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

RESOLUTION NO. 17-05

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, and Kaufman joined the Authority and are represented on the Board of Directors; and

WHEREAS, on February 9, 2016, in Resolution 16-06, the Board of Directors of the NET RMA adopted the NET RMA 2016-2020 Strategic Plan (the "Strategic Plan"); and

WHEREAS, on January 12, 2017, the Board of Directors conducted a strategic planning meeting to formulate policy and directives of the NET RMA for 2017; and

WHEREAS, as a result of the discussions at the strategic planning meeting, the NET RMA staff prepared an amended Strategic Plan, a copy of which is attached as Attachment "A"; and
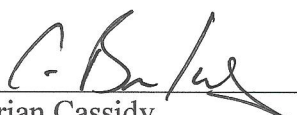
NOW THEREFORE, BE IT RESOLVED, that the Board of Directors of the NET RMA hereby approves and adopts the amended Strategic Plan, attached hereto as Attachment "A"; and

BE IT FURTHER RESOLVED, that the Strategic Plan may be amended from time to time at the discretion of the Board of Directors.
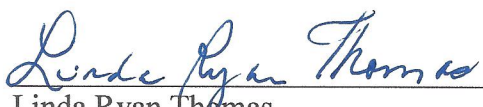

Adopted by the Board of Directors of the North East Texas Regional Mobility Authority on the 14th day of February, 2017.

Submitted and reviewed by: Approved:

_____   _____
C. Brian Cassidy   Linda Ryan Thomas
General Counsel for the North East   Chair, Board of Directors
Texas Regional Mobility Authority   Date Passed: 02/14/17

2017 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. In 2013, Cass County withdrew and Kaufman County joined the NET RMA.

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:

Officers
        Chair – Linda Ryan Thomas – Gregg County
        Vice-Chair -Gary Halbrooks – Smith County
        Secretary – Dr. James Harris – Harrison County
        Treasurer – Robert R. Messer – Kaufman County

Executive Committee
        NET RMA Board Chair – Linda Ryan Thomas – Gregg County
        Vice-Chair -Gary Halbrooks – Smith County
        Secretary – Dr. James Harris – Harrison County
        Treasurer – Robert R. Messer – Kaufman County
        Chair, Long Range Planning Committee – John Cloutier – Rusk County
        Chair, East Texas Hour Glass – Dave Spurrier – Gregg County

Members
        Robert Murray – Bowie County
        Vacant – Bowie County
        Vacant – Cherokee County
        Keith Honey – Gregg County
        Linda Ryan Thomas – Gregg County
        Dave Spurrier – Gregg County
        Dan Droege – Gregg County
        Dr. James Harris – Harrison County
        Robert Messer – Kaufman County
        Walta Cooke – Panola County
        John Cloutier – Rusk County
        Barham Fulmer – Smith County
        Gary Halbrooks – Smith County
        Mike Thomas – Smith County
        Hudson Old – Titus County
        Larry Morse – Upshur County
        Robert Moore – Van Zandt County
        Jason Ray – Wood County

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.

STRATEGIC PLAN 2017

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

By Objectives:

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

2. Evaluate the needs and resources for staff, including the implementation of an employee performance evaluation system and pay for performance system.

3. Successfully, migrate the complete transition of finance department to be an internal function.

4. Develop strategic marketing plan, including a retooling of the website to ensure it is a regional resource for transportation mobility (including mobile phone compatibility).

5. 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.

6. 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: Executive, Project Development and Implementation, Long-range Planning, East Texas East Texas Hour Glass and the Audit 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 Chairman, Secretary, Treasurer, Chair of the Long Range Planning Committee, and the Chair of the East Texas Hourglass Committee.

> **Project Development and Implementation Committee** - The Project Development and implementation Committee is a standing committee intended to have a continuing existence. The Project Development and Implementation Committee is tasked with considering right-of-way acquisition and other issues related to the development and

operation of NET RMA projects and making appropriate recommendations to the Board of Directors. The Project Development and Implementation Committee is composed of Barham Fulmer (Chair), Larry Morse and Robert Murray.

The board shall investigate the merits of establishing an Intermodal Committee – An intermodal Committee would be tasked with dealing with intermodal transportation issues, i.e. rail, trail, air service, utilities, water utilities, etc.

Long-Range Planning Committee – The Long-Range Planning Committee is a standing committee intended to have a continuing existence. The Long-Range Planning Committee is tasked with outreach efforts to the counties in the regions for utilization of discretionary funds and resources. The Long-Range Planning Committee is composed of John Cloutier (Chair), Hudson Old, Dave Spurrier and Walta Pippen Cooke.

East Texas Hourglass Committee – The East Texas Hourglass Committee is a standing committee intended to have a continuing existence. The East Texas Hourglass Committee is tasked with addressing issues related to the development of the East Texas Hourglass Project. The East Texas Hourglass Committee is composed of Dave Spurrier (Chair), Linda Ryan Thomas, Gary Halbrooks, Barham Fulmer, Keith Honey, Larry Morse, and James Harris.

Audit Committee – The Audit Committee is a standing committee intended to have a continuing existence. The Audit Committee is tasked with reviewing the draft annual audit report and presenting a final audit report to the full Board for approval. The Audit Committee is composed of Keith Honey (Chair), Linda Ryan Thomas, and Barham Fulmer.

The NET RMA also has the following partnerships:
- o East Texas Corridor Council
- o Texas-Louisiana Rail Coalition
- o I-69 Alliance Committee
- o I-30 Corridor Committee

6. Annually develop, monitor, review and amend Annual Fiscal Operational Budget.

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

Goal #2: Continue to advance Toll 49, including the East Texas Hour Glass Project, as well as other existing projects undertaken by the NET RMA.
By Objectives:

1. Continue to advance Toll 49, the flagship project of the NET RMA. Short-term objectives include the construction of Toll 49 Segment 4, identifying funding sources for the environmental studies of Toll 49 Segment 6, and 7. Additionally, work on the long-term development of Segment 8.

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: Loop 571 in Rusk County, the expansion of US 271; US 80 Corridor Study in Kaufman County; acquisition of abandoned Union Pacific ROW between Whitehouse and Troup, the East Texas Regional Partners for Transit Technology Upgrades.

3. Provide more comprehensive project reporting to include Segment 4 maps, charts, schedules (Gant charts, archeological updates, cost charting and other highlights).

4. Develop and implement strategic marketing plan to advocate for and to aggressively promote the utilization of Toll 49.

Goal #3: Continue to identify potential transportation projects in the region that the NET RMA will support through partnerships.

By Objectives:

1. Rely on the Texas Department of Transportation (TxDOT), the counties, Rural Planning Organization (RPO) of the East Texas Council of Governments and the Metropolitan Planning Organizations (MPOs) to establish the majority of long range transportation projects within the RMA boundaries.

2. Request on an annual basis from each County through its Board Member(s) and County Judge the identification of the County's top priority project that they desire the NET RMA to support. The support can take the form of political, technical or financial support. Develop procedures to evaluate these priority projects and determine the type and level of support the RMA can provide.

3. Provide recommendations to the Board based on that evaluation on the type of support to be provided by the NET RMA for the priority projects including possible financial funding as provided by the NET RMA's Budget for that fiscal year.

4. Establish a presence as a facilitator of regional transportation projects. Including hosting a regional transportation forum, expansion of the website, consideration of new county membership, and increased legislative advocacy.

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 toll tag products (TxTAG, Easy Tag, Toll Tag) for the NET RMA, as well as the program for toll tag marketing/system interoperability and distribution.

3. Hire a Director of Maintenance to develop, implement, and coordinate reliable and efficient maintenance strategies and processes that continue to protect the initial investment.

4. Ensure a well-planned transition for maintenance activities on Toll 49 from TxDOT to an internally managed solution.

5. Provide input into selection of potential new back office provider.