



*to Improve Mobility*

2009

A N N U A L  
SUMMARY REPORT  
N O R T H T E X A S  
T O L L W A Y A U T H O R I T Y



The mission of the  
North Texas Tollway Authority  
is to enhance mobility  
through responsible and  
innovative tolling solutions.

MISSION

VALUES

Integrity, Leadership, Excellence, Teamwork, Accountability

Paul N. Wageman  
*Chairman*  
*Collin County*



Victor T. Vandergriff  
*Vice Chairman*  
*Tarrant County*



Kenneth Barr  
*Tarrant County*



Bob Day  
*Dallas County*



David R. Denison  
*Denton County*



Bill Moore  
*Collin County*



Michael R. Nowels  
*Denton County*



Robert K. Shepard  
*Governor's Appointee*



Alan E. Sims  
*Dallas County*



BOARD OF DIRECTORS

# The Road Map



During a time when economic conditions virtually paralyzed many private and public organizations, the North Texas Tollway Authority moved ahead with purpose and a plan to enhance mobility for motorists and communities in the region.

In 2009, the NTTA Board of Directors and staff began implementing a five-year strategic plan to guide the NTTA forward. The plan contains goals and objectives that will focus every aspect of the Authority's operations on addressing the area's pressing mobility needs.

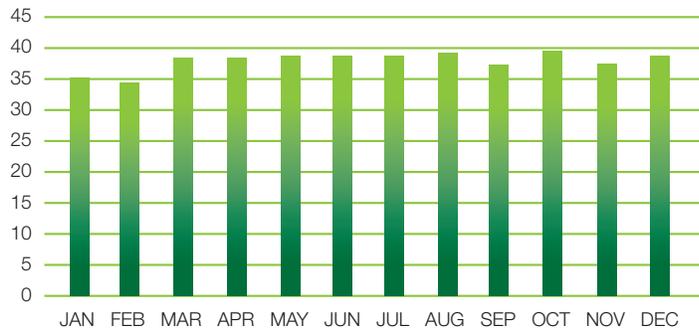
## Strategic Plan Goals

- Financially sound and vibrant financial system
- Innovative tolling and toll road solutions
- Customer-driven organization
- Respected leadership and partnership in the region's transportation network

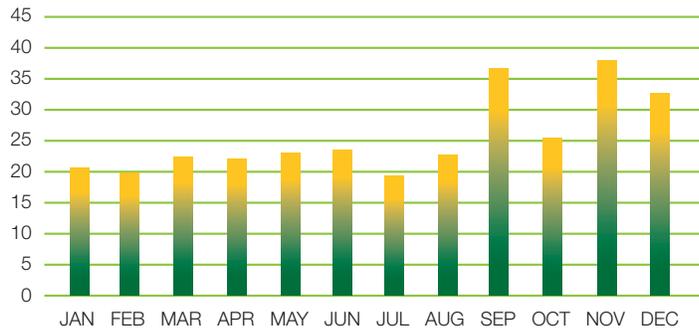
- Highly qualified, energized and focused team to advance the mission
- Open, honest communication

With these goals, and the clearly defined objectives to meet them, the NTTA is on the move to improve mobility.

**2009 ACTUAL TRANSACTIONS** in millions



**2009 ACTUAL REVENUES** in millions



The information included in this report does not present a comprehensive analysis of the NTTA and its operations. It should not be used as a basis for making a financial decision with regard to the NTTA or any of its securities or other obligations. Statements regarding expected financial results and other planned events are forward-looking statements subject to uncertainties and risk. For more complete information on the NTTA and its obligations, please refer to the NTTA's Comprehensive Annual Financial Report, the official statements relating to the NTTA's bonds, and the annual and material event disclosures filed by the NTTA with the Municipal Securities Rulemaking Board, nationally recognized municipal securities information repositories and the State Information Depository pursuant to Rule 15c2-12 of the Securities and Exchange Commission. Copies of the documents referred to above or elsewhere in this report may be obtained from Janice Davis, Chief Financial Officer.



# Steering through a changing financial landscape

## GOAL

Financially sound and vibrant financial system

- Maintain quality audit program
- Minimize leakage cost effectively
- Establish reserves policy
- Maintain cost-effective bond rating
- Maintain clearer budget and financial processes

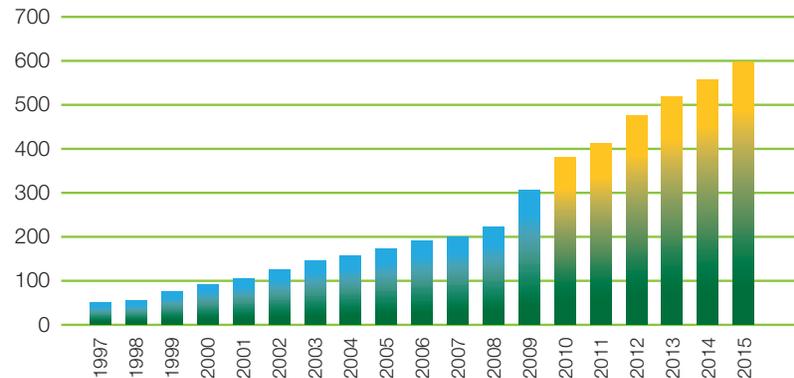
The NTTA's tremendous growth in recent years has required new approaches to managing resources and processes. However, 2009 also brought the harsh market conditions that challenged every sector of the economy. During the year, we made important strides with significant financial initiatives.

### Bond sales and project financing

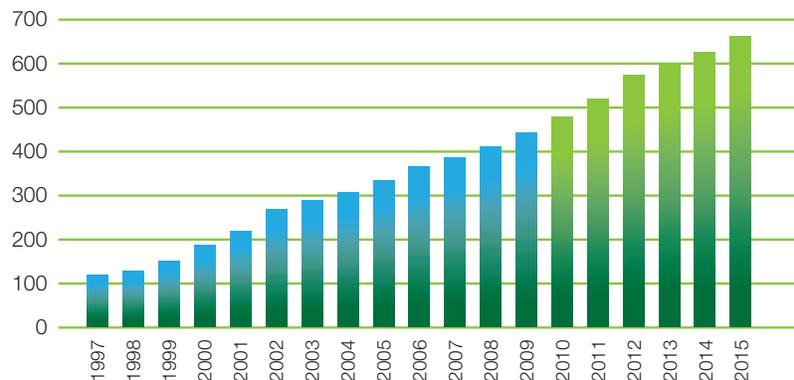
The NTTA finance plan for 2009 was designed to achieve the lowest borrowing cost possible, while restructuring to ensure that the NTTA maintained the maximum debt service coverages possible. The plan included funding new and continuing projects as well as refunding earlier short-term or higher-interest bonds.

Capital needs for 2009 included construction of the Sam Rayburn Tollway (SRT), the President George Bush Turnpike Eastern Extension (PGBT EE) and the Lewisville Lake Toll Bridge (LLTB).

**HISTORIC/PROJECTED REVENUES** in millions



**HISTORIC/PROJECTED TRANSACTIONS** in millions



**Economic stimulus funds** The NTTA took advantage of Build America Bonds (BABs) that became available to municipalities as part of the American Recovery and Reinvestment Act of 2009. BABs are taxable bonds that offer a 35 percent rebate of interest to the issuer. Due to market conditions and efficiencies in the taxable bond market, the overall borrowing cost of BABs was significantly lower than that of tax-exempt bonds. BABs were only available for capital expenditures and were authorized to be issued through 2010. Most of the construction project costs financed in 2009 were funded with the issuance of BABs.

**Refinancing for savings** The NTTA issued municipal bonds to refund series 1997, 1997A and 1998 bonds, providing

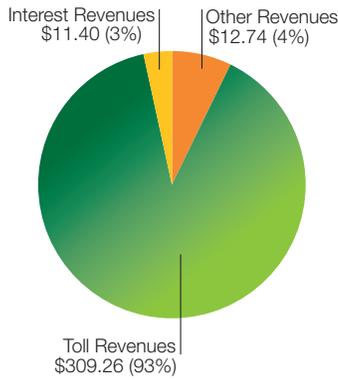
savings of about \$250 million. We also refunded approximately \$91 million of commercial paper.

### Finance Department reorganization

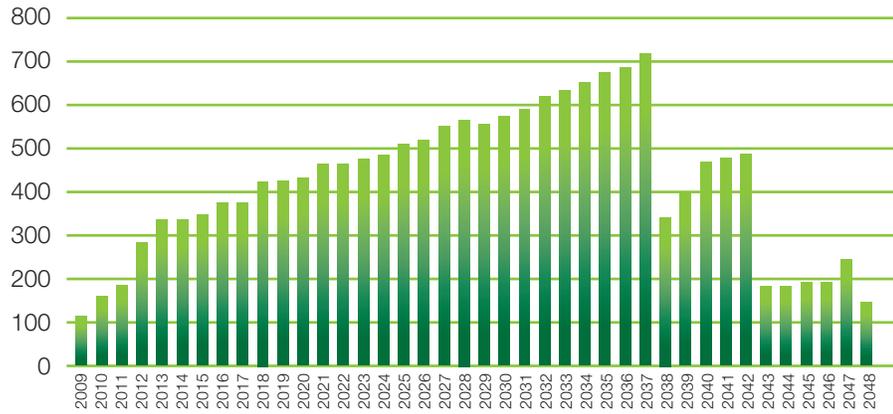
Since the passage of Texas Senate Bill 792 in 2007 reaffirmed the NTTA as the primary toll provider for North Texas, higher expectations and increased demands have been placed on the Authority, especially on the Finance Department.

To adjust to the Authority's rapid growth and changed focus, the NTTA restructured the Finance and Project Evaluation departments into one department. This move helped to position the Authority to better manage its debt, control a diverse debt structure, and place a greater focus on

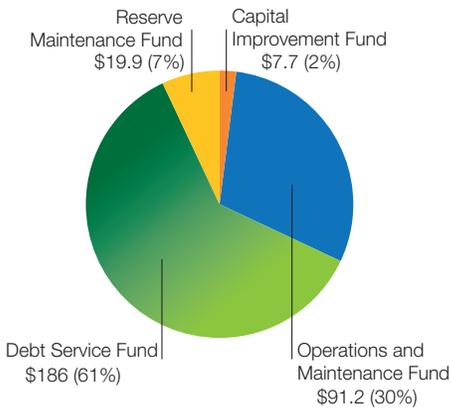
**2009 REVENUE SOURCES** in millions



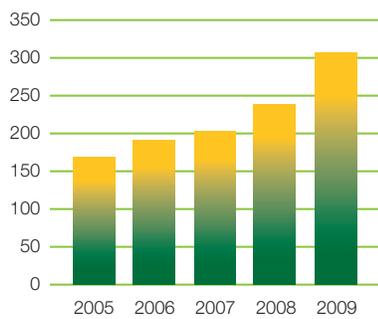
**TOTAL ANNUAL DEBT SERVICE** in millions



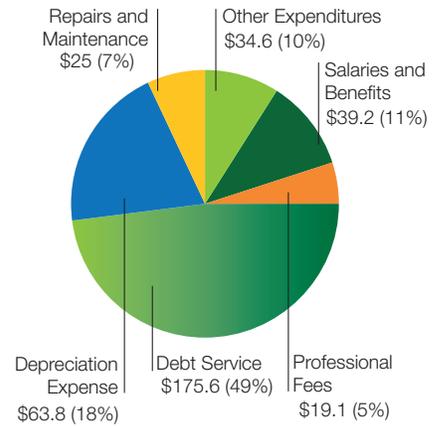
**2009 REVENUE DISTRIBUTION** in millions



**TOLL REVENUE GROWTH** in millions



**2009 EXPENSES** in millions



the NTTA's investments. A new Budget and Compliance Division increased internal controls in order to execute the Authority's financial goals. A new Cash and Debt Management Division absorbed the Project Evaluation Department's functions, refocusing staff on controlling cash flow and administering debt service.

**Budget cuts**

The global economic crisis of 2009 impacted the NTTA as first quarter revenues fell short of projections that were made in mid-2008, long before the unforeseen pressures of the economic downturn. Consequently, revenue projections for 2009 were decreased by 10.91 percent.

To minimize the impact on our bond coverage and cash flow, the Authority reduced the 2009 budget in June by approximately \$108 million. The reductions were made in the capital improvement, reserve maintenance and feasibility study funds after entering the year with an operations and maintenance budget that was reduced by 6 percent.

**Toll rate adjustments**

On Sept. 1, 2009, the NTTA implemented a toll rate increase aimed at achieving several important goals:

- Mitigate changes in economic conditions and traffic demand.
- Help the NTTA maintain a strong financial position to meet all financial commitments and deliver committed NTTA transportation projects.
- Help maintain safety and sustainability on NTTA roadways.
- Align tolls with the regional toll rate adopted by the Regional Transportation Council in April 2006 and unify toll rates within the region.

The toll rate adjustment, which was originally scheduled for Jan. 1, 2010, adopted the influence-distance-based method of tolling that is considered more equitable because it more closely reflects the distances motorists drive. Although the majority of rates increased, rates at some toll plazas

and ramps actually went down, based on a shorter travel distance.

**Tolls have a far-reaching benefit**

Tolls paid on an NTTA toll road do much more than pay for the construction of that road. The NTTA reinvests toll receipts in the North Texas region on new roads and on maintenance and operation of our roadways.

With dwindling federal and state highway funds, toll roads have proven to be one of the most financially viable options to provide mobility solutions and expedite congestion relief. The state gasoline tax, in the past a major source of funds for roads, is not indexed to the rising cost of fuel and has not been increased since 1991. The result has been a decline in the ability to build and maintain tax-funded Texas roads.

The entire North Texas region benefits from the mobility choices provided by the NTTA. In addition to a network of superb roads, jobs are added and local development is spurred by the NTTA's transportation solutions.



## Keeping mobility plans moving

### GOAL

#### Innovative tolling and toll road solutions

- Create and operate an innovation, development and solutions center
- Identify and focus on opportunities to be environmentally responsible

Against the backdrop of a harsh economy and scarce federal and state funds, the NTTA continued to do what many entities could not: we built and opened roads.

#### All-ETC streamlines PGBT traffic

In 2009, the all-electronic toll collection (all-ETC) system on the President George Bush Turnpike achieved its goals of providing time savings, convenience and increased safety for motorists.

With all-ETC, motorists do not have to stop to pay tolls. All transactions are paid either by TollTag or ZipCash, in which a toll invoice is sent to the registered car owner based on a license plate photo.

After six months of all-ETC operation in 2009, traffic was meeting revised projections. Revenue continued to increase as more ZipCash invoices were sent and paid for travel on the PGBT. In fact, revenues exceeded projections

in September and October. The overall number of incidents and accidents declined on the PGBT, and the travel time index trended downward as toll plaza congestion was eliminated. With motorists no longer having to stop and start at toll booths, air quality is expected to improve as well.

#### Sam Rayburn Tollway dedicated, extended

The NTTA Board of Directors chose Sam Rayburn Tollway (SRT) as the new name for the 121 Tollway in Dallas, Denton and Collin counties. The road was named in honor of the late congressman from North Texas. Known as “Mr. Sam,” Sam Rayburn represented Texas’ 4<sup>th</sup> Congressional District for 48 years and was the longest-serving speaker of the U.S. House of Representatives.

The SRT was formally dedicated with a ceremony in June when several generations of the Rayburn family joined the NTTA to unveil a plaque

to commemorate the corridor’s name change and to celebrate the namesake’s devoted service to this region.

A major landmark on the SRT was reached just a few months later when Segment 3 of the road was opened. While this segment amounts to about a quarter of the corridor’s finished length, this segment in particular is a critical link in the progress of the SRT; its path brought nine North Texas cities and three counties into a single, cooperative community. Linked by the SRT, each city shares in the success of the others, with all boosted by the presence of the new toll road.

The NTTA opened Segment 3 to traffic on Sept. 29, 2009, three months ahead of the expected completion date outlined in the Authority’s project agreement with the Texas Department of Transportation (TxDOT).

*Lewisville Lake Toll Bridge opened to traffic Aug. 1, 2009.*



### Lewisville Lake Toll Bridge opens

A dedication ceremony on July 30, 2009, officially opened the Lewisville Lake Toll Bridge (LLTB). Connecting the two shores of Lewisville Lake, the LLTB provides an important link between I-35E and the Dallas North Tollway (DNT). This much-needed reliever route to I-35E between Denton and Lewisville reduced what was a 40-minute trip from Lakewood Village to Lake Dallas to 10 minutes while reducing the distance traveled by 16 miles.

TxDOT, Denton County, Little Elm, Lake Dallas, the Army Corps of Engineers and the NTTA worked together to fund and make improvements to the non-tolled arterial roads leading to the bridge. The new corridor is positioned to contribute to economic growth in the cities of Frisco, Lake Dallas and Little Elm.

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**Lane miles:**

<b>Open to traffic</b>	<b>705 lane miles</b>
<b>Under construction</b>	<b>117.6 lane miles</b>
<b>In design stages</b>	<b>145 lane miles</b>
<b>Planning stages</b>	<b>204 lane miles</b>

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Built as an all-ETC facility, the bridge was designed with numerous features to offer long-term sustainability with minimal environmental impact. The LLTB has a storm water filtering system that captures and treats rainwater

to prevent dirt, oil and debris from contaminating runoff water. It was the first bridge in North Texas with this filtration system. The signature arches were constructed from steel that weathers to form a patina, adding to the bridge's durability and minimizing maintenance costs. The concrete beams on the bridge were left uncoated to eliminate the release of environmentally damaging volatile organic compounds. The uncoated concrete also keeps maintenance costs to a minimum. Such cost-saving features help free up funds for other mobility projects.

### NTTA wins sustainability award...

The NTTA received the 2009 Toll Excellence Award in Social Responsibility from the International Bridge, Tunnel and Turnpike Association. The award recognizes the NTTA's sustainability initiatives that combine safety and efficiency with long-term environmental accountability, such as:

- Implementing a “no coating” policy for concrete on our facilities, rather than painting over concrete, which can peel and pollute the environment.
- Implementing a landscaping program designed to be sustainable, aesthetic and consistent with the

natural environment while also preventing erosion and runoff.

- Remaining committed to clean water by utilizing storm water management systems and maintaining water collection systems.
- Moving toward all-ETC, which improves vehicle fuel efficiency and air quality.

### ...and technology award

In recognition of the NTTA's technological initiatives, the Authority was awarded the 2009 Technology Adopter Award at the 9<sup>th</sup> Annual Tech Titans and Titan Fast Tech Awards from the Metroplex Technology Business Council. The awards recognize outstanding technology companies and individuals in the North Texas area who have made significant contributions to the industry during the past year. The NTTA was recognized for the recent transition to all-ETC, but the council was also impressed with the NTTA's intelligent transportation system, which allows the NTTA's Maintenance and System and Incident Management departments to monitor roadways and weather conditions to keep traffic flowing 24 hours a day, seven days a week.

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# NTTA Project Milestones

*As of Dec. 31, 2009. For details and the latest updates, including monthly corridor progress reports, visit [www.ntta.org](http://www.ntta.org).*

## All-Electronic Toll Collection (All-ETC)

- The NTTA began converting its entire network of toll roads, bridges and tunnels to an electronic collection system in 2008 and anticipates completing the transition in 2011. The NTTA's Capital Improvement Program includes a \$92.6 million allocation for the all-ETC conversion.
- The NTTA successfully converted the President George Bush Turnpike (PGBT) on July 1, 2009, making it the first major toll corridor in the country to make the switch from cash toll collection to all-ETC.
- The NTTA postponed the conversion of the Dallas North Tollway (DNT) and other facilities until 2010 in order to study the impacts of the PGBT transition. The NTTA expects to convert the remaining facilities in the fourth quarter of 2010.

## Dallas North Tollway (DNT)—Phases 4 & 5

- The proposed extension of the DNT will link north Dallas with communities in Collin, Cooke, Denton and Grayson counties. Phase 4 is divided into two sections, running approximately 13 miles total from U.S. 380 to the Collin/Grayson and Denton/Cooke county lines. Phase 5 extends north of the county lines.

## Lewisville Lake Toll Bridge (LLTB)

- Following an official dedication ceremony on July 30, 2009, the landmark bridge opened to traffic Aug. 1, 2009, as an all-ETC facility. The 1.7-mile bridge and 0.3-mile approach roadway is part of a 13.8-mile corridor that connects the Dallas North Tollway in Frisco to I-35E in Lake Dallas.
- NTTA employees and consultants delivered 3,400 pounds of non-perishable food collected as part of the "Run the LLTB" community activities held before the bridge opening. The events collected 6,000 pounds of food and raised \$30,000 for three local charities.

## President George Bush Turnpike Eastern Extension (PGBT EE)

- This 9.9-mile extension will connect the existing PGBT at State Highway (SH) 78 in Garland to I-30. The NTTA is responsible for the first four sections of the corridor, and the Texas Department of Transportation (TxDOT) is responsible for the last section, which includes a one-mile bridge over Dallas' Lake Ray Hubbard. The road is expected to open in the fourth quarter of 2011.
- All five sections were officially under construction by mid-March 2009.

## Sam Rayburn Tollway (SRT)

- Stretching approximately 26 miles from Lewisville to McKinney, the roadway links the Dallas/Fort Worth International Airport and the rapidly growing commercial, retail and residential developments in Collin, Dallas and Denton counties. The tollway features all-ETC.
- The seven-mile stretch of Segment 3 opened to traffic on Sept. 29, 2009, three months ahead of the expected completion date outlined in the Authority's project agreement with TxDOT.
- In December 2009, the NTTA awarded the construction contract to build the interchange between the SRT and the DNT, which will add a fourth and fifth level to the existing three-level interchange with eight direct-connect bridges between the two roads.

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# Partner Project Milestones

*The NTTA is collaborating with regional partners on the following projects, which could become NTTA facilities. (As of Dec. 31, 2009. For details and the latest updates, including monthly corridor progress reports, visit [www.ntta.org](http://www.ntta.org).)*

## Southwest Parkway/Chisholm Trail Parkway

- The combined Southwest Parkway/Chisholm Trail Parkway project is a 27.6-mile corridor in southwest Tarrant and northwest Johnson counties. Southwest Parkway is a 14.5-mile, limited-access toll road in southwest Tarrant County extending from the Fort Worth central business district at I-30 to FM 1187 in southwest Fort Worth. Chisholm Trail Parkway runs 13.1 miles from FM 1187 to U.S. 67 in Johnson County.
- The NTTA, City of Fort Worth, TxDOT and Union Pacific Railroad (UPRR) waived their termination rights to the formal agreement between the parties in September 2009, paving the way for construction to begin in and around UPRR's Davidson Yard.

- The Texas Transportation Commission (TTC) approved additional funding backstops for construction work related to the formal agreement with UPRR. On Aug. 27, 2009, the TTC approved \$45.13 million to pay approximately half of the \$95 million for right of way and other construction costs at the Davidson Yard and \$40 million for the initial construction phase of the bridge, retaining walls and other structures in and around the rail yard. The TTC also authorized TxDOT to enter into an agreement with the NTTA to share 50 percent of the costs associated with the development of the corridor's traffic and revenue study.
- The NTTA and TxDOT are expected to begin work on a project agreement for the corridor in early 2010. Upon declaration of acceptance by the NTTA and completion of the proposed agreement, the two parkways are expected to be combined to enhance the projects' feasibility.

#### **State Highway 161 (SH 161)**

- The SH 161 project extends the existing TxDOT section of SH 161 south of the current terminus of the PGBT, making it a natural extension of one of the NTTA's premier roads. The 11.5-mile corridor traverses the cities of Irving and Grand Prairie in Dallas County.
- The project agreement was approved in February 2009 by the NTTA and the TTC, and it was executed by TxDOT in July 2009.
- TxDOT opened Phase 2 (main lanes from SH 183 to Egyptian Way) to traffic on Aug. 2, 2009. The NTTA began collecting tolls after constructing tolling gantries and installing electronic tolling equipment on the project.
- Prairie Link Constructors was selected for the Phase 4 design-build project, and the first notice to proceed for the design portion was issued Nov. 10, 2009.
- The NTTA is expected to execute an agreement in early 2010 with Union Pacific Railroad, TxDOT and the City of Grand Prairie for the construction of a railroad underpass.
- The NTTA will make a final determination on accepting the project in February 2010.

#### **State Highway 170 (SH 170)**

- The SH 170 corridor study was initiated by TxDOT. The project could result in an 11.8-mile toll road in southwest Denton and northern Tarrant counties, running from SH 114 to U.S. 287.
- The work plan was approved by TxDOT for Section 1 in September 2009, allowing the NTTA to advance the environmental process. NTTA staff continues to meet with project partners to discuss corridor planning.

#### **State Highway 190 (SH 190) East Branch**

- TxDOT is leading the corridor study of the East Branch of SH 190, which could create a new link in the growing loop around Dallas and neighboring cities. The study area extends about 11 miles, from I-30 in Garland and ending at I-20 in Mesquite. SH 190 would connect the proposed Loop 9 in Dallas County to the PGBT EE.

#### **State Highway 360 (SH 360)**

- TxDOT initiated the SH 360 corridor study. The Section 1 portion of the project, from Green Oaks Boulevard/Kingswood Boulevard in Grand Prairie to U.S. 287 in Mansfield, is expected to result in a 9.7-mile extension of SH 360 main lanes in southern Tarrant County and northwestern Ellis County.
- The TTC approved the work plan on Sept. 24, 2009, for Section 1 of SH 360, allowing the NTTA to advance the environmental process. NTTA staff continues to meet with project partners to discuss corridor planning.

#### **Trinity Parkway**

- The proposed Trinity Parkway connects I-35E to U.S. 175, providing a nine-mile relief route around the west and south sides of Dallas' central business district. Estimated comparative costs for the eight alternative alignments range from \$1.1 billion to \$2.1 billion.
- The Federal Highway Administration approved the Supplemental Draft Environmental Impact Statement (SDEIS) on Feb. 19, 2009. The NTTA co-hosted a public hearing about the SDEIS with TxDOT in May 2009.
- The NTTA continues to perform geotechnical investigations, which are funded by TxDOT. Construction plans were completed to the 30-percent level as of May 2009.



## Going the extra mile for our customers

### GOAL

#### Customer-driven organization

- Continue improving the customer experience
- Continue improving measurement of customer satisfaction
- Educate the consuming public about using toll roads
- Orient culture to customer service

The NTTA exists to serve the people of North Texas by enhancing mobility. As an organization we strive to deliver world-class mobility solutions, with high-quality roadways and facilities, responsive customer service and an uncompromising focus on safety.

#### Roadway Customer Service

For motorists who get stranded on any of our roadways, a most welcome sight is the arrival of our Roadway Customer Service team. Operating 24 hours a day, this team assists motorists by offering roadside assistance, such as changing flat tires, providing gasoline and moving vehicles out of the roadway. They also serve as first responders to emergencies, providing protection and assistance on the scene until police, fire or other emergency response teams arrive.

Our Roadway Customer Service is provided to customers free of charge

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In 2009, the Roadway Customer Service team handled 17,985 incidents, representing an average of 346 per week, with an average response time of less than 12 minutes.

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as part of the NTTA's ongoing efforts to provide a safe travel experience on our roadways.

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#### Safe-T Buzz

The NTTA launched a program called Safe-T Buzz to help improve safety on NTTA roadways and update motorists on the latest safety information. At a town hall meeting at NTTA headquarters, safety experts informed the public about the NTTA's endeavors to keep its motorists safe and how motorists can assist in that effort, from spotting possible intoxicated drivers to checking tires for tread wear and proper inflation. They also provided an update on the NTTA's activities to prevent wrong-way drivers and listened to customers' ideas for additional countermeasures. Representatives from Mothers Against Drunk Driving (MADD) joined NTTA staff to answer questions at the kick-off meeting, held during the holiday season since holiday celebrations often involve alcohol.

*The NTTA's customer service representatives make the payment process flow as smoothly as the driving experience.*



### **Construction area safety**

As part of its continued focus on safety, the NTTA began utilizing a state-of-the-art portable barrier system to protect maintenance crews and motorists in temporary construction zones. Previously, crews would park vehicles behind the workers to protect them from oncoming traffic and use cones and barrels between the workers and lanes of traffic. The new system offers powerful defense along the full length of the work zone.

The system incorporates a smooth steel beam with an impact cushion on the end facing oncoming traffic. Federally required crash tests showed that this barrier can effectively redirect and absorb the impact of a 2.5-ton vehicle – the size of a typical pickup truck – going more than 60 miles per hour. At the same time, the system also protects the occupants of a vehicle that impacts the barrier.

### **Preventing wrong-way drivers**

A number of high profile instances in 2009 involved drivers going the wrong way on Dallas-Fort Worth expressways, including the Dallas North Tollway (DNT), too often with tragic results. Preventing these wrong-way driving incidents is of the utmost importance to the NTTA.

Although the incidents occurred at different locations with different situations, one common thread ties them all together: drivers impaired by alcohol or controlled substances.

The NTTA spends millions of dollars every year to make sure its roadways are safe. We gathered an internal task force to take an in-depth look at the incidents on our System as well as solutions that other agencies are using to curtail this national problem.

The task force was charged with reviewing our designs and practices and determining if we can do more to

combat mistakes made by impaired drivers. The task force continues to examine all options, including wrong-way vehicle sensing technology, to address the issue caused by intoxicated drivers. We already have taken several measures to prevent wrong-way driver situations, including:

- Working closely with the Department of Public Safety and local police to increase vigilance and target drunk driving.
- Installing six LED-enhanced “Wrong Way” signs as part of a pilot project that will be assessed for visibility and nighttime impact as well as life-cycle costs and maintenance requirements to determine whether System-wide deployment is warranted.
- Adding one-way reflective, raised pavement markers at every exit ramp throughout the NTTA’s network of roads.

- Adding red reflective conspicuity tape to “Wrong Way” and “Do Not Enter” signs to heighten their visibility to wrong-way drivers.
- Using our current intelligent transportation system of more than 1,000 cameras, pavement sensors and large messaging signs to help ensure the safety of our motorists.

As a community, we are working together to target the cause: driving under the influence of drugs or alcohol.

### Getting MADD for the holidays

The NTTA is reaching out to motorists through organizations such as Mothers Against Drunk Driving (MADD) to make a simple yet life-saving request: don’t drink and drive, and don’t let friends drink and drive.

During the holiday season the NTTA partnered with MADD–North Texas in support of its largest public awareness campaign, “Tie One On For Safety.” MADD created the campaign to encourage the public to take action against drunk driving by tying a red MADD ribbon to their vehicle’s antenna or side mirror.

The NTTA helped distribute thousands of red ribbons throughout the Metroplex. MADD also distributed ribbons at several NTTA events, such as the NTTA’s town hall meeting to launch the Safe-T Buzz program.

### ZipCash keeps customers moving

ZipCash is the NTTA’s drive-now-pay-by-invoice option that enables cash customers to drive through an electronic toll collection (ETC) plaza, without having to stop, just like TollTag users. When a motorist without a TollTag account drives under an all-ETC gantry, a photo is taken of the vehicle’s license plate and an invoice at the higher ZipCash rate is sent to the vehicle’s registered owner. ZipCash invoices can be paid by mail, by phone or on the NTTA’s Web site.

### Fine-tuning our ZipCash invoices

As with any ambitious new program, our ZipCash launch required some fine-tuning. Some ZipCash customers, having never received an invoice from the NTTA before, were initially confused about the process for billing and payment. We gave our invoices and notices a user-friendly makeover to help customers distinguish each step in the payment and collections process. To minimize confusion about paying ZipCash tolls, each phase of the new three-step invoice process—ZipCash, ZipCash Late Notice and Violation Invoice—has a distinct look. We hope to encourage motorists to pay for the use of the toll road before any late or administrative fees are applied to the transactions. We want the customers’ payment process to flow as smoothly as their driving experience.

### TollTag milestone

In June 2009, the NTTA marked the 20th anniversary of the TollTag. The Dallas North Tollway was the first toll road in the nation to use the electronic TollTag system. During its first decade, more than 300,000 TollTags were issued. As more motorists realized the benefits of using a TollTag—fewer delays, preferred rates and interoperability with other facilities—that number skyrocketed six fold in its second decade to reach more than 1.8 million. We expect to reach the milestone of two million active TollTags in 2010.

For 10 years, the NTTA’s Third Party Vendor program has given motorists additional places to get a TollTag. In 2009, the initiative was renamed Regional TollTag Partners to reflect its expanding influence. The program has grown over the years to allow the NTTA to distribute TollTags, build community partnerships, distribute information about new projects and reach out to the entire North Texas region. The NTTA now has 84 municipal retail partners in Collin, Dallas, Denton and Tarrant Counties.

### Customer focus

The NTTA views customer service as an organization-wide function. We routinely measure customer satisfaction across the entire spectrum of our operations: flow of traffic, cleanliness of roads, safety, cash experience, overall driving experience, Customer Service Center (CSC) quality and overall satisfaction with the NTTA.

**Mystery Driver** An important tool in assessing our customer-centric focus is the Mystery Driver program. Introduced in 2004 as part of a larger customer experience management initiative, this program continues to provide valuable customer feedback by allowing the NTTA to track trends and determine what is important from a user standpoint.

**All-ETC study** Following conversion of the President George Bush Turnpike to all-ETC, the NTTA conducted a research study in order to obtain consumer feedback relevant to the all-ETC rollout on other toll roads. Participants pointed out where we fell short, where we were successful, and areas for improvement. For example, most participants knew that using a TollTag saves money compared to ZipCash, but the ZipCash customers didn’t realize just how big the savings were. While few existing TollTag customers visited the NTTA’s Web site to learn about the transition to all-ETC, more than half of the cash customers did. This feedback will play a vital role as the NTTA converts the remainder of its System to all-ETC in 2010.

**Customer Driven Management** The vast majority of our customer contact is through the CSC, with an average of 8,760 contacts per day through 2009 for a total of 2,669,136 contacts with our customers. The CSC management team harnesses the power of customer feedback with an online survey tool that allows customers to provide immediate comments directed to the customer service specialists who assisted them. The direct customer feedback and positive reinforcement enable the customer service specialists to self-evaluate and self-correct their performance.



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1. The NTTA and its partners celebrated the opening of SRT Segment 3 with the keys to mobility. 2. Family members of the late Sam Rayburn helped dedicate the road to its namesake statesman. 3. Crews moved the historic Coyle House in Rowlett to make way for the PGBT Eastern Extension. 4. Executive Director Allen Clemson joined the NTTA staff in June. 5. The NTTA's Vendor Outreach Symposiums enhanced the diversity of firms bidding for NTTA contracts. 6. A special task force examined wrong-way driver incidents on the NTTA System to identify ways to combat mistakes made by impaired drivers. 7. The new Safe-T Buzz program aims to help keep motorists safe on NTTA roads. 8. NTTA maintenance crews worked around the clock preparing for the toll rate increase. 9. The TollTag marked its 20th birthday with nearly 1.8 million active tags on the road. 10. The LLTB opened to a different kind of traffic as the NTTA hosted a community 5-kilometer run and family fun walk across the bridge.



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## Partners on the road together

### GOAL

Respected leadership and partnership in the region's transportation network

- Inform leaders on NTTA finances
- Do effective outreach to governments
- Engage governments in the planning process
- Lead regional toll road planning

The NTTA is dedicated to building partnerships that increase business opportunities, improve efficiency, and enhance relationships as well as develop mobility solutions.

#### **Business diversity efforts**

The inclusion of disadvantaged, minority- or women-owned, and small business enterprises (D/M/W/SBE) in contracting opportunities is a hallmark of successful government entities. The NTTA's Business Diversity program works to achieve the following goals:

- Ensure increased participation and inclusion across the board with minority and women business enterprises.
- Drive down prices through competitive bidding.
- Advocate and facilitate vendor relationships within the NTTA's market area.

As part of the continuing efforts to encourage the participation of D/M/W/SBEs in NTTA contract opportunities, the Board of Directors approved the formation of the NTTA Business Diversity Advisory Council to advise the NTTA's Business Diversity Department. The Advisory Council is comprised of nine members who are recommended by the board and represent regional organizations from both the public and private sectors.

The NTTA participated in a joint Availability and Disparity Study facilitated by the North Central Texas Council of Governments to determine if D/M/W/SBEs were utilized at the level available in the NTTA's market area for the period from 2003 through 2007. Other participants included the cities of Fort Worth and Arlington, Dallas/Fort Worth International Airport, the Fort Worth Transportation Authority and the Fort Worth Independent School District.

During 2009, the Business Diversity Department also launched an annual internal/external compliance workshop for all NTTA departments and contractors to identify and create standard written practices for contract compliance.

After launching its Vendor Outreach Symposiums in late 2008, the NTTA extended the successful program this year, hosting events in Dallas, Collin and Tarrant counties. Designed to provide information about contract opportunities for future NTTA projects and procurements, the forums are intended to engage diverse contractors in the process of doing business with the NTTA. Participants have the opportunity to meet staff from various NTTA departments, and representatives from the North Central Texas Regional Certification Agency also provide information about obtaining certifications.



In addition, the NTTA launched its Relationships and Opportunities Advancing Diversity (ROAD) program to enhance the number and diversity of firms bidding for large contracts by facilitating relationships between vendors. D/M/W/SBEs will benefit from opportunities to increase their business management, organization and professional skills through partnerships with established contractors. Prime contracting firms will benefit from the engagement of qualified D/M/W/SBEs on key projects and the different perspectives they bring to contracts.

As a public entity, the NTTA is committed to responsible stewardship of all resources as we work to provide mobility solutions for North Texas.

#### **Legislation provides equal footing**

To meet the transportation needs of North Texas, the Texas Legislature and regional transportation officials continue to rely on toll roads as

a way to advance much-needed mobility projects. During the 81<sup>st</sup> Texas Legislature, SB 882 granted the NTTA the same toll collection and enforcement powers held by the Texas Department of Transportation (TxDOT) and other local toll entities. SB 882 also standardized ethics provisions drawn from the Penal Code that are applicable to other governmental entities, and it created flexibility in providing design-build stipends to unsuccessful proposers. During a special-called session in July 2009, the NTTA was granted additional bonding authority for up to 40 years for the financing of the SH 161 project and certain other projects, previously limited to 30 years.

The NTTA's focus on federal initiatives has grown in recent years following the development of high-profile projects in North Texas. The NTTA actively monitored the continued extensions of federal legislation governing transportation across the

states; tracked implementation of the American Recovery and Reinvestment Act, which created the Transportation Investment Generating Economic Recovery (TIGER) grant program; and supported expansion of the Transportation Infrastructure Financing and Investment Act (TIFIA). The NTTA submitted four TIGER/TIFIA applications for Southwest Parkway/Chisholm Trail Parkway and State Highway 161. The NTTA also partnered with TxDOT and other toll authorities across the state to develop a joint federal legislative position for the 111<sup>th</sup> Congress that supports local control and more transportation funding tools such as Build America Bonds and recapitalization of the TIFIA program.

#### **Regional mobility partners**

The NTTA is one of many entities—from federal, state and municipal governments to local businesses—that work together to develop and implement mobility solutions across the region.

SH 161 opened to traffic in time for the 2009 football season at the new Dallas Cowboys stadium. Completing the project required cooperation among the City of Arlington, TxDOT and the NTTA. Although SH 161 is currently a TxDOT road, the NTTA installed the tolling equipment and is currently operating the road.

For construction to proceed on Southwest Parkway/Chisholm Trail Parkway in and around the Union Pacific Railroad's Davidson Yard, the NTTA, TxDOT, the City of Fort Worth and Union Pacific Railroad had to execute numerous formal agreements.



# The power to make a difference

## GOAL

Highly qualified, energized and focused team to advance the mission

- Establish comprehensive, competitive compensation program
- Create a culture that attracts and retains outstanding people and supports the mission
- Develop and maintain world-class Human Resources services

Industry peers have recognized the NTTA for our innovation, quality and fiscal responsibility. These characteristics are an extension of the skilled, dedicated and hard-working people who make up the NTTA.

### **A respected leader**

Following a comprehensive national search, the NTTA Board of Directors named Allen Clemson as the Authority's new executive director. Clemson was most recently the special assistant to the vice chancellor of the University of North Texas Dallas Campus where he oversaw the finance and administration areas. He previously served for 24 years as administrator of Dallas County, where he managed an annual budget of more than \$800 million, more than 7,000 employees and a billion dollars in major transportation and facility construction projects.

### **Putting the plan into practice**

With the goals and objectives of the NTTA's strategic plan established, cross-departmental teams were assembled to map out action plans with short- and long-term milestones. Internal surveys and focus groups assessed the NTTA's organizational strengths, weaknesses and culture.

Senior staff then gathered to craft the bold steps that would lead to successful implementation of plans, and a balanced scorecard to be used to measure accomplishments in relation to four business cornerstones: internal business and essential functions, financial perspective and resource management, employee training and development, and customer service.

One result of this entire process was the adoption of a total compensation philosophy that supports the strategic plan and advances the NTTA's business objectives while providing a fair, competitive compensation package to employees.

Under this plan, the NTTA's employees are rewarded on the basis of their contributions toward achieving the organization's business targets and desired results, thereby creating a "pay for performance" culture. The salary structure and benefits offerings provide the NTTA with a rewards package that can attract, retain and motivate

employees from both public and private sectors and is consistent with other public entities that compete with the private sector.

### **A time of transition**

Since the NTTA announced in 2007 that we would convert our entire network of roads to an all-electronic toll collection (all-ETC) system, we have remained committed to supporting our Toll Collection Department employees who would be directly affected by the change. Teams from the Human Resources and Toll Collection departments have worked tirelessly to help their co-workers increase their professional skills, transition to other NTTA positions, or gain employment elsewhere.

By year's end, 170 employees had successfully moved into new positions within the NTTA and hundreds of others had taken advantage of the various training classes, professional development and mentoring programs.

Despite our best efforts, we found ourselves overstaffed in the Toll Collection Department. The NTTA made the difficult decision to implement a reduction in force effective July 1, 2009, which affected 19 employees. We were forced to adjust our staffing levels to operate efficiently as responsible stewards of the public's funds and within our budget to maintain the Authority's long-term financial stability.

# Keep right

At the NTTA, it is imperative that all of our operations and communications be conducted with integrity that earns and keeps the public's trust.

## Wrong-Way Driver Task Force

While we are confident that our system is safe and that we meet or exceed all standards, we formed an internal task force to take an in-depth look at the wrong-way driver incidents that occurred on our system. The task force examined solutions used by other agencies to curtail this perplexing national problem. They also sought out best practices in technology and processes that, although not currently used, might help target wrong-way driving. In addition, we conducted town hall meetings and welcomed e-mail questions, comments and input from the public. Several countermeasure pilot projects are underway and will be complete in 2010. The task force provides a comprehensive, open-minded approach to determine if the NTTA can develop better solutions to deal with impaired drivers.

## The story behind administrative fees

It is important to the NTTA that we conduct all of our business in ways that are fair, clear and easily understood. One way we do that is by working to see that the 92 percent of motorists who pay their tolls are not subsidizing non-paying motorists' trips on toll roads.

The NTTA takes a hard-line stance on habitual violators. Our collection process includes an administrative fee, authorized by statute, to help pay for the cost of collection. This is not a stream of additional income but rather a way of recouping some of the costs associated with enforcement.

However, the NTTA realizes that mistakes happen, confusion occurs or invoices are overlooked. For that reason, we waive 67 percent of administrative fees incurred if any violator takes care of the balance before the outstanding invoice is transferred to a collection agency. We want to do all we can to help customers avoid any additional fees.

## Interactive communication

The NTTA continues to expand content on its own Web site, [www.ntta.org](http://www.ntta.org), to give consumers, vendors, stakeholders, elected leaders and other interested audiences a clear picture of the NTTA's operations, finances and news. A new section tailored for investors provides System-wide and road-specific transactions and collected toll revenues as well as a comparison of actual performance versus projections. For our vendors, the site's new Business Diversity Department pages show that the NTTA is open for business, promoting the latest events aimed at increasing collaboration on NTTA projects. Consumers can quickly



## GOAL

Open, honest communication

- Develop effective interactive communications process
- Create a strategy to communicate mission and goals
- Assess, improve, implement stakeholder communications programs

determine the total costs of their trips on NTTA roads with the handy new Trip Rate Calculators, and they'll find answers to their most frequently asked questions about toll rates in a user-friendly format.

The NTTA is also using social media technology as a cost effective, timely way to inform customers and motorists about its toll road initiatives, projects and construction-related activity. In April 2009, the NTTA joined Facebook, one of the most popular and free social online networks worldwide. The NTTA Facebook page offers timely information on lane closures, project updates, events and more to customers, motorists, or anyone interested in keeping up with the NTTA. It's one more way that the NTTA is on the move to improve mobility.



# NTTA Quick Facts

Unaudited data as of Dec. 31, 2009

2009 Total Revenue	\$333,402,398
2009 Toll Revenue	\$309,258,905
2009 Debt Service	\$109,120,071
2009 Total Transactions	456,700,028
Average Toll Rate Per Mile	14.5 cents
<i>(TollTag rate; cash/ZipCash rate is 50% greater with a minimum difference of 20 cents per transaction in 2009)</i>	
Employees	780

## TOLLTAGS

Total TollTags	1,787,958
Total TollTag Accounts	968,786
Average TollTags per Account	1.85

## CUSTOMER SERVICE

Total Customer Contacts	2,669,136
Average Daily Customer Contacts	8,760

## ROADWAY CUSTOMER SERVICE & COMMAND CENTER

Total incidents handled:	17,985
Average weekly incidents handled:	346 per week
Average response time:	12 minutes
Traffic updates to NTTA.org:	40 per week

<sup>1</sup> SRT figures include frontage roads for entire corridor length  
SH 161 figures include frontage roads in Phase 1

<sup>2</sup> Centerline miles: length of roadway measured down the middle, or centerline, of the roadway.

<sup>3</sup> Lane miles: a roadway's centerline miles multiplied by the number of through main lanes.

## SYSTEM MILES<sup>1</sup>

<i>Centerline miles open to traffic<sup>2</sup></i>	98
• DNT	31
• PGBT	30
• MCLB	2
• AATT	1
• SRT	26
• LLTB	2
• SH 161	6

## *Lane miles maintained<sup>3</sup>*

• DNT	185.04
• PGBT	174.80
• SRT	296.42
• MCLB	3.90
• AATT	1.36
• LLTB	8.16
• SH 161	35.27

## *Lane miles under construction*

• SRT (Segments 4 & 5)	16.2
• PGBT EE (Sections 28-31)	101.4

## *Lane miles in design stages*

• Trinity Parkway	54
• Southwest Parkway (Sections 1-4)	14.7
• SH 161 (Phase 4)	39

## *Lane miles in planning stages*

• DNT 4A	36
• DNT 4B/5A	72
• SH 170 (Section 1)	37.8
• SH 360 (Section 1)	58.2

## EXECUTIVE AND SENIOR STAFF MEMBERS

Allen Clemson  
*Executive Director*

Janice D. Davis, CPA, CGFM  
*Chief Financial Officer*

John Dahill  
*General Counsel*

Gerry Carrigan, P.E.  
*Assistant Executive Director of Project Delivery*

Clayton Howe  
*Assistant Executive Director of Operations*

Kimberly A. Tolbert  
*Assistant Executive Director of Administrative Services*

Nina Arias  
*Director of Human Resources*

John Bannerman  
*Director of Customer Service*

Dana A. Boone  
*Director of Cash and Debt Management*

Athena Cole  
*Director of Procurement*

Anthony L. Coleman  
*Director of Business Diversity*

Kimberly Jackson  
*Director of Communications*

Magdalena Kovats  
*Director of Internal Audit*

Marty Legé  
*Director of System and Incident Management*

Elizabeth Mow, P.E.  
*Director of Project Delivery*

Dave Pounds  
*Director of Information Technology*

Carrie Rogers  
*Director of Government Affairs*

Kiven M. Williams  
*Director of Toll Collection*

J.C. Wood, Jr., P.E.  
*Director of Maintenance*

Ray Zies, CPA, CGFM  
*Controller*

## CONTACT US

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**Business Diversity Department:** 214-461-2007  
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**Project Updates:** [www.NTTA.org/AboutUs/Projects/](http://www.NTTA.org/AboutUs/Projects/)

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