



***NORTH EAST TEXAS
REGIONAL MOBILITY
AUTHORITY***

**STRATEGIC
PLAN**

2011 Update



NORTH EAST TEXAS REGIONAL MOBILITY AUTHORITY STRATEGIC PLAN

The North East Texas Regional Mobility Authority (NET RMA) was officially approved as a Regional Mobility Authority (RMA) by the Texas Transportation Commission (TTC) on October 28, 2004. This was initiated by the Texas State Legislature authorizing the creation of RMAs in January 2001. On June 24, 2004, Smith and Gregg (Texas) counties applied to the TTC for formation of the NET RMA. After public hearings in September 2004, the County Commissioners' Courts appointed NET RMA Board Members in February 2005. Governor Rick Perry appointed the first NET RMA Board Chairman in March 2005, and the first meeting of the NET RMA Board of Directors was held in April 2005.

The NET RMA was founded by Smith and Gregg Counties. In June, 2006, Cherokee, Rusk, Harrison, and Upshur Counties joined the NET RMA. In July of 2007, the Texas Transportation Commission approved the addition of six new counties to the NET RMA: Bowie, Cass, Panola, Titus, Van Zandt and Wood. These additions created the current twelve-county partnership. The move marked the second time the NET RMA had grown; the NET RMA is the only RMA in the State that has grown to include counties outside of its original founding sponsors.

As stated in the Texas Transportation Code, Chapter 370.261, "An authority shall make a strategic plan for its operations. A majority of the commissioners courts of the counties shall by concurrent resolution determine the types of information required to be included in the strategic plan." Each five years, the NET RMA will establish a strategic plan. It will be reviewed at least annually to assure proper operations and success of the regional mobility authority for all citizens' benefit.

The NET RMA is guided by its Board of Directors:

- A. One (1) Presiding Officer Appointed by the Governor of Texas.
- B. Three (3) Members Appointed by the Smith County Commissioners' Court, one specifically representing the City of Tyler's interests.
- C. Three (3) Members Appointed by the Gregg County Commissioners' Court, one specifically representing the City of Longview's interests.
- D. All other board members are appointed by their respective County Judges to make up the total of 19 Board Members.

Current Board Members are:

(At the time of this Strategic Plan, Cass and Upshur Counties were not represented)

Interim Chair – Linda Ryan Thomas – Gregg County

Gary Halbrooks – Finance Chair – Smith County

Barham Fulmer – Smith County

Mike Thomas – Smith County

Keith Honey – Compliance & Oversight Chair – Gregg County

Dave Spurrier – Secretary – Gregg County

Bill Rowton – Van Zandt County

Robert Murray – Bowie County

Jeff Sandford – Bowie County

Barry Hughes – Long Range Planning Chair - Cherokee County

Walta Cooke – Panola County

Celia Boswell – Wood County

Hudson Old – Titus County

Rodney Gilstrap – Harrison County

Ed Smith – Harrison County

Andy Vinson – Treasurer & Public Outreach Chair - Rusk County

(continued next page)

NORTH EAST TEXAS REGIONAL MOBILITY AUTHORITY
STRATEGIC PLAN 2011-2015
FIVE-YEAR PLAN REVIEWED ANNUALLY
December 2011

MISSION STATEMENT

The NET RMA, in cooperation with its regional partners, will provide solutions to expedite transportation and mobility projects that will improve the quality of life, enhance the regional economy and assure efficient mobility in the North East Texas Region.

Goal #1: Address and provide direction within the NET RMA.

By Objectives:

1. Maintain and reevaluate the 5-year Strategic Plan and Mission Statement on an annual basis.
2. Evaluate needs and resources for staff and specialized expertise to efficiently and effectively operate the NET RMA.
3. Follow Bylaws, policies and procedures for operations including Conflict of Interest; Procurement; Transfer and Conversion; and Environmental Review for efficient and effective operation of the NET RMA.
4. Board Committees as established will continue to search and pursue future projects to meet the transportation needs in the NET RMA region. The established committees are: Long Range Planning, Public Outreach, Finance/Audit, Executive, Rail, Compliance and Oversight, I-20 Corridor, I-69 Corridor, Intermodal Hubs and Toll 49 Hourglass.
5. Annually develop, monitor, review and amend Annual Fiscal Operational Budget.
6. Assure that the ethical and proper authority reporting through open meetings and annual reports takes place for the public.

Goal #2: Continue to identify potential transportation projects in the region and their associated costs, to help identify and prioritize those projects that will be overseen by the NET RMA.

By Objectives:

1. In cooperation with Texas Department of Transportation (TxDOT), the counties, and the MPOs, establish screening criteria for RMA candidate projects including costs, need, customer value, geographic representation and fiscal feasibility.
2. Through the established criteria above and with TxDOT, identify and prioritize candidate projects (short term, long term and “other possible corridor” opportunities).
3. Determine project feasibility through: Traffic & Revenue analysis; total costs for all partners; assessment of operational and maintenance costs; and phasing and interim/final build out options.
4. Determine the method of delivering the priority projects (design, construction, operations and maintenance) by conducting a project by project analysis of funding opportunities available.
5. Once a project is selected and the funding mechanism determined, establish a project timeline for initiation and completion of the chosen project with well- defined milestone measurements and reviews.

Goal #3: Explore the best financing options to bring future projects to fruition and completion.

By Objectives:

1. Explore all financing instruments available to a RMA and its partners to finance a project (e.g. long-term debt; short-term debt; FHWA grants; State Infrastructure Bank Loan (SIB); Transportation Infrastructure Finance and Innovation Act Loan (TIFIA); Toll Equity and Mobility Fund; pass-thru tolling; TxDOT subordinate lien/pledge; Tax Increment Finance (TIF) Districts or Special Assessment Districts (SID).
2. As projects are determined feasible as a NET RMA project, bring all partners funding commitments to fruition upon project selection and funding.
3. Refine the priority projects financing package upon project selection and funding.
4. Present financing package(s) to the Texas Transportation Commission (TTC) for approval upon project selection and funding

Goal #4: Maintain the parameters for which toll facilities under the NET RMA's ownership are operated.

By Objectives:

1. Oversee the operations and delivery methods of the essential toll operational elements including the toll system operation and maintenance, customer service center operation and maintenance, enforcement and violation processing and/or court system processing.
2. Market the toll tag product (TxTAG) for the NET RMA, as well as the program for toll tag marketing/system interoperability and distribution.
3. Maintain the procedures for the operations and maintenance of toll facilities, as well as the providers of these services.

Goal #5: Leverage Support from Regional Mobility Authorities (RMAs) and Industry Experts.

By Objectives:

1. Utilize support from RMAs and their existing contracts to support the NET RMA's overall operations including:
 - Review of "Best Practices" of existing RMAs statewide.
 - Toll System Development and Implementation (Toll System Integrator).
 - Consider and execute the Central Texas Regional Mobility model for Pay-By-Mail and violation enforcement and Statewide Customer Service Center.
 - Develop marketing plan to direct customers to TTA for toll tag purchase and account maintenance
 - Third party retail marketing and distribution of tags.