUNDS VARIANCE

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

POSITION SUMMARY

Procurement and Business Diversity Department			
Full-Time Positions	FY2023	FY2024	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 2024 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 goals

FY2024 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Continue rebuilding TollTag penetration and increasing the number of new TollTag accounts and decreasing ZipCash customer base with aggressive advertising, promotions and community campaigns
- Conduct biennial customer survey to help guide marketing and communications programs, receive feedback on our organization and potentially influence new products
- Develop creative advertising campaigns featuring the "NTTA Ambassadors" to promote the value of the TollTag and continue our mission of humanizing our brand to motivate customers to open a TollTag account
- Focus on the value, savings and convenience of the newly introduced \$10 TollTag and \$20 TollTag for millennials and Gen Z, infrequent toll road users, and budget-conscious drivers. Infrequent toll road use 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 throughout the state by increasing our messaging about interoperability, focusing on the recent addition of some parts of Florida. Promote any interoperability expansion in 2024
- Continue planning and 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
- Reinvigorate communications about our value-added services, including Roadside Safety Services (#999), TollPerks, airport parking payment, interoperability and Tollmate app. We must sustain our customer communications and marketing to raise awareness of these programs as reasons 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
- 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, Red Thumb program and other safety initiatives.

- Continue geo-targeting ZipCash customers to increase conversions to the TollTag. Emphasize *cutting toll bill in half* with a TollTag and promoting the \$10 TollTag to infrequent toll road ZipCash drivers
- Continue ongoing communications 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
- Enhance project communications to ensure all stakeholders understand the value of our Maintenance and Project Delivery projects on all NTTA roads. Ensure stakeholders have advanced awareness of lane and road closures the minimize impact on their commute

Financially Sound & Vibrant Organization

- Increase TollTag penetration through aggressive advertising as we continue efforts to convert ZipCash customers to TollTag accounts to help lower collections costs and risks. In 2024, continue emphasizing geo-targeting ZipCash customers, new residents and companies near NTTA roads to deliver the right product to the right demographic at the right time. We continue tailor messaging and product offerings to specific, under-represented demographics. Mass-market advertising will help grow TollTag penetration rates and brand value
- Focus will continue on the fifth year of the five-year marketing/communications plan to promote the 360 Tollway, increasing the number of TollTag accounts and penetration rate.
- Emphasize TollTag marketing for TSA managed lanes, particularly those where we are at risk (LBJ East, NTE 1&2) to increase TollTag penetration and help lower collections risk and cost.

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. Begin promoting Colorado, Georgia and North Carolina when they come online. The primary message: the TollTag helps you save money and provides payment convenience (including bypassing toll booths in neighboring states (Oklahoma and Kansas)
- 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), IOP partners and local airports
- 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 a financing 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 in North Texas and Austin during the interim year
- 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 and partnership
- 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, PGBT-WE, PGBT-EE and 360 Tollway to successfully educate this important stakeholder group

Highly Qualified & Engaged Team

- Continue to execute a compelling employee communications plan, including guiding the Employee Steering Committee and assisting with employee engagement events and initiatives
- Continue to assist departments with employee engagement action plans as part of our ongoing efforts to build and execute our *Mission: Forward* culture
- 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 and the role they play in our success
- Spur interaction amongst NTTA employees with various call-to-action engagement communications and feedback requests
- Foster understanding and alignment of strategic priorities through compelling executive communications and engage employees with creative, but educational programs and communications
- Work with the executive team and each department to drive forward our cultural initiative, *Mission: Forward*

FY2024 KEY PERFORMANCE MEASURES

- Increase number of new TollTag accounts to grow TollTag penetration
- Increase number of speaking engagements to continue improving community awareness and engagement of the NTTA value proposition

DEPARTMENTAL FY2024 AGENCY BUDGET

Account	FY2023 Budget	FY2024 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$1,512,228	\$1,765,058	\$252,830	16.7%
Salaries and Wage-Overtime - (511301)	721	721	0	0.0%
Retirement Contributions - (512401)	216,538	234,017	17,479	8.1%
Meeting Expense - (521101)	8,902	8,902	0	0.0%
Consulting/Professional - (521201)	1,968,224	2,496,309	528,085	26.8%
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)	1,245,841	1,208,016	(37,825)	(3.0)%
Employee Appreciation - (523305)	54,678	54,678	0	0.0%
Printing and Photographic - (523401)	5,931	5,931	0	0.0%
Maps & Pamphlets - (523402)	25	25	0	0.0%
Travel - (523501)	45,822	25,822	(20,000)	(43.6)%
Dues & Subscriptions - (523601)	16,839	15,077	(1,762)	(10.5)%
Education and Training - (523701)	11,454	11,454	0	0.0%
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	\$7,965,032	\$8,703,839	\$738,808	9.3%

MAJOR FY2024 AGENCY BUDGET ITEMS

The department's FY2024 Agency budget increased by \$738,808 from the FY2023 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below:

- Salaries and Wages increased \$252,830 due to merit increase and the addition of funding for two unfrozen staff positions. Also includes compensation adjustments made throughout the year.
- Consulting/Professional increased \$528,085 primarily due to new advertising contract, and new contract for customer rewards program

- Travel decreased **(\$20,000)** due to 2024 being an interim session year

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2024 Budget (see Other Funds section pages 117-131).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,765,058	\$0	\$0	\$1,765,058
Salaries and Wage-Overtime - (511301)	721	0	0	721
Retirement Contributions - (512401)	234,017	0	0	234,017
Meeting Expense - (521101)	8,902	0	0	8,902
Consulting/Professional - (521201)	2,496,309	0	0	2,496,309
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)	1,208,016	0	0	1,208,016
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)	25,822	0	0	25,822
Dues & Subscriptions - (523601)	15,077	0	0	15,077
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
FY2024 Totals	\$8,703,839	\$0	\$0	\$8,703,839
FY2023 Totals	\$7,965,032	\$0	\$0	\$7,965,032
Increase/(Decrease)	\$738,808	\$0	\$0	\$738,808

OTHER FUNDS VARIANCE

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

POSITION SUMMARY

Public Affairs Department			
Full-Time Positions	FY2023	FY2024	Difference
Public Affairs	14	14	0
Administrative Assistant	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 Relations Manager	1	1	0
Public Affairs Specialist	1	1	0
Sr Communications Specialist	1	1	0
Sr Digital Communications Specialist	1	1	0
Sr 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. However, the Project Communications Specialist and the Public Affairs Specialist positions will be unfrozen for FY2024.

MAJOR BUSINESS FUNCTIONS – PUBLIC AFFAIRS

With the FY2024 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 and member program engagement, Tollmate downloads and 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 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. Effectively communicate NTTA messaging in news and social media channels. Leverage new tools to provide more depth and data around media placements. Successfully manage media to neutral – neutral to positive public sentiment
- **Marketing and Advertising** –Continue 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 will continue to serve as our roadmap for developing dynamic and clever advertising campaigns with an aggressive “Save with a TollTag,” “Cut Your Toll Bill in Half,” positioning, and our brand tagline: “Small Sticker. Big Savings.” Use of customer data and new, advanced artificial intelligence analytics in advertising will allow us to target ZipCash customers with a message “Cut Your Toll Bill in Half;” target the \$10 TollTag pilot program and \$20 TollTag as the product for infrequent toll road drivers, millennials and Gen Z. Imaginative promotions, events and paid media in new customer communications channels will draw in new customers and help convert ZipCash customers. Grow the number of TollTag

customers for the 360 Tollway, Chisholm Trail Parkway, 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 DNT expansion in Frisco and extension of the DNT to US 380. Communications will include toll road and TollTag value and safety messaging. Work with IT and TIM departments to develop effective online and mobile app communications regarding NTTA projects, safety programs, and any new enhancements to our back-office system.
- **Speakers Bureau** – Tell the NTTA story, educate and expand external audiences through grassroots community outreach, including staff presentations to community leadership forums, realtors, Homeowner 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 that tell the NTTA story and value proposition across North Texas. Develop new partnerships in the communities NTTA serves, including safe-driving organizations, driving schools, schools and Career Days, 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, to spur customer engagement while also increasing awareness for NTTA’s safety offerings (e.g., student safety design and video contests and partnering with local driving schools). Continue our podcast to further NTTA’s message and story
- **Corporate Communications** – Use NTTA Ambassadors and *Mission: Forward* initiatives 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 employee engagement through the Employee Steering Committee by encouraging idea sharing and making them part of the process to develop events and initiatives. Help lead execution of our *Mission: Forward* culture with departments 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 regional elected officials and other public policy stakeholders to advance NTTA’s mission 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

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.

FY2024 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 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

- 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 FY2024 AGENCY BUDGET

Account	FY2023	FY2024	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$976,875	\$1,021,447	\$44,572	4.6%
Retirement Contributions - (512401)	140,906	147,262	6,356	4.5%
Consulting/Professional - (521201)	360,000	360,000	0	0.0%
Trustee Fees - (521204)	100,000	0	(100,000)	(100.0)%
Traffic Engineering Fees - (521207)	600,000	600,000	0	0.0%
Printing and Photographic - (523401)	6,186	6,186	0	0.0%
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)	352	352	0	0.0%
Bank Charges - (573001)	50,000	15,000	(35,000)	(70.0)%
Total Expenses	\$2,239,131	\$2,155,059	(\$84,072)	(3.8)%

MAJOR FY2024 AGENCY BUDGET ITEMS

The department's FY2024 Agency budget decreased by **(\$84,072)** from the FY2023 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below:

- Trustee Fees decreased **(\$100,000)** to reflect historical spending trends
- Bank Charges decreased **(\$35,000)** to reflect historical spending trends

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2024 Budget (See Other Funds section pages 117-131).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$1,021,447	\$0	\$0	\$1,021,447
Retirement Contributions - (512401)	147,262	0	0	147,262
Consulting/Professional - (521201)	360,000	0	67,900	427,900
Trustee Fees - (521204)	0	0	75,000	75,000
Rating Agency Fees - (521205)	0	0	91,000	91,000
Traffic Engineering Fees - (521207)	600,000	0	500,000	1,100,000
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)	15,000	0	0	15,000
FY2024 Totals	\$2,155,059	\$0	\$733,900	\$2,888,959
FY2023 Totals	\$2,239,131	\$0	\$233,900	\$2,473,031
Increase/(Decrease)	(\$84,072)	\$0	\$500,000	\$415,928

OTHER FUNDS VARIANCE

- **RMF - \$0**
CIF – \$500,000 Comprehensive traffic and revenue studies planned on a bi-annual basis

POSITION SUMMARY

Treasury & Financial Planning Department			
Full-Time Positions	FY2023	FY2024	Difference
Budget Analyst	1	0	(1)
Budget Manager	1	1	0
Debt Manager	1	1	0
Director of Treasury & Financial Planning	1	1	0
Financial Services Manager	1	0	(1)
Senior Finance Analyst	3	5	2
Treasury Investment Manager	1	1	0
Total Full-Time Positions	9	9	0

- No change 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 agencywide 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 as part of a customer-driven organization. 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 2024 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 system infrastructure and processes by leveraging appropriate technology
- **Coach:** Staff and leadership conduct appropriate training and coaching to improve customer experience

FY2024 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Focus on improving key drivers of customer satisfaction, which include reducing call wait times and evaluate increasing the number of full-service locations where customers may open new TollTag accounts or pay ZipCash bills
- Expand contact channel opportunities to provide additional customer access and leverage existing technology, such as the Tollmate app and electronic statements, for ease of access
- Sell and promote TollTag benefits, open new accounts 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 a TollTag account

Financially Sound & Vibrant Organization

- Meet or exceed targets for transponder penetration and pursuable transactions
- Meet or exceed targets for billing and revenue collection
- Support revenue assurance activities and continually identify and implement new processes and initiatives to increase revenue collection.
- 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 department succession plan for management strength and career paths

FY2024 KEY PERFORMANCE MEASURES

- Meet or exceed targets for Operations key performance measures:
 - Call center performance service level of 91.0% calls answered withing 30 seconds
 - Customer service rating of 93.0%
 - Collectible revenue of 90.5% at 12 months and 93.0% at 24 months
- Budget drivers:
 - Toll transactions are primary budget driver for Contact Center and Collection due to costs related to customer contacts with NTTA's call and customer service centers, billing and payment processing, collections and enforcement
 - Increases in transponder penetration to lower the overall cost to collect
 - Revenue assurance and collections initiatives

DEPARTMENTAL FY2024 AGENCY BUDGET

Account	FY2023	FY2024	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$14,106,515	\$14,502,250	\$395,735	2.8%
Salaries and Wage-Overtime - (511301)	343,020	361,487	18,467	5.4%
Retirement Contributions - (512401)	1,925,046	2,084,311	159,265	8.3%
Meeting Expense - (521101)	33,440	34,440	1,000	3.0%
Consulting/Professional - (521201)	14,131,088	15,938,002	1,806,914	12.8%
Armored Car Services - (521209)	50,142	50,142	0	0.0%
Rentals - Equipment - (522302)	35,200	25,200	(10,000)	(28.4)%
Postage - (523201)	15,266,478	18,279,249	3,012,771	19.7%
Promotional Expenses - (523304)	252,382	250,000	(2,382)	(0.9)%
Printing and Photographic - (523401)	184,894	9,983	(174,911)	(94.6)%
Travel - (523501)	19,749	25,632	5,883	29.8%
Dues & Subscriptions - (523601)	4,429	30,008	25,579	577.5%
Education and Training - (523701)	29,200	34,393	5,193	17.8%
Temporary Contract Labor - (523851)	16,500,000	14,500,000	(2,000,000)	(12.1)%
Office Supplies - (531101)	52,611	52,971	360	0.7%
Freight and Express - (531105)	8,250	2,408	(5,842)	(70.8)%
Inven for resale(toll tags) - (531501)	6,500,000	1,500,000	(5,000,000)	(76.9)%
Uniforms - (531701)	30,216	40,499	10,283	34.0%
Bank Charges - (573001)	500,818	400,000	(100,818)	(20.1)%
Credit Card Fees - (573002)	30,889,110	38,250,000	7,360,890	23.8%
Total Expenses	\$100,862,589	\$106,370,976	\$5,508,387	5.5%

MAJOR FY2024 AGENCY BUDGET ITEMS

The department's FY2024 Agency budget increased by \$5,508,387 from the FY2023 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 \$395,735 due to merit increase
- Retirement Contributions increased \$159,265 due to merit increase
- Consulting/Professional increased \$1,806,914 due to an increase in the number of vendors and out-of-state lookups; frequency has changed from once a year to once a month
- Postage increased \$3,012,771 due to USPS postage rates increasing
- Printing and Photographic decreased (\$174,911) to reflect historical spending trends
- Travel increased \$5,883 to include additional funds for various conferences
- Dues and subscriptions increased \$25,579 due to subscriptions with new vendors, as well as conference and association dues
- Education and training increased \$5,193 primarily to provide training graduation kits and supplies
- Temporary Contract Labor decreased (\$2,000,000), driven by more self-service IVR calls
- Transponder production costs decreased (\$5,000,000) due to a new transponder contract; price of transponders decreased from \$5 per tag to approximately \$1
- Uniforms increased \$10,283 due to additional planned new hires caused by agent turnover
- Bank Charges decreased (\$100,818) due to historical spend
- Credit card fees increased \$7,360,890 due to additional planned volumes

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2024 Budget (see Other Funds section pages 117-131).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$14,502,250	\$0	\$0	\$14,502,250
Salaries and Wage-Overtime - (511301)	361,487	0	0	361,487
Retirement Contributions - (512401)	2,084,311	0	0	2,084,311
Meeting Expense - (521101)	34,440	0	0	34,440
Consulting/Professional - (521201)	15,938,002	0	0	15,938,002
Armored Car Services - (521209)	50,142	0	0	50,142
Rentals - Equipment - (522302)	25,200	0	0	25,200
Postage - (523201)	18,279,249	0	0	18,279,249
Promotional Expenses - (523304)	250,000	0	0	250,000
Printing and Photographic - (523401)	9,983	0	0	9,983
Travel - (523501)	25,632	0	0	25,632
Dues & Subscriptions - (523601)	30,008	0	0	30,008
Education and Training - (523701)	34,393	0	0	34,393
Temporary Contract Labor - (523851)	14,500,000	0	0	14,500,000
Office Supplies - (531101)	52,971	0	0	52,971
Freight and Express - (531105)	2,408	0	0	2,408
Inven for resale(toll tags) - (531501)	1,500,000	0	0	1,500,000
Uniforms - (531701)	40,499	0	0	40,499
Bank Charges - (573001)	400,000	0	0	400,000
Credit Card Fees - (573002)	38,250,000	0	0	38,250,000
FY2024 Totals	\$106,370,976	\$0	\$0	\$106,370,976
FY2023 Totals	\$100,862,589	\$0	\$0	\$100,862,589
Increase/(Decrease)	\$5,508,387	\$0	\$0	\$5,508,387

OTHER FUNDS VARIANCE

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

POSITION SUMMARY

Contact Center and Collections Department			
Full-Time Positions	FY2023	FY2024	Difference
Call Center	149	136	(13)
Administrative Assistant	1	0	(1)
Call Center Manager	1	1	0
CSC Coordinator	0	1	1
CSC Sr. Specialist	11	10	(1)
CSC Supervisor	11	11	0
CSS II	124	112	(12)
Director of Contact Center & Collections	1	1	0
Customer Service Center	48	55	7
CSC Sr. Specialist	6	7	1
CSC Supervisor	7	6	(1)
CSS II	34	35	1
CSS III	0	6	6
Sr. Customer Center Manager	1	1	0
Workforce & Training	13	6	(7)
CSC Training Assistant	1	0	(1)
CSC Training Coordinator	2	0	(2)
CSC Training Manager	1	0	(1)
CSS III	1	0	(1)
Forecast Analyst	2	1	(1)
Technical Business Writer	1	0	(1)
Workforce Analyst	4	4	0
Workforce Supervisor	1	1	0
Regional Tolling Partners	4	7	3
CSC Project Coordinator I	1	0	(1)
CSS III	2	3	1
CSS III - RTP	0	1	1
Manager - Key Accounts	1	1	0
RTP Supervisor	0	2	2
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	2	(1)
CSC Supervisor	1	2	1
Sr Vendor Manager	1	1	0
Toll Enforcement Remedies	3	3	0
Court Coordinator	3	3	0

POSITION SUMMARY (CONTINUED)

Contact Center and Collections Department			
Full-Time Positions	FY2023	FY2024	Difference
Support Services	65	53	(12)
CSC Sr. Specialist	4	4	0
CSC Supervisor	4	5	1
CSS I	43	42	(1)
CSS II	1	0	(1)
CSS III	12	0	(12)
Mail Specialist	0	1	1
Support Services Process Manager	1	1	0
Customer Care	15	29	14
CSC QA/QC Coordinator II	8	9	1
CSC QA/QC Coordinator II Bilingual	2	2	0
CSC Sr Specialist	0	1	1
CSC Training Assistant	0	1	1
CSC Training Coordinator	0	2	2
CSS II	0	8	8
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 CSC Training Manager	0	1	1
Sr. Operations Analyst	1	1	0
Total Full Time Positions	305	297	(8)
Part-Time Positions	FY2023	FY2024	Difference
CSS II PT	0	12	12
Total Part-Time Positions	0	12	12

- During FY2023, the Technical Business Writer was moved to IT, one Forecast Analyst was reclassified to a Bankruptcy Specialist and moved to Legal and six CSS IIIs were converted to 12 part-time CSS II positions

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, Grand Prairie, Irving, Plano, 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 new TollTag accounts and distribution within our service footprint. Several

municipalities, numerous car dealerships and local retailers, such as Tom Thumb and Albertson's grocery chains issue TollTags on behalf of NTTA

- **Collections** – Provides strategic direction for collections efforts on outstanding ZipCash bills, 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 courts 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 bills, 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
 - Investigate and complete all Board, Ombudsman, Legal, Public Affairs, 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
 - Compile data for use in all civil litigation program initiatives, providing data to back up any lawsuits filed against companies (people) who owe NTTA for tolls and fees.
 - Continue to enhance self-help channels (IVR, online portal, TollMate) to increase channel migration and customer experience
 - Analyze and report on survey responses to enhance and improve the customer experience, ensuring voice of the customer is heard
 - Develop and maintain new training needs across the CSC regarding new initiatives.
 - Enhance current training to ensure processes and procedures are communicated correctly
 - Enhance speech analytics promoting the “voice of the customer’ to continue to understand customer preferences, problems, or complaints as well as needs and behavioral patterns

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.

FY2024 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Operate, maintain, and support systems, applications, and processes that align with the needs of our internal and external customers and the strategic objectives of NTTA
- Enhance back-office toll system processes to provide customers, call/customer service center and collections staff with improved user experience
- Support NTTA business units by providing reliable services and continually enhancing/improving business systems and processes
- Support the Intelligent Transportation Systems (ITS) program to further customer service and safety by installing additional cameras and DMS signs on NTTA facilities as needed and examine innovative ways to capture and analyze traffic data on NTTA's roadways.
- Prioritize cyber security and use best practices to ensure customer data and NTTA systems are protected. Maintain payment card industry (PCI) compliance as a level 1 merchant status

Financially Sound & Vibrant Organization

- Continually improve system and business efficiencies by strategically adding and replacing business applications and implementing enhanced business processes
- Maintain and enhance the information technology 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
- Enhance the back-office system capabilities to increase revenue and decrease unpursuable transactions
- Support the Business Intelligence department

Delivering Transportation Solutions

- Support and advance local, regional, and national interoperability
- Support toll collection services for Toll Services Agreements (TSAs) (i.e., LBJ Express, North Tarrant Express, North East Texas Regional Mobility Authority, and other regional TSAs)
- Meet or exceed targets for pursuable transactions, system reliability, and revenue collection

Respected Leader & Partner in Region's Transportation Network

- Provide parking payment services to Dallas/Fort Worth International and Dallas Love Field airports using a TollTag. Expand the parking service payment services through TollTag by implementing new agreements for other large event venues
- Support 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
- Support innovation and share best practices in tolling and information technology in Texas and with the national and international toll industry partners

Highly Qualified, Energized & Engaged Team

- Promote and practice Mission Forward core values

- Optimize and align the organizational structure and resource plan with the needs of business units and the Five-Year Capital Plan
- Support an inclusive and collaborative environment to maximize productivity and excellence in the delivery of services
- Ensure employees are working to their strengths and their skills are kept fresh through continuous training
Succession planning, career path development, and training for employees

FY2024 KEY PERFORMANCE MEASURES

- Meet or exceed the following key performance measure targets:
 - System reliability at 99.8%
 - ZipCash billing of 100% generated at monthly invoice date
 - Pursuable transactions of 95.7% over rolling 12 months
- Budget drivers:
 - Business systems and applications supported
 - Revenue assurance, collections initiatives, and process enhancements supported
 - Executive of the IT portion of the Five-Year Capital Plan

DEPARTMENTAL FY2024 AGENCY BUDGET

Account	FY2023	FY2024	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$8,657,139	\$9,731,278	\$1,074,139	12.4%
Salaries and Wage-Overtime - (511301)	88,215	88,215	0	0.0%
Retirement Contributions - (512401)	1,204,368	1,381,494	177,126	14.7%
Outside Maintenance Services - (521212)	11,065,703	10,683,949	(381,754)	(3.4)%
Telecommunications - (523202)	1,831,100	1,738,050	(93,050)	(5.1)%
Travel - (523501)	47,500	47,500	0	0.0%
Dues & Subscriptions - (523601)	5,150	5,150	0	0.0%
Education and Training - (523701)	77,500	86,000	8,500	11.0%
Temporary Contract Labor - (523851)	90,000	90,000	0	0.0%
Office Supplies - (531101)	22,200	34,200	12,000	54.1%
Other Materials and Supplies - (531102)	64,000	64,000	0	0.0%
Software - (531651)	10,998,434	11,984,813	986,379	9.0%
Total Expenses	\$34,151,309	\$35,934,649	\$1,783,340	5.2%

MAJOR FY2024 AGENCY BUDGET ITEMS

The department's FY2024 Agency budget increased by \$1,783,340 from the FY2023 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 \$1,074,139 due to merit increase and the addition of an IT Service Desk Supervisor and unfreezing two IT staff positions. compensation adjustments made throughout the year
- Retirement Contributions increased \$177,126 due to merit increase
- Outside Maintenance Services decreased (\$381,754) to reflect historical spending trends
- Telecommunications decreased (\$93,050) to reflect historical spending trends
- Office Supplies increased \$12,000 due to an increase in cost of supplies and the addition of other supplies such as projector bulbs, RFID tags and labels
- Software increased \$986,379 to fund additional software annual maintenance and support costs

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2024 Budget (see Other Funds section pages 117-131).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$9,731,278	\$0	\$0	\$9,731,278
Salaries and Wage-Overtime - (511301)	88,215	0	0	88,215
Retirement Contributions - (512401)	1,381,494	0	0	1,381,494
Consulting/Professional - (521201)	0	0	0	0
Outside Maintenance Services - (521212)	10,683,949	0	0	10,683,949
Consulting/Profess Serv Tech - (521301)	0	0	25,125,000	25,125,000
Telecommunications - (523202)	1,738,050	0	0	1,738,050
Travel - (523501)	47,500	0	0	47,500
Dues & Subscriptions - (523601)	5,150	0	0	5,150
Education and Training - (523701)	86,000	0	0	86,000
Temporary Contract Labor - (523851)	90,000	0	0	90,000
Office Supplies - (531101)	34,200	0	0	34,200
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	8,550,000	19,396,500
Software - (531651)	11,984,813	450,000	28,245,000	40,679,813
Infrastructure Rdway/Hwy/Bridg - (541401)	0	4,800,000	300,000	5,100,000
Infrastructure - Other - (541403)	0	0	175,000	175,000
FY2024 Totals	\$35,934,649	\$17,985,000	\$62,395,000	\$116,314,649
FY2023 Totals	\$34,151,309	\$19,033,000	\$51,192,234	\$104,376,543
Increase/(Decrease)	\$1,783,340	(\$1,048,000)	\$11,202,766	\$11,938,106

OTHER FUNDS VARIANCE

- **RMF - (\$1,048,000)** The Reserve Maintenance Fund decreased for reduced spending in Infrastructure Roadway and Bridges
- **CIF - \$11,202,766** The Capital Improvement Fund increased primarily due to increased spending for consulting and software

POSITION SUMMARY

Information Technology			
Full-Time Positions	FY2023	FY2024	Difference
Administrative Assistant	1	1	0
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 IT	0	1	1
Assistant Director of IT	1	1	0
Backup Engineer	1	1	0
Communications Administrator	1	2	1
Compliance Analyst	2	2	0
Desktop Support Engineer	1	1	0
Director of IT	1	1	0
Enterprise Applications Lead	1	1	0
Information Security Manager	1	1	0
Inventory Control Specialist	0	1	1
IT Asset Analyst	2	1	(1)
IT Operations and Service Manager	1	0	(1)
IT Project Manager	1	3	2
IT Service Desk Supervisor	0	1	1
ITS Manager	1	0	(1)
ITS Support Specialist	1	1	0
Lead ServiceNow Developer	1	0	(1)
Lead Warehouse Technician	2	0	(2)
Network Engineer	1	3	2
RITE Systems Support Analyst II	2	1	(1)
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	0	(1)
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. Business Analyst	3	2	(1)
Sr. Communications Engineer	1	1	0
Sr. Database Administrator	2	2	0
Sr. Desktop Support Technician	3	3	0
Sr. Enterprise Applications Manager	1	1	0
Sr. Enterprise Comm Manager	1	1	0
Sr. Enterprise Systems Manager	1	1	0

POSITION SUMMARY (CONTINUED)

Information Technology			
Full-Time Positions	FY2023	FY2024	Difference
Sr. IT Asset Analyst	0	1	1
Sr. ITS Manager	1	1	0
Sr. Network Engineer	3	3	0
Sr. Project Manager	2	3	1
Sr. Server Administrator	1	1	0
Sr. Systems Engineer	5	5	0
Sr. Technical Lead	1	1	0
Sr Toll & ITS Program Manager	0	1	1
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	7	(1)
Warehouse Team Lead	0	1	1
Total Full-Time Positions	91	93	2

- During FY2023, the Technical Business Writer was moved from Contact Center and Collections to IT and one new Sr. Project Manager was added. 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 reliable solutions. 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. The 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, evaluate 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.

FY2024 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.

FY2024 KEY PERFORMANCE MEASURES

- Achieve a target monthly average of 90% success rate of the maintenance rating program (MRP) to achieve pre-determined asset conditions, which supports the GASB 34 assessment, measured monthly
- Achieve an annual inventory target of 95% accuracy to achieve Department’s objectives and contribute to the overall mission of the organization, which supports federal guidelines for inventory counts

DEPARTMENTAL FY2024 AGENCY BUDGET

Account	FY2023	FY2024	Variance	Variance %
	Budget	Budget		
Salaries and Wages-Direct - (511101)	\$10,181,441	\$11,532,922	\$1,351,481	13.3%
Salaries and Wage-Overtime - (511301)	309,306	524,306	215,000	69.5%
Retirement Contributions - (512401)	1,429,812	1,660,693	230,881	16.1%
Meeting Expense - (521101)	7,100	14,000	6,900	97.2%
Consulting/Professional - (521201)	400,000	98,000	(302,000)	(75.5)%
Outside Maintenance Services - (521212)	32,139,085	33,637,844	1,498,759	4.7%
Landscaping - (522202)	66,425	66,425	0	0.0%
Rentals - Buildings/Land - (522301)	340,000	357,000	17,000	5.0%
Rentals - Equipment - (522302)	53,850	45,350	(8,500)	(15.8)%
Telecommunications - (523202)	355,000	261,950	(93,050)	(26.2)%
Travel - (523501)	22,100	90,150	68,050	307.9%
Dues & Subscriptions - (523601)	32,635	59,885	27,250	83.5%
Education and Training - (523701)	43,302	71,060	27,758	64.1%
Licenses - (523801)	9,473	22,690	13,217	139.5%
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)	5,241,925	5,905,325	663,400	12.7%
Mobile Equipment Expense - (531103)	1,324,400	1,479,285	154,885	11.7%
Freight and Express - (531105)	400	400	0	0.0%
Motor Fuel Expense - (531107)	2,010,000	2,010,000	0	0.0%
Water - (531211)	883,696	950,000	66,304	7.5%
Gas - (531221)	29,108	61,127	32,019	110.0%
Electricity - (531231)	2,900,000	2,900,000	0	0.0%
Small Tools and Shop Supplies - (531601)	132,742	214,922	82,180	61.9%
Uniforms - (531701)	217,000	233,800	16,800	7.7%
Total Expenses	\$58,225,400	\$62,293,734	\$4,068,334	7.0%

MAJOR FY2024 AGENCY BUDGET ITEMS

The department's FY2024 Agency budget increased by \$4,068,334 from the FY2023 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 \$1,351,481 due to merit increase and compensation adjustments made throughout the year, as well as the unfreezing of 3 Maintenance Tech II positions, 1 Sr Roadway Special Project Manager, 1 Electrician, and 1 Maintenance Facilities Lead position
- Retirement Contributions increased \$230,881 due to merit increase and to reflect unfrozen positions
- Meeting expense increased \$6,900 due to rising costs of services used to support annual Maintenance Safety Rodeo and Pave the Way Day events
- Consulting/Professional decreased (\$302,000) to reflect historical spending trends
- Outside Maintenance Services increased \$1,498,759 due to new contract and contract price increase for routine maintenance, janitorial, trash and other services
- Rentals – Building Equipment decreased (\$8,500) to historical spending trends
- Telecommunications decreased (\$93,050) to historical spending trends
- Travel increased \$68,050 to include additional funding for snow and ice hotel costs and various conferences

- Dues and Subscriptions increased \$27,250 due to addition of HAAS Alert annual subscription in combination with telematics equipped on NTTA fleet. This service enables Waze users to automatically receive incident locations and warnings when NTTA Roadside Safety Services are on the scene to warn or re-route drivers to avoid delays
- Education and training increased \$27,758 to cover costs associated with commercial driver's license (CDL), safety and TxDOT courses required for new and existing employees
- Licenses increased \$13,217 to cover CDL expenses for new employees obtaining CDLs
- Other Materials and Supplies increased \$663,400 due to inflation and overall rising cost of materials
- Mobile Equipment expense increased \$154,885 due to increase in prices for automotive parts and growing fleet
- Water increased \$66,304 based on historic usage and rates
- Gas increased \$32,019 based on historic usage and increase in rates
- Small tools and shop supplies increased \$82,180 for new tools and equipment

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2024 Budget (see Other Funds section pages 117-131).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$11,532,922	\$0	\$0	\$11,532,922
Salaries and Wage-Overtime - (511301)	524,306	0	0	524,306
Retirement Contributions - (512401)	1,660,693	0	0	1,660,693
Meeting Expense - (521101)	14,000	0	0	14,000
Consulting/Professional - (521201)	98,000	0	0	98,000
Outside Maintenance Services - (521212)	33,637,844	0	0	33,637,844
Landscaping - (522202)	66,425	550,000	0	616,425
Rentals - Land - (522301)	357,000	0	0	357,000
Rentals - Equipment - (522302)	45,350	0	0	45,350
Telecommunications - (523202)	261,950	0	0	261,950
Travel - (523501)	90,150	0	0	90,150
Dues & Subscriptions - (523601)	59,885	0	0	59,885
Education and Training - (523701)	71,060	0	0	71,060
Licenses - (523801)	22,690	0	0	22,690
Temporary Contract Labor - (523851)	77,000	0	0	77,000
Office Supplies - (531101)	19,600	0	0	19,600
Other Materials and Supplies - (531102)	5,905,325	0	0	5,905,325
Mobile Equipment Expense - (531103)	1,479,285	0	0	1,479,285
Freight and Express - (531105)	400	0	0	400
Motor Fuel Expense - (531107)	2,010,000	0	0	2,010,000
Water - (531211)	950,000	0	0	950,000
Gas - (531221)	61,127	0	0	61,127
Electricity - (531231)	2,900,000	0	0	2,900,000
Small Tools and Shop Supplies - (531601)	214,922	0	0	214,922
Machinery - (531611)	0	1,684,700	0	1,684,700
Vehicles - (531621)	0	5,467,700	0	5,467,700
Uniforms - (531701)	233,800	0	0	233,800
Building Improvements - (541302)	0	4,778,554	6,667,590	11,446,144
FY2024 Totals	\$62,293,734	\$12,480,954	\$6,667,590	\$81,442,278
FY2023 Totals	\$58,225,400	\$7,913,955	\$4,407,107	\$70,546,462
Increase/(Decrease)	\$4,068,334	\$4,566,999	\$2,260,483	\$10,895,816

OTHER FUNDS VARIANCE

- **RMF – \$4,566,999** 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 – \$2,260,483** 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. Major projects include completion of Plano Maintenance Service Center expansion, design and construction of upgrading HVAC systems to meet the occupancy needs of MLP 6 and MLP8, and design and construction of HVAC and fire suppression upgrades for the Data Center in Gleneagles

POSITION SUMMARY

Maintenance Department			
Full-Time Positions	FY2023	FY2024	Difference
Roadway	115	115	0
Administrative Tech	2	2	0
Laborer	22	22	0
Lead Roadway Maintenance Tech	8	8	0
Maintenance Tech I	32	32	0
Maintenance Tech II	23	24	1
Roadway Maintenance Supervisor	6	6	0
Roadway Maintenance Supervisor Night	2	2	0
Roadway Manager	2	2	0
Senior Maintenance Technician	18	17	(1)
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
Senior 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	FY2023	FY2024	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	0	(1)
Mechanic	9	8	(1)
Project Coordinator	1	1	0
Senior Mechanic	2	2	0
Senior Sign Specialist	2	1	(1)
Senior Uplift Technician	0	1	1
Sign & Fabrication Supervisor	1	1	0
Upfit Supervisor	0	1	1
Upfit Technician	0	1	1
Warehouse Supervisor	1	1	0
Warehouse Team Lead	2	2	0
Administration	10	10	0
Admin Asst. Maintenance	1	1	0
Asset Manager	0	1	1
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	2	(1)
Sr. Roadway Special Project Manager	1	1	0
Total Full-Time Positions	193	193	0

- No changes to total FTEs

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 Toll Services Agreements (TSA).

FY2024 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Customer-Driven Organization

- Programs, projects, and processes that improve customers' experience including, automated and self-help options, and improve first contact resolution (ease of doing business with NTTA) scores
- Support NTTA business units by providing reliable services and continually enhancing/improving business systems and processes
- Meet or exceed targets for Call Center Performance Service Level and Customer Service Rating
- Develop alternative customer payment options, with a focus on expanding current options and locations to handle cash-backed TollTag accounts and ZipCash payments.
- Interoperability with Colorado, southeastern states, and the western US

Financially Sound & Vibrant Organization

- Provide executive oversight of Contact Center and Collections, Customer Care, Information Technology and NTTA's Five Year Capital Plan
- Meet or exceed targets for pursuable transactions, transponder penetration, system reliability, and revenue collection
- Provide reports and analyses and identify and implement customer service and process improvements by using the business intelligence systems and data analytics environment, implementing near real-time analysis of data at the lane, augmenting transactional data with customer behavior attributes, automating reports, and implementing predictive analytics

Respected Leader & Partner in Region's Transportation Network

- Provide customer-centric and reliable toll collection services for users of North Texas toll roads, including TSA partners, toll agencies within Texas, and Central United States and national interoperability partners
- Support innovation and share best practices in tolling and information technology in Texas and with national and international toll industry partners

Highly Qualified, Energized & Engaged Team

- Promote and practice Mission Forward principles
- Support an inclusive and collaborative environment to maximize productivity and excellence in the delivery of services
- Succession planning and career path development program

FY2024 KEY PERFORMANCE MEASURES

- Meet or exceed targets for Operations key performance measures:
 - Call center performance service level of 91.0% calls answered within 30 seconds
 - Collectible revenue of 90.5% at 12 months and 93.0% at 24 months
 - System reliability at 99.8%
- Business Operations budget drivers:
 - Revenue assurance and collections initiatives (14)

- Tolling Services and interoperability programs/agreements (9)
- Analysis and reports produced (200+), systems monitored (i.e., manual, automated, predictive) (3)
- Business intelligence system and supporting applications (8+)

DEPARTMENTAL FY2024 AGENCY BUDGET

Account	FY2023 Budget	FY2024 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$2,075,473	\$2,290,777	\$215,304	10.4%
Retirement Contributions - (512401)	289,011	309,271	20,260	7.0%
Meeting Expense - (521101)	1,000	3,775	2,775	277.5%
Consulting/Professional - (521201)	64,000	150,000	86,000	134.4%
Travel - (523501)	40,900	63,200	22,300	54.5%
Dues & Subscriptions - (523601)	16,700	17,200	500	3.0%
Education and Training - (523701)	12,209	16,800	4,591	37.6%
Office Supplies - (531101)	55,000	30,250	(24,750)	(45.0)%
Freight and Express - (531105)	215	215	0	0.0%
Total Expenses	\$2,554,508	\$2,881,488	\$326,980	12.8%

MAJOR FY2024 AGENCY BUDGET ITEMS

The department's FY2024 Agency budget increased by \$326,980 from the FY2023 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below:

- Salaries and Wages increased \$215,304 due to merit increase, compensation adjustments made throughout the year and the unfreezing of one GIS Analyst position
- Consulting/Professional increased \$86,000 to support ad hoc consulting projects to access consulting resources and external data sources to advance NTTA analytics capabilities
- Travel increased \$22,300 to cover expenses for IBTTA conferences
- Office supplies decreased (\$24,750) driven by reduced consumption of coffee supplies due to hybrid work environment

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2024 Budget. (See Other Funds section pages 117-131)

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$2,290,777	\$0	\$0	\$2,290,777
Retirement Contributions - (512401)	309,271	0	0	309,271
Meeting Expense - (521101)	3,775	0	0	3,775
Consulting/Professional - (521201)	150,000	0	0	150,000
Travel - (523501)	63,200	0	0	63,200
Dues & Subscriptions - (523601)	17,200	0	0	17,200
Education and Training - (523701)	16,800	0	0	16,800
Office Supplies - (531101)	30,250	0	0	30,250
Freight and Express - (531105)	215	0	0	215
FY2024 Totals	\$2,881,488	\$0	\$0	\$2,881,488
FY2023 Totals	\$2,554,508	\$0	\$0	\$2,554,508
Increase/(Decrease)	\$326,980	\$0	\$0	\$326,980

OTHER FUNDS VARIANCE

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

POSITION SUMMARY

Operations			
Full-Time Positions	FY2023	FY2024	Difference
Asst. Exec. Director Operations	1	1	0
Business Analytics/Sr Projects Manager	1	1	0
Business Intelligence Developer	1	0	(1)
Business Ops Manager	1	1	0
Enterprise Architect	0	1	1
Executive Assistant	1	0	(1)
GIS Analyst	3	3	0
GIS Manager	1	1	0
Manager Business Intelligence	1	1	0
Operations Analyst I	1	2	1
Operations Analyst II	1	1	0
Ops Analytics Manager	1	1	0
Project Manager	1	1	0
Sr. BI Developer	1	1	0
Sr ETL & Data Modeling Dev	0	1	1
Sr. Technical Lead	1	0	(1)
Total Full-time Positions	16	16	0

- During FY2023, the Executive Assistant position was reclassified to Operations Analyst I and BI Developer was reclassified to Sr. ETL & Data Modeling Dev

MAJOR BUSINESS FUNCTIONS

Provides executive level strategy and oversight, and analytical and reporting services for customer service, toll collection and information technology to support all business units within NTTA.

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.

FY2024 DEPARTMENT OBJECTIVES (SUPPORTING FIVE-YEAR STRATEGIC GOALS)

Delivering Transportation Solutions

- Continue planning, design and delivery of NTTA’s Five-Year Capital Plan commitments
- Continue construction of the Dallas North Tollway (DNT) fourth lane widening project in Frisco
- Begin construction of the DNT extension 4A from US 380 to FM 428 in Celina
- 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

FY2024 KEY PERFORMANCE MEASURES

- Establish total project budgets in line with established policy and procedures and deliver project commitments within the total project budget, including project change orders
- Establish project schedules in line with regional priorities, transportation needs and available funds and delivery projects on that schedule

DEPARTMENTAL FY2024 AGENCY BUDGET

Account	FY2023 Budget	FY2024 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$2,457,676	\$2,987,749	\$530,073	21.6%
Retirement Contributions - (512401)	337,767	419,818	82,051	24.3%
Meeting Expense - (521101)	500	500	0	0.0%
Travel - (523501)	5,000	5,000	0	0.0%
Dues & Subscriptions - (523601)	1,157	1,157	0	0.0%
Education and Training - (523701)	10,486	10,486	0	0.0%
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	\$2,815,701	\$3,427,826	\$612,124	21.7%

MAJOR FY2024 AGENCY BUDGET ITEMS

The department’s FY2024 Agency budget increased \$612,124 from the FY2023 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 \$530,073 due to merit increase and compensation adjustments made throughout the year, as well as to reflect the unfreezing of 1 Director of Project Delivery position and 1 Project Manager Project Delivery position.
- Retirement Contributions increased \$82,051 to reflect unfrozen positions.

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2024 Budget (see Other Funds section pages 117-131).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$2,987,749	\$0	\$0	\$2,987,749
Retirement Contributions - (512401)	419,818	0	0	419,818
Meeting Expense - (521101)	500	0	0	500
General Engineering - (521213)	0	3,100,000	23,240,109	26,340,109
Consulting/Profess Serv Tech - (521301)	0	3,352,529	0	3,352,529
Signing Expense - (522203)	0	2,230,000	0	2,230,000
Pavement Markings - (522204)	0	5,566,000	0	5,566,000
Pavement & Shoulders - (522205)	0	18,038,000	0	18,038,000
Bridge Repairs - (522206)	0	5,830,000	0	5,830,000
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	0	0
Infrastructure Rdway/Hwy/Bridg - (541401)	0	16,153,000	172,524,523	188,677,523
Infrastructure Right -of -Way - (541402)	0	0	223,163	223,163
Right of Way (ID #365) - (173003)	0	0	30,000	30,000
FY2024 Totals	\$3,427,826	\$54,269,529	\$196,017,795	\$253,715,150
FY2023 Totals	\$2,815,701	\$50,276,916	\$104,251,404	\$157,344,021
Increase/(Decrease)	\$612,124	\$3,992,613	\$91,766,391	\$96,371,128

OTHER FUND VARIANCE

- **RMF - \$3,992,613** 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 - \$91,766,391** 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	FY2023	FY2024	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	2	1	(1)
Right of Way Manager	1	1	0
Roadway Project Manager	2	2	0
Sr Corridor Manager	1	1	0
Sr Manager of Project Delivery	1	1	0
Sr Manager of Engineering Infrastructure Assets	1	1	0
Sr Program Manager of Planning/Environment	1	1	0
Sr Project Manager of PD	0	1	1
Sr 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 FY2024 budget, the Project Delivery department will continue to bring value to 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 engineering, safety and emergency operations.

FY2024 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

Financially Sound & Vibrant Organization

- Continue to improve the process to recover 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

Highly Qualified, Energized & Engaged Team

- Increase opportunities for employee advancement, as well as the ability for employees to learn and develop additional skills

FY2024 KEY PERFORMANCE MEASURES

- Clear incidents such as motorist assists and roadway debris in less than 18:00 minutes. The total call time is the amount of time from identification to the final departure from the scene. Clear crashes from the roadway in less than 56:00 minutes. The total call time is the amount of time from identification of a crash to all travel lanes being restored

DEPARTMENTAL FY2024 AGENCY BUDGET

Account	FY2023 Budget	FY2024 Budget	Variance	Variance %
Salaries and Wages-Direct - (511101)	\$7,180,792	\$8,419,638	\$1,238,845	17.3%
Salaries and Wage-Overtime - (511301)	23,270	23,270	0	0.0%
Retirement Contributions - (512401)	1,025,899	1,117,560	91,661	8.9%
Meeting Expense - (521101)	1,000	1,000	0	0.0%
Consulting/Professional - (521201)	36,500	36,500	0	0.0%
Police Services (DPS) - (521208)	12,223,499	15,540,499	3,317,000	27.1%
Outside Maintenance Services - (521212)	51,542	109,042	57,500	111.6%
Insurance Expense - Other - (523101)	7,248,478	7,048,478	(200,000)	(2.8)%
Promotional Expenses - (523304)	5,080	5,080	0	0.0%
Travel - (523501)	9,295	17,726	8,431	90.7%
Dues & Subscriptions - (523601)	4,805	5,735	930	19.4%
Education and Training - (523701)	25,837	33,413	7,575	29.3%
Liability Claims - (523902)	9,800	9,800	0	0.0%
Office Supplies - (531101)	9,854	9,854	0	0.0%
Other Materials and Supplies - (531102)	126,755	138,214	11,459	9.0%
Freight and Express - (531105)	106	106	0	0.0%
Uniforms - (531701)	96,492	106,463	9,971	10.3%
Total Expenses	\$28,079,005.03	\$32,622,377	\$4,543,372	16.2%

MAJOR FY2024 AGENCY BUDGET ITEMS

The department's FY2024 Agency budget increased by \$4,543,372 from the FY2023 budget. All variances that exceed \$50,000, along with variances that are greater than both 15% and \$5,000, explained below:

- Salaries and Wages increased \$1,238,845 due to merit increase, compensation adjustments made throughout the year and unfreezing and reclass of several RSS and SOC positions
- Retirement Contributions increased \$91,661 due to merit increase
- Police services (Department of Public Safety) increased \$3,317,000 based on state-approved increase costs for troopers in addition to providing funding for additional DPS troopers
- Outside Maintenance Services increased \$57,500 due to additional costs for license fees for crash analytic software and user fees for RSS/DPS radios
- Insurance Expense decreased (\$200,000) due to newer estimates received
- Travel expense increased \$8,431 to allow for added costs for hotel reimbursement during snow and ice events
- Education and Training increased \$7,575 due to additional First Aid/CPR class for NTTA and RSS employees

ALL FUNDS

The following is a summary of the departmental total budget for the Agency and all other funds in the NTTA System FY2024 Budget (see Other Funds section pages 117-131).

Account	Agency	RMF	CIF	Total Budget
Salaries and Wages-Direct - (511101)	\$8,419,638	\$0	\$0	\$8,419,638
Salaries and Wage-Overtime - (511301)	23,270	0	0	23,270
Retirement Contributions - (512401)	1,117,560	0	0	1,117,560
Meeting Expense - (521101)	1,000	0	0	1,000
Consulting/Professional - (521201)	36,500	0	0	36,500
Traffic Engineering Fees - (521207)	0	125,000	325,000	450,000
Police Services (DPS) - (521208)	15,540,499	0	0	15,540,499
Outside Maintenance Services - (521212)	109,042	0	0	109,042
Insurance Expense - Other - (523101)	7,048,478	0	0	7,048,478
Promotional Expenses - (523304)	5,080	0	0	5,080
Travel - (523501)	17,726	0	0	17,726
Dues & Subscriptions - (523601)	5,735	0	0	5,735
Education and Training - (523701)	33,413	0	0	33,413
Liability Claims - (523902)	9,800	0	0	9,800
Office Supplies - (531101)	9,854	0	0	9,854
Other Materials and Supplies - (531102)	138,214	0	0	138,214
Freight and Express - (531105)	106	0	0	106
Small Tools and Shop Supplies - (531601)	0	130,000	0	130,000
Uniforms - (531701)	106,463	0	0	106,463
Infrastructure Rdway/Hwy/Bridg - (541401)	0	0	16,920,000	16,920,000
Infrastructure - Other - (541403)	0	0	0	0
FY2024 Totals	\$32,622,377	\$255,000	\$17,245,000	\$50,122,377
FY2023 Totals	\$28,079,005	\$250,000	\$7,435,000	\$35,764,005
Increase/(Decrease)	\$4,543,372	\$5,000	\$9,810,000	\$14,358,372

OTHER FUNDS VARIANCE

- **RMF – \$5,000**
- **CIF – \$9,810,000** 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	FY2023	FY2024	Difference
Administration	16	15	(1)
Administrative Assistant	1	1	0
Assistant Director TIM Operations	1	1	0
Assistant Traffic Engineer	1	1	0
Citation Support Supervisor	1	0	(1)
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	0	(1)
Admin Assistant Team Lead	0	1	1
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	78	1
Roadway Safety Service Manager	1	1	0
Roadway Safety Service Specialist	52	52	0
Roadway Safety Service Supervisor	4	4	0
RSS Assistant Manager	0	1	1
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

- In FY2024, several RSS and SOC positions will be unfrozen and reclassified.

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:

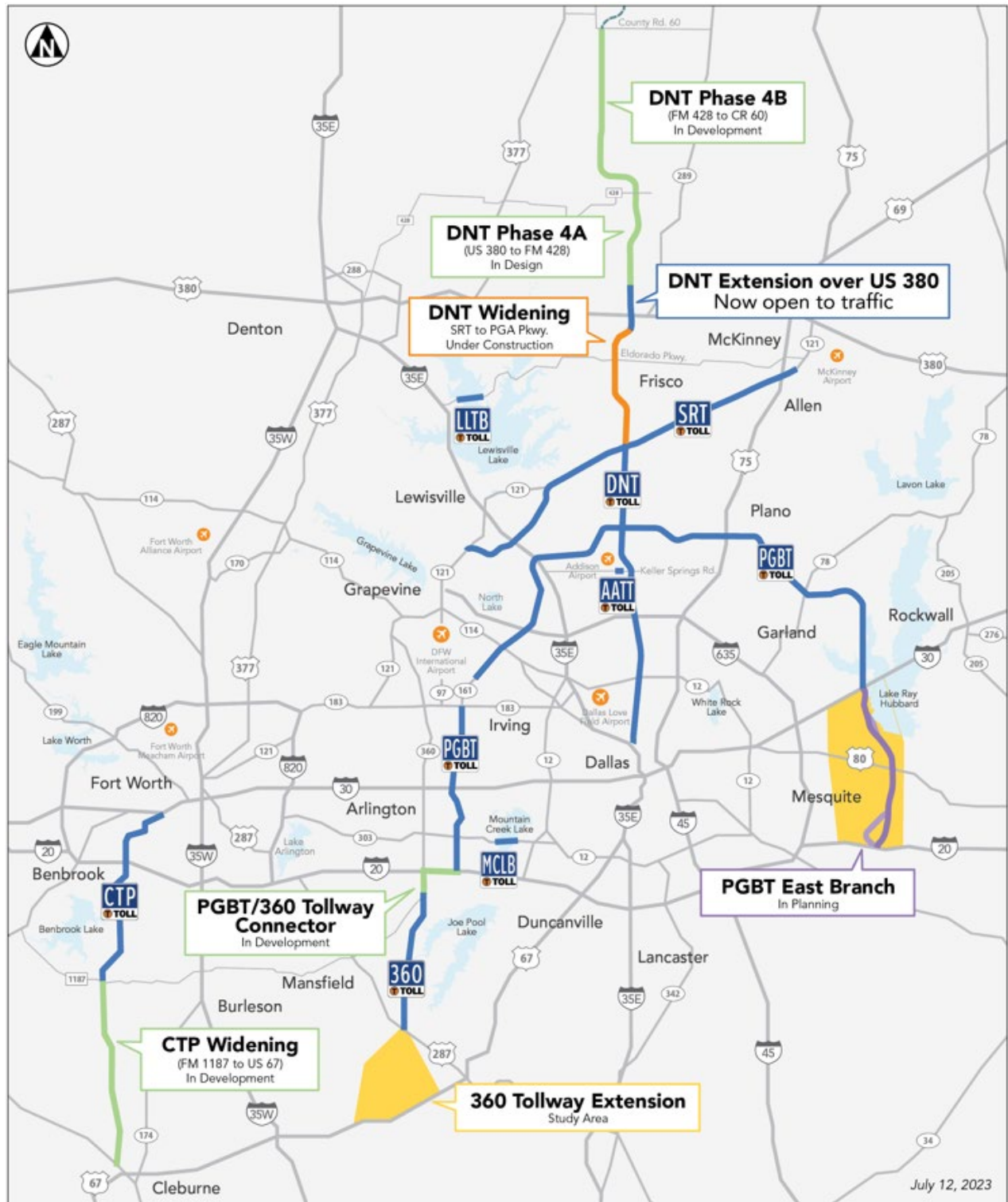
- **Administration Division** – Includes Loss Prevention, Safety, Emergency Management, and Traffic Engineering. This group manages agency-wide programs to mitigate risk, recover lost revenue due to traffic interruptions, develop and manage emergency management and business continuity strategies, develop 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.



Roadside Safety Services providing traffic control

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

FY2024 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 FY2024 as outlined in the FY2024-FY2028 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.

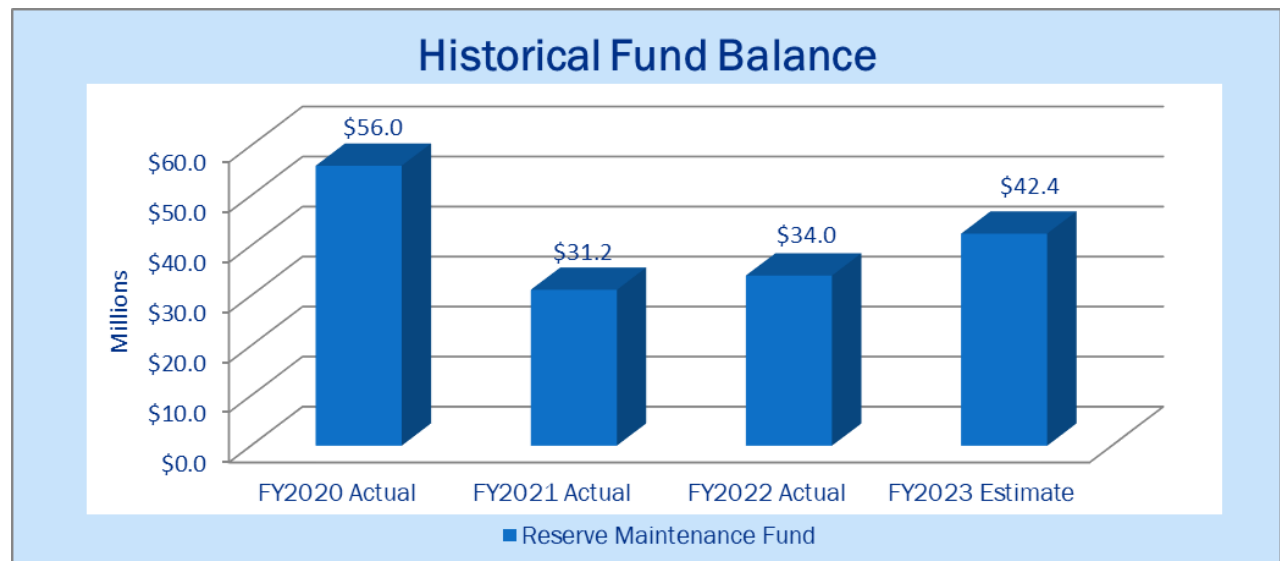
HARDWARE/SOFTWARE REPLACEMENTS AND UPGRADES

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.

FY2024 Projects	
Systemwide Roadway Improvements	\$29,763,000
Computers, Servers and Equipment - New & Replacement, including software	13,185,000
Pavement Repairs	18,038,000
Trucks, Fleet & Equipment - New & Replacement	7,152,400
General Engineering Fees	2,900,000
Facility Improvements	4,778,554
Annual Inspection - Required by GASB 34 Modified Approach	3,352,529
Pavement Restriping	5,566,000
Total FY2024 RMF Projects	84,735,483
Professional, Audit and Legal Fees	314,000
Total FY2024 Reserve Maintenance Fund Cost	\$85,049,483

CALCULATION OF DEPOSIT TO RESERVE MAINTENANCE FUND FY2024

Reserve Maintenance Fund Uncommitted Balance 1/1/2024		\$42,396,998
Estimated FY2024 Project Costs		
Software / Licensing	(450,000)	
Computer / Servers / Equipment	(12,735,000)	
Facility Improvements / Fleet	(15,283,483)	
Roadway Maintenance	<u>(56,267,000)</u>	
Total RMF Projects Cost		(84,735,483)
Professional Fees, Audit Fees, Legal Fees		<u>(314,000)</u>
Total Estimated FY2024 RMF Cost		(85,049,483)
Estimated Balance before Deposit		<u>(42,652,485)</u>
Estimated Deposit to Reserve Maintenance Fund		42,652,485
Estimated Uncommitted Cash Account Balance at 12/31/2024		-
RMF Required Reserve Balance at 12/31/2024		<u>5,000,000</u>
Estimated RMF Balance as of 12/31/2024		\$ 5,000,000
FY2024 Required Deposit to Reserve Maintenance Fund Calculation		
Estimated Fund Balance at 12/31/24	\$5,000,000	
Required Trust Agreement Balance	<u>5,000,000</u>	
Fully Funded no additional Deposit Required for FY2024	<u>\$ -</u>	



The FY2023 Reserve Maintenance Fund has \$42.4 million expected to be utilized in FY2024 and the required deposit balance of \$5.0 million.

RESERVE MAINTENANCE FUND – (1201) BUDGET COMPARISONS FY2024 TO FY2023

Department	FY2023 Budget	FY2024 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	11,630	0	(11,630)	(100.0%)
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	59,000	(11,630)	(16.5%)
Operational Services:				
Contact Center and Collections	0	0	0	0.0%
Information Technology	19,033,000	17,985,000	(1,048,000)	(5.5%)
Maintenance	7,913,955	12,480,954	4,566,999	57.7%
Operations	0	0	0	0.0%
Project Delivery	50,276,916	54,269,529	3,992,613	7.9%
Traffic & Incident Mgmt.	250,000	255,000	5,000	2.0%
Total Operational Services	77,473,871	84,990,483	7,516,612	9.7%
Shared Services	0	0	0	0.0%
Grand Totals	\$77,544,501	\$85,049,483	\$7,504,982	9.7%

MAJOR FY2024 BUDGET ITEMS

The FY2024 budget increased by \$7,504,982 from the FY2023 budget. Major changes to the department's budgets are explained below.

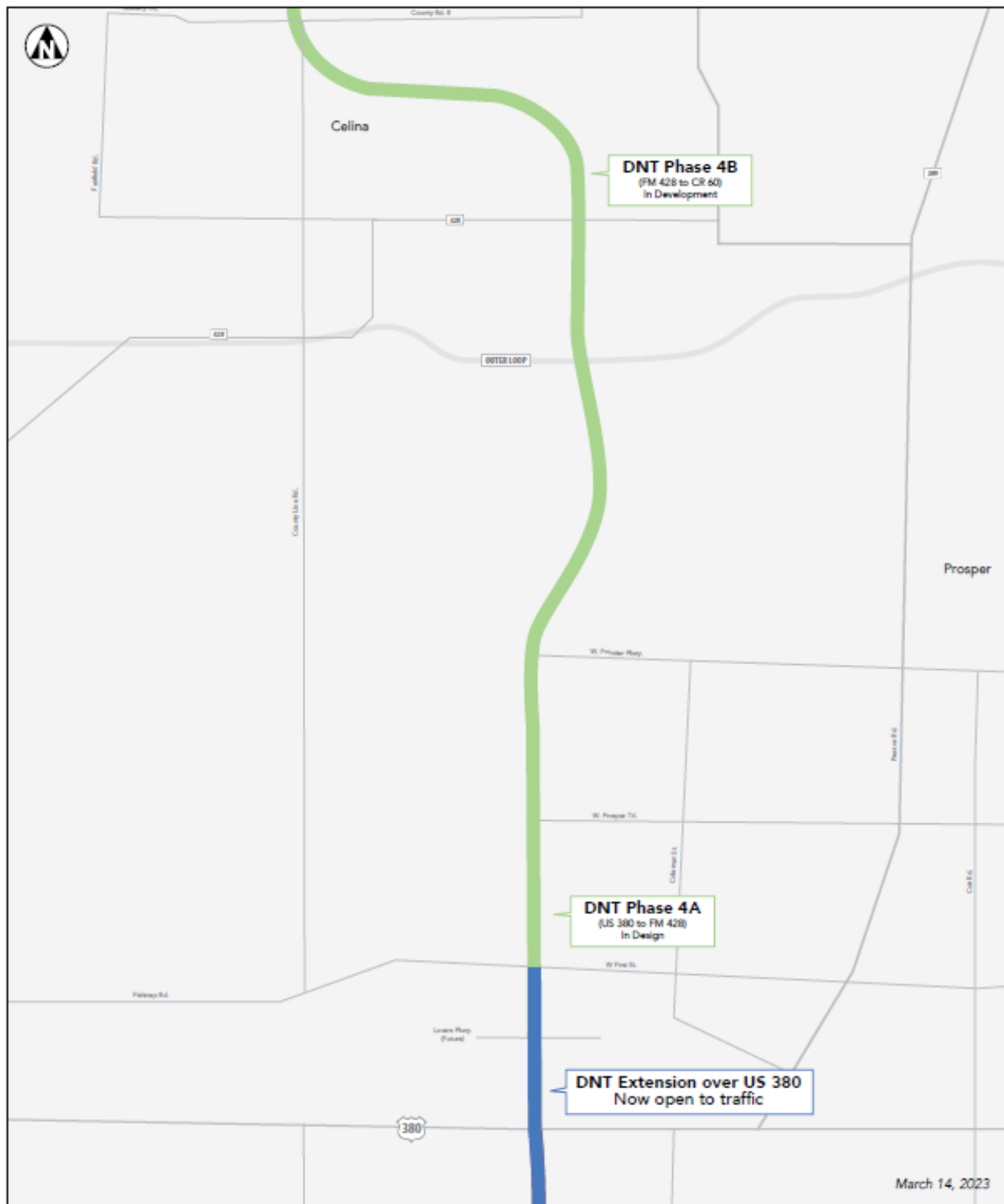
- Human Resources – Decreased **(\$11,630)** due to auditing fees moving to OMF
- Information Technology – Decreased **(\$1,048,000)** due to reduced spending in system wide roadway technology improvements
- Maintenance – Increased \$4,566,999 due to increased fleet, machinery and comprehensive maintenance agreements
- Project Delivery – Increased \$3,992,613 due to due to scheduling of system wide roadway improvements and pavement repairs

RESERVE MAINTENANCE FUND – (1201) ESTIMATE FY2024

Department	Account	
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)	450,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	4,800,000
	Information Technology Total	17,985,000
Maintenance	Landscaping - (522202)	550,000
	Machinery - (531611)	1,684,700
	Vehicles - (531621)	5,467,700
	Building Improvements - (541302)	4,778,554
	Maintenance Total	12,480,954
Project Delivery	General Engineering - (521213)	3,100,000
	Consulting/Profess Serv Tech - (521301)	3,352,529
	Signing Expense - (522203)	2,230,000
	Pavement Markings - (522204)	5,566,000
	Pavement & Shoulders - (522205)	18,038,000
	Bridge Repairs - (522206)	5,830,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	16,153,000
	Project Delivery Total	54,269,529
Traffic & Incident Mgmt.	Traffic Engineering Fees - (521207)	125,000
	Small Tools and Shop Supplies - (531601)	130,000
	Traffic & Incident Mgmt. Total	255,000
Total		\$85,049,483

DALLAS NORTH TOLLWAY PHASE 4A

Phase 4A runs 6 miles from north of U.S.380 to south of FM428. Construction will build northbound and southbound mainlanes and is estimated at \$95.7million for FY2024. Approximately \$16 million of the cost will be reimbursed by the Town of Prosper and the City of Celina in FY2027.



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 FY2024 costs are \$41.2 million.

REPAIR OF RETAINING WALLS

Repairs of several retaining wall projects to address identified issues. The estimated FY2024 costs are \$22.2 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 FY2024 costs are \$30.4 million.

BUILDINGS

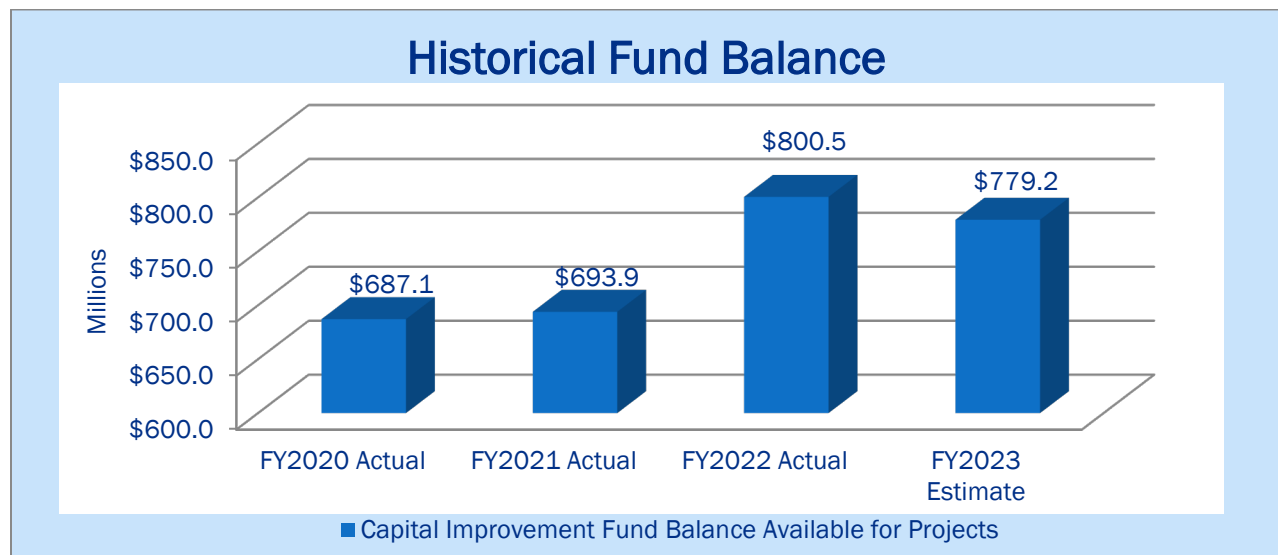
Buildings are being constructed, modified, improved or expanded as the NTTA System expands. Annual reviews are conducted to identify any required improvements. The estimated FY2024 costs are \$6.7 million.

THE FOLLOWING IS THE LIST OF PROJECTS AND PURCHASES FOR FY2024

Capital Improvement Fund Projects	
DNT PH4A	\$95,730,005
Dallas North Tollway Widening (SRT to U.S. 380)	51,204,174
System Enhancements	41,195,000
Systemwide Roadway Improvements	30,420,025
MSE Wall Stabilization and Maintenance Program	22,200,000
CTP South 2-lanes	7,621,297
Systemwide Facility Improvements	6,667,590
Disaster Recovery	6,250,000
Planned Collection Initiatives	5,000,000
PCI Compliance	3,100,000
PGBT East Branch	2,848,570
Intelligent Transportation Systems	2,500,000
Multi-Channel Communications	2,500,000
Professional, Legal Fees	1,970,900
CTP Worth Creek Parkway Overpass	1,433,724
National Interoperability	1,000,000
GIS Enhancement	600,000
SRT Widening	550,000
PeopleSoft HR HCM Enhancements	300,000
Dallas North Tollway Phase 4A Bridges over U.S. 380	280,000
PGBT/360 Tollway Connector	250,000
CSC Business Continuity	100,000
Total Project Costs	283,721,285
Cash transfer to CIF Rainy Day Fund Account	25,000,000
Cash transfer to Debt Service Fund for ISTEPA Payment	0
Cash transfer to CIF Bond Payment Account	8,636,443
Total Expenditures	\$317,357,728

ESTIMATED CAPITAL IMPROVEMENT FUND REQUIREMENTS FY2024

Capital Improvement Fund Balance Available for Projects 1/1/2024		\$779,237,835
FY2024 Estimated Cash Inflows		
Estimated Deposit from Revenue Fund	285,792,629	
Reimbursement from Prosper - US 380	7,600,000	
Denton County ILA - DNT Phase 4B	10,000	
DNT Expansion ILA - SRT to US 380 (City of Frisco)	1,000,000	
Total Cash Inflows		294,402,629
FY2024 Estimated Cash Outflows		
CIF Rainy Day Fund	(25,000,000)	
CIF Bond Payment Account	(8,636,443)	
CIF Subordinate Debt	0	
Total Payments		(33,636,443)
Estimated CIF Projects Cost	(283,721,285)	
LOC Professional Fees, Audit Fees, Legal Fees	0	
Total CIF Projects Cost		(283,721,285)
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		(317,357,728)
Estimated Balance Available for Projects at 12/31/2024		756,282,736
FY2024 CIF Bond Payment Account balance		8,669,813
FY2024 CIF Rainy Day Fund Account balance		125,000,000
Estimated Total CIF Cash Balances at 12/31/2024		\$889,952,549



The Capital Improvement Fund has \$779.2 million expected to be utilized on planned projects.

CAPITAL IMPROVEMENT FUND - (1501) BUDGET COMPARISONS FY2024 TO FY2023

Department	FY2023 Budget	FY2024 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	0	(93,040)	(100.0%)
Legal Services	250,000	650,000	400,000	160.0%
Procurement and Business Diversity	12,000	12,000	0	0.0%
Public Affairs	0	0	0	0.0%
Treasury & Financial Planning	233,900	733,900	500,000	213.8%
Total Administrative Services	588,940	1,395,900	806,960	137.0%
Operational Services:				
Contact Center and Collections	0	0	0	0.0%
Information Technology	51,192,234	62,395,000	11,202,766	21.9%
Maintenance	4,407,107	6,667,590	2,260,483	51.3%
Operations	0	0	0	0.0%
Project Delivery	104,251,404	196,017,795	91,766,391	88.0%
Traffic & Incident Mgmt.	7,435,000	17,245,000	9,810,000	131.9%
Total Operational Services	167,285,745	282,325,385	115,039,640	68.8%
Shared Services	0	0	0	0.0%
Grand Totals	\$167,874,685	\$283,721,285	\$115,846,600	69.0%

MAJOR FY2024 BUDGET ITEMS

The FY2024 budget increased by \$115,846,600 from FY2023 budget. Major changes to the department's budgets are explained below.

- Internal Audit – Decreased **(\$93,040)** due to auditing fees moving to Accounting.
- Legal Services – Increased \$400,000 to fund the civil litigation program.
- Treasury & Financial Planning – Increased \$500,000 due to increasing Trustee Fee and Traffic Engineering (T&R) studies
- Information Technology – Increased \$11,202,766 due to increased spending for consulting and software.
- Maintenance – Increased \$2,260,483 mainly due to projects identified in the Five-Year Capital Plan and as a result of the Annual Inspection. Major projects include completion of Plano Maintenance Service Center Expansion, design and construction of upgrading HVAC systems to meet the occupancy needs of MLP 6 and MLP8, and design and construction of HVAC and fire suppression upgrades for Data Center in Gleneagles.
- Project Delivery – Increased \$91,766,391 mainly due to the schedule of the following capital improvement projects;
 - DNT Phase 4A – \$95,730,005
 - DNT Widening (SRT to U.S. 380) – \$51,204,174
 - MSE Wall Program – \$22,200,000
 - CTP South 2-Lanes - \$7,621,297
- Traffic & Incident Management – Increased \$9,810,000 due to increased spending for traffic and safety flow.

CAPITAL IMPROVEMENT FUND – (1501) ESTIMATE FY2024

Department	Account	
Legal Services	Legal Fees - (521202)	650,000
	Legal Services Total	650,000
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)	500,000
	Treasury & Financial Planning Total	733,900
Information Technology	Consulting/Profess Serv Tech - (521301)	25,125,000
	Computers - (531641)	8,550,000
	Software - (531651)	28,245,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	300,000
	Infrastructure - Other - (541403)	175,000
	Information Technology Total	62,395,000
Maintenance	Building Improvements - (541302)	6,667,590
	Maintenance Total	6,667,590
Project Delivery	Right of Way (ID #365) - (173003)	30,000
	General Engineering - (521213)	23,240,109
	Utility Relocation Costs - (531261)	0
	Infrastructure Rdway/Hwy/Bridg - (541401)	172,524,523
	Infrastructure Right -of -Way - (541402)	223,163
	Project Delivery Total	196,017,795
Traffic & Incident Mgmt.	Traffic Engineering Fees - (521207)	325,000
	Infrastructure Rdway/Hwy/Bridg - (541401)	16,920,000
	Traffic & Incident Mgmt. Total	17,245,000
Total		\$283,721,285

Enterprise Fund

FY2024 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, 3C). 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 FY2024 budget includes the cost to provide those services based on the estimated number of transactions NTTA will process for NETRMA.

Transaction	FY20223	FY2024	Variance
Developer TSA's	115,122,613	133,978,086	18,855,473
Regional TSA's	64,168,842	72,972,290	8,803,448
NETRMA	12,700,000	15,308,005	2,608,005
Total Transactions	191,991,455	222,258,381	30,266,926

ESTIMATED FY2024 BUDGET

Revenue	FY2024
Fees For Service	
Tolling Services Provider Fees	\$ 51,025,837
Total Fees for Service	51,025,837
Other Revenue	
IOP Fees	6,105,929
Airport Fees	5,027,601
Late Fees	14,048,073
Total Other Revenue	25,181,603
Total Revenue	\$ 76,207,440
Expense	
NTTA Processing Expenses	31,989,314
Net Available to offset collection exposure	\$ 44,218,125



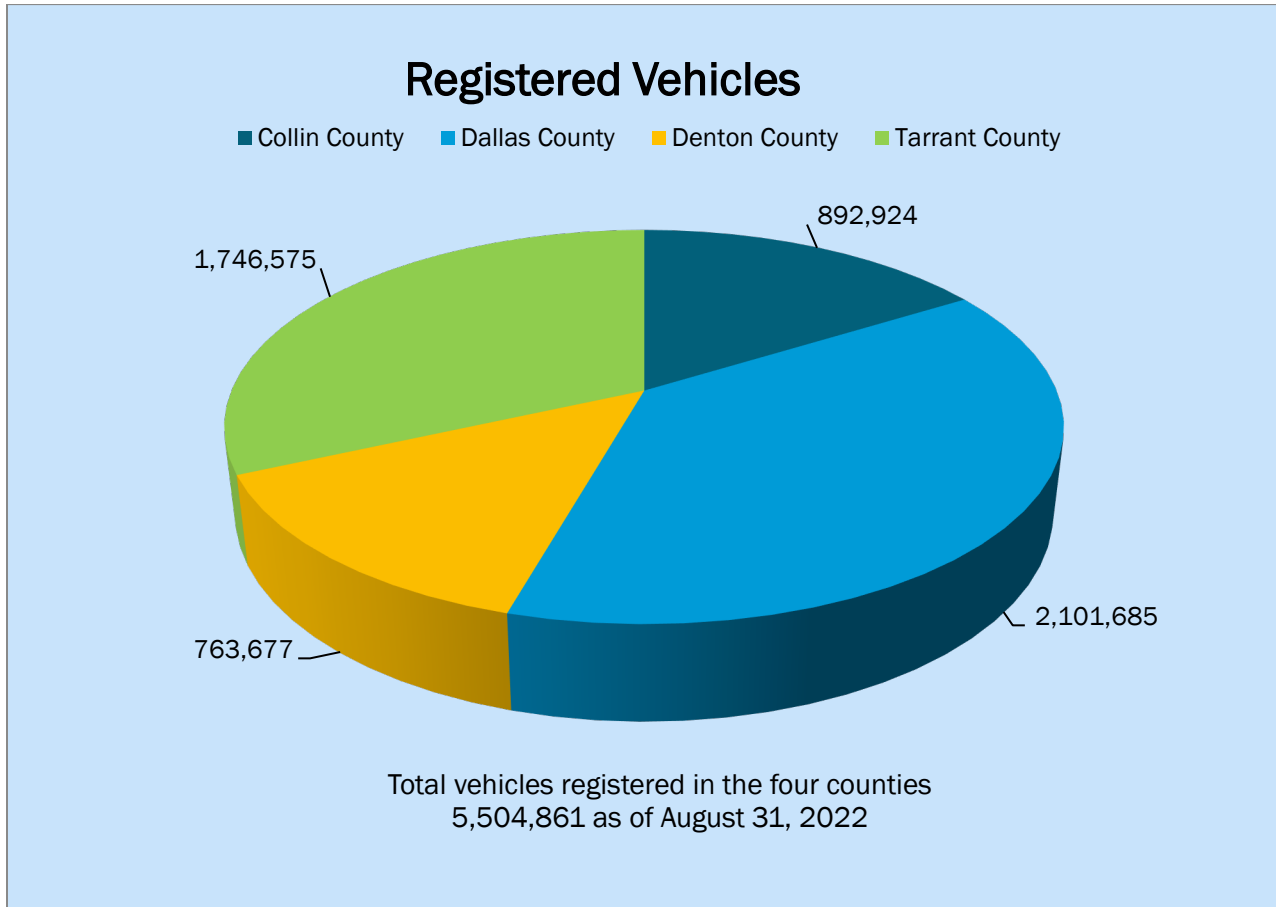
Roadway Information Technology installing new cameras at Dallas North Tollway extension bridge over US 380



Roadway Safety Services assisting a customer

Statistical Data

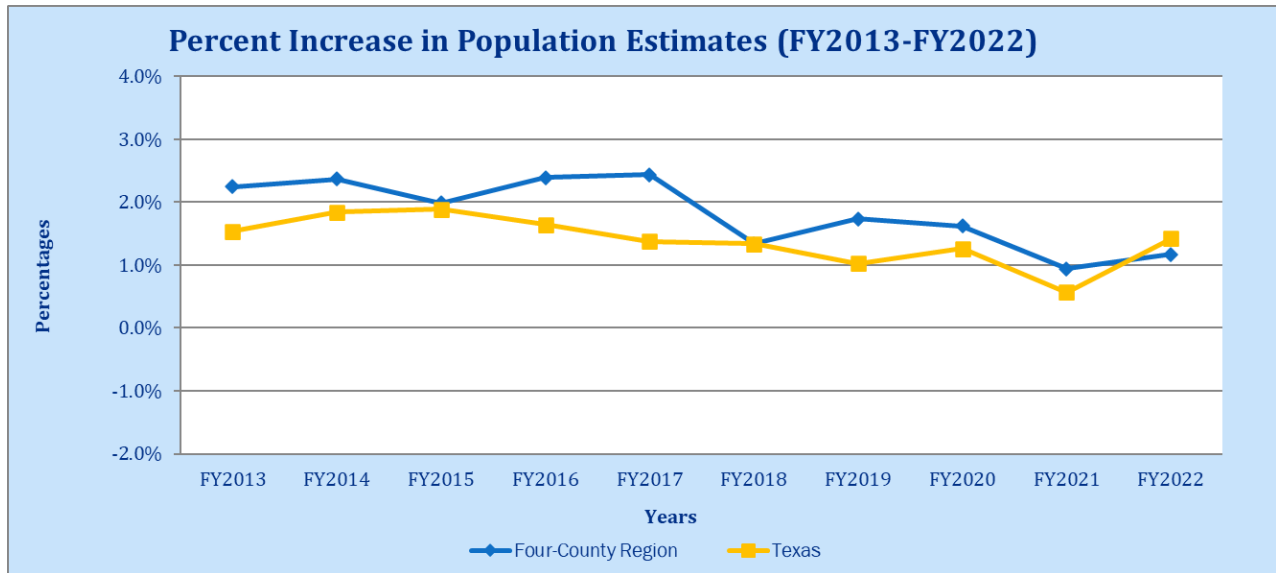
The North Texas four-county region has 5.5 million registered vehicles as of FY2022. The region's population has grown by 27.7 % since FY2013. The average household income has grown by 35.5% with an average unemployment rate of 3.1%.



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

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

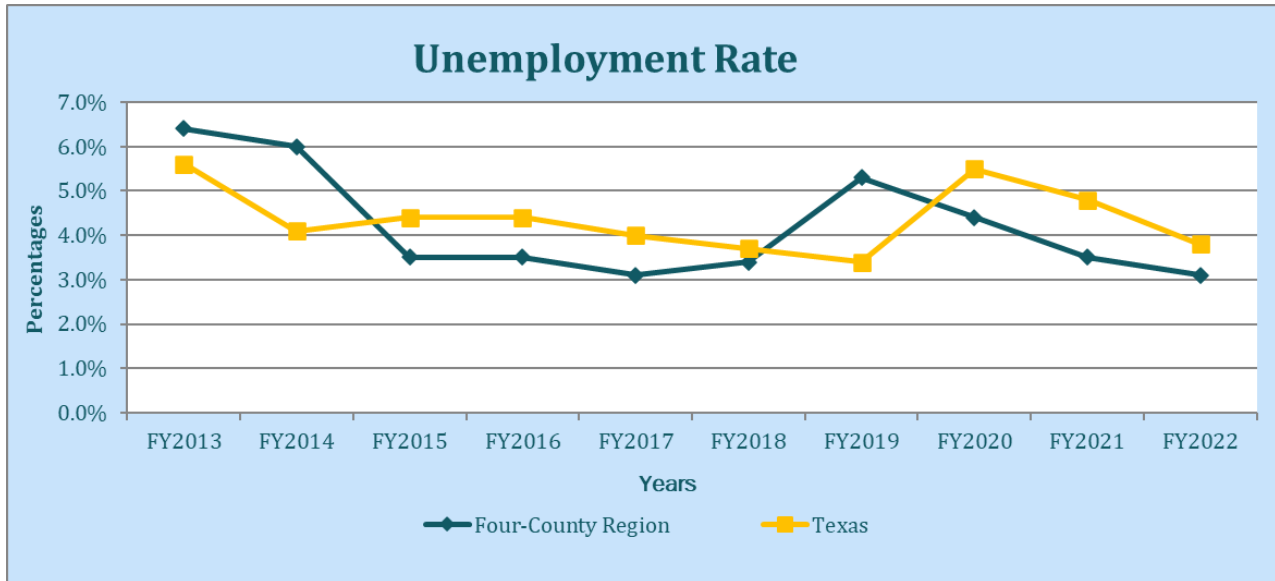
Year	COLLIN	DALLAS	DENTON	TARRANT	Est. Four County Regional Totals	Estimated Texas Totals	Percentage Change (From Prior Year)	
							Four-County Region	Texas
FY2013	834,642	2,453,843	694,050	1,858,921	5,841,456	26,489,464	2.24%	1.53%
FY2014	854,778	2,480,331	713,200	1,931,335	5,979,644	26,977,142	2.37%	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%
FY2022	1,109,462	2,586,050	976,720	2,170,962	6,843,194	29,947,238	1.17%	1.42%
Increase/Decrease Total from FY2013 to FY2022	274,820	132,207	282,670	312,041	1,001,738	3,457,774	27.7%	24.8%



Source: [US Census Bureau](#)

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

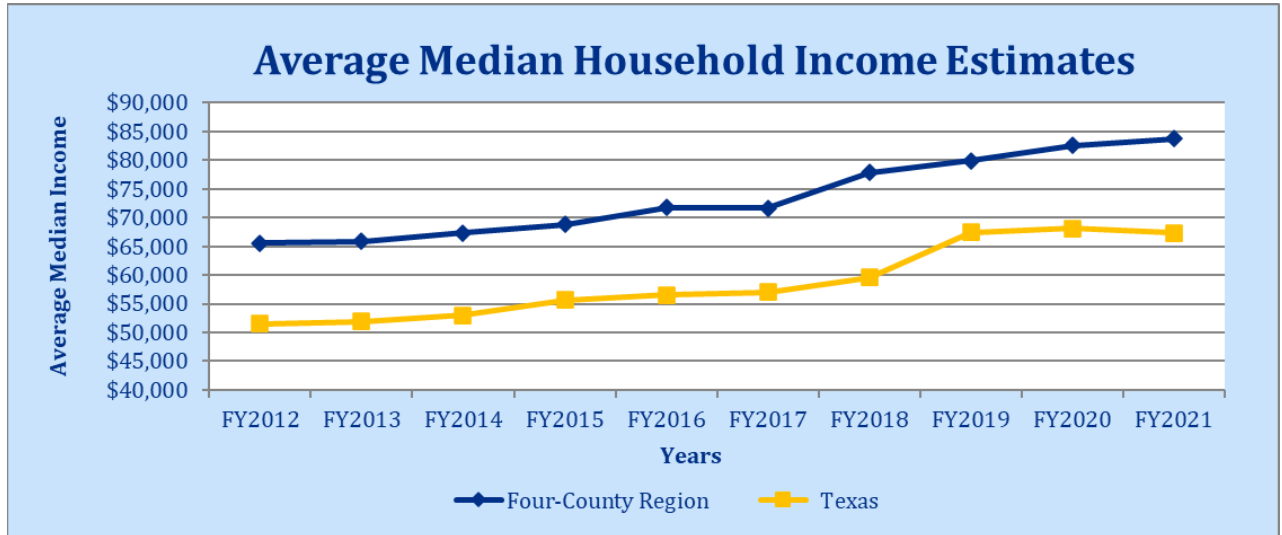
Year	COLLIN	DALLAS	DENTON	TARRANT	Combined Four County Regional		Texas		Unemployment Rate	
					Estimated Totals	Estimated Totals	Estimated Totals	Estimated Totals	Four-County Region	Texas
FY2013	330,300	1,509,000	195,500	812,600	2,847,400	11,091,900			6.4%	5.6%
FY2014	346,400	1,558,500	205,800	825,600	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%
FY2022	510,500	1,819,000	293,900	978,300	3,601,700	13,371,100			3.1%	3.8%
Increase Total from Year FY2013 to Year FY2022	180,200	310,000	98,400	165,700	754,300	2,279,200				



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	Texas	Percentage Change from Prior Years	
					Totals		Four-County Region	Texas
					Estimated Avg Median Income	Estimated Avg Median Income		
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%
FY2021	\$102,119	\$63,549	\$98,027	\$71,399	\$83,774	\$67,321	1.46%	-1.13%
Averaged Yearly Totals	\$91,743	\$55,960	\$82,689	\$63,631	\$73,506	\$58,820	2.88%	3.22%



Source: [US Census Bureau](#)

Top 10 Employers in Four-County Region

2022

COLLIN COUNTY TOP TEN EMPLOYERS

EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
STATE FARM INSURANCE CORPORATE OFFICE	10,000	1.64%	INSURANCE
JP MORGAN CHASE	8,108	1.33%	FINANCIAL SERVICES
FRISCO INDEPENDENT SCHOOL DISTRICT	8,088	1.33%	EDUCATION
CAPITAL ONE FINANCE	7,273	1.20%	FINANCIAL SERVICES
BANK OF AMERICA	4,500	0.74%	FINANCIAL SERVICES
RAYTHEON INTELLIGENCE & SPACE	4,347	0.71%	TECHNOLOGY
TOYOTA NORTH AMERICA HQ	4,018	0.66%	AUTOMOTIVE
UNIVERSITY OF TEXAS AT DALLAS	3,455	0.57%	EDUCATION
BLUE CROSS BLUE SHIELD OF TEXAS	3,100	0.51%	INSURANCE
MCKINNEY INDEPENDENT SCHOOL DISTRICT	2,749	0.45%	EDUCATION
Total	55,638	9.14%	

DALLAS COUNTY TOP TEN EMPLOYERS

EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
TEXAS HEALTH RESOURCES	27,000	1.03%	NONPROFIT HEALTH CARE
LOCKHEED MARTIN AERONAUTICS COMPANY	22,000	0.84%	MILITARY AIRCRAFT DESIGN & PRODUCTION
UT SOUTHWESTERN MEDICAL CENTER	21,539	0.82%	HEALTH CARE PROVIDER
MEDICAL CITY HEALTHCARE	17,000	0.65%	HEALTH CARE PROVIDER
BANK OF AMERICA	13,850	0.53%	FINANCIAL SERVICES
UNIVERSITY OF NORTH TEXAS SYSTEMS	13,275	0.51%	EDUCATION
PARKLAND HEALTH & HOSPITAL SYSTEMS	12,966	0.50%	HEALTH CARE PROVIDER
GENERAL MOTORS	10,512	0.40%	AUTOMOTIVE
STATE FARM	9,950	0.38%	INSURANCE
THE UNIVERSITY OF TEXAS @ ARLINGTON	7,938	0.30%	EDUCATION
Total	156,030	5.96%	

DENTON COUNTY TOP TEN EMPLOYERS

EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
UNIVERSITY OF NORTH TEXAS	8,891	1.61%	EDUCATION
LEWISVILLE INDEPENDENT SCHOOL DISTRICT	7,500	1.36%	EDUCATION
SCHWAB	7,000	1.27%	FINANCIAL SERVICES
NEBRASKA FURNITURE MART	5,006	0.91%	RETAIL
DENTON ISD	4,331	0.78%	EDUCATION
ANDRETTI INDOOR CARTING & GAMES	3,000	0.54%	INDOOR GAMES
PETERBILT MOTORS	2,000	0.36%	MANUFACTURING
DENTON COUNTY	1,822	0.33%	MUNICIPALITY
WALMART (DISTRIBUTION CENTER & STORES)	1,734	0.31%	RETAIL
ADVENTHEALTH	1,633	0.30%	HEALTH CARE PROVIDER
Total	42,917	7.77%	

TARRANT COUNTY TOP TEN EMPLOYERS

EMPLOYER	NUMBER OF EMPLOYEES	PERCENTAGE OF TOTAL EMPLOYMENT	INDUSTRY
AMRCORP./AMERICAN AIRLINES	40,600	3.08%	AIRLINE
LOCKHEED MARTIN AERONAUTICS COMPANY	18,200	1.38%	MANUFACTURING
TEXAS HEALTH RESOURCES	12,776	1.10%	HEALTH CARE PROVIDER
FORT WORTH INDEPENDENT SCHOOL DISTRICT	10,683	0.81%	EDUCATION
NAS- FORT WORTH JOINT RESERVE BASE	10,050	0.80%	MILITARY
COOK'S CHILDREN HEALTH CARE SYSTEM	8,777	0.67%	HEALTH CARE PROVIDER
ARLINGTON INDEPENDENT SCHOOL DISTRICT	8,344	0.63%	EDUCATION
UNIVERSITY OF TEXAS AT ARLINGTON	7,562	0.57%	EDUCATION
JPS HEALTH NETWORK	7,132	0.54%	HEALTH CARE PROVIDER
CITY OF FORTH WORTH	7,129	0.54%	MUNICIPALITY
Total	131,253	10.12%	

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, 2023. 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 FY2024 Budget continues to conform to program requirements, and we will submit it to GFOA to determine its eligibility for another award.

During FY2022, 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, 2021. This is the 15th 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

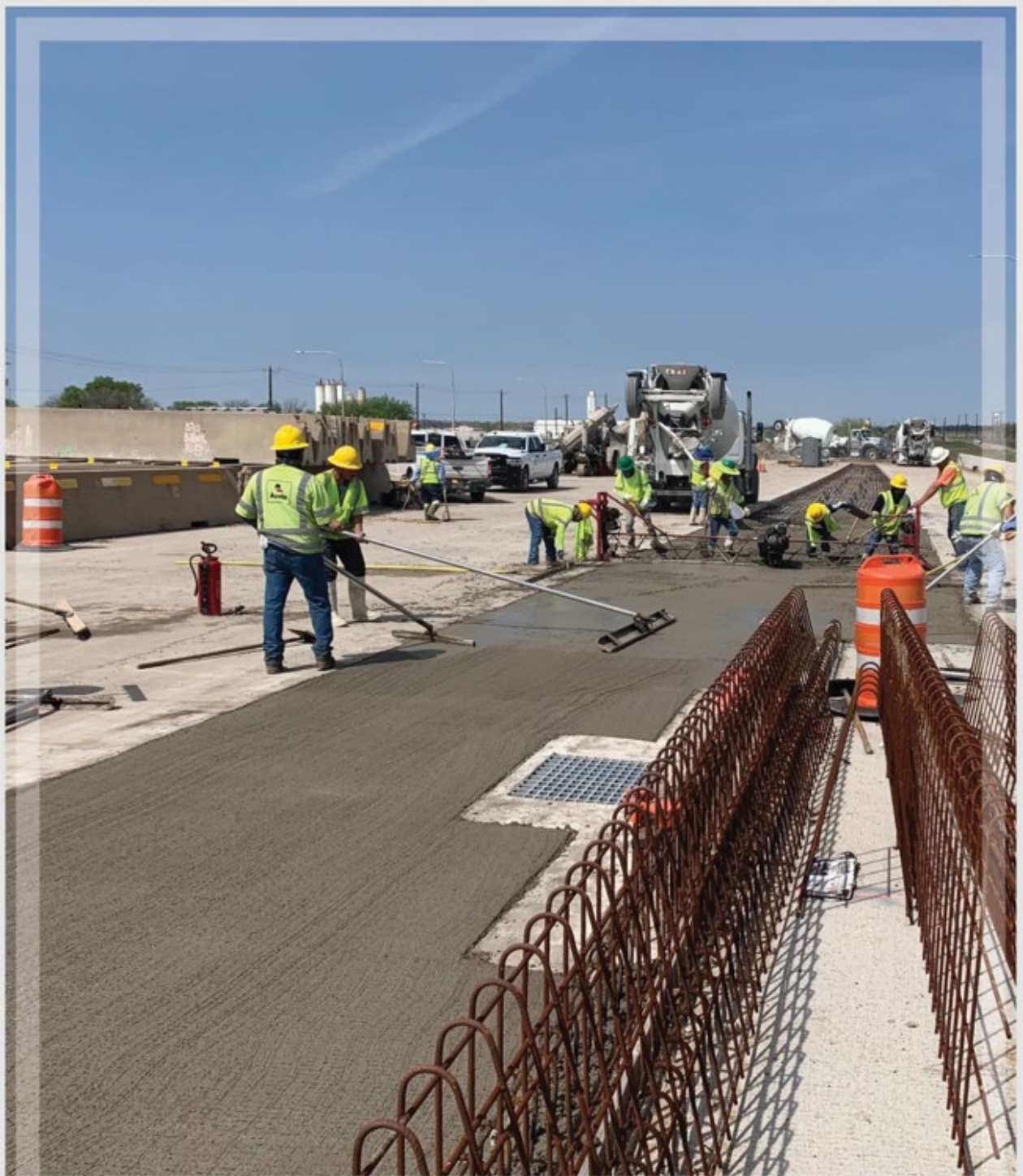
**North Texas Tollway Authority
Texas**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morill

Executive Director



Placing concrete on Dallas North Tollway extension bridge over US 380

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 FY2024–FY2028 Five-Year Capital Plan are included under the Other Funds section of the FY2024 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 FY2024 fund balance is \$100 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

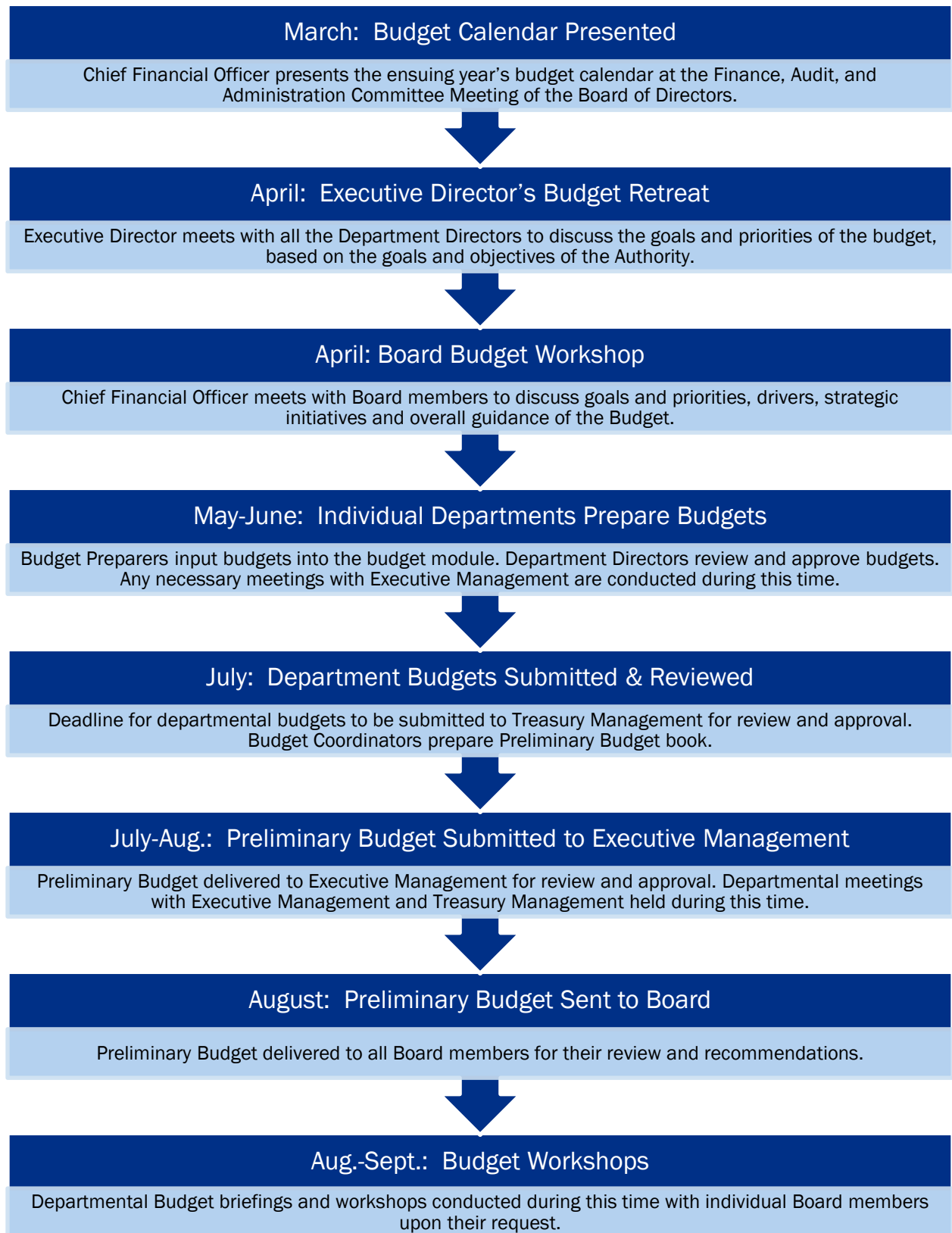
amounts expended therefore in excess of the Annual Budget shall be received by the Authority from some source other than the Net Revenues of the Tollway for such Fiscal Year.

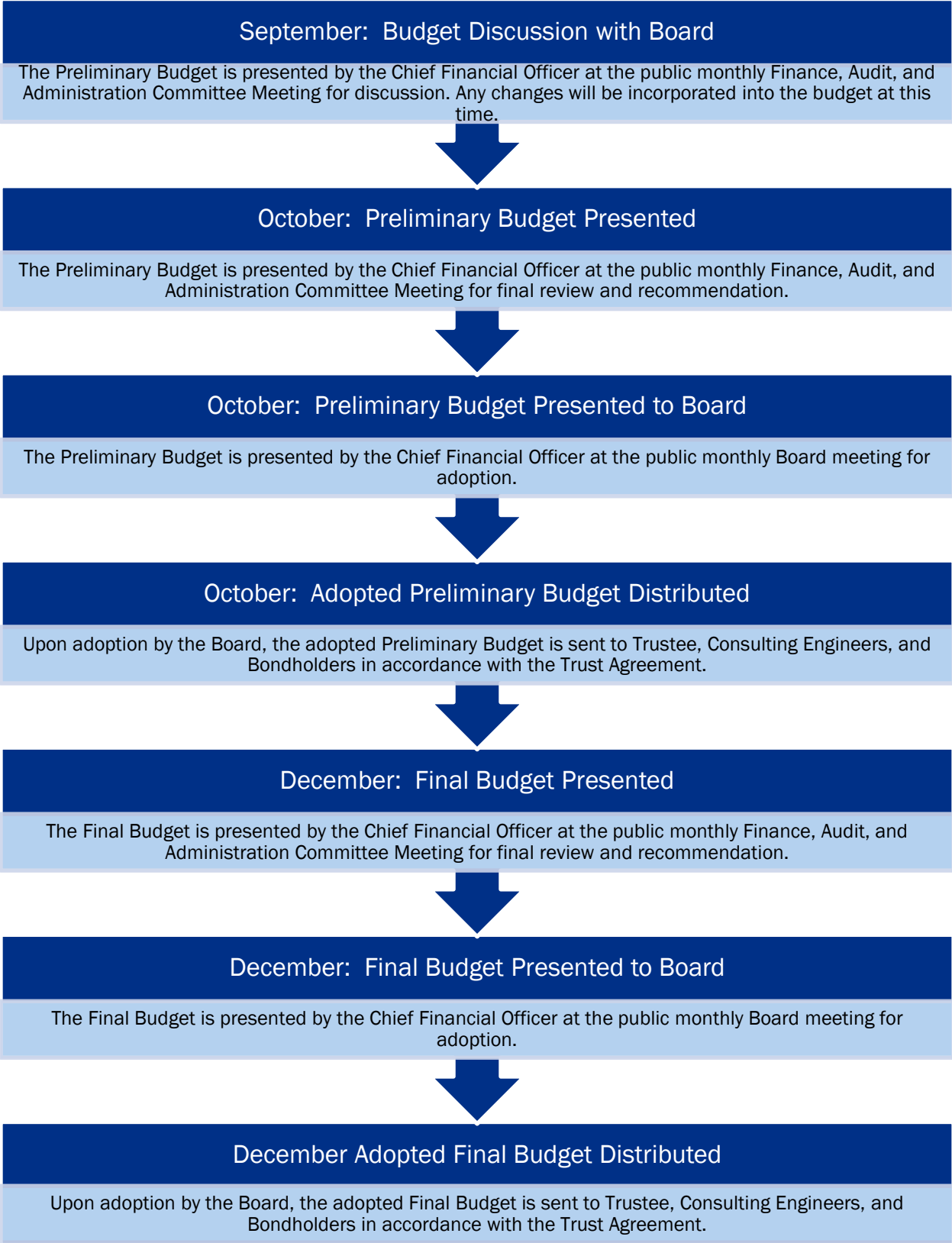
SECTION 506. PAYMENT OF CURRENT EXPENSES FROM OPERATION AND MAINTENANCE FUND.

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
April 3, 2023 (Monday)	Request updated revenues from Traffic and Revenue consultant
April 11, 2023 (Tuesday)	Executive Director's FY2024 Staff Budget Meeting to discuss budget priorities and overall direction, including compensation and benefits
May 1, 2023 (Monday)	Questica Budget Tool available for inputting Budget
May 1 - May 19, 2023	Individual departments prepare Budget
June 16, 2023 (Friday)	Updated revenues due from consultants
June 30, 2023 (Friday)	Department budgets due to Treasury Management including FY2024 department objectives supporting the Five-Year Strategic Goals.
July 14, 2023 (Friday)	Board Budget Workshop
July 14, 2023 (Friday)	Preliminary budget distributed to Executive Management
July 3 - July 21, 2023	Departmental meetings with Executive Management and Treasury Management
July 26, 2023 (Wednesday)	Review by Executive Management completed
August 10, 2023 (Thursday)	Preliminary Budget delivered to Board Members
August 11 - September 25, 2023	Department Budget Briefings (If requested by Board Members)
September 7, 2023 (Thursday)	Finance, Audit, and Administration Committee First Preliminary Budget Review
October 5, 2023 (Thursday)	Finance, Audit, and Administration Committee Second Preliminary Budget Review
October 18, 2023 (Wednesday)	Board Meeting Preliminary Budget Approval
December 7, 2023 (Thursday)	Finance, Audit, and Administration Committee Final Budget Review
December 20, 2023 (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.

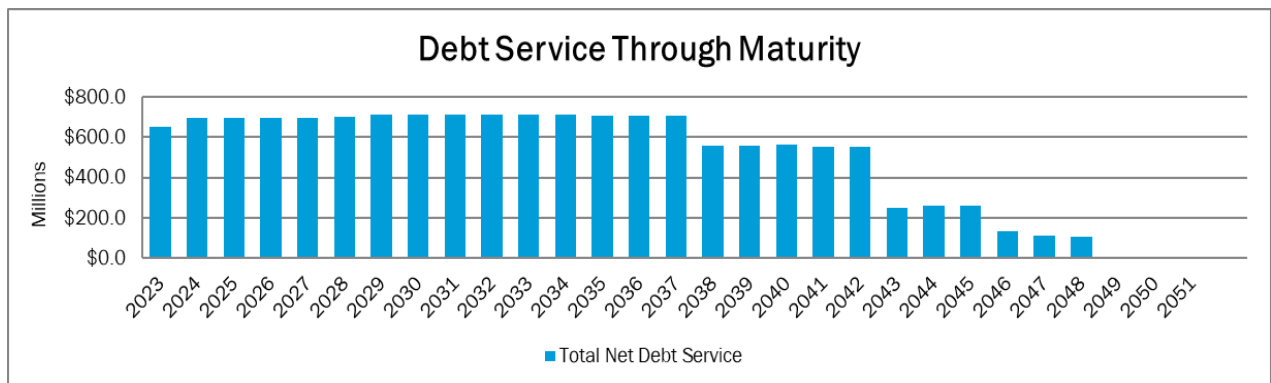
- Use of specific structural elements (zero-coupon bonds, capital appreciation bonds, subordinate lien bonds, swaps, forward delivery, derivatives, etc.) will be based on analysis and recommendation of staff, financial advisor, senior underwriter and bond counsel.

**Revenue Bonds Outstanding
As of December 31, 2023**

Description of Issue	Beginning Balance Jan. 1, 2023	Additions	Matured or Retired	Ending Balance
Series 2008D	\$ 948,478,834	\$ 57,197,385	\$ -	\$ 1,005,676,219
Series 2009B	825,000,000	-	-	825,000,000
Series 2010B	50,000,000	-	-	50,000,000
Series 2014A	137,320,000	-	(30,405,000)	106,915,000
Series 2014B	146,420,000	-	-	146,420,000
Series 2015A	811,925,000	-	(9,065,000)	802,860,000
Series 2015B	375,655,000	-	(6,365,000)	369,290,000
Series 2016A	883,605,000	-	(40,975,000)	842,630,000
Series 2017A	1,420,625,000	-	(38,850,000)	1,381,775,000
Series 2017B	624,190,000	-	(36,350,000)	587,840,000
Series 2018	356,085,000	-	-	356,085,000
Series 2019A	395,620,000	-	(19,130,000)	376,490,000
Series 2019B	219,780,000	-	(27,110,000)	192,670,000
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
Series 2022A	501,515,000	-	-	501,515,000
Series 2022B	187,650,000	-	-	187,650,000
Totals	\$ 9,466,478,834	\$ 57,197,385	\$ (208,250,000)	\$ 9,315,426,219

Outstanding Debt Service

FY Ending 12/31	First Tier Net Debt Service	Second Tier Net Debt Service	Subordinated Lien Bonds Debt Service	Total Net Debt Service
2023	414,862,798	226,384,763	8,631,332	649,878,892
2024	436,163,716	248,265,263	8,636,443	693,065,422
2025	466,964,880	217,465,263	8,641,552	693,071,695
2026	475,357,929	211,707,013	8,640,533	695,705,475
2027	478,678,397	208,385,013	8,642,541	695,705,950
2028	493,630,377	196,204,513	8,646,166	698,481,055
2029	472,203,054	238,244,513	-	710,447,566
2030	408,863,968	302,136,869	-	711,000,838
2031	405,020,091	305,989,763	-	711,009,854
2032	447,578,524	263,431,413	-	711,009,937
2033	462,633,337	248,371,713	-	711,005,049
2034	526,342,559	184,672,513	-	711,015,072
2035	547,323,775	161,049,463	-	708,373,238
2036	573,174,955	135,202,563	-	708,377,517
2037	623,089,541	85,292,370	-	708,381,911
2038	476,345,260	83,037,363	-	559,382,623
2039	477,277,644	82,100,413	-	559,378,057
2040	483,776,132	80,176,813	-	563,952,945
2041	485,820,852	64,553,463	-	550,374,315
2042	490,531,186	60,329,763	-	550,860,948
2043	199,192,145	48,346,513	-	247,538,657
2044	184,483,549	76,068,763	-	260,552,312
2045	142,446,854	118,147,863	-	260,594,716
2046	22,033,521	114,379,863	-	136,413,383
2047	-	115,371,563	-	115,371,563
2048	-	107,643,313	-	107,643,313
2049	-	4,927,342	-	4,927,342
2050	-	-	-	-
2051	-	-	-	-
Total	\$ 10,193,795,045	\$ 4,187,886,031	\$ 51,838,567	\$ 14,433,519,643



Appendix D: Major Revenue Source

Toll revenue collected on the System is the Authority's major source of revenue. It accounted for \$1,178,505,800 of the FY2024 Operating Budget's total estimated revenues, or 93.7%.

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 21.0 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 74.0 cents per one-way trip on both Mountain Creek Lake Bridge and Addison Airport Toll Tunnel, and \$1.47 on Lewisville Lake Toll Bridge. ZipCash rates on all facilities are 100% 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.

Roadway	Estimated NTTA System Annual Toll Revenue				
	FY2024	FY2025	FY2026	FY2027	FY2028
DNT	\$348,330,500	\$346,223,100	\$362,972,200	\$378,553,000	\$393,342,500
PGBT	351,870,000	352,635,200	369,213,800	385,447,300	402,787,300
AATT	1,208,600	1,366,600	1,416,600	1,466,400	1,518,000
MCLB	1,736,800	1,767,700	1,834,300	1,894,100	1,963,100
LLTB	14,418,900	13,363,600	13,939,500	14,509,900	15,116,900
SRT	256,998,100	258,896,200	270,915,300	283,042,200	295,826,300
360 Tollway	28,203,800	29,324,100	31,118,800	33,332,800	35,752,300
PGBT WE	79,863,600	83,707,400	88,736,600	89,939,100	91,809,000
CTP	95,875,500	86,839,200	92,393,500	97,764,500	103,532,800
System Totals	\$1,178,505,800	\$1,174,123,100	\$1,232,540,600	\$1,285,949,300	\$1,341,648,200

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) 100% 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.



12400 Colt Road, Ste 400
Dallas, TX 75251
tel: 214 346-2800

June 29, 2023

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

Subject: NTTA System – FY 2024 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 2024. 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 2024, 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 2024 are 960.0 million and \$1.179 billion, respectively. It is assumed that 82.4 percent of the transactions on the NTTA System in 2024 will be TollTag transactions, and the corresponding toll revenue contribution from TollTags will be 89.3 percent.



Table 1. Estimated 2024 NTTA System Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	73,743,000	60,786,900	12,956,100	\$91,532,300	\$80,805,400	\$10,726,900
February	69,104,900	56,951,700	12,153,200	\$85,742,600	\$75,730,800	\$10,011,800
March	83,638,700	68,926,200	14,712,500	\$103,113,100	\$91,976,800	\$11,136,300
April	81,013,500	66,769,900	14,243,600	\$99,665,000	\$89,055,300	\$10,609,700
May	85,449,800	70,430,000	15,019,800	\$104,673,100	\$94,112,700	\$10,560,400
June	80,479,800	66,355,700	14,124,100	\$99,452,800	\$88,133,300	\$11,319,500
July	78,162,600	64,446,500	13,716,100	\$95,615,000	\$85,515,000	\$10,100,000
August	82,702,100	68,162,600	14,539,500	\$101,017,100	\$90,337,600	\$10,679,500
September	82,195,800	67,732,300	14,463,500	\$100,140,400	\$89,907,300	\$10,233,100
October	84,308,100	69,480,800	14,827,300	\$102,463,600	\$92,298,900	\$10,164,700
November	78,222,700	64,472,300	13,750,400	\$96,029,300	\$85,827,900	\$10,201,400
December	80,940,200	66,727,800	14,212,400	\$99,061,500	\$88,745,900	\$10,315,600
Total	959,961,200	791,242,700	168,718,500	\$1,178,505,800	\$1,052,446,900	\$126,058,900

Facility-Level Forecasts

As seen in Tables 2 and 3, the DNT and PGBT (including EE and WE) are expected to generate \$348.3 million and \$431.7 million in toll revenue, respectively. Transactions on the DNT in 2024 are expected to be 298.0 million, and transactions on the PGBT in 2024 are expected to be 381.2 million. The SRT (see Table 4) is expected to generate \$257.0 million in toll revenue and 189.0 million transactions in 2024, and CTP (see Table 5) is expected to generate \$95.9 million in toll revenue and 50.2 million transactions in 2024. 360T (see Table 6) is expected to generate \$28.2 million in toll revenue and 27.4 million transactions in 2024. The AATT, MCLB and LLTB (Tables 7 through 9) are anticipated to produce \$1.2 million, \$1.7 million and \$14.4 million in toll revenue, respectively. These three facilities are expected to generate a combined total of \$17.3 million in toll revenue from 14.1 million transactions in 2024.

Table 2. Estimated 2024 DNT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	23,029,900	19,196,700	3,833,200	\$27,121,100	\$24,306,700	\$2,814,400
February	21,395,000	17,834,000	3,561,000	\$25,196,100	\$22,590,600	\$2,605,500
March	25,631,700	21,365,500	4,266,200	\$30,097,700	\$27,186,800	\$2,910,900
April	24,891,400	20,748,400	4,143,000	\$29,186,900	\$26,405,800	\$2,781,100
May	26,011,800	21,682,300	4,329,500	\$30,349,300	\$27,604,500	\$2,744,800
June	25,387,900	21,162,300	4,225,600	\$29,809,800	\$26,839,900	\$2,969,900
July	24,716,500	20,602,600	4,113,900	\$28,820,000	\$26,194,700	\$2,625,300
August	25,848,100	21,545,900	4,302,200	\$30,076,800	\$27,334,500	\$2,742,300
September	25,378,000	21,154,000	4,224,000	\$29,509,400	\$26,832,400	\$2,677,000
October	26,186,900	21,828,300	4,358,600	\$30,431,400	\$27,752,700	\$2,678,700
November	24,178,100	20,153,900	4,024,200	\$28,265,800	\$25,611,600	\$2,654,200
December	25,329,200	21,113,400	4,215,800	\$29,466,200	\$26,791,300	\$2,674,900
Total	297,984,500	248,387,300	49,597,200	\$348,330,500	\$315,451,500	\$32,879,000

Table 3. Estimated 2024 PGBT Traffic and Revenue (including EE and WE)

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	29,043,900	23,586,900	5,457,000	\$33,312,500	\$29,118,500	\$4,194,000
February	27,436,300	22,276,600	5,159,700	\$31,466,300	\$27,551,600	\$3,914,700
March	33,505,500	27,201,300	6,304,200	\$38,003,900	\$33,661,600	\$4,342,300
April	32,286,300	26,215,100	6,071,200	\$36,505,600	\$32,379,300	\$4,126,300
May	34,052,800	27,650,500	6,402,300	\$38,295,500	\$34,166,200	\$4,129,300
June	31,719,500	25,768,200	5,951,300	\$36,397,700	\$31,970,500	\$4,427,200
July	30,567,600	24,828,100	5,739,500	\$34,581,900	\$30,719,200	\$3,862,700
August	32,943,600	26,747,900	6,195,700	\$37,177,500	\$33,067,700	\$4,109,800
September	33,053,800	26,833,100	6,220,700	\$37,139,100	\$33,187,800	\$3,951,300
October	33,705,400	27,365,400	6,340,000	\$37,752,000	\$33,855,200	\$3,896,800
November	31,106,800	25,256,700	5,850,100	\$35,206,200	\$31,264,400	\$3,941,800
December	31,762,400	25,793,500	5,968,900	\$35,895,400	\$31,910,600	\$3,984,800
Total	381,183,900	309,523,300	71,660,600	\$431,733,600	\$382,852,600	\$48,881,000

Table 4. Estimated 2024 SRT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	14,527,300	12,207,700	2,319,600	\$20,041,700	\$17,810,300	\$2,231,400
February	13,550,100	11,386,600	2,163,500	\$18,721,400	\$16,624,100	\$2,097,300
March	16,475,700	13,845,000	2,630,700	\$22,628,100	\$20,282,400	\$2,345,700
April	16,051,900	13,488,900	2,563,000	\$22,011,600	\$19,785,400	\$2,226,200
May	17,133,900	14,398,200	2,735,700	\$23,402,600	\$21,177,600	\$2,225,000
June	15,832,200	13,304,200	2,528,000	\$21,498,900	\$19,148,300	\$2,350,600
July	15,584,000	13,095,700	2,488,300	\$20,915,000	\$18,781,100	\$2,133,900
August	16,104,500	13,533,100	2,571,400	\$21,737,200	\$19,481,300	\$2,255,900
September	15,926,300	13,383,400	2,542,900	\$21,497,100	\$19,377,000	\$2,120,100
October	16,350,400	13,739,800	2,610,600	\$21,977,900	\$19,859,700	\$2,118,200
November	15,407,500	12,947,400	2,460,100	\$20,878,100	\$18,764,400	\$2,113,700
December	16,075,100	13,508,400	2,566,700	\$21,688,500	\$19,545,900	\$2,142,600
Total	189,018,900	158,838,400	30,180,500	\$256,998,100	\$230,637,500	\$26,360,600

Table 5. Estimated 2024 CTP Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	3,883,300	3,204,800	678,500	\$7,461,200	\$6,520,600	\$940,600
February	3,621,200	2,988,500	632,700	\$6,959,200	\$6,071,600	\$887,600
March	4,394,300	3,626,500	767,800	\$8,417,800	\$7,445,900	\$971,900
April	4,255,700	3,512,100	743,600	\$8,099,700	\$7,175,700	\$924,000
May	4,542,700	3,749,000	793,700	\$8,579,300	\$7,670,300	\$909,000
June	4,102,700	3,385,800	716,900	\$7,925,300	\$6,931,700	\$993,600
July	3,939,300	3,251,000	688,300	\$7,604,800	\$6,660,300	\$944,500
August	4,254,400	3,511,100	743,300	\$8,125,400	\$7,116,100	\$1,009,300
September	4,294,100	3,543,800	750,300	\$8,130,100	\$7,182,500	\$947,600
October	4,430,200	3,656,100	774,100	\$8,348,400	\$7,413,600	\$934,800
November	4,184,400	3,453,200	731,200	\$7,999,800	\$7,042,500	\$957,300
December	4,321,000	3,566,000	755,000	\$8,224,500	\$7,251,600	\$972,900
Total	50,223,300	41,447,900	8,775,400	\$95,875,500	\$84,482,400	\$11,393,100

Table 6. Estimated 2024 360T Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	2,195,100	1,736,900	458,200	\$2,273,900	\$1,903,800	\$370,100
February	2,101,700	1,663,000	438,700	\$2,166,500	\$1,822,800	\$343,700
March	2,396,100	1,895,900	500,200	\$2,460,000	\$2,076,000	\$384,000
April	2,329,300	1,843,100	486,200	\$2,392,700	\$2,017,400	\$375,300
May	2,429,400	1,922,300	507,100	\$2,480,200	\$2,106,200	\$374,000
June	2,256,100	1,785,200	470,900	\$2,349,200	\$1,960,200	\$389,000
July	2,218,300	1,755,200	463,100	\$2,286,900	\$1,926,700	\$360,200
August	2,328,900	1,842,700	486,200	\$2,394,800	\$2,018,200	\$376,600
September	2,312,000	1,829,400	482,600	\$2,360,500	\$2,000,900	\$359,600
October	2,382,100	1,884,900	497,200	\$2,423,600	\$2,063,100	\$360,500
November	2,196,100	1,737,700	458,400	\$2,264,700	\$1,905,900	\$358,800
December	2,291,300	1,813,000	478,300	\$2,350,800	\$1,987,800	\$363,000
Total	27,436,400	21,709,300	5,727,100	\$28,203,800	\$23,789,000	\$4,414,800

Table 7. Estimated 2024 AATT Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	133,600	108,800	24,800	\$93,200	\$83,700	\$9,500
February	133,000	108,300	24,700	\$92,600	\$83,300	\$9,300
March	164,900	134,400	30,500	\$113,800	\$103,400	\$10,400
April	144,900	118,000	26,900	\$100,200	\$90,800	\$9,400
May	149,100	121,500	27,600	\$103,000	\$93,400	\$9,600
June	146,500	119,400	27,100	\$102,300	\$91,800	\$10,500
July	140,000	114,100	25,900	\$96,300	\$87,800	\$8,500
August	150,800	122,800	28,000	\$103,400	\$94,500	\$8,900
September	149,600	121,900	27,700	\$102,500	\$93,700	\$8,800
October	150,400	122,500	27,900	\$102,800	\$94,200	\$8,600
November	143,900	117,300	26,600	\$99,000	\$90,200	\$8,800
December	144,800	118,000	26,800	\$99,500	\$90,800	\$8,700
Total	1,751,500	1,427,000	324,500	\$1,208,600	\$1,097,600	\$111,000

Table 8. Estimated 2024 MCLB Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	185,800	134,400	51,400	\$135,700	\$105,300	\$30,400
February	178,600	129,200	49,400	\$129,600	\$101,200	\$28,400
March	216,000	156,300	59,700	\$152,100	\$122,300	\$29,800
April	214,100	154,900	59,200	\$150,800	\$121,300	\$29,500
May	219,900	159,100	60,800	\$153,800	\$124,500	\$29,300
June	194,000	140,400	53,600	\$141,200	\$109,900	\$31,300
July	189,500	137,100	52,400	\$136,400	\$107,300	\$29,100
August	212,000	153,400	58,600	\$150,700	\$120,100	\$30,600
September	219,600	158,900	60,700	\$152,900	\$124,400	\$28,500
October	218,500	158,100	60,400	\$151,800	\$123,800	\$28,000
November	200,400	145,000	55,400	\$142,800	\$113,500	\$29,300
December	192,900	139,600	53,300	\$139,000	\$109,300	\$29,700
Total	2,441,300	1,766,400	674,900	\$1,736,800	\$1,382,900	\$353,900

Table 9. Estimated 2024 LLTB Traffic and Revenue

Month	Monthly Transactions			Monthly Toll Revenue		
	Total	TollTag	ZipCash	Total	TollTag	ZipCash
January	744,100	610,700	133,400	\$1,093,000	\$956,500	\$136,500
February	689,000	565,500	123,500	\$1,010,900	\$885,600	\$125,300
March	854,500	701,300	153,200	\$1,239,700	\$1,098,400	\$141,300
April	839,900	689,400	150,500	\$1,217,500	\$1,079,600	\$137,900
May	910,200	747,100	163,100	\$1,309,400	\$1,170,000	\$139,400
June	840,900	690,200	150,700	\$1,228,400	\$1,081,000	\$147,400
July	807,400	662,700	144,700	\$1,173,700	\$1,037,900	\$135,800
August	859,800	705,700	154,100	\$1,251,300	\$1,105,200	\$146,100
September	862,400	707,800	154,600	\$1,248,800	\$1,108,600	\$140,200
October	884,200	725,700	158,500	\$1,275,700	\$1,136,600	\$139,100
November	805,500	661,100	144,400	\$1,172,900	\$1,035,400	\$137,500
December	823,500	675,900	147,600	\$1,197,600	\$1,058,600	\$139,000
Total	9,921,400	8,143,100	1,778,300	\$14,418,900	\$12,753,400	\$1,665,500

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 \$326.2 million and the net ZipCash revenue recovered is expected to be \$126.1 million.

Table 10. Estimated 2024 NTTA System ZipCash Revenue Invoiced and Recovered

Month	Total ZipCash Revenue in Process (Invoiced)	Total ZipCash Unrecovered Revenue	Total ZipCash Revenue Recovered
January	\$25,028,500	\$14,301,600	\$10,726,900
February	\$23,486,400	\$13,474,600	\$10,011,800
March	\$28,527,000	\$17,390,700	\$11,136,300
April	\$27,603,500	\$16,993,800	\$10,609,700
May	\$29,162,900	\$18,602,500	\$10,560,400
June	\$27,283,700	\$15,964,200	\$11,319,500
July	\$26,466,100	\$16,366,100	\$10,100,000
August	\$28,017,800	\$17,338,300	\$10,679,500
September	\$27,910,100	\$17,677,000	\$10,233,100
October	\$28,635,400	\$18,470,700	\$10,164,700
November	\$26,610,300	\$16,408,900	\$10,201,400
December	\$27,482,600	\$17,167,000	\$10,315,600
Total	\$326,214,300	\$200,155,400	\$126,058,900

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 FY2023 Estimated Costs

Account	Treasury &					
	Accounting	Administration	Board	Financial Planning	Human Resources	Internal Audit
Salaries and Wages-Direct - (511101)	\$1,554,674	\$565,797	\$92,222	\$634,026	\$1,102,313	\$906,584
Salaries and Wages-Internship - (511202)	0	0	0	0	40,000	0
Salaries and Wage-Overtime - (511301)	0	0	0	0	1,600	0
Group Insurance - (512101)	0	0	0	0	0	0
Retirement Contributions - (512401)	221,614	80,798	13,201	90,423	157,241	129,568
Tuition Reimbursement - (512501)	0	0	0	0	14,895	0
Unemployment Insurance - (512601)	0	0	0	0	0	0
Worker's Comp Ins - (512701)	0	0	0	0	0	0
Meeting Expense - (521101)	4,591	3,867	65,567	64	10,134	724
Consulting/Professional - (521201)	71	41,850	0	360,000	156,000	40,000
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	100,000	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	1,221	0	0
Recruitment - (523301)	0	0	0	0	181,903	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	0	0	0	9,425	0
Employee Appreciation - (523305)	0	0	0	0	0	0
Printing and Photographic - (523401)	2,900	0	0	6,186	0	0
Maps & Pamphlets - (523402)	0	0	0	0	0	0
Travel - (523501)	8,448	18,600	5,049	0	2,200	3,500
Dues & Subscriptions - (523601)	5,346	55,800	9,738	475	5,404	5,049
Education and Training - (523701)	3,823	2,444	0	0	30,750	10,800
Licenses - (523801)	64	0	0	0	0	1,055
Temporary Contract Labor - (523851)	0	0	0	0	47,854	0
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	1,088	372	2,071	9	2,482	425
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	54	1,288	70	121	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	0
Inven for resale(toll tags) - (531501)	0	0	0	0	0	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0
Software (Under \$5,000) - (531651)	0	0	0	0	0	0
Uniforms - (531701)	0	0	0	0	0	0
Bank Charges - (573001)	0	0	0	12,500	0	0
Credit Card Fees - (573002)	0	0	0	0	0	0
Enterprise Fund (Regional Tolling Services)	0	0	0	0	0	0
Totals	\$1,803,203	\$769,583	\$189,136	\$1,804,974	\$1,762,321	\$1,282,788

Appendix E: Operation and Maintenance Fund FY2023 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)	\$888,482	\$1,284,661	\$1,255,885	\$0	\$11,598,318	\$8,315,765
Salaries and Wages-Internship - (511202)	22,728	0	0	0	0	0
Salaries and Wage-Overtime - (511301)	0	0	598	0	231,302	70,572
Group Insurance - (512101)	0	0	0	4,626,848	0	0
Retirement Contributions - (512401)	127,507	183,134	179,302	0	1,661,203	1,192,901
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)	244	3,476	9,348	0	28,617	(94)
Consulting/Professional - (521201)	0	0	2,077,885	45,780	13,946,883	0
Legal Fees - (521202)	1,712,108	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	40,821	0
Outside Maintenance Services - (521212)	0	0	0	0	0	10,926,190
Landscaping - (522202)	0	0	0	0	0	0
Rentals - Land - (522301)	0	0	0	0	0	0
Rentals - Equipment - (522302)	0	0	0	0	28,469	0
Insurance Expense - Other - (523101)	0	0	0	0	0	0
Postage - (523201)	0	0	0	0	17,118,684	0
Telecommunications - (523202)	0	0	0	0	0	1,464,880
Public Information Fees - (523203)	0	13,904	0	0	0	0
Recruitment - (523301)	0	0	0	0	0	0
Digital_Out of Home - (523302)	0	0	1,483,884	0	0	0
Television & Radio - (523303)	0	0	1,250,499	0	0	0
Promotional Expenses - (523304)	0	0	1,179,463	0	63,096	0
Employee Appreciation - (523305)	0	0	38,760	0	0	0
Printing and Photographic - (523401)	0	0	5,634	0	12,314	0
Maps & Pamphlets - (523402)	0	0	25	0	0	0
Travel - (523501)	2,383	107,685	33,890	0	5,265	38,000
Dues & Subscriptions - (523601)	76,340	15,173	10,939	1,328	25,819	4,893
Education and Training - (523701)	4,279	61,715	8,018	0	9,416	44,950
Licenses - (523801)	0	2,830	0	0	0	0
Temporary Contract Labor - (523851)	0	0	0	0	14,538,664	96,967
Liability Claims - (523902)	0	0	0	0	0	0
Office Supplies - (531101)	27,384	987	3,683	221,468	11,007	11,100
Other Materials and Supplies - (531102)	0	0	474	0	0	41,600
Mobile Equipment Expense - (531103)	0	0	0	0	0	0
Freight and Express - (531105)	165	18	207	0	75	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	0
Inven for resale(toll tags) - (531501)	0	0	0	0	6,370,000	0
Small Tools and Shop Supplies - (531601)	0	0	0	0	0	0
Software (Under \$5,000) - (531651)	0	0	0	0	0	11,218,402
Uniforms - (531701)	0	0	421	0	11,026	0
Bank Charges - (573001)	0	0	0	0	375,614	0
Credit Card Fees - (573002)	0	0	0	0	33,624,210	0
Enterprise Fund (Regional Tolling Services)	0	0	0	(26,442,964)	0	0
Totals	\$2,861,621	\$1,673,582	\$7,538,915	(\$21,172,357)	\$99,700,802	\$33,426,126

Appendix E: Operation and Maintenance Fund FY2023 Estimated Costs (continued)

Account	Maintenance	Operations	Project Delivery	Traffic & Incident Mgmt.
Salaries and Wages-Direct - (511101)	\$9,575,470	\$1,740,953	\$2,113,993	\$6,852,926
Salaries and Wages-Internship - (511202)	0	0	0	0
Salaries and Wage-Overtime - (511301)	513,131	0	0	233,090
Group Insurance - (512101)	0	0	0	0
Retirement Contributions - (512401)	1,437,839	248,883	301,705	1,008,622
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)	8,070	1,444	343	500
Consulting/Professional - (521201)	200,000	60,800	0	13,260
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	12,223,499
Armored Car Services - (521209)	0	0	0	0
Outside Maintenance Services - (521212)	30,722,036	0	0	52,057
Landscaping - (522202)	64,100	0	0	0
Rentals - Land - (522301)	340,000	0	0	0
Rentals - Equipment - (522302)	28,253	0	0	0
Insurance Expense - Other - (523101)	(626)	0	0	5,940,876
Postage - (523201)	0	0	0	0
Telecommunications - (523202)	195,250	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	3,135
Employee Appreciation - (523305)	0	0	0	0
Printing and Photographic - (523401)	0	0	0	0
Maps & Pamphlets - (523402)	0	0	0	0
Travel - (523501)	19,115	32,720	1,750	8,753
Dues & Subscriptions - (523601)	28,495	15,030	636	4,658
Education and Training - (523701)	19,824	1,221	5,243	10,922
Licenses - (523801)	4,560	0	667	0
Temporary Contract Labor - (523851)	38,500	0	0	0
Liability Claims - (523902)	0	0	0	1,960
Office Supplies - (531101)	8,036	27,500	2,000	9,842
Other Materials and Supplies - (531102)	5,004,005	0	0	122,015
Mobile Equipment Expense - (531103)	1,191,960	0	0	0
Freight and Express - (531105)	280	215	142	531
Motor Fuel Expense - (531107)	1,989,900	0	0	0
Water - (531211)	1,195,280	0	0	0
Gas - (531221)	50,283	0	0	0
Electricity - (531231)	2,813,000	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)	152,623	0	0	0
Software (Under \$5,000) - (531651)	0	0	0	0
Uniforms - (531701)	214,830	0	0	87,225
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	\$55,814,215	\$2,128,766	\$2,426,480	\$26,573,871

Appendix E: Operation and Maintenance Fund FY2023 Estimated Costs (continued)

Account	FY2023 Estimated Costs	FY2023 Budget	Increase (Decrease) to FY2023 Budget	
			Amount	Percent
Salaries and Wages-Direct - (511101)	\$48,482,070	\$49,082,773	(\$600,703)	(1.2%)
Salaries and Wages-Internship - (511202)	62,728	\$78,410	(15,682)	0.0%
Salaries and Wage-Overtime - (511301)	1,050,294	766,532	283,762	27.0%
Group Insurance - (512101)	4,626,848	2,626,848	2,000,000	43.2%
Retirement Contributions - (512401)	7,033,943	7,476,738	(442,795)	(6.3%)
Tuition Reimbursement - (512501)	14,895	33,100	(18,205)	(122.2%)
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)	136,894	123,049	13,845	10.1%
Consulting/Professional - (521201)	16,942,529	17,303,522	(360,993)	(2.1%)
Legal Fees - (521202)	1,712,108	1,738,181	(26,073)	(1.5%)
Auditing Fees - (521203)	185,083	185,083	0	0.0%
Trustee Fees - (521204)	100,000	100,000	0	0.0%
Traffic Engineering Fees - (521207)	600,000	600,000	0	0.0%
Police Services (DPS) - (521208)	12,223,499	12,223,499	0	0.0%
Armored Car Services - (521209)	40,821	50,142	(9,321)	(22.8%)
Outside Maintenance Services - (521212)	41,700,284	43,256,330	(1,556,046)	(3.7%)
Landscaping - (522202)	64,100	66,425	(2,325)	(3.6%)
Rentals - Land - (522301)	340,000	340,000	0	0.0%
Rentals - Equipment - (522302)	56,722	89,050	(32,328)	(57.0%)
Insurance Expense - Other - (523101)	5,940,250	7,248,478	(1,308,228)	(22.0%)
Postage - (523201)	17,118,684	15,266,478	1,852,206	10.8%
Telecommunications - (523202)	1,660,130	2,186,100	(525,970)	(31.7%)
Public Information Fees - (523203)	15,125	13,369	1,756	11.6%
Recruitment - (523301)	181,903	222,000	(40,097)	(22.0%)
Digital_Out of Home - (523302)	1,483,884	1,618,782	(134,899)	(9.1%)
Television & Radio - (523303)	1,250,499	1,250,499	0	0.0%
Promotional Expenses - (523304)	1,255,282	1,624,767	(369,485)	(29.4%)
Employee Appreciation - (523305)	38,760	54,678	(15,918)	(41.1%)
Printing and Photographic - (523401)	27,034	199,911	(172,877)	(639.5%)
Maps & Pamphlets - (523402)	25	25	0	0.0%
Travel - (523501)	287,358	248,175	39,183	13.6%
Dues & Subscriptions - (523601)	265,120	315,499	(50,379)	(19.0%)
Education and Training - (523701)	213,404	288,527	(75,123)	(35.2%)
Licenses - (523801)	9,176	11,839	(2,663)	(29.0%)
Temporary Contract Labor - (523851)	14,721,986	16,673,366	(1,951,380)	(13.3%)
Liability Claims - (523902)	1,960	9,800	(7,840)	(400.0%)
Office Supplies - (531101)	329,454	475,336	(145,882)	(44.3%)
Other Materials and Supplies - (531102)	5,168,094	5,433,628	(265,535)	(5.1%)
Mobile Equipment Expense - (531103)	1,191,960	1,324,400	(132,440)	(11.1%)
Freight and Express - (531105)	3,587	12,842	(9,255)	(258.0%)
Motor Fuel Expense - (531107)	1,989,900	2,010,000	(20,100)	(1.0%)
Water - (531211)	1,195,280	883,696	311,584	26.1%
Gas - (531221)	50,283	29,108	21,175	42.1%
Electricity - (531231)	2,813,000	2,900,000	(87,000)	(3.1%)
Books & Periodicals - (531401)	0	250	(250)	0.0%
Inven for resale(toll tags) - (531501)	6,370,000	6,500,000	(130,000)	(2.0%)
Small Tools and Shop Supplies - (531601)	152,623	132,742	19,881	13.0%
Software (Under \$5,000) - (531651)	11,218,402	10,998,434	219,969	2.0%
Uniforms - (531701)	313,502	345,393	(31,891)	(10.2%)
Bank Charges - (573001)	388,114	550,818	(162,705)	(41.9%)
Credit Card Fees - (573002)	33,624,210	30,889,110	2,735,100	8.1%
Enterprise Fund (Regional Tolling Services)	(26,442,964)	(26,509,237)	66,273	(0.3%)
Totals	\$218,584,026	\$219,723,679	(\$1,139,653)	(0.5%)

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.

