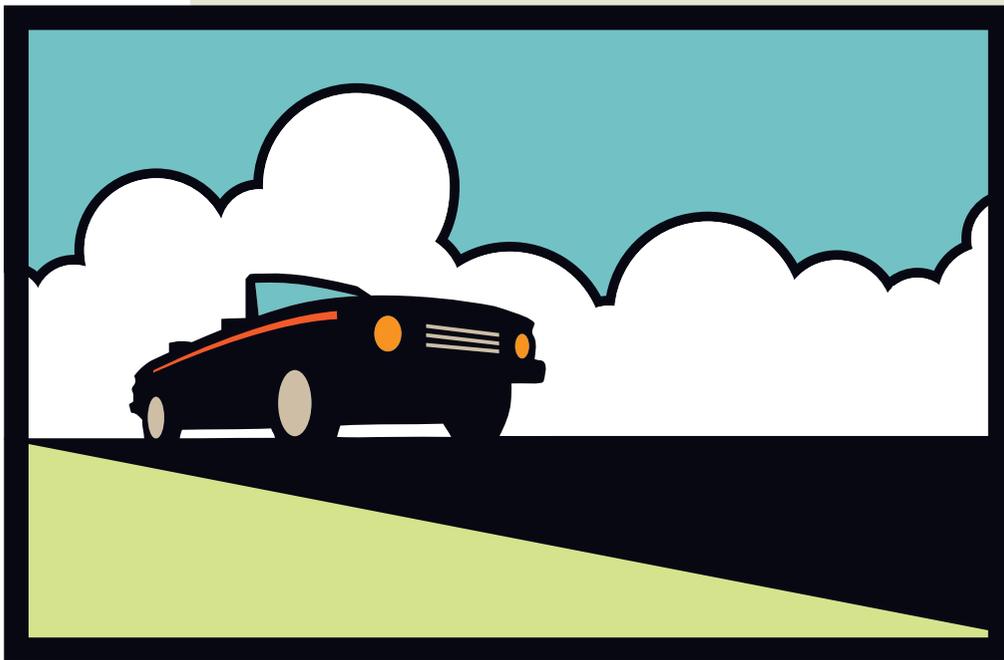


DRIVEN TO SERVE



NORTH TEXAS TOLLWAY AUTHORITY
2013-2017 STRATEGIC PLAN

NORTH TEXAS TOLLWAY AUTHORITY 2013-2017 ANNUAL STRATEGIC PLAN



OUR MISSION

THE NTTA'S MISSION IS TO PROVIDE A SAFE AND RELIABLE TOLL ROAD SYSTEM, INCREASE VALUE AND MOBILITY OPTIONS FOR OUR CUSTOMERS, OPERATE IN A BUSINESSLIKE MANNER, PROTECT OUR BONDHOLDERS, AND PARTNER TO MEET OUR REGION'S GROWING NEED FOR TRANSPORTATION INFRASTRUCTURE.

OUR VISION

The NTTA is committed to being a careful steward of all resources placed in its care—financial, physical and environmental. Every toll collected is reinvested in the North Texas region.

OUR VALUES

The NTTA's core values—integrity, leadership, excellence, teamwork, accountability and transparency—guide our everyday decisions and long-term plans.

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"We received high marks as a regional transportation provider and as an organization focused at all levels—from frontline employees to the Board of Directors—on its mission and the millions of customers every day who rely on the region's network of toll roads."

OUR STRATEGIC PLAN TO DELIVER A SAFE AND RELIABLE TOLL ROAD SYSTEM

A LETTER FROM
CEO/EXECUTIVE DIRECTOR GERALD E. CARRIGAN

The NTTA continues to revise and improve its strategic plan as we continue to provide a safe and reliable toll road system for North Texas. The overall plan was last updated in 2011, with a new mission statement added in early 2012. Fulfilling our mission – to focus on providing a safe and reliable toll road system, increase value and mobility options for its customers, operate in a businesslike manner, protect our bond holders, and partner with this region's transportation providers to meet the region's growing need for transportation infrastructure – is our top priority.

The NTTA also had the insight and benefit of a comprehensive assessment of our organization with oversight by the NTTA's four member counties and conducted by Alvarez & Marsal in late 2011. We received high marks as a regional transportation provider and as an organization focused at all levels – from frontline employees to the Board of Directors – on its mission and the millions of customers every day who rely on the region's network of toll roads.

We also received high marks for building and maintaining toll roads in a timely manner, high customer satisfaction marks and strong relationships with our regional partners. The report cited our transparency regarding key financial and operational information and innovative outreach to customers. Our finance and project delivery operations are strong with a solid business diversity structure in place.

At the same time, the review provided us with a hefty work list of 82 recommendations to improve the NTTA and our operations. We are pleased to say that all 82 recommendations have been completed in the report's four key areas: finance, organization, transparency and procurement.

Guided by our core values of integrity, teamwork, excellence, accountability and leadership and transparency, the following five strategic goals will continue to position the Authority for future growth and sustainability.

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

The strategic objectives vital to our continued focus on customers, collections and construction provide momentum toward the mission. It is with a renewed dedication and enthusiasm that we look ahead to the transportation of the future and contributing to the economic vitality and transportation choices for this region.

A handwritten signature in black ink, appearing to read 'Gerald E. Carrigan'.

GERALD E. CARRIGAN
CEO/Executive Director

2013-2017 STRATEGIC PLAN

The NTTA has established multiple goals and objectives aimed toward fulfilling its mission. The five goals adopted by the NTTA Board of Directors are to be achieved by the end of 2017. These goals and objectives serve as guidelines to staff members, giving them a framework in which to make decisions regarding daily operations and strategy execution.

CUSTOMER DRIVEN ORGANIZATION

FINANCIALLY SOUND & VIBRANT ORGANIZATION

DELIVERING TRANSPORTATION SOLUTIONS

RESPECTED LEADER & PARTNER IN THE REGION'S
TRANSPORTATION NETWORK

HIGHLY QUALIFIED, ENERGIZED &
ENGAGED TEAM

OUR VALUES

INTEGRITY | TEAMWORK | EXCELLENCE | ACCOUNTABILITY
LEADERSHIP | TRANSPARENCY

CUSTOMER-DRIVEN ORGANIZATION

OUR PURPOSE IS PAVEMENT OUR PASSION IS SERVICE



The NTTA's customers are in the driver's seat – literally – and they steer our direction as we map out our future. The tollways we build, the products we offer and the services we provide all are envisioned with our customers in mind.

We define our customers broadly, in both external and internal terms. Externally, our foremost customer is the motorist. Whether they use their TollTags for daily commutes or prefer to pay with ZipCash for occasional trips, area motorists are at the heart of our business. By keeping this customer group top of mind, our employees provide responsible and high quality service on the road, on the phone or online.

Our external customers include several other fundamental groups as well. They are the regional transportation partners, government entities and community stakeholders who play a role in developing area roadway plans. They also are our contractors and vendors who help us build and maintain our roads and boost our operations. Our bondholders, who provide the NTTA with financial backing, are embraced as customers.

Internally, we treat our fellow employees with the same respect and attention as we do our external customer groups. In doing so, we build effective and efficient teams as well as toll roads.

Regardless of the customer group, we focus on service. We remember that the NTTA is more than just toll roads; we bring added safety and mobility to motorists' daily lives and economic development to the businesses and communities we serve.

CUSTOMER-DRIVEN ORGANIZATION

EXCEPTIONAL SERVICE, BOTH ON AND OFF THE ROAD

We like to say the NTTA goes the extra mile for our customers. We take care of North Texas drivers every day— as they commute to work, head across town for a game, or get together with friends and family. You hear it in a customer service representative's friendly voice, and you see it the miles and miles of well maintained roads. For a motorist stranded with a flat tire, a most welcome sight is the arrival of our Roadway Customer Service team. Today, more than 2.5 million TollTags are on North Texas toll roads, making the toll payment process flow as smoothly as the driving experience.

FIVE-YEAR OBJECTIVES

Provide a high quality customer service experience

Ensure equitable collection of tolls

Drive corporate branding and educate the public about using toll roads



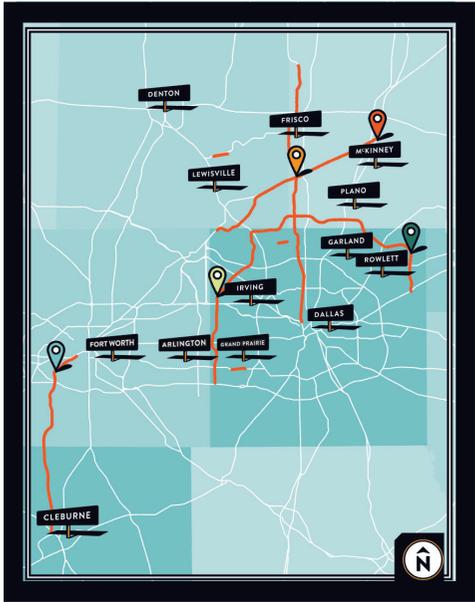
FINANCIALLY SOUND & VIBRANT ORGANIZATION

AN INVESTMENT IN MOBILITY

The NTTA fulfills its mission of building quality roads and caring for its customers while remaining financially strong. Despite an economic recession and limited state and federal funds, we have continued to build new roads because of our attention to the bottom line and long-term financial solutions. Our rapid growth has come at a price, and we're now moving through leaner years as our debt service grows higher and draws closer to our revenue projections. By managing our resources, structuring sound financial plans, and collaborating with regional partners, we are able to maintain maximum debt service coverage and fund new mobility projects for North Texas citizens.

FIVE-YEAR OBJECTIVES

- ▶ Maintain compliance with trust agreements
- ▶ Maintain effective internal controls
- ▶ Improve, maintain and optimize financial processes
- ▶ Align performance metrics to manage costs



DELIVERING TRANSPORTATION SOLUTIONS

A HIGHER QUALITY OF LIFE FOR NORTH TEXAS

The NTTA introduced the TollTag in 1989 – the first electronic toll payment transponder in the nation – and we’ve been breaking new ground ever since. But, innovation goes deeper than just technology; it extends to safety, financing and mobility. By inventing and deploying new maintenance equipment and monitoring systems, we’re leading the way to keep our crews and our customers safe on the road. Over the years, the NTTA has built a number of vital mobility projects, providing new options for time-pressed travelers. Other new road projects come together because we find creative financing structures. The result: NTTA roads hold the promise of even more choices and innovative mobility solutions to come.

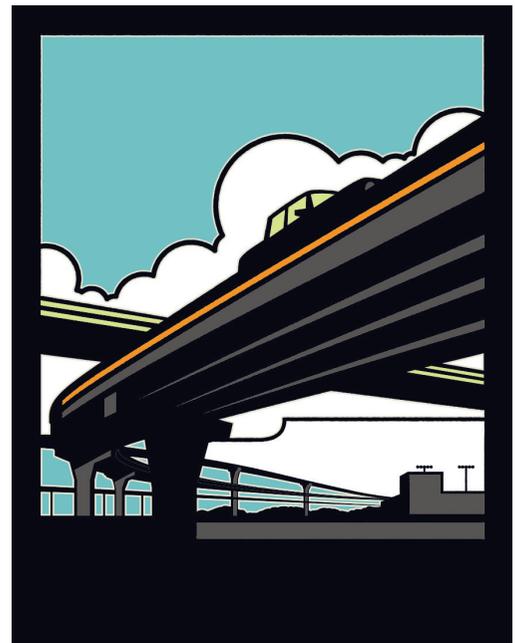
FIVE-YEAR OBJECTIVES

Plan and build quality, environmentally responsible toll facilities

Efficiently maintain and operate system assets

Drive internal and external safety improvements

Leverage assets to create new customer value



RESPECTED LEADER & PARTNER IN THE REGION'S TRANSPORTATION NETWORK

PARTNERS IN PROGRESS

The NTTA serves a diverse range of customers and stakeholders in its four member county area, including Collin, Dallas, Denton and Tarrant counties. As surrounding counties are served by toll roads, the reach of the NTTA continues to expand and grow beyond its original 1997 borders, underscoring the value of maintaining positive relationships with our member counties, the Texas Legislature, partner agencies and local and federal officials to successfully deliver transportation projects to the citizens of North Texas. The NTTA's commitment to diversity starts with our leadership and can be seen in the people we hire, the contractors and vendors at our sides, and the input from our stakeholders.

FIVE-YEAR OBJECTIVES

Build strong relationships with governments, partners and stakeholders



Develop strategies and collaborate on regional road planning



Foster management and business relationships that reflect the region's diversity



HIGHLY QUALIFIED, ENERGIZED & ENGAGED TEAM

RECRUIT, TRAIN & RETAIN

Our employees are the NTTA's strongest assets. They are the concrete foundation and pillars that pave our success and keep us steady. We are committed to the continuous development of our employees and to the engagement strategies that will build our organizational bench strength. By fostering our employees' skills and talents and recognizing them for their accomplishments, the NTTA motivates its workforce for the long term. As our employees grow, so does the NTTA. Our staff consists of more than 700 dedicated employees focused on achieving our strategic goals. From the front lines to the executive management, employees understand how their roles fit together and contribute to reaching our mission.

FIVE-YEAR OBJECTIVES

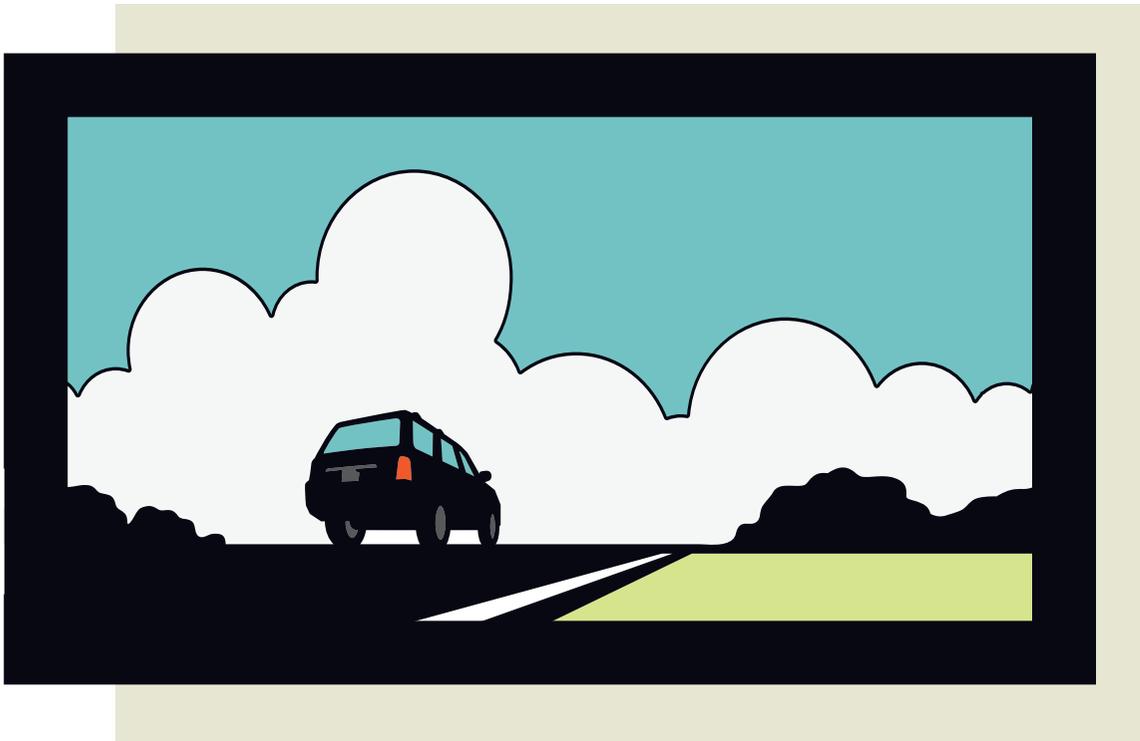
Recruit, develop and retain high quality people

Recognize and reward performance

Develop and optimize Human Resources processes

Advance employee communication and engagement strategies





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