

PAVING THE WAY FOR A VIBRANT NORTH TEXAS REGION

2014 ANNUAL SUMMARY REPORT

SERVING A THRIVING REGION

In 2014, the North Texas region continued to prosper economically, welcoming numerous corporate headquarters relocations and expansions. Specifically, businesses and developments will be located adjacent to NTTA toll roads – Toyota North America Inc., FedEx Office, State Farm, Nebraska Furniture Mart and the Dallas Cowboys new headquarters.

OFFERING TRANSPARENCY AT ALL LEVELS OF NTTA

NTTA emphasizes leadership in transparency, helping to ensure accountability of how funds are used. These diligent efforts have been recognized with the state's highest honor for online public access four years in a row, reaching Platinum level in 2014. This honor is presented by the Texas Comptroller's Leadership Circle program to local governments and agencies that open their books to the public, provide clear, consistent representation of spending and share information in a user-friendly format that lets taxpayers or citizens easily drill down for more detail.

3.19

million active TollTags 2014

847,062

TollTags issued 2014

4.7

million customer contacts 2014



A LETTER FROM NTTA CHAIRMAN KENNETH BARR

PROGRESS NORTH TEXAS

Encouraged by the year's tremendous opportunities and significant achievements, we take a moment to reflect on 2014. NTTA remained committed to providing a safe and reliable transportation network designed to meet the demands of our economically vibrant region.

Serving 6.5 million drivers annually, we continued to increase value for customers and to provide a seamless and dependable customer experience. NTTA launched new services – ranging from monthly and consolidated ZipCash bills to an online customer appointment reservation system, “At Your Service.” We expanded our TollTag beyond the Texas border into Oklahoma. TollTags now work on all toll roads in both states as well as on TEXpress lanes and at Dallas-Fort Worth airports.

NTTA celebrated milestones. We completed a major 27.6-mile roadway, Chisholm Trail Parkway, which added a new transportation artery for millions of residents in Tarrant and Johnson counties. We welcomed tens of thousands of new customers. NTTA's TollTag, the first electronic transponder in the nation, had its 25th anniversary, and our TollTag is now displayed on more than three million vehicles.

As you will see in the next pages, NTTA remained financially strong and delivered solid results. We met our commitments to our counties and bondholders, and we continued investing in infrastructure and technology.

At our core, we remained focused on keeping our customers and employees safe. NTTA's infrastructure and operations team kept our 950 lane miles in top condition by deploying the latest in tolling safety and innovation. The Roadway Customer Service and Command Center employees provided free roadside assistance 24/7/365, helping 18,500 customers get safely on their way.

We continue to look to the future to keep North Texas moving.



Kenneth Barr CHAIRMAN
Fort Worth / Tarrant County Appointee

MEET OUR BOARD



KENNETH BARR CHAIRMAN
Fort Worth | Tarrant County Appointee



BILL MOORE VICE CHAIRMAN
Plano | Collin County Appointee



WILLIAM D. ELLIOTT
Ravenna | Gubernatorial Appointee



MATRICE ELLIS-KIRK
Dallas | Dallas County Appointee



MOJOY HADDAD
Arlington | Tarrant County Appointee



GARY KLOEPPER
Highland Village |
Denton County Appointee



MICHAEL NOWELS
Lewisville | Denton County Appointee



GEORGE "TEX" QUESADA
Dallas | Dallas County Appointee



JANE WILLARD
Celina | Collin County Appointee

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 PARTNER TO MEET OUR REGION'S GROWING NEED FOR TRANSPORTATION INFRASTRUCTURE.

VALUES

INTEGRITY // TEAMWORK // EXCELLENCE // ACCOUNTABILITY // LEADERSHIP // TRANSPARENCY

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OUR PURPOSE IS TO PROVIDE TRANSPORTATION SOLUTIONS. OUR PASSION IS SERVICE.

In 2014, NTTA opened the highly anticipated Chisholm Trail Parkway, its first road in Johnson and Tarrant counties, as well as offered new TollTag products and services, and increased customer engagement to help meet the region's transportation needs.



NTTA remained committed to being a careful steward of the resources placed in its care – financial, physical and environmental. Tolls collected help fuel transportation in North Texas, which includes maintaining and operating NTTA's network of toll roads.

2014 STRATEGIC PLAN

- Advance regional transportation and system improvement projects
- Develop debt plan
- Optimize customer service and collection products, services and strategies
- Advance toll enforcement remedies
- Expand TollTag distribution
- Convert ZipCash customers to TollTag customers
- Implement tolling service agreements
- Leverage partnerships to expand procurement opportunities with disadvantaged, minority- and/or woman-owned business enterprises (D/M/WBEs)
- Improve employee engagement and development strategies

THINK: STRATEGIC GOALS



CUSTOMER CENTRIC



FINANCIALLY SOUND & VIBRANT



DELIVERING TRANSPORTATION SOLUTIONS



RESPECTED LEADER & PARTNER IN THE REGION'S TRANSPORTATION NETWORK



HIGHLY QUALIFIED, ENERGIZED & ENGAGED TEAM



FINANCIALLY SOUND & VIBRANT

NTTA constructs, maintains and operates two systems – NTTA System and NTTA Special Projects System – creating a toll road network that spans 950 lane miles in five counties in one of the fastest growing regions of the country. The Special Projects System fiscal year begins in September and concludes the following August. The NTTA System fiscal year mirrors the calendar year. The results below reflect a full year of financial activity.

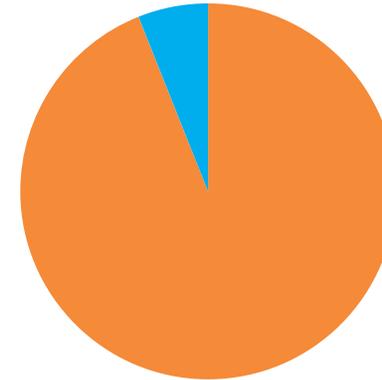
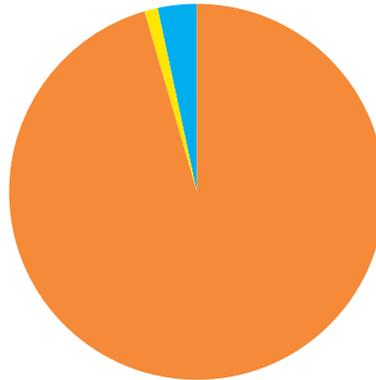
The Special Projects System is a separate enterprise fund comprised of the President George Bush Turnpike Western Extension and Chisholm Trail Parkway. Bonds issued by the SPS are secured and paid for from revenues of SPS and not NTTA System revenues.

2014 REVENUE SOURCES

NTTA System Total Revenue: \$607,430,167

Special Projects Systems Total Revenue: \$40,639,157

<p>TOLL REVENUE NTTA \$580,044,878 SPS \$38,179,423</p> <p>INTEREST REVENUE NTTA \$6,970,078 SPS \$3,424</p> <p>OTHER REVENUE NTTA \$20,415,211 SPS \$2,456,310</p>
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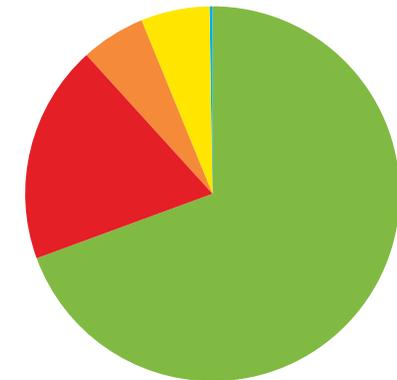
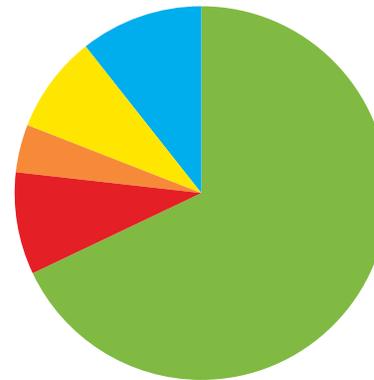


2014 EXPENSES

NTTA System Total Expenses: \$532,489,328

Special Projects Systems Total Expenses: \$41,736,321

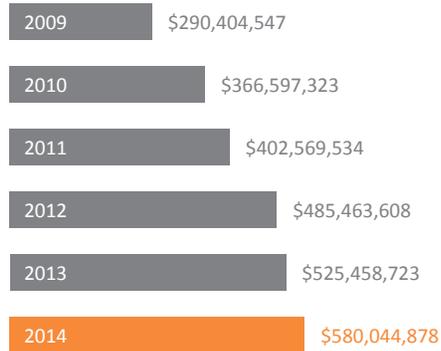
<p>NET DEBT SERVICE* NTTA* \$361,782,319 SPS** \$26,066,326</p> <p>SALARIES AND BENEFITS NTTA \$47,066,273 SPS \$7,080,624</p> <p>PROFESSIONAL FEES NTTA \$22,052,070 SPS \$2,088,509</p>	<p>REPAIRS AND MAINTENANCE NTTA \$44,943,677 SPS \$2,229,148</p> <p>OTHER EXPENDITURES NTTA \$56,644,989 SPS \$4,271,714</p>
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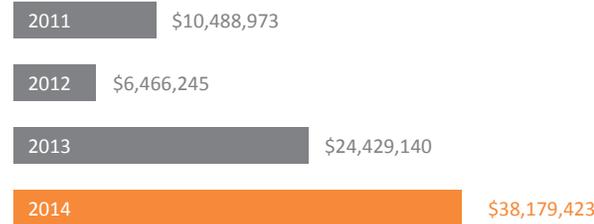
NTTA: *All debt including ISTEAs and subordinated debt SPS: **All debt
 Please note: NTTA System numbers are preliminary, unaudited and subject to change.

2014 REVENUES, TRANSACTIONS AND DEBT SERVICE

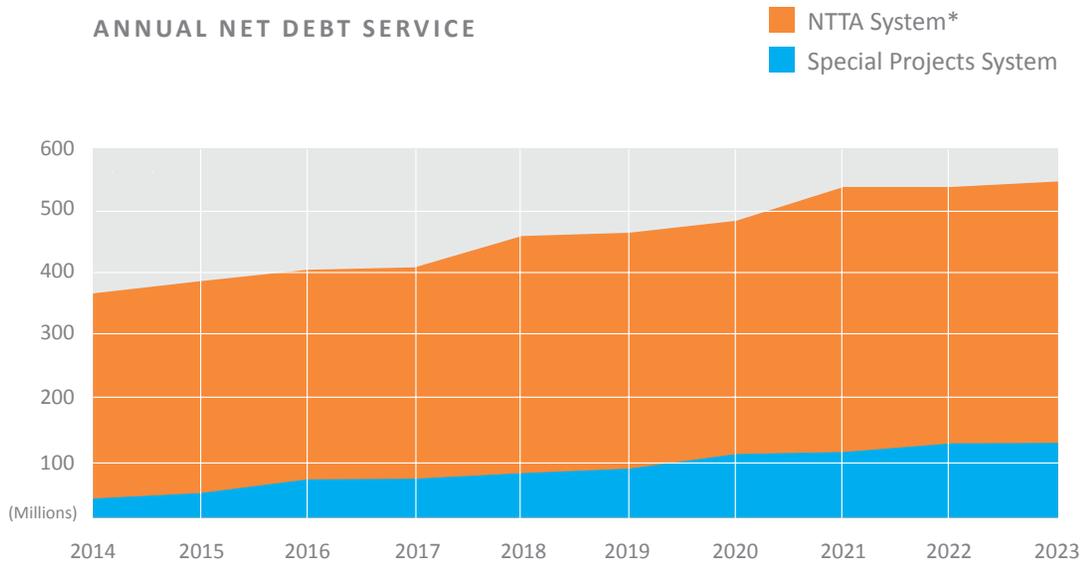
TOLL REVENUE | NTTA SYSTEM



TOLL REVENUE | SPS

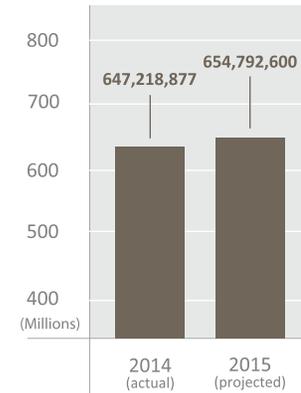


ANNUAL NET DEBT SERVICE

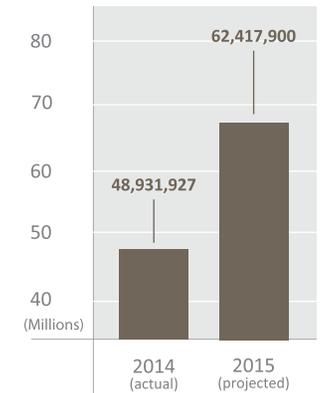


*Includes ISTEAs and Subordinate Debt

HISTORICAL AND PROJECTED TRANSACTIONS



NTTA System



Special Projects System

2014 FINANCIALS

- ☀ \$607.4 million total NTTA System revenue
- ☀ \$115.2 million Operating Budget
- ☀ Moody's NTTA System Credit Rating: A2/Stable Outlook
- ☀ Standard and Poor's System Credit Rating: A-/Stable Outlook
- ☀ \$7.78 billion in Outstanding NTTA System Debt
- ☀ \$1.78 billion in Outstanding Special Projects System Debt

OUR CUSTOMERS DRIVE OUR BUSINESS

Hundreds of thousands of times every day, motorists count on NCTA to provide safe, convenient and efficient transportation options. We serve these customers by listening through various channels of communication. As we hear and understand their needs, we act. We strive to provide our customers with excellent service at every encounter.



CUSTOMER DRIVEN

MORE CUSTOMER INTERACTION

TOTAL 2014 ONLINE CUSTOMER CONTACTS

8,709,405 | 23,800 daily

TOTAL 2014 CONTACTS TO THE CUSTOMER SERVICE CENTER

4,716,905 | 12,923 CSC daily

TOTAL 2014 PHONE CUSTOMER CONTACTS

984,115 | 2,696 daily



CUSTOMER SERVICE PROPELS FORWARD

NTTA continued to build and strengthen our relationships with our customers through a broad range of innovative programs and new services that streamlined and enhanced customer support as we reached out and informed the public, engaged and involved our motorists, and expanded TollTag products.



SIMPLIFIED ZIPCASH BILLING

NTTA responded to customer requests for a predictable monthly toll bill and introduced consolidated monthly billing for ZipCash pay-by-mail accounts. Instead of receiving multiple invoices throughout a month, customers now receive one monthly bill, consolidating all ZipCash transactions across each stage of collection. An account summary clearly shows current tolls, payments and adjustments. Consolidated bills are issued at the same time each month. This is a simple and convenient way for customers to pay their more than 125 million annual ZipCash transactions.

NTTA DEBUTED AT YOUR SERVICE – CONVENIENT SCHEDULING

“At Your Service,” an online customer appointment reservation system, launched in fall 2014. For issues that can’t be handled online, customers can schedule appointments for a personal meeting or a return phone call at a time convenient to them.

\$20 STARTER TOLLTAG

The \$20 Starter TollTag continued to grow at a significant pace in 2014, representing more than a third of new TollTags issued. NTTA continued to promote TollTags as the best and least expensive way to travel and the most convenient method to pay for parking at both Dallas/Fort Worth International Airport and Dallas Love Field Airport.

MORE SOCIAL MEDIA FOR MORE INTERACTION

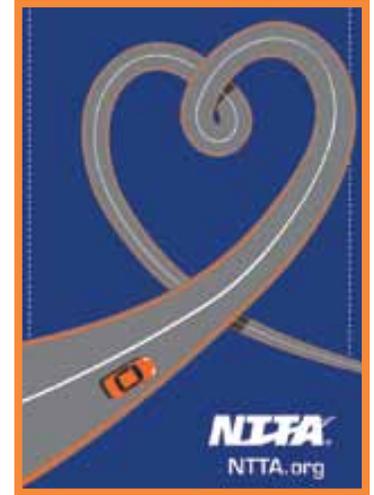
To engage an increasingly mobile customer base, NTTA expanded its presence and activity in social media. We introduced DrivingNorthTexas.com, a blog designed to give drivers more information about NTTA, TollTags and transportation matters in the region. The new blog complements the Authority’s primary website, NTTA.org, and offers our latest added-value promotions and sweepstakes, safe driving tips and construction updates.

Downloads of our free Tollmate mobile app totaled 250,000. The number of followers on Facebook and Twitter increased 62 percent and 25 percent respectively. On average, 50 percent of Facebook fans were engaged users.



BIENNIAL CUSTOMER SURVEY – WE’RE LISTENING

Every two years, NTTA conducts a survey to discover what is most important to our customers and to gain an understanding of the overall customer experience. Following a robust marketing and communications campaign, more than 20,000 NTTA customers completed the online 2014 survey, an increase of 250 percent from 2012. Their feedback helps NTTA better understand and serve our customers. Based on results from the 2014 survey, NTTA will implement a customer loyalty program in 2015 and is in the planning stages for a number of other initiatives.



CHISHOLM TRAIL PARKWAY OPENED WITH THE HIGHEST NUMBER OF TOLLTAG USERS FOR A NEW NTTA ROAD.



OPEN ROAD SWEEPSTAKES

To generate community awareness, interest and anticipation for the opening of Chisholm Trail Parkway, NTTA launched the Open Road Sweepstakes. Customers opening new TollTag accounts during the contest period were automatically entered to win one of five “Best Texas Road Trip Ever” adventures. All packages included RV rentals for four, accommodations, meals, gas money and tickets to select tourist attractions. TollTag account holders and ZipCash customers could enter through a mail-in form. More than 190,000 TollTag accounts were opened during the Open Road Sweepstakes promotion.

In another step to keep the public aware and NTTA transparent in its operations, NTTA began live webcasts of our monthly board meetings in 2014. Webcast viewers can follow in real time as the public, stakeholders and NTTA staff address the Board of Directors with questions, concerns, plans, presentations and proposed actions regarding NTTA finances, projects, customer service, collections and operations. Meetings are also archived on NTTA.org for viewing at any time.



THE TOLLTAG: CELEBRATING MILESTONES OF A REVOLUTIONARY TECHNOLOGY

In 1989, NTTA pioneered a groundbreaking technology that allowed motorists to pay tolls electronically. The little plastic TollTag box changed the toll collection industry worldwide. By 2007, *USA Today* named NTTA's TollTag technology as one of the top 25 "Eureka Moments" that have changed people's lives.

CUSTOMER DRIVEN

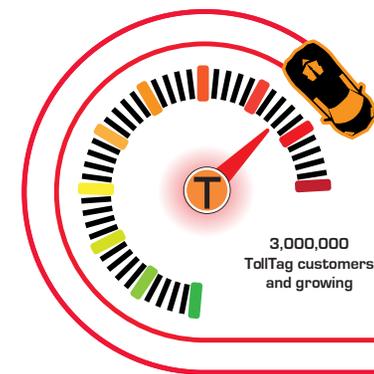
TWENTY-FIVE YEARS OF TOLLTAG INNOVATION

The year 2014 marked the 25th anniversary of the TollTag, which became the first electronic transponder in the nation for toll collection. The TollTag has naturally evolved – moving from a hard case to a small, sleek windshield sticker that can now be used on all toll roads in Texas and Oklahoma. Nearly 5,000 original TollTag account holders from 1989 are still TollTag customers today. NTTA celebrated the anniversary with a reception for the first 25 TollTag holders and a special "Throwback Thursdays" promotion in August, which increased TollTag account openings by 73 percent, compared to 40 percent the same period the year before.



THREE MILLION TOLLTAGS AND GROWING

Our customers also grew the number of TollTags in use by 13.5 percent in comparison to 2013, pushing the total number of active TollTags to more than 3 million. To put that number in perspective, about 6 million vehicles are registered in the Dallas-Fort Worth region; there are TollTags on nearly half of them. It took 16 years to reach 1 million TollTags, six more to reach 2 million TollTags and only three more years to hit 3 million TollTags.



JUMPING ON THE TOLLTAG TEAM

With the opening of Chisholm Trail Parkway, our first road on the western side of the DFW Metroplex, NTTA punctuated the occasion by introducing a special Texas Christian University TollTag that helped drive TollTag adoption in the area. The popular specialty TollTag program now includes Dallas Cowboys (which started in 2011) and Southern Methodist University-themed TollTags, with more professional and college teams in the works.

MORE PARTNERS, MORE LOCATIONS FOR MORE TOLLTAGS

Through our Regional TollTag Partner program, NTTA provides convenient access for motorists to register for TollTags by building partnerships with municipalities and service providers within our region. To support the opening of Chisholm Trail Parkway, NTTA expanded the locations to obtain a TollTag in Tarrant and Johnson counties with 30 additional Kroger stores, as well as the opening of a Fort Worth TollTag store. There are now more than 142 RTP locations, which include the 2014 addition of 26 Fiesta stores, serving customers in the DFW Metroplex.

FAIRNESS AND EQUITY IN TOLL PAYMENT REQUIRES ENFORCEMENT

Across the NTTA network, the vast majority of drivers pay for their use of toll roads, but a small percentage do not pay their share. Instead, these drivers ignore multiple invoices, disregard summons to appear at court hearings and refuse to pay what they owe for using area toll roads. These drivers are not contributing to the maintenance, customer service, administration and safety that motorists count on.

Senate Bill 1792, a law passed in 2013 by the 83rd Texas Legislature, expanded toll enforcement remedies, including vehicle blocks and registration bans for habitual violators (those who have accumulated 100 or more unpaid tolls in a year or less and are issued two notices of nonpayment). In 2014, NTTA ramped up efforts to remedy toll violations. Four new interlocal agreements were approved with Ellis, Johnson, Grayson and Rockwall counties. Vehicle



registrations were blocked for 11,797 violating vehicles in eight North Texas counties, and 27,904 vehicles were banned from NTTA roadways.

Roadside automated license plate recognition systems were piloted to help enforce vehicle bans. Repeated violations of the ban may result in the impoundment of the violator's vehicle.

These enforcement efforts are yielding results. Scores of habitual violators have stepped forward, resulting in establishment of payment plans and adoption of TollTag accounts to pay for new transactions.

COMMUNITY INVOLVEMENT AT EVERY TURN

In addition to one-on-one personalized customer service delivered to thousands of customers daily, NTTA maintains a robust program to keep our stakeholders and constituents informed and engaged with our efforts to serve the transportation needs of the North Texas region.

OUR FOCUS ON CUSTOMERS PAYS OFF

Through continual customer service enhancements, community outreach efforts and TollTag distribution initiatives, NTTA significantly increased awareness, contact and engagement with North Texas drivers.

APPROXIMATELY 16,000 TOLLTAGS WERE ISSUED EACH WEEK IN 2014, A 23 PERCENT INCREASE OVER 2013. MORE THAN 79% OF DRIVERS PAY WITH A TOLLTAG.

Our customers rated us above our 90% satisfaction goal for service to them.

Our growth and accomplishments in 2014 set the groundwork for further customer service enhancements in 2015.

A customer loyalty program and expansion of the popular specialty branded TollTags are among our many planned programs. It's all part of our drive to ensure a positive experience for customers.

SPEAKING TO THE NEEDS OF THE CHISHOLM TRAIL CORRIDOR

In 2014, NTTA focused resources of every kind on the 50-years-in-the-making Chisholm Trail Parkway and its span from downtown Fort Worth south to Cleburne.

NTTA's Speakers Bureau team conducted more than 60 engagements in the region, addressing and getting valuable feedback from hundreds of business decision makers, municipal leaders, civic clubs, neighborhood homeowner groups and local advocates.



BIG THINKING

Recognizing that the business community is an important stakeholder in all phases of toll road development, NTTA formed Business Information Groups in 2011 as a way to inform and promote dialogue with business professionals. NTTA partnered with the Texas Department of Transportation and the city of Fort Worth to create a single source for a comprehensive overview and timely updates on all projects in and around Chisholm Trail Parkway. By informing the community of construction activity and lane closures, we were able to keep commerce moving while the road was under construction. Many entities worked together with the theme "How the West was One," culminating in the successful opening of the milestone project.

ON THE MOVE TO DELIVER TRANSPORTATION SOLUTIONS

NTTA has many projects in various stages of development that are designed to improve mobility, provide options to our customers and move the tollway system into the future. We deliver transportation solutions to millions of customers every day from providing new roadways to developing ways to make our existing toll roads safer, more efficient and more convenient.

DESIGNED FOR IMPROVED CAPACITY AND FLOW

In 2014, design work was completed for enhancements to the Dallas North Tollway and the President George Bush Turnpike that will bring traffic relief in years to come with added capacity for motorists. With construction scheduled to begin in 2015, the changes will help to improve traffic flow on these roads, making a smoother drive for motorists.

DALLAS NORTH TOLLWAY IMPROVEMENTS:

- ✱ Adding a fourth lane in each direction between the Sam Rayburn Tollway and Belt Line Road
- ✱ Reconfiguring ramps connecting the Dallas North Tollway and President George Bush Turnpike on the north side of the interchange
- ✱ Restriping, adding pavement surface overlay, and relocating light poles from the center median barrier to the outside shoulders between I-635 and the Bush Turnpike



PRESIDENT GEORGE BUSH TURNPIKE IMPROVEMENTS:

- ✱ Addition of a fourth lane in each direction of the Bush Turnpike along 26 miles between Interstate 35E in Carrollton on the west to State Highway 78 in Garland on the east

The goals of these improvements are to alleviate congestion, improve safety and improve access to and from existing cross streets along the corridor.

COMMUNICATING BENEFITS TO THE COMMUNITIES

NTTA's Speakers Bureau engaged in hundreds of presentations to city councils and the communities along the routes, including Plano, Dallas, Richardson, Frisco, Carrollton and Addison in order to serve as a resource of information. During these meetings, we answered questions and highlighted the benefits of the upcoming tollway improvements.

STEERING TOWARD THE FUTURE

NTTA continues to work with regional partners on future projects. Among these are:

- ✱ **State Highway 360:** In early 2014, NTTA's Board of Directors approved agreements with the Regional Transportation Council and Texas Department of Transportation to develop, finance and construct a 9.2-mile tollway south of Interstate 20 from Arlington into Ellis and Johnson counties. Under the terms of the project agreement, TxDOT will finance and build the project, while NTTA will own, operate and maintain the project once construction is complete.
- ✱ **State Highway 170:** NTTA continued to manage the project through the completion of the environmental process. Project partnering meetings are ongoing to advance the project.

PROVIDING PROJECT UPDATES

Every month, NTTA distributes Corridor Progress Reports to thousands of project stakeholders and drivers with details about each of the major projects that are in various stages of planning and construction. The reports are available by email subscription and online at NTTA.org.

CHISHOLM TRAIL PARKWAY: THE CULMINATION OF A 50-YEAR VISION



Judge B. Glen Whitley speaks during the Chisholm Trail Parkway roadway celebration

The completion of NTTA's newest toll road was marked by a series of celebrations of "How the West was One" that featured a herd of Fort Worth longhorns, a ceremonial flyover, and thousands of people participating in a community Chisholm Trail Run & Ride 5K, bicycle rides and half-marathon on the new toll road before it opened to traffic. The grand opening of the Fort Worth TollTag Store featured an appearance by former Dallas Cowboys All-Pro Drew Pearson and the TCU mascot and cheerleaders.

During the roadway celebration, area elected officials, NTTA board members and distinguished guests spoke about the historical significance of the road, the economic impact it will have on the region and the benefits it will provide to residents. The long-awaited thoroughfare has created quicker, safer, more efficient and convenient routes for drivers in this important and growing corridor.

CHISHOLM TRAIL PARKWAY: THE CULMINATION OF A 50-YEAR VISION

A HISTORY-MAKING COLLABORATION

Chisholm Trail Parkway extends 27.6 miles between downtown Fort Worth and Cleburne. More than 50 years in the making, the project was a collaboration between NTTA, the Texas Department of Transportation, the North Central Texas Council of Governments, Tarrant and Johnson counties, the cities of Fort Worth, Burleson and Cleburne, and the Western Railroad and Union Pacific Railroad. A few customer quotes about the new toll road include:

- ✦ **“Best news lately: Chisholm Trail Parkway is open. Five minutes to City View, 25 minutes DFW-Cleburne. Get a TollTag.”**
- ✦ **“Commuters: New Chisholm Trail Parkway saves time.”**
- ✦ **“Thank you to the folks who came up with the idea for the Chisholm Trail Parkway! Love it!”**



AN EAGER CUSTOMER BASE

Chisholm Trail Parkway immediately proved to be an important piece of the area infrastructure. The number of transactions and TollTag usage are exceeding projections.

A GROWING SERVICE AREA

NTTA currently has projects in the planning stages within a seven-county area – from Grayson County to the north, Tarrant County to the west, Dallas County to the east and Johnson and Ellis counties to the south.

Chisholm Trail Parkway - NTTA's first roadway in Tarrant and Johnson counties - serves as a landmark to our growing ability to serve the entire region.

To reflect NTTA's growing network of roads, we established the Contiguous County Advisory Committee (CCAC). The CCAC provides representation and input by the elected officials and citizens of counties that are not NTTA member counties but contain an NTTA project. The CCAC will provide beneficial information and advice to NTTA as well as enlist the support of elected officials and citizens.

OPERATING AN AWARD-WINNING MAINTENANCE DEPARTMENT

NTTA’s Maintenance Department takes care of NTTA’s toll roads and keeps them in top condition. This includes ongoing repairs, landscaping, pavement and structural renewals, replacements and improvements and other projects necessary for safe and efficient operation. In addition to its daily operations, this department remains at the forefront of tolling safety and innovation. In 2014, the department was recognized multiple times by the Texas Public Works Association, which highlights outstanding individuals, groups and chapters representing the best in the public works profession.

- Project of the Year Award
- Public Works Leader of the Year Award
- Technical Innovation Award

Maintenance rating program above goal at 93.4
 The maintenance rating program evaluates system assets to ensure roads are maintained to NTTA’s expected quality; the goal is 80.



PROVIDING SAFETY ON 950 LANE MILES

NTTA customers have likely seen roadside assistance team members in brightly colored trucks along NTTA roads. In conjunction with Command Center staff, which uses advanced technology to identify the location of stranded motorists, the Roadway Customer Service team provides free roadside assistance 24/7/365 on all NTTA toll roads. The goal of the crews is to help get customers safely on their way, whether it’s by fixing flat tires, making minor vehicle repairs, adding a gallon of gas to empty tanks or waiting with customers for a tow truck to arrive.

ROADWAY CUSTOMER SERVICE

- Motorist assists – 18,479
- Major incident clearance time – 1 hour 11 minutes
- Minor incident clearance time – 13 minutes 30 seconds

SUSTAINABLE INNOVATION

NTTA is committed to being a good neighbor to our communities. That includes minimizing our impact on natural resources and reducing our carbon footprint. In everything we do - from selecting native plants that use less water in our landscaping to improving the energy efficiency of our facilities and vehicles - we are dedicated to building a sustainable future. We made significant advancements toward green operations throughout the year.

CLEANING AND REUSING SAND

In 2014, NTTA's Maintenance Department began a pilot program to recycle sand used during the ice events of the prior winter season. Previously, because of substantial road debris collected when sand was swept from the roads, we had to truck the reclaimed sand directly to a landfill. (NTTA sweepers collect the sand from our roadways within 72 hours after a winter storm, a cleaning standard that is unique to NTTA). Under the new program, a specialized machine is used to sift and separate the embedded debris, resulting in clean sand that is ready for future winter snow and ice events. The program saved about \$70,000 on the purchase and delivery of new sand for the upcoming winter season, decreased the carbon footprint of delivery trucks and reduced the impact on local landfills.



SOLAR PANELS LIGHTEN ENERGY BILLS

Toward the end of the year, a solar panel system was added to the roof of NTTA's Plano Maintenance Service Center. The energy produced is monitored through a web-based system, allowing NTTA to track and verify the system's performance. The estimated annual energy production from the system is 52,500 kilowatt-hours; in January 2015, its first month in operation, the system produced in excess of 6,000 kilowatt-hours. This new solar panel system will save on monthly operational costs. As a result of this energy-saving measure, NTTA received a \$50,000 credit from Oncor Electric Delivery.

SUSTAINABLE INNOVATION



CLEANER-BURNING PROPANE

NTTA's fleet of vehicles includes forklifts, mowers, pavement patching and striping machines, and portable power generators that are powered by propane engines. Compared with vehicles fueled by conventional diesel and gasoline, propane vehicles produce lower amounts of some harmful air pollutants and greenhouse gases. Propane generally costs less than gasoline and can result in lower maintenance costs as well.



RENEWABLE ENERGY REDUCES COSTS AND CARBON FOOTPRINT

In January 2014, NTTA began its four-year contract with Green Mountain Energy, ensuring at least 10 percent of the Authority's electrical power use will be wind-sourced. This partnership enables NTTA to lower its electricity costs while also reducing its carbon footprint. By choosing renewable energy over standard system power, NTTA will avoid producing 7.4 million pounds of carbon dioxide over the course of the four-year contract—the equivalent of taking 720 cars off the road for a year. NTTA is now eligible to join the U.S. Environmental Protection Agency's Green Power Partnership, a voluntary program that encourages organizations to use green power as a way to reduce environmental impacts associated with conventional electricity use.

TEXPRESS LANES: MORE TOLLTAG SAVINGS

In partnership with TxDOT and private developers, NTTA began billing services for area TEXpress lanes on LBJ Freeway, North Tarrant Express and DFW Connector projects. NTTA's goal is to give Dallas-Fort Worth drivers seamless customer service with a single point of contact for toll road travel.

TEXpress lanes are toll lanes added within existing major roadways to provide extra capacity to handle traffic volume. Unlike NTTA toll roads, TEXpress toll rates fluctuate depending upon the traffic level in the lanes and the time of day.

Alongside TxDOT and the private developers that own and operate area TEXpress Lanes, NTTA highlighted the advantages of traveling the new lanes with a TollTag. Billboards, online ads, invoice inserts, promotions and newsletter articles all touted the cost savings and convenience of using a TollTag.

STRENGTHENING REGIONAL RELATIONS

NTTA's efforts to connect the vibrant North Texas region depend on continued collaboration between NTTA and member counties, stakeholders, partners transportation and local business partners. As part of an organization-wide effort, we continued robust and interactive communication with our counties, cities and their constituents about NTTA's new enhanced customer experience programs, including improved TollTag benefits and access.

Also in 2014, NTTA partnered with its four member counties and three surrounding counties to implement vehicle registration block enforcement remedies for toll scofflaws, as authorized by the 2013 Texas Legislature under the statewide toll enforcement law. We also built new relationships with civic and business organizations to educate them on NTTA's transportation role in the North Texas region. NTTA began a targeted outreach campaign to its corridor cities to underscore the importance of land use decisions in roadway development and sound mitigation efforts. NTTA also adopted goals for the 2015 legislative session that focus on improving customer billing, regional relationships and safety for our customers and employees.

MELTING POT OF CONTRACTORS ENRICHES COLLABORATIONS

The Cooperative Inclusion Plan (CIP), which partners with regional contractors associations, is a comprehensive approach to addressing the lack of disadvantaged, minority- and woman-owned business enterprises and historically underutilized business (D/M/WBE) in highway contracting. The plan provides a road map for bringing together the key highway players and contractor associations to close this gap.

As an extension of the program, CIP University provides educational and training opportunities in highway contracting for D/M/WBEs. NTTA awarded two scholarships for contractors to attend the class.



PARTNERSHIPS THAT COVER NEW GROUND

NTTA continuously works to make our transportation network and services more accessible, convenient and efficient. In 2014, we expanded our partnerships with local and state governments and other transportation systems to deliver for customers.

TOLLTAGS ACROSS THE STATE AND BEYOND

Today, NTTA customers enjoy seamless travel on all toll roads in Texas. In 2014, we extended TollTag benefits beyond Texas borders.

- **Oklahoma:** In August 2014, we partnered with the Oklahoma Turnpike Authority, enabling TollTag use on all 10 turnpikes that make up the 600-mile+ OTA system at the same discounted rate OTA customers receive. Many North Texas and Oklahoma drivers took advantage of the interoperability. There were 20,000+ OTA customer transactions on NTTA roads and 49,000+ NTTA customer transactions on OTA roads.
- **Kansas:** NTTA initiated discussions to reach a similar agreement with the Kansas Turnpike Authority.
- NTTA is participating in national efforts through the International Bridge, Tunnel and Turnpike Association to advance the goal of achieving nationwide tolling interoperability by 2016.

TollTags are Now
Ok to Use in OK!



One More Great Advantage of Having a TollTag!



PEER RECOGNITION FOR EXCELLENCE

The International Bridge, Tunnel and Turnpike Association, the worldwide association representing toll facility owners and operators and the businesses that serve them, honored NTTA at the 2014 Toll Excellence Awards. The awards recognize excellence, innovation and achievement in the tolling industry. NTTA received the “Customer Service and Marketing Outreach” award for its “Toll Enforcement Remedies: Equity of Toll Payment” campaign.

In this three-year campaign, NTTA strategically led a combined effort among the state’s tolling authorities to pursue fair and equitable collections and enforcement tools.



“DRIVE TO EXCELLENCE” HONORS TRANSPORTATION ADVOCATES

In 2014, NTTA honored two people who have contributed to the creation of a robust and thriving transportation network serving one of the fastest growing regions in the country. Congresswoman Eddie Bernice Johnson and former NTTA Chairman Paul N. Wageman were presented NTTA’s highest honor, the Drive to Excellence award.

Established in 2010, this award is NTTA’s platform to honor and distinguish individuals or organizations that are transportation advocates, who have contributed to the ongoing success of toll road transportation and who demonstrate a commitment to meeting the transportation challenges of North Texas.



BUSINESS DIVERSITY GAINS MOMENTUM

For the third year in a row, NTTA's Procurement Services Department received the Achievement of Excellence in Procurement award from the National Procurement Institute.

NTTA is one of only 46 governmental agencies out of hundreds across the state and one of 31 special districts in the United States to receive this designation in 2014.

NTTA is committed to increasing procurement opportunities for disadvantaged, minority- and woman-owned business enterprises. In 2010, NTTA's Business Diversity Department developed the Relationships and Opportunities Advancing Diversity (ROAD) program to promote and facilitate relationships between prime contractors and consultants. With 15 active teams, 2014 had the largest class participation to date. The Business Diversity Department will soon be accepting applications for its next ROAD class during the summer of 2015.

The Business Diversity Advisory Council helps guide NTTA in its efforts to encourage the participation of disadvantaged, minority-owned and woman-



owned enterprises (D/M/WBE) in procurements. The nine-member group assists the Business Diversity Department with outreach activity, serving as a primary resource in identifying specific industry groups to target for procurements and helps identify barriers experienced in contracting by D/M/WBE programs.

Outreach is a critical component, ensuring an open and transparent procurement process. The Business Diversity Department partners with our regional peer agencies and minorities, women and small businesses to achieve greater participation.

JERE W. THOMPSON JR. SCHOLARSHIP FOR ENGINEERING STUDENTS

Another way NTTA demonstrates its commitment to engineering excellence for years to come is through the Jere W. Thompson Jr. Scholarship. Established in 2001, this scholarship provides up to \$2,000 per semester to a full-time junior or senior undergraduate student from a disadvantaged background pursuing a degree in civil engineering. The scholarship may be renewed up to four semesters and is administered by the Dallas Foundation, a community-based, tax-exempt public charity enabling individuals and corporations to support the future of civil engineering. The 2014 scholarships were awarded to Maria Gonzales, from the University of Texas at Austin and Albert Perez, from the University of Texas at Arlington.

goal: FINANCIALLY SOUND AND VIBRANT ORGANIZATION



UPDATED 5-YEAR BILLION-DOLLAR CAPITAL PLAN



YIELDED \$85 MILLION IN DEBT SAVINGS THROUGH THE STRATEGIC REFINANCING PLAN



DEVELOPED AN ENTERPRISE BUDGET AND ADDED GENERAL LEDGER UPDATES AND ACCOUNTING PROCESSES TO CAPTURE MONITOR AND PLAN FOR CURRENT AND FUTURE TOLLING SERVICE AGREEMENTS



MAINTAINED FIRST-TIER DEBT RATIO ABOVE 1.5X TARGET



MAINTAINED INVESTMENT RETURNS ABOVE BENCHMARK

FINANCIAL STATS

- \$607,430,167** 2014 NTTA System Total Revenue (preliminary and unaudited)
- \$580,044,878** 2014 NTTA System Toll Revenue (preliminary and unaudited)
- \$361,782,319** 2014 NTTA System Net Debt Service (preliminary and unaudited)
- 647,218,877** 2014 NTTA System Total Transactions (preliminary and unaudited)
- 48,931,927** 2014 NTTA Special Projects System Total Transactions (preliminary and unaudited)
- \$40,639,157** 2014 Total Special Projects System Revenue
- \$38,179,423** 2014 Special Projects System Toll Revenue
- \$26,066,326** 2014 Special Projects System Net Debt Service

ROADWAY STATS

950 Lane Miles Maintained

CUSTOMER STATS

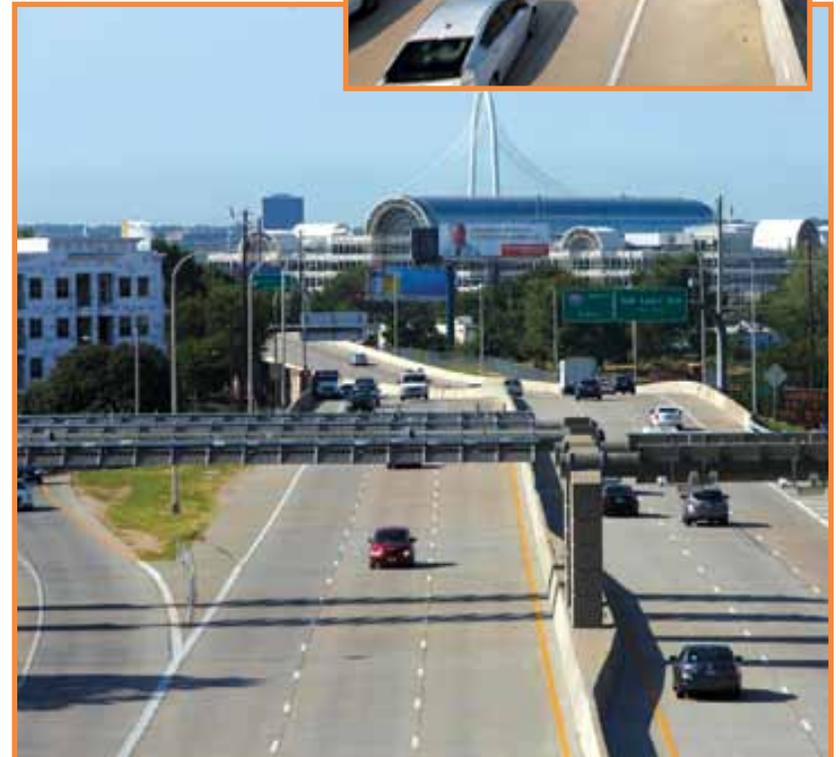
- 4,716,905** Total Customer Contacts
- 90,710** Weekly Average Customer Contacts
- 8,709,405** Total Online Customer Sessions

TOLLTAGS

- 3,189,359** Total TollTags (12% over 2013)
- 1,651,255** Total TollTag Accounts (12% over 2013)
- 16.2 cents** Average Toll Rate per Mile (ZipCash, pay-by-mail rate, is 50 percent higher)

ROADWAY CUSTOMER SERVICE AND COMMAND CENTER

- 18,479** Motorist Assists
- 13:30** Minor Incident Clearance Time



EMPLOYEES DRIVE NTTA AND ITS CUSTOMERS FORWARD

NTTA staff is comprised of more than 700 dedicated individuals who strive to deliver transportation resources and value to the region.

Through ongoing training, coaching and professional development, employees are well equipped to serve NTTA's more than 6.5 million customers.

For the second year in a row, NTTA employees united to support the Special Olympics through the city of Richardson's Corporate Challenge, an Olympic-style competition involving 22 athletic and non-athletic events. Encouraged by the team's commitment to support a good cause, NTTA doubled its fundraising goal to \$10,000 in 2014. Employees again rose to the challenge, successfully raising more than \$11,200 – making NTTA one of the only organizations to reach and exceed the \$10,000 mark.

MORE THAN 50 CLASSES ARE OFFERED BY NTTA UNIVERSITY, NTTA'S ONLINE LEARNING AND DEVELOPMENT CENTER.

CONTACT INFORMATION

NTTA CUSTOMER SERVICE:

Plano

5900 W. Plano Parkway
Plano, TX 75093

Fort Worth

4825 Overton Ridge Blvd.
Suite #304
Fort Worth, Texas 76132

Irving

5555 President George Bush Turnpike
Irving, Texas 75038

Mailing Address:

P.O. Box 260928
Plano, Texas 75026-0928

Roadside Assistance and Safety Concerns:

NTTA Command Center
214-224-2203

In an emergency, please dial 911

Ethics & Fraud Hotline:

214-224-2488

NTTA Administrative Offices

5900 W. Plano Parkway
Plano, TX 75093
214-461-2000

EXECUTIVE STAFF

Gerald E. Carrigan

CEO/Executive Director

Thomas J. Bamonte

General Counsel

James Hofmann

Assistant Executive Director of Operations

Elizabeth Mow, P.E.

Assistant Executive Director of Infrastructure

Horatio Porter

Assistant Executive Director of Finance/CFO

SENIOR STAFF

John Bannerman

Director of Customer Service

Dana A. Boone

Director of Cash and Debt Management

Magdalena Brady

Director of Internal Audit

Anthony L. Coleman

Director of Business Diversity

Pete Havel

Director of Legislative Affairs

Eric Hemphill, P.E.

Director of System and Incident Management

Kimberly Jackson

Senior Director of Public Affairs

Craig Lockett

Director of Human Resources

Clint Purtell

Senior Director of Procurement and Business Diversity

Robert Rangel Jr.

Director of Financial Planning and Analysis

Brian Reich

Controller

Yosvany "Gio" Rodriguez

Director of Collections and Toll Enforcement

Carrie Rogers

Director of Government Affairs

Sabu Stephen

Director of Information Technology

Kimberly A. Tolbert

Chief Strategic Officer

Mark Pavageau, P.E.

Interim Director of Maintenance

2014 AWARDS AND ACCOLADES

- ✦ American Association for Affirmative Action President's Award – Pat Parrish, assistant director of business diversity
- ✦ American Council of Engineering Companies – Engineering Excellence Awards for the President George Bush Turnpike Western Extension
- ✦ Asian American Contractors Association of Texas Mercury Award – Anthony Coleman, director of business diversity
- ✦ Dallas Observer names NTTA's Tollmate one of the top 10 mobile apps for Dallasites
- ✦ National Procurement Institute – Excellence in Procurement Award
- ✦ Government Finance Officers Association – Certificate of Achievement for Excellence in Financial Reporting for the NTTA Special Projects System 2013 Comprehensive Annual Financial Report
- ✦ Government Finance Officers Association – Certificate of Achievement for Excellence in Financial Reporting for the NTTA System 2012 Comprehensive Annual Financial Report
- ✦ International Bridge, Tunnel and Turnpike Association Toll Excellence Award – Customer Service and Marketing Outreach – Toll Enforcement Remedies
- ✦ International Association of Business Communicators – Gold Quill Award of Excellence, \$20 Starter TollTag campaign
- ✦ International Association of Business Communicators – Silver Quill Award of Merit, Toll Enforcement Remedies communication
- ✦ International Association of Business Communicators – Silver Quill Award of Excellence, \$20 Starter TollTag campaign
- ✦ Texas Comptroller of Public Accounts – Platinum Leadership Circle Award (for financial transparency)
- ✦ Regional Hispanic Contractors Association Project of the Year – PGBT Western Extension
- ✦ Texas Public Works Association In-House Project of the Year – Dallas North Tollway Southbound Bridge Deck Repair – Hydro-demolition Project
- ✦ Texas Public Works Association Operations Excellence – NTTA
- ✦ Texas Public Works Association Innovation – John Davis – NTTA signs and fabrication supervisor
- ✦ Texas Public Works Association Leader of the Year – Eric Hemphill, P.E., director of maintenance
- ✦ Texas Public Works Association Project of the Year – Dallas North Tollway Bridge Deck Repair
- ✦ The Institute of Internal Auditors – Recognition of External Quality Assessment Internal Audit



NTTA[®]
NORTH TEXAS TOLLWAY AUTHORITY