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GENERAL MEETING OF THE BOARD OF DIRECTORS
OF THE NORTH EAST TEXAS
REGIONAL MOBILITY AUTHORITY

RESOLUTION NO. 26-16

WHEREAS, the North East Texas Regional Mobility Authority ("NET RMA") was created pursuant to the request of Gregg and Smith Counties and in accordance with provisions of the Transportation Code and the petition and approval process established in 43 Tex. Admin. Code § 26.1, *et seq*. (the "RMA Rules"); and

WHEREAS, the Board of Directors of the NET RMA has been constituted in accordance with the Transportation Code and the RMA Rules; and

WHEREAS, subsequent to the initial formation of the NET RMA the Counties of Cherokee, Rusk, Harrison, Upshur, Bowie, Panola, Titus, Van Zandt, Wood, Kaufman, Camp, and Cass joined the Authority and are represented on the Board of Directors; and

WHEREAS, pursuant to Texas Transportation Code § 370.261, the NET RMA is required to issue a strategic plan every even-numbered year covering the succeeding five fiscal years; and

WHEREAS, the 2026 Strategic Plan (2027-2031) (the "2026 Strategic Plan"), attached hereto as Attachment "A", was developed by the NET RMA's Strategic Planning & Project Development Committee in consultation with NET RMA staff and Board members; and

WHEREAS, the Board of Directors has reviewed and finds that adoption of the 2026 Strategic Plan is in the best interest of the NET RMA.

NOW THEREFORE, BE IT RESOLVED, that the Board of Directors hereby adopts the 2026 Strategic Plan in the form attached hereto as Attachment "A"; and

BE IT FURTHER RESOLVED, that the Executive Director is authorized and directed to implement the goals and objectives set forth in the 2026 Strategic Plan and shall periodically report to the Board on the status of implementation.

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Adopted by the Board of Directors of the North East Texas Regional Mobility Authority on the 18th day of August 2026.

Submitted and reviewed by:

Signed by:
Brian O'Reilly
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Brian O'Reilly
General Counsel for the North East
Texas Regional Mobility Authority

Approved:

DocuSigned by:
Gary Halbrooks
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Gary Halbrooks
Chair, Board of Directors
Date Passed: 08/18/2026
Resolution No. 26-16

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Attachment “A”

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2026 Strategic Plan

(2027-2031)

Adopted August 18, 2026

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. Twelve additional counties have joined since the formation, including Bowie, Camp, Cass, Cherokee, Harrison, Kaufman, Panola, Rusk, Titus, Upshur, Van Zandth, and Wood Counties, to make up the current fourteen-county membership. In June 2006, Cherokee, Harrison, Rusk, and Upshur Counties joined. In July 2007, Bowie, Cass, Panola, Titus, Van Zandt, and Wood Counties joined. In November 2013, Kaufman County joined and Cass County withdrew. In August 2019, Camp County joined and Cass County rejoined. Since its creation, the NET RMA has pursued the development of its initial project, Toll 49, and has also been active in facilitating planning and regional mobility improvements throughout its expanded geographic area.

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 even-numbered year, an authority shall issue a plan covering the succeeding five fiscal years, beginning with the next odd-numbered fiscal year."

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The NET RMA is guided by its Board of Directors:

- One (1) Presiding Officer ("Chair") appointed by the Governor of Texas
- Three (3) members appointed by the Smith County Commissioners Court, one specifically representing the City of Tyler's interests
- Three (3) members Appointed by the Gregg County Commissioners Court, one specifically representing the City of Longview's interests
- Two (2) members appointed by the Bowie County Commissioners Court
- Two (2) members appointed by the Harrison County Commissioners Court
- All other members are appointed by their respective county commissioners court to make up the total of twenty-one (21) board members.

Current NET RMA Board of Directors

Officers:

Chair:	Gary Halbrooks
Vice-Chair:	Andrea Williams-McCoy
Secretary:	Keith Honey
Treasurer:	Robert Messer

Members:

Bowie County:	Cory Floyd
Bowie County:	Andrea Williams-McCoy
Camp County:	Vacant
Cass County:	Matthew Nelson
Cherokee County:	Ben Hamilton
Gregg County:	Dan Droege
Gregg County:	Keith Honey
Gregg County:	Dave Spurrier
Harrison County:	Mac Abney
Harrison County:	Rush Harris
Kaufman County:	Robert Messer
Panola County:	Dr. John Ray
Rusk County:	John Cloutier
Smith County:	Marcia Daughtrey
Smith County:	Alejandro Gauna
Smith County:	Matthew Watts
Titus County:	Hudson Old
Upshur County:	Larry Morse
Van Zandt County:	Chet Clayton
Wood County:	Jason Ray

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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.

2026 STRATEGIC PLAN (2027-2031)

Goal #1: Manage and direct internal activities of the NET RMA related to Toll 49 operations, planning, and project development.

By Objectives:

1. Maintain and re-evaluate the 5-year Strategic Plan and Mission Statement in accordance with the NET RMA's Bylaws.

2. Evaluate the 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; and Environmental Review for efficient and effective operation of the NET RMA.

4. Board committees as established will provide oversight into the operations of the NET RMA and search for and pursue future projects to meet the transportation needs in the NET RMA region. The established committees are: Executive Committee, Strategic Planning & Project Development Committee (formerly Long-Range Committee), East Texas Hourglass Committee, Member Outreach Committee, Personnel Committee, Finance Committee, Public Outreach Committee, Toll 49 Maintenance and Operations Committee, and Rail Committee.

   Executive Committee – The NET RMA is required to establish an Executive Committee pursuant to Section 15 of the NET RMA Bylaws. The Executive Committee consists of the NET RMA Chair, Vice Chair, Secretary, Treasurer, Chair of the Member Outreach Committee, Chair of the East Texas Hourglass Committee, Chair of the Personnel Committee, Chair of the Strategic Planning & Project Development Committee, and Chair of the Toll 49

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Maintenance and Operations Committee. The NET RMA Chair shall serve as a member of all standing and ad hoc committees.

Strategic Planning & Project Development (formerly Long-Range Planning Committee): The Strategic Planning & Project Development Committee is a standing committee intended to have continuing existence. This committee is tasked with evaluating any type of potential future project identified for consideration by the NET RMA Board and staff and reviewing the biennial update of the NET RMA's Strategic Plan as required in the NET RMA Bylaws. This evaluation may include any initial studies necessary to determine if the NET RMA will pursue a project further. The committee may also provide recommendations to staff for performing feasibility studies, environmental studies, preparation of conceptual drawings, preparation of schematics, preparation of construction plans, and other miscellaneous items submitted by the executive director. The committee will then make appropriate recommendations to the board of directors regarding any NET RMA involvement and funding considerations above an established dollar authority of the committee to be determined by the board of directors. The responsibilities for major projects and other projects above the established dollar authority of the committee can be assigned to a *standing project specific* committee assigned as needed (e.g., East Texas Hourglass Committee for further extensions of Toll 49 and further development of the East Texas Hourglass).

East Texas Hourglass Committee

The East Texas Hourglass Committee is a *standing project specific* committee intended to have a continuing existence. The East Texas Hourglass Committee is tasked with addressing issues related to the development of the project though all the planning phases of the East Texas Hourglass up to the implementation phase as defined in figure 1. The implementation phase will be assigned to either a new project specific committee or the Strategic Planning & Project Development Committee, as appropriate.

Member Outreach Committee

The Member Outreach Committee is a standing committee intended to have a continuing existence. The Member Outreach Committee is tasked with outreach efforts to the counties in the region and the NET RMA's Priority Project Program.

Personnel Committee

The Personnel Committee is a standing committee intended to have a continuous existence. The Personnel Committee shall provide guidance to the executive director on matters

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pertaining to the administration of personnel of the NET RMA including salaries, insurance, and benefits.

Finance Committee

The Finance Committee is a standing committee intended to have a continuing existence. The Finance Committee is tasked with ensuring that NET RMA funds are invested in accordance with the authority's policies and procedures. Additionally, the Finance Committee is tasked with reviewing the draft annual audit report, presenting a final audit report, and managing the NET RMA monthly financial reporting. The Finance Committee is chaired by NET RMA Board Treasurer.

Public Outreach Committee

The Public Outreach Committee is as standing committee intended to have a continuing existence. The Public Community Relations is tasked with promoting the value of Toll 49 and the NET RMA, marketing the services of the authority, and the Linda Thomas Scholarship Program.

Toll 49 Maintenance and Operations Committee

The Toll 49 Maintenance and Operations Committee is a standing committee intended to have a continuing existence. This committee is tasked with evaluating maintenance and operation issues of Toll 49 submitted to the committee by the executive director as needed. These issues will be more significant in nature and could possibly escalate, necessitating board involvement. This committee will evaluate recommendations by the executive director prior to being presented to the full board for possible action or direction. The issues may consist of, but are not limited to, the following: right of way concerns with adjacent property owners; facility damage issues as a result of various incidents; operational issues necessitating possible future concurrence of the board; larger, potential facility maintenance issues; emergency issues impacting Toll 49 operations requiring immediate attention in which full board involvement is not practical; and various other items in which the executive director may need board level consultation or direction.

Rail Committee

The Rail Committee is a standing committee intended to have a continuing existence. This committee is tasked with evaluation and development of all rail related projects.

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Other Ad Hoc Committees

Board Reallocation/Expansion – The Board Reallocation/Expansion Committee will evaluate expansion of NET RMA member counties, as needed.

Partnerships

I-69 Alliance Committee – The NET RMA will support efforts of the I-69 Alliance to develop the I-69 Corridor.

Tyler Metropolitan Planning Organization (MPO) – The NET RMA Chairman serves as the NET RMA's representative on the Policy Board.

Longview MPO, Texarkana MPO, and ETCOG RTPO –The NET RMA will engage in the planning processes and initiatives/efforts of these organizations to improve regional mobility and enhance economic development.

5. Annually develop, monitor, review, and amend as necessary Annual Fiscal Operational Budget.

6. Assure the ethical and proper authority reporting through open meetings and annual reports takes place as required by agencies and financial agreements and for the public.

Goal #2: Continue efforts to advance future segments of Toll 49, including the East Texas Hourglass Project, as well as other existing projects undertaken by the NET RMA.

By Objectives:

1. Continue to advance Toll 49 including the East Texas Hourglass project, the flagship project of the NET RMA. Short term objectives include performing environmental studies and schematic development for Toll 49 Segment 6 and identifying funding sources.

2. Continue to cooperate with other agencies, where applicable, to advance other projects already undertaken by the NET RMA, including but not necessarily limited to:

- Current NET RMA Priority Projects
- Future NET RMA Priority Projects
- Safe Streets and Roads for All Grant
- Bowie Parkway
- Regional rail initiatives

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- US 271 Corridor Improvements
- Redesign of FM 756 (Paluxy) at Toll 49 ramps
- SH 149/Eastman Rd. grade separation at railroad crossing
- Rural broadband fiber distribution plan with ETCOG
- Extension of Earl Campbell Parkway from LP 323 to SH 64W
- Acquisition of abandoned Union Pacific ROW between Whitehouse and Troup.

3. Explore all financing instruments available to the NET 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); Tax Increment Finance (TIF) Districts; or Special Assessment Districts (SAD)).

Goal #3: Identify potential and maintain existing regional partnerships to develop transportation projects.

By Objectives:

1. Rely on the Texas Department of Transportation (TxDOT), the member counties, Rural Transportation Planning Organizations (RTPOs), and the Metropolitan Planning Organizations (MPOs) to establish the majority of long-range transportation projects within the RMA boundaries.

2. Identify other priority projects within each county through staff, board members, and county judges which the NET RMA could support. The support can take the form of political, technical, project development through construction, and/or funding. Develop procedures to evaluate these priority projects and determine the type and level of support the RMA can provide. Provisions are made in the annual budget to identify funding for specific projects.

Goal #4: Maintain Current NET RMA toll facilities.

By Objectives:

1. Oversee the operations and delivery methods of the essential toll operational elements including:
   - Toll system operation and maintenance
   - Roadway maintenance and operation
   - Coordination of customer service for Toll 49

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- Pursuit of enforcement and violation processing and/or court system processing.

2. Market the use of NTTA's TollTag for Toll 49, as well as the program for toll tag marketing/system interoperability and distribution.

3. Maintain the procedures for the operation and maintenance of roadways, as well as the providers of these services.

   - Develop and implement reliable and efficient maintenance strategies that continue to protect the initial investment. The NET RMA will rely on the Annual Inspection Report and the 10-year Pavement Plan to effectively guide decisions on expenditures for rehabilitation projects and maintenance efforts and expenditures on Toll 49. Anticipated work includes the following:
   - Heavy overlays on Segment 1 ramps and Segment 3A
   - Thin overlays and surface treatments on Segments 2 and 5
   - Tolling equipment replacement, as needed.

4. Evaluate and implement continued safe practices and operations
   - Monitor safety aspects of Toll 49 and evaluate improvements for implementation
   - Support TxDOT's safety initiatives and advocate for funding related specifically to safety countermeasures and programs
   - Actively participate in increasing public awareness of travel safety.

Goal #5: Support partnerships with other Regional Mobility Authorities, tolling agencies, and industry experts.

By Objectives:

1. Utilize information and support from other RMAs, tolling agencies, and industry experts to support the NET RMA's overall operations including:
   - "Best Practices" of existing RMAs and tolling agencies statewide
   - Toll system development and implementation (Toll System Integrator)
   - Development of a marketing plan to direct customers for toll tag purchase and account maintenance.

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