

NTTA[®]



DESTINATION: CUSTOMER

2013 ANNUAL REPORT



THINK: SERVICE

No matter what direction we may turn, every step we take is guided by a singular purpose: achieving the highest level of customer satisfaction.

T **2.8**
MILLION
ACTIVE TOLLTAGS

690,492
TOLLTAGS ISSUED 2013

 **3.8**
MILLION
CUSTOMER CONTACTS 2013

850 LANE MILES OPERATED AND MAINTAINED

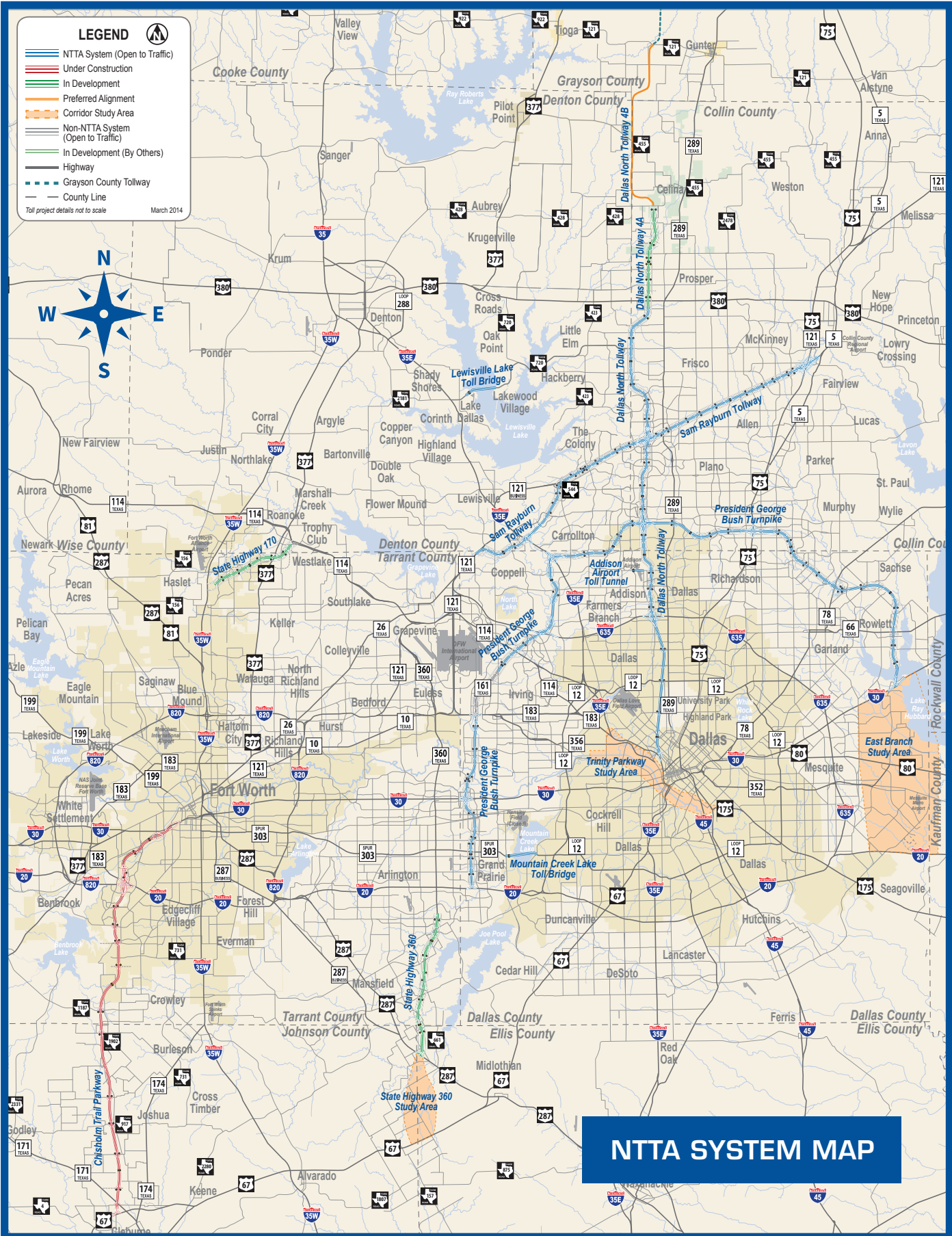


THINK: ACCOUNTABILITY

We hold steadfast to the ideal of fiscal responsibility and the highest levels of transparency in our financial processes and reporting. Our full disclosure policy keeps the public and investors informed about our finances and how funds are being used, keeping us fully accountable.

LEGEND

- NTTA System (Open to Traffic)
 - Under Construction
 - In Development
 - Preferred Alignment
 - Corridor Study Area
 - Non-NTTA System (Open to Traffic)
 - In Development (By Others)
 - Highway
 - Grayson County Tollway
 - County Line
- Toll project details not to scale
March 2014



NTTA SYSTEM MAP

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.

Board of Directors



Kenneth Barr
CHAIRMAN
Fort Worth | Tarrant County Appointee



Bill Moore
VICE CHAIRMAN
Plano | Collin County Appointee



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Table of Contents

Chairman’s Message	2
Strategic Plan	3
Financially Sound & Vibrant	4
The Customer Comes First	6
Paving the Way	12
Keeping Customers Safe	14
Building for the Future	15
Keeping Our Roads Maintained	16
Enhancing Transportation Services	17
Committed to Green	18
Partnerships	19
Diversity Initiatives	20
Extending Our Reach	21
Financial Updates	23
Employees, Our Greatest Asset	25
2013: Just the Facts	26
Executive Staff	27

A MESSAGE FROM NTTA CHAIRMAN KENNETH BARR

NTTA's 2013 Annual Summary Report tells the story of choices. Providing value to customers and stakeholders remained our top priority throughout the year. The Authority introduced new products and delivered additional ways for customers to manage their accounts and get the latest NTTA news. These developments led to more interactions with customers, more places to get a TollTag and more TollTags distributed.

We were guided by four focus areas—Customers, Construction, Collaboration, and Collections—as we worked to increase value and mobility options for North Texans, operate the Authority in a businesslike manner and serve as a respected leader and partner in the region's mobility network.

The evolving transportation landscape of North Texas is made possible by collaboration with the Texas Department of Transportation, the Regional Transportation Council, and our member counties. Successful collaborations have resulted in the delivery of regionally significant projects, such as the Western Extension of the President George Bush Turnpike, and furthered our progress toward completion of Chisholm Trail Parkway and a State Highway 360 project agreement.

We also focused on fairness and meaningful consequences for drivers who routinely use NTTA's toll roads but do not pay for their use. This initiative gained momentum with Senate Bill 1792, a statewide toll enforcement bill passed by the Texas Legislature. The new law provides the Authority with additional tools—a vehicle registration block and a ban from the tollways for habitual violators. Collecting unpaid tolls is a responsibility NTTA will continue to take seriously as we pursue millions of dollars in delinquent tolls that could be used to better serve the transportation needs of the people of North Texas.

As 2013 concluded, we neared completion on Chisholm Trail Parkway, marking NTTA's first entry into the Metroplex's western region. Through our public outreach efforts, which engaged hundreds of local Tarrant and Johnson business and community members, we kept area residents informed of progress.

We welcome the year ahead and the opportunity it presents to continue delivering the best mobility options for our region. Beginning with our origin as the Texas Turnpike Authority, NTTA has provided successful tolled transportation options for more than 50 years, and we've worked hard to be a community and transportation partner throughout those years. NTTA will continue that commitment as we strive for the future.



Kenneth Barr CHAIRMAN
Fort Worth / Tarrant County Appointee

ALL ROADS LEAD TO SERVING OUR CUSTOMERS BETTER THROUGHOUT NORTH TEXAS

In 2013, NTTA continued to improve its services. We launched new products, added value for toll road customers, completed the Western Extension of the President George Bush Turnpike, and made significant progress on NTTA's first toll road in Johnson and Tarrant counties—Chisholm Trail Parkway.

To best serve the region's transportation needs, NTTA focused efforts on its core charge—providing a safe and reliable toll road system for North Texas. Our mission remained consistent: increase value and mobility options for customers, operate in a businesslike manner, protect our bondholders, and partner with this region's transportation providers to meet the region's growing need for transportation infrastructure.

Highlighted: 2013 Strategic Plan

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



THINK: STRATEGIC GOALS



Customer Driven Organization



Financially Sound & Vibrant



Delivering Transportation Solutions



Respected Leader & Partner in the Region's Transportation Network



Highly Qualified, Energized & Engaged Team

NTTA constructs, maintains and operates two systems in North Texas—NTTA System and NTTA Special Projects System—creating a toll road network that spans 850 miles 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 reflect a full year of financial activity.

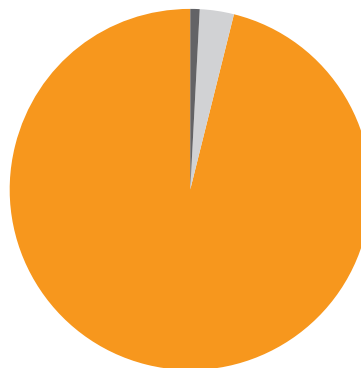
NTTA has a separate enterprise fund, the Special Projects System (SPS), which is comprised of the President George Bush Turnpike – Western Extension and Chisholm Trail Parkway. Bonds issued by SPS are secured and paid from revenues of SPS, not NTTA System revenues.

Goal: Financially Sound & Vibrant Organization

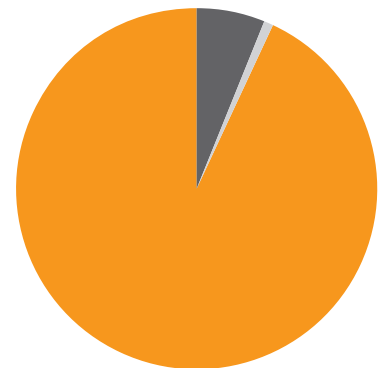
2013 Revenue Sources

■	Toll Revenue NTTA \$525,460,038 SPS \$24,429,140
■	Interest Revenue NTTA \$6,173,619 SPS \$6,720
■	Other Revenue NTTA \$15,576,916 SPS \$1,669,051

NTTA System Total: \$547,210,573
Special Projects System Total: \$26,104,911



NTTA System

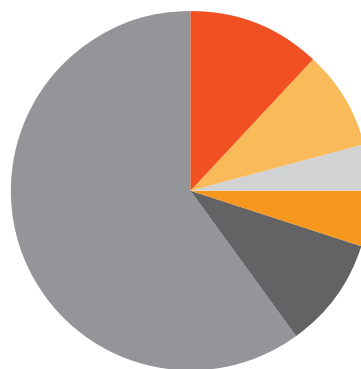


Special Projects System

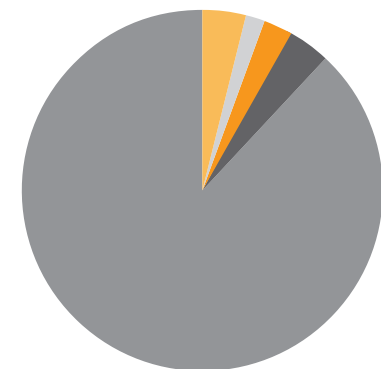
2013 Expenses

■	Gross Debt Service NTTA \$354,988,552 SPS \$67,751,246*
■	Depreciation Expense NTTA \$69,981,710 SPS \$0 spent
■	Salaries & Benefits NTTA \$47,293,219 SPS \$3,180,064
■	Professional Fees NTTA \$21,604,132 SPS \$1,336,852
■	Repairs & Maintenance NTTA \$26,614,075 SPS \$2,011,083
■	Other Expenditures NTTA \$54,347,065 SPS \$2,622,108

NTTA System Total: \$679,152,504
Special Projects System Total: \$56,485,090
(These figures include operating and non-operating costs.)



NTTA System

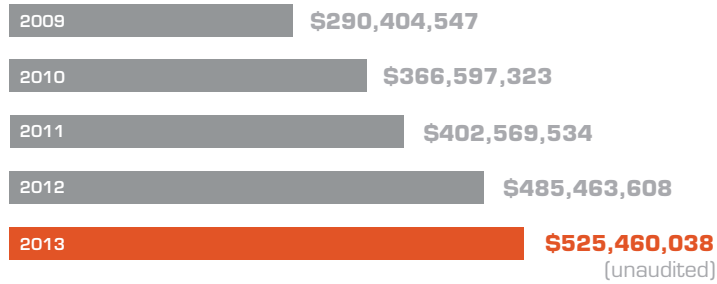


Special Projects System

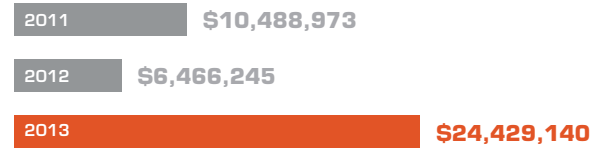
*The total includes capitalized interests.

Please note: NTTA System numbers are preliminary and unaudited, and subject to change.

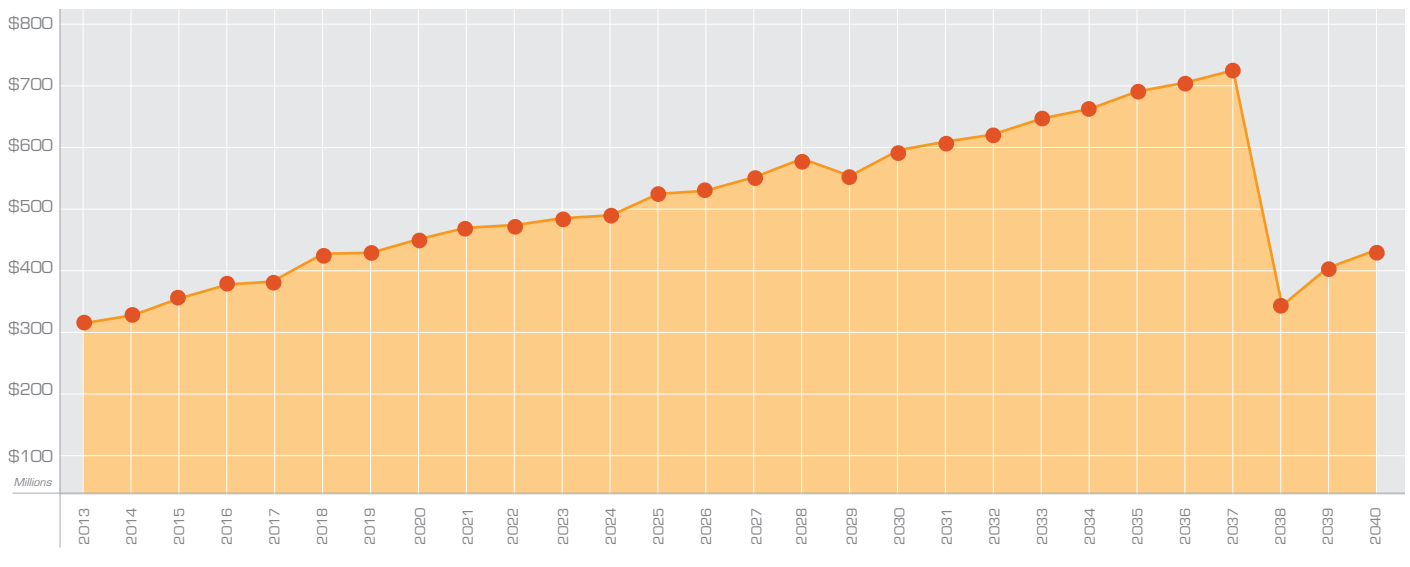
Toll Revenue | NTTA System



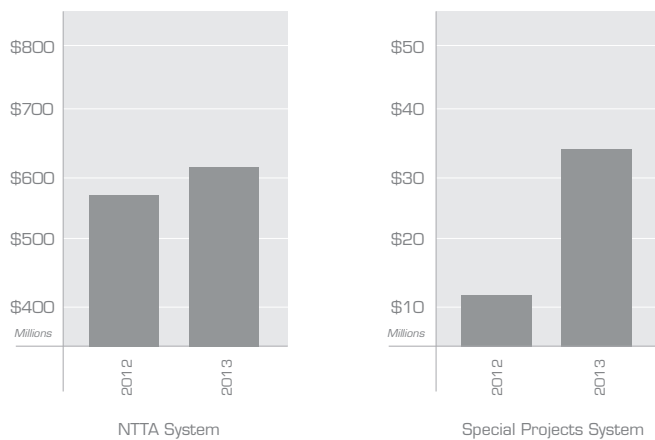
Toll Revenue | SPS



1st & 2nd Tier Annual Net Debt Service



Historical Transactions



Financials

- \$573.3 Million Total Revenue in 2013
- \$116.8 Million Total Operating Budget in 2013
- Moody's NTTA System Credit Rating – A2 Stable
- Standard and Poor's NTTA System Credit Rating – A- Stable
- \$7.56 Billion in Outstanding NTTA System Revenue Bonds
- \$1.79 Billion in Outstanding Special Projects System Revenue Bonds



CUSTOMER SATISFACTION THE DRIVING FORCE IN ALL WE DO!

At NTTA, we believe that customers come first. We strive to deliver a positive travel experience to each and every customer. We launched a multi-year program to increase and strengthen our customer service. We offered more places to get a TollTag. We distributed more TollTags and talked to more customers in 2013 than ever before. In turn, customer feedback reflects a highly satisfied base among our TollTag and ZipCash customers.

We Listen. We Care. We Respond.

Understanding our customers' need for a quick, reliable and safe way to travel North Texas and listening to their voices across all communication channels helps us learn what is really important and enables us to be responsive to their needs, often in realtime.

We Grow with Our Customers

IN 2013 WE HAD

5,501,756

WEB VISITS

THAT'S

1.3MILLION

MORE THAN IN 2012

**THAT'S AN
AVERAGE OF**

458,480
PER MONTH

105,803
PER WEEK

15,073
PER DAY

PHONE CALLS: 819,647 | CUSTOMER CONTACTS: 3.8 MILLION

GOING THE EXTRA MILE:

A YEAR OF MILESTONES

In 2013, we rolled out a sweeping customer service enhancement program in response to feedback from drivers who use NTTA roadways. The changes streamlined ZipCash billing for easier payment, introduced a mobile app for TollTag customers and offered a new Starter TollTag for infrequent toll road users.



More Phone Lines

NTTA significantly increased phone line capacity by increasing circuits 200 percent to reduce on-hold times for customers and speed up service.



New Technology & Services

NTTA completed a multi-year program to improve license plate image capture and quality by adding auxiliary lighting and additional cameras at each toll gantry. To enable the delivery of new customer services and products, NTTA initiated a new multi-year program aimed at improving its internal systems and customer touch points. And, IT staff have already started diligently working behind the scenes to enhance technology infrastructure and upgrade hardware and software systems.

More Communication & Timely, Accurate Data

NTTA stepped up notifications via email and phone calls to inform TollTag customers of any discrepancies with their accounts. The Authority also implemented the National Change of Address database and skip tracing services to find the most accurate billing addresses.

Toll Collection Enhancement

Each year, millions of North Texans and visitors travel on NTTA toll roads. Approximately 92 percent of them pay for their use of NTTA toll roads and the maintenance, safety, monitoring and reliable travel that NTTA provides. However, a small percentage of users do not pay their share. Instead, these drivers routinely ignore multiple invoices, disregard summons to appear at court hearings and refuse to pay what they owe for using NTTA's network of toll roads. NTTA made great strides to ensure payment by all toll road users.

Following the completion in September of a 90-day grace period that waived fees for drivers with outstanding tolls if they opened a TollTag account, NTTA moved to a streamlined fee structure to encourage timely payment.

Restructured Administrative Fees

Until passage in 2013 of Senate Bill 1792, the statewide habitual violator toll remedies legislation, NTTA only had one tool in its toolbox—escalating administrative fees. The new fee structure is intended to encourage payment early in the ZipCash process and discourage late payment so customers avoid fees and additional enforcement, such as vehicle registration blocks and a ban from area tollways.

More Access To Account Management



OVER 105,000
DOWNLOADS

Launched in April, NTTA's Tollmate mobile app was downloaded by more than 105,000 customers as the year drew to a close. Real-time traffic maps and one-click roadside assistance services were added in August to better serve toll road drivers.

NTTA plans to make additional Tollmate enhancements to provide new functionality or options to TollTag customers.

More Product Options



More than half of ZipCash drivers, NTTA's customers who choose to pay by mail at a 50 percent higher rate, described themselves as infrequent users, driving on toll roads only a couple of times a week. To overcome barriers that prevented drivers from opening a TollTag account, and to provide all customers with the lowest rates available, NTTA introduced the \$20 Starter TollTag, which offers the same full benefits of the standard \$40 TollTag.

Launched in October, 17,000+ Starter TollTags were issued by year-end.

More Places To Get A TollTag

Over the past few years, NTTA has partnered with local municipalities and other retail locations to add hundreds of convenient sites throughout the Metroplex to get a TollTag and/or replenish a TollTag account.

TO THE WEST:

With the 2013 opening of the President George Bush Turnpike – Western Extension in Dallas County, and the planned 2014 opening of Chisholm Trail Parkway in Tarrant and Johnson counties, NTTA expanded its customer service support and retail outlets to serve a growing customer base.

▶ THESE NEW LOCATIONS HELPED DRIVE THE HIGHEST AMOUNT OF TOLLTAGS DISTRIBUTED IN A YEAR IN NTTA'S HISTORY

IRVING CUSTOMER SERVICE CENTER

A new TollTag store opened in 2013 in Irving near the Western Extension of the President George Bush Turnpike.

HULEN MALL

For our customers in Tarrant County, NTTA opened a TollTag kiosk as a convenient outlet to address all toll-related needs, including payment of ZipCash invoices.

FORT WORTH CAR DEALERSHIPS

We partnered with eight Fort Worth car dealerships to offer customers the ability to open an account.

INCREASED ACCESS THROUGHOUT THE METROPLEX

In November 2013, Fiesta Mart Inc. became a Regional TollTag Partner, and 22 convenient new outlets became available for customers to open a TollTag account.



THINK: CONVENIENT

NTTA's Regional TollTag Partners now total 289.

More Social

Engagement and activity on all social media fronts steadily increased throughout the year. The amount of followers for NTTA's Twitter handle more than tripled, and monthly views of NTTA videos on YouTube increased by 34 percent.





CONNECTIONS & COMMUNICATION MATTER

Communicating clearly and consistently with NTTA customers, businesses, stakeholders and the communities we serve is a top priority. As we deliver new roads, extend others and add more services, NTTA uses a variety of channels to keep customers informed about project initiatives and day-to-day traffic with real-time updates that might affect travel plans.

In 2013, we experienced a marked increase in our customer engagement efforts. From providing expert speakers to civic groups and hosting Business Information Groups (B.I.G.), to emailing customized newsletters, tweeting the latest news, and posting on Facebook, we connect with our customers and the communities we serve on many levels.

NTTA Speakers Bureau, Grassroots Outreach

Through a robust grassroots outreach program, NTTA Speakers Bureau engages and educates hundreds of business decision makers, civic clubs, neighborhood homeowner groups and local advocates throughout our seven-county service area.

The Business Community Connection

B.I.G.s were initially formed in 2011 as a way to inform and promote dialogue among the business community during the construction of Chisholm Trail Parkway, NTTA's first toll road in Tarrant and Johnson counties. These business professionals took part in one-on-one interactions with NTTA staff, partners and contractors. NTTA joined forces with the Texas Department of Transportation and the city of Fort Worth to create a single source for providing a comprehensive overview on all projects in and around Chisholm Trail Parkway. Staff efforts to inform the community of construction activity and lane closures kept people and commerce moving while the road was under construction.

79.4%

PENETRATION



THINK:
RESULTS



Trending Upward

NTTA's customer service enhancements, marketing distribution initiatives and community outreach efforts helped increase the awareness, benefits and availability of TollTags throughout North Texas, ultimately increasing market share. Currently, NTTA has a TollTag penetration of 79.4 percent, reflective of 2.8 million active TollTags on 1.5 million accounts. NTTA issued approximately 13,000 TollTags each week in 2013, a 10 percent increase over 2012, achieving the highest weekly distribution amount in NTTA's history.

DELIVERING SOLUTIONS NTTA PROJECT MILESTONES



Chisholm Trail Parkway, Pioneering the West

The construction and May 2014 opening of this large-scale project marks NTTA's first entry into the western half of the D/FW Metroplex. Throughout 2013, the entire 27.6-mile Chisholm Trail Parkway was under construction and on schedule for completion in May 2014. Although the actual construction began in April 2010, this much-anticipated regional transportation project has been in the works for more than 50 years.



In preparation for the opening of this new toll road in Tarrant and Johnson counties, NTTA led a strong communications effort introducing the Authority to the western part of the Metroplex. Two advertising and promotional campaigns

were launched to announce the road and promote early sign-ups for TollTags. Campaigns included manned kiosks, oversized signage at public area venues, billboards, newsletter articles, press releases and corridor progress reports.



Bush Turnpike Crosses the Finish Line

The final elements of construction for the President George Bush Turnpike – Western Extension (I-30 to I-20) reached completion in 2013. The newly completed 11.5-mile link in the growing loop around Dallas reduced congestion along adjacent corridors, improving the travel experience in surrounding communities. Overall, the project provides a smoother and more efficient traffic flow for commuters and transportation of goods by creating a parallel route to the high-traffic State Highway 360. The extension also offers a direct route to some of D/FW's most popular destinations.



IMPROVING THE TRAVEL EXPERIENCE EXPANDING TO BETTER SERVE OUR CUSTOMERS

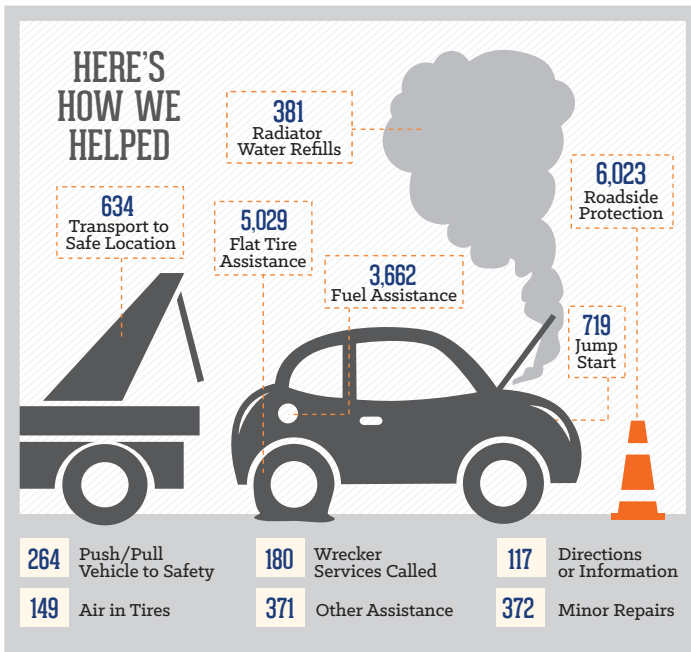
Capital Improvement Projects Drive Travel & Capacity Advancements

NTTA continues to improve and expand its current system. In 2013, as part of NTTA's Five-Year Capital Plan, the planning process for capacity and traffic flow improvements on the existing NTTA System continued:

- » DNT improvement projects, including the DNT Fourth Lane
- » Ongoing bridge and pavement rehabilitation/improvements system wide
- » Sam Rayburn Tollway Fourth Lane widening

KEEPING CUSTOMERS SAFE & TRAFFIC FLOWING

NTTA's Roadway Customer Service and Command Center staff continued to provide roadside assistance 24/7/365 to drivers who faced emergencies on NTTA toll roads. In 2013, thousands of customers reached their destinations safely through NTTA's free motorist assistance program.



Drive Innovation

NTTA's maintenance team invented a barrel delivery truck that enables workers to efficiently place and pick up traffic control devices while being safeguarded from traffic. As a result of this creation, NTTA won a Texas Public Works Association Award for Operations Excellence.

Safety Blog Launched

In October 2013, NTTA introduced a new safety blog, featuring expert safety tips for toll road users—e.g., spotting possible impaired drivers, checking tires for tread wear and proper inflation, providing updates on new NTTA initiatives and community programs.

NTTA & MADD Partner for "Tie One On For Safety" Campaign

NTTA is committed to doing its part to ensure safe travel for all drivers who use NTTA roadways. As part of this commitment and our partnership with Mothers Against Drunk Driving, NTTA sponsored MADD's annual "Tie One On For Safety" campaign during the holiday season. NTTA staff also participated in the annual "Walk Like MADD" fundraiser, raising more than \$1,600 for victim services offered by MADD and raising awareness about the dangers of impaired driving.



THINK: SAFETY

NTTA Maintenance Department received the 2013 Roadway Work Zone Safety Awareness Award* in the local/municipal training category from the American Road and Transportation Builders Association.

*The annual awards program recognizes specific programs, education campaigns or innovations in technology that demonstrate excellence in promoting safety in roadway construction zones.



THE ROAD AHEAD: ADVANCING REGIONAL PROJECTS

- » NTTA continued to partner with the Texas Department of Transportation and the Regional Transportation Council to deliver the State Highway 360 project in southern Tarrant County through a public-public partnership. The ultimate goal is to improve commute time for drivers and to continue to spur the growth and development of this economically vibrant region.
- » **Trinity Parkway** – NTTA continued to manage the project through the environmental process.
- » **State Highway 170** – NTTA continued to manage the project through the environmental process.

NTTA continues to deliver on its mission to partner regionally to meet the growing need for transportation infrastructure. Upon completion, these projects will serve as additional examples that bring multiple resources to the table to deliver roads and mobility options for North Texas drivers.



KEEPING OUR ROADS MAINTAINED

To ensure high standards—with durability and driver safety in mind—NTTA’s Maintenance Department proactively reinvested in road maintenance on all area toll roads.

Maintenance Department: 2013 Snapshot

- » Picked up nearly 15,000 cubic yards of litter and debris from the roadways (equivalent to approximately 1,500 dump truck loads)
- » Repaired more than 11,100 linear feet of guard rail
- » Replaced more than 10,000 raised pavement markings (the “buttons” on the road)
- » Repaired more than 150,000 square feet of pavement and bridge decks (equivalent to more than three football fields worth of repairs)
- » Sealed more than 15 miles of pavement joints and cracks
- » Drove more than 26,000 miles with our sweepers (the circumference of the earth is 24,900 miles)



The NTTA Maintenance Team received an award from the Texas Public Works Association for its inventions to address the unique maintenance needs of the Lewisville Lake Toll Bridge in Denton County.



Rising to the Icy Challenge in December

1,900 TONS OF DE-ICING CHEMICALS

5,300 TONS OF SAND LAID

13,000 RESPONDED TO & ASSISTED INCIDENTS & SUPPORT TASKS

NTTA ENHANCES SERVICE TO THE NORTH

With the opening of the Frisco Maintenance Operations Center and Central Warehouse in fall 2013, NTTA added resources to more efficiently manage its northern roads, increase operational efficiencies in time and fuel, and enhance service to drivers.



The New Property

The 46,000-square-foot facility, located on eight acres of land, includes a 19,000-square-foot warehouse; onsite fueling services, including gas, diesel and propane; a vehicle wash bay; expansive storage space; and parking for more than 300 vehicles.

Additionally, there are storage bays for sand and salt, enabling NTTA to easily address inclement weather conditions.



THINK: GREEN

The facility meets Leadership in Energy & Environmental Design Silver certification standards.



THE FUTURE IS GREEN

Aside from serving practical business needs, the Frisco maintenance facility incorporates numerous energy-efficient design concepts. Many of the building's elements are constructed not only to minimize energy consumption but also to reduce maintenance requirements. The building harvests light through specialized windows and automatic lighting controls.

Landscaping is designed to preserve and maximize the use of rainwater with a permeable paving area allowing rainwater to drain into the ground instead of running offsite. A "percolation zone" holds excess water temporarily until it drains into the ground.

Our Renewable Energy Partner

NTTA also signed a four-year contract with a new power provider, Green Mountain Energy, ensuring at least 10 percent of the Authority's power use will be wind-sourced beginning in January 2014. This new partnership enables NTTA to lower 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 commitment—the equivalent of taking 720 cars off the road for a year.





CREATING SHARED VALUE THROUGH PARTNERSHIPS

In conjunction with our partners at the Texas Department of Transportation, new strategies were initiated in 2013 for Tolling Service Agreements. NTTA successfully launched major components of the LBJ Tolling Service Agreement and jointly developed communications and marketing plans, including cross promotion in newsletters, web banner ads and invoice inserts. As a result of this collaboration among NTTA, TxDOT and Cintra, the first phase of LBJ TEXpress lanes successfully opened to traffic in December.

NTTA continues to work with TEXpress lane developers. In this role, NTTA's goal is to provide the customer a seamless billing process on all area toll roads, serving as the North Texas region's tolling operator.



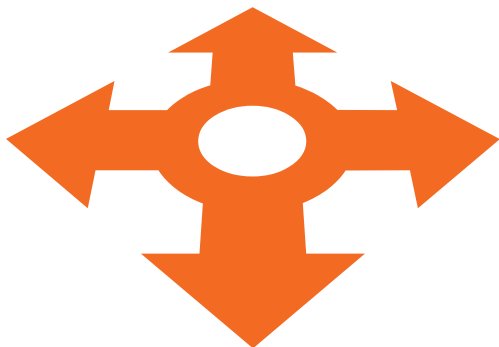
THINK: EXCELLENCE

For the second year in a row, NTTA Procurement Services Department received the Achievement of Excellence in Procurement Award* from the National Procurement Institute.

The Cooperative Inclusion Plan (CIP), implemented with regional contractor associations, is a comprehensive approach to addressing the lack of disadvantaged, minority and woman-owned business enterprises and Historically Underutilized Businesses (HUBs) in highway contracting. The plan provides a road map for bringing together the key highway players and contractor associations to help close this gap.

As an extension of the program, CIP University was launched in 2013 to provide educational and training opportunities in highway contracting for D/M/WBEs. More than 500 construction and professional services firms have participated since the launch of CIP.

*This annual award is earned by organizations that demonstrate excellence by obtaining a high score based on standardized criteria. The criteria are designed to measure innovation, professionalism, productivity, e-procurement and leadership attributes of the procurement organization.





BUSINESS DIVERSITY GROWTH

NTTA is committed to increasing procurement opportunities for disadvantaged, minority and woman-owned business enterprises. To help achieve this, NTTA's Business Diversity Department developed the Relationships and Opportunities Advancing Diversity Program (ROAD) in 2010 to promote and facilitate relationships between prime contractors and consultants, fostering opportunities for D/M/WBEs. This voluntary program is aimed at enhancing the capacity of D/M/WBEs and providing guidance to increase industry and technical knowledge through best practices. This program has resulted in more participation and engagement from teams that have successfully completed the ROAD program.



The Business Diversity Advisory Council helps guide NTTA in its efforts to encourage the participation of D/M/WBEs in NTTA procurements. The nine-member group assists NTTA's 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.



THINK: OPPORTUNITY

For projects completed in 2013, NTTA spent more than \$79.4 million with D/M/WBE businesses. This exceeded the goals set for these projects by \$14 million.

\$14
MILLION
ABOVE GOAL



PARTNERING TO DELIVER MORE TRANSPORTATION RESOURCES

Throughout 2013, NTTA expanded its services in new areas. Interlocal agreements were negotiated to distribute TollTags through the Camino Real Regional Mobility Authority (based in El Paso, Texas) to make the TollTag and Oklahoma Turnpike Authority PIKEPASS interoperable in 2014. NTTA also worked with Dallas/Fort Worth International Airport as new parking software was installed to enhance its service for drivers using TollTags to pay for parking. TollTag customers now have the added benefits of additional TollTag lanes and discounted parking and pass-through at D/FW Airport.

SHARING NEWS WITH OUR CUSTOMERS

In conjunction with the rollout of new services, NTTA executed a comprehensive communications effort to educate and inform North Texas drivers. These initiatives focused on creating an awareness of the added value the TollTag offers customers, including:



Online Access

Dallas Love Field Airport began offering printable receipts online at NTTA.org.



Team Spirit Boost

A Texas Christian University branded TollTag was unveiled.



More Fun

The TollTag Tuesday promotion gave TollTag customers a free one-day general admission pass to the Fort Worth Stock Show & Rodeo showgrounds (valued at \$10). Visitors were also able to open a new TollTag account within the exhibit onsite.



Extra Savings at D/FW Airport

TollTag customers saved \$2 per day on terminal parking and \$1 on airport pass-through with printable receipts available online at NTTA.org.

Reaching Out, Supporting the Communities We Serve

For 50 years, NTTA has been a strong advocate and partner with the North Texas communities it serves. During the 2013 holiday season, NTTA staff volunteered their time and donated generously to make the holidays better for their neighbors in need.



Benefiting Organizations Included:

North Texas and Tarrant area food banks | Salvation Army's Angel Tree | Seven Loaves Food Pantry at St. Andrews United Methodist Church | Adopt-a-Family Program sponsored by Dallas Mayor Pro Tem Tennell Atkins | Prestonwood Rehabilitation and Nursing Center | Jonathan's Place, a temporary foster home for abused or neglected children

Jere W. Thompson Jr. Scholarship

The Jere W. Thompson Jr. Scholarship, established in 2001, demonstrates NTTA's commitment to engineering excellence for years to come. The scholarship provides up to \$2,000 per semester to a full-time sophomore or junior undergraduate student from a disadvantaged background pursuing a degree in civil engineering. Administered by the Dallas Foundation, the oldest community foundation in the state, scholarships may be renewed for up to four semesters.

GOAL:

FINANCIALLY SOUND AND VIBRANT ORGANIZATION

- ▶ Updated the Five-Year Capital Plan to fund commitments
- ▶ Developed an Enterprise Budget and added general ledger updates and accounting processes to capture, monitor and plan for current and future Tolling Service Agreements
- ▶ Updated the cost model for direct and indirect costs



Maintained first-tier debt ratio above 1.5x target



Maintained investment returns above benchmark



Implemented scheduled biennial toll rate increase



Managed operating expenses to allow for greater investments in regional capital needs





THINK: SOUND

Collection Enhancements

The Texas Legislature passed SB 1792, important legislation authorizing new habitual violator toll enforcement remedies to ensure equitable payment by all users of Texas toll roads:

- » Block vehicle registration until toll obligations are met
- » Ban (order of prohibition) from toll roads, with possibility of Class C misdemeanor and/or impoundment of vehicle if in violation of a ban
- » Pilot program for vehicle registration block
- » Collaboration with the Justices of the Peace, Department of Motor Vehicles and Texas Association of Counties to implement toll enforcement remedies
- » Interlocal agreements with Dallas, Denton and Tarrant counties to begin vehicle registration blocks

Grace Period (Recouping Unpaid Tolls)

As part of SB 1792, NTTA offered a 90-day grace period to habitual violators, which started June 14, 2013, and officially concluded at midnight on September 18, 2013. To help encourage payment, NTTA waived administrative fees on past due tolls for ALL individuals who either opened a new TollTag account or resolved an outstanding TollTag account balance.

- » More than 71,200 front-counter customers served
- » More than 694,900 calls received
- » More than \$4.7 million collected from all customers with past-due tolls
- » More than \$4.38 million obligated in 5,300 customer payment plans to settle outstanding toll bills
- » Approximately 22 percent increase in new TollTags distributed compared to the same period in 2012



NTTA EMPLOYEES, OUR GREATEST ASSET

NTTA Takes Pride in Recruiting, Developing & Retaining High-Quality Staff

We renewed our focus on increasing employee engagement through a combination of employee-led committees and special events to promote diversity, teamwork, outstanding performance and to guide the corporate culture.

We partnered with the city of Richardson for its annual Corporate Challenge, an Olympics-style competition involving 22 athletic and non-athletic events. All funds contributed by NTTA staff were donated to Special Olympics Texas, an organization providing year-round opportunities in sports, health and education for 45,000 children and adults with intellectual disabilities. NTTA teams rallied to compete in most categories, and dozens of employees volunteered to support our teams. Employees united to exceed the \$5,000 donation goal by 26 percent and garnered the distinction as the highest fundraising amount by any first-year participant.

More Learning

Employees took advantage of more than 50 different classes offered through NTTA University, NTTA's online learning and development center.

Training Opportunities

Additional employee training opportunities were expanded through a partnership with Lynda.com, which offers employees access to convenient training from their desktops on topics ranging from project management to web design.

Through focused, specialized training conducted using in-house resources, we reduced at-fault fleet vehicle crashes by 50 percent.



731
EMPLOYEES

THE FACTS SPEAK FOR THEMSELVES



Financial Stats

\$ 573,315,484	2013 Total NTTA System Revenue (preliminary and unaudited)
\$ 525,460,038	2013 NTTA System Toll Revenue (preliminary and unaudited)
\$ 422,739,798	2013 NTTA System Gross Debt Service (preliminary and unaudited)
646,683,846	2013 NTTA System Total Transactions (preliminary and unaudited)
\$ 26,104,911	2013 Total Special Projects System Revenue
\$ 24,429,140	2013 Special Projects System Toll Revenue
\$ 67,751,246*	2013 Special Projects System Gross Debt Service
34,238,837	2013 Special Projects System Total Transactions

**The total includes capitalized interests.*



Roadway Stats

850.48	Lane Miles Maintained
99.34	Total Tolloed Lane Miles Under Construction



Customer Stats

3,825,784	Total Customer Contacts (All channels)
73,573	Average Per Week Customer Contacts



TollTags

2,811,167	Total TollTags
1,463,495	Total TollTag Accounts
1.92	Average TollTags Per Account
16.2 cents	Average Toll Rate Per Mile (ZipCash rate is 50 percent higher)



Roadway Customer Service & Command Center

19,002	Motorist Assists Handled
11 Minutes	Average Response Time

Executive Staff

Gerald E. Carrigan
CEO/Executive Director

Thomas J. Bamonte
General Counsel

Janice Davis, CPA
Assistant Executive Director of
Strategic & Innovative Solutions

James Hofmann
Assistant Executive Director
of Operations

Elizabeth Mow, PE
Assistant Executive Director
of Infrastructure
Director of Project Delivery

Horatio Porter
CFO/Assistant Executive
Director of Finance



Senior Staff

John Bannerman
Interim Director of Customer
Service

Dana A. Boone
Director of Cash & Debt
Management

Magdalena Brady
Director of Internal Audit

Anthony L. Coleman
Director of Business Diversity

Pete Havel
Director of Legislative Affairs

Eric Hemphill
Director of Maintenance

Kimberly Jackson
Sr. Director of Public Affairs

Marty Legé
Director of System & Incident
Management

Craig Lockett
Director of Human Resources

Nicole C. Mucha, MA, CPSM
Interim Assistant Director
of Procurement

Dave Pounds
Director of Information Technology

Carrie Rogers
Director of Government Affairs

Kimberly A. Tolbert
Chief Strategic Officer



Contact Information

NTTA Customer Service
5900 W. Plano Parkway
Plano, TX 75093
972-818-NTTA (6882)
817-731-NTTA (6882)

Mailing Address:
P.O. Box 260928
Plano, Texas 75026-0928

Roadway Customer Service:
972-444-HELP (4357)

Report Safety & Road 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



ACHIEVEMENTS

Achievement of Excellence in Procurement Award (2012–2013)

Customer Excellence Award for Total Training Network (2013)

Design-Build Merit Award: Phase 4 Development of President George Bush Turnpike – Western Extension

Gold Leadership Circle Award–Texas Comptroller Association–third year (2012–2013)

Government Finance Officers Association Distinguished Budget Award (2013)

Government Finance Officers Association Certificate of Achievement with Financial Reporting (2013)

Roadway Work Zone Safety Awareness Award (2013)

Texas Public Works Association Award for In-House Project of the Year (2013)

Texas Public Works Association Award for Operations Excellence (2013)





NORTH TEXAS TOLLWAY AUTHORITY

5900 West Plano Parkway
Plano, Texas 75093

NTTA.ORG
214-461-2000