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### ALVAREZ & MARSAL PRESENTS RESULTS OF NTTA REVIEW

October 18, 2011 . . . After a three and a half month review of the North Texas Tollway Authority, Alvarez & Marsal (A&M) and its partner, Animato, have detailed numerous governance and operational issues at NTTA and laid out a roadmap for repairing them.

A&M, selected by the county judges of Tarrant, Denton, Dallas and Collin counties to conduct the review, has been evaluating the NTTA's financial, operating and administrative functions. Their report, delivered to the NTTA Board at a meeting today, found that, while the NTTA has had numerous accomplishments, governance and operational issues have contributed to frustration, poor morale and distrust.

"There is nothing wrong with the NTTA that can't be fixed – assuming that the board and senior management are willing to commit themselves to making the necessary reforms and seeing them through," said A&M Managing Director Ron Orsini. "In fact, improvements are underway that give us reason to be optimistic that, with some guidance and support, NTTA can move to an improved governance model fairly quickly."

"Entities like the NTTA need the public to believe they are operating in an honest, ethical, efficient and effective manner," Orsini continued. "While our assessment didn't uncover illegality or corruption, it did find the type of governance lapses that undermine public confidence.

The report provides a number of recommendations covering most aspects of the organization, including:

- Define the roles of Board members and staff, so that the Board plays its proper role and the staff runs the operation on a day-to-day basis.
- Develop a clear and transparent Conflicts of Interest and Ethics policy and procedures.
- Conduct an improved procurement process for the NTTA's major consultants and strengthen oversight with proper controls on consultant use. Build review and accountability requirements into those relationships.
- Hire an experienced Deputy Executive Director to oversee internal operations such as project delivery, IT, customer service and collections.

- Have the Board establish clear objectives for the Executive Director position and inaugurate a meaningful review process that gives the Executive Director regular feedback on his performance.
- Reduce toll collections risk by pursuing stronger collections measures and promoting legislative options to improve enforcement.

Orsini concluded: "Over the course of this process, we conducted numerous interviews with current and former NTTA staff, Board members, consultants, and outside experts. We were pleased to have broad cooperation and see a strong desire among all stakeholders for the NTTA to succeed. We believe our work will enable the NTTA Board and staff to chart a course that will lead them to that attainable goal."

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