

**CERTIFICATION
OF
NEW JERSEY TURNPIKE AUTHORITY**

I, John M. Keller, hereby certify that I am the Executive Director of the New Jersey Turnpike Authority and as such, certify that the attached copy of PROCEEDINGS OF THE NEW JERSEY TURNPIKE AUTHORITY is a true and correct copy of the Minutes of the August 27th, 2019 Meeting of the Authority.

IN WITNESS THEREOF, I have hereunto set my hand and affixed the official seal of the New Jersey Turnpike Authority this 27th day of August 2019.

ATTEST:

Kim Schurman
Kim Schurman
Secretary to the Authority

John M. Keller
John M. Keller
Executive Director

Corporate Seal

Date: August 27, 2019

**Received in the Governor's Office August 27, 2019
(hand delivered)**

Received by:

Sillian Connor
Print Name

John M. Keller
Signature

Veto Period Ends:

Sept. 11, 2019
(Write in the date the veto period ends)

1. The first part of the document is a list of the names of the members of the committee who have been appointed to study the problem of the

of the committee.

**PROCEEDINGS OF MEETING OF NEW JERSEY TURNPIKE AUTHORITY
BOARD OF COMMISSIONERS**

Tuesday, August 27, 2019

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Vice Chairman Ronald Gravino called the meeting of the Authority's Board of Commissioners (the Board) into session in the Executive Boardroom of the Authority's Headquarters Building at 1 Turnpike Plaza in Woodbridge, New Jersey, at 9:00 A.M.

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PLEDGE OF ALLEGIANCE

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PRESENT

Present were Vice Chairman Ronald Gravino, Treasurer Michael DuPont, Commissioner Raymond Pocino, Commissioner Ulises Diaz (Absent), Commissioner John Minella, Commissioner Raphael Salerno and NJDOT Deputy Commissioner Joseph Bertoni (designee for Chair Gutierrez-Scaccetti). The meeting commenced at 9:00 A.M.

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ALSO PRESENT

Executive Director John Keller, Deputy Executive Director James Carone, Chief Financial Officer Donna Manuelli; Chief Engineer Robert Fischer, Chief Information Officer Jose Dios; Director of Law Robert Carroll; Director of Human Resources Mary-Elizabeth Garrity; Deputy Director of Internal Audit Tracey Walters, Director of Maintenance Ken McGoldrick, Deputy Director of Operations Frank Jordan; Acting Director of Procurement and Materials Management Dale Barnfield, Director of Tolls John Pagliarulo; Director of Community and Government Relations Shawn Taylor; New Jersey State Police Major Ernie Giampietro, State Police Troop D; and Secretary to the Authority Kim Schurman.

Also present were: Outside Counsel, Judy Verrone, Esq., of DeCotiis, FitzPatrick, Cole & Giblin, LLP, Governors' Authorities Unit Representative Lauren LaRusso, additional individuals consisting of other NJTA employees; interested organizations; and the general public. No media was present.

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NOTICE OF MEETING

This is a regular meeting of the New Jersey Turnpike Authority. Adequate notice of this meeting has been provided in accordance with Chapter 231, P.L. 1975 in that notice has been given to at least two newspapers and notice has been forwarded to the Secretary of State, Trenton, New Jersey. In addition, notice of said meeting has been and is being displayed in the main lobby of the Authority's Administration Headquarters in Woodbridge.

Secretary to the Authority Schurman takes Roll Call and the Following Were Present:

1. Vice Chairman Gravino
2. Treasurer DuPont
3. Commissioner Pocino
4. Commissioner Diaz (Absent)
5. Commissioner Minella
6. Commissioner Salerno
7. NJDOT Deputy Commissioner Joseph Bertoni

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EXECUTIVE SESSION

A motion to enter into Executive Session, not open to the public in accordance with the Open Public Meetings Act, N.J.S.A. 10:4-12(b), to discuss matters pertaining to:

- Contract Negotiations
- Anticipated Litigation
- Personnel

The motion was made by Treasurer DuPont and seconded by Commissioner Pocino and, after the voice vote, the motion was duly adopted by the Board of Commissioners of the New Jersey Turnpike Authority.

Executive Session was adjourned at 9:23 a.m. Vice Chairman Gravino resumed the public portion of the meeting at 9:25 a.m.

Secretary to the Authority Schurman takes Roll Call and the Following Were Present:

The Secretary to the Authority reported that ten days, excluding Saturdays, Sundays and holidays, have elapsed since Governor Philip D. Murphy received the proceedings of the regular meeting of July 23, 2019; he did not exercise his power to veto any items in those minutes.

Upon motion made by Commissioner Pocino seconded by Treasurer DuPont the minutes of the meeting was unanimously approved.

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RECUSALS

The Secretary to the Authority reported recusals or abstentions submitted for the record:

- Commissioner Pocino is recused on items 195 through 204

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PUBLIC COMMENT

Patty Scalabrini, Point Pleasant, New Jersey

Patty Scalabrini advised the Board that her daughter broke down on the New Jersey Turnpike Authority on June 28, 2019, and she needed to be towed because of debris from a prior accident. Ms. Scalabrini said the complaint is against John's Main Auto Body in North Bergen, New Jersey who towed Ms. Scalabrini's daughter from the scene. Ms. Scalabrini advised she

was overcharged for the tow and there was no break-down of the fees on the invoice. Furthermore, Ms. Scalabrini advised John's Main Auto Body refused to take Visa as a form of payment. Ms. Scalabrini advised the Board she wants John's Main Auto Body removed from the approved list of towing contractors, because of the many complaints that have been filed and other possible victims of overcharging. The Board advised Ms. Scalabrini that they would investigate her complaint regarding John's Main Auto Body.

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EXECUTIVE DIRECTOR COMMENTS

Executive Director Keller formally thanked the Authority's Board of Commissioners and all Authority staff as well as General Counsel that participated to ensure the Authority was brought into compliance with the State's Equal Pay Act Law. Keller stated the Authority is proud to be at the forefront of implementing the new law and equally proud to announce that the Authority has completed its initial comprehensive analysis and is prepared to conclude the process. Keller further noted that while the Authority has concluded the initial analysis across the Authority, the implementation of the Act will be ongoing to continue to ensure full compliance.

Keller advised the Back-Pack program was a huge success again this year and wanted to thank all that participated and donated. Keller further thanked the Human Resources Department for coordinating the drive, Donna Jago for taking the lead as well as to the Unions, New Jersey State Police and ACECNJ for their continued support of this worthy event. Keller advised 380 back packs and additional teacher supplies will be distributed over the next week to half a dozen deserving communities.

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VICE CHAIRMAN COMMENTS

None

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HUMAN RESOURCES

Director of Human Resources Mary-Elizabeth Garrity requested approval of item number 189-08-2019. Moved is the item as follows:

189-08-2019

Human Resources Director Mary Elizabeth Garrity submitted the Personnel Agenda, dated August 27, 2019, and requested confirmation of the personnel matters contained therein. The Executive Director certified the recommendations for consideration.

On motion by Commissioner Pocino and seconded by Treasurer DuPont employment of those named to serve at the pleasure of the Authority and other recommended personnel actions, were approved, ratified and confirmed, to become effective as of the dates specified and at the salaries listed.

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ROLL CALL

GRAVINO	DuPONT	POCINO	DIAZ	MINELLA	SALERMO	BERTONI
YES	YES	YES	ABSENT	YES	YES	YES

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LAW

Director of Law, Robert Carroll requested approval of item numbers 190-08-2019 through 194-08-2019. Moved are the items as follows:

190-08-2019

In a memorandum dated August 8, 2019, Authorization for the Authority to Renew its Cyber Liability Insurance Program for one (1) additional year, (September 15, 2019 – September 15, 2020), Renewal Amount: not to exceed \$671,158.00, was approved.

Since 2014, the Authority has maintained comprehensive cyber liability insurance to protect it from a myriad of cyber risks, in a total limit of \$60 million, which coverage expires September 15, 2019. This insurance provides the Authority protection from theft of its electronic data and other cyber-related risks, including the following: (1) Media Wrongful Acts; (2) Privacy and Cyber Security; (3) Privacy Regulatory Defense, Awards and Fines; (4) Data Recovery Expenses; (5) Data Breach Response and Crisis Management Costs; (6) Extortion Threat; and (7) Business Interruption and Dependent Business Interruption coverage.

Willis of New Jersey, Inc. ("Willis"), the insurance broker of record, was tasked with seeking a renewal of the cyber program at a flat rate, with coverage enhancements. The incumbent lead carrier, XL Catlin, provided the most advantageous proposal considering both coverage and price. The Authority through Willis, also negotiated the following coverage enhancements: an increase in the limits for dependent system failure, (from \$15 million to \$30 million); and the addition of coverage for 'bricking' (damage sustained by a computer system with no physical damage to the hardware) (\$30 million); with a slight decrease in cost.

After consideration of all the options provided, and based on the recommendations of Willis and the Authority's risk management consultant, Hanover Stone Partners, LLC, it is recommended that the Authority renew coverage for one (1) year with the following carriers, for a total of \$60 million of coverage:

<u>Underwriter</u>	<u>Coverage</u>
XL Specialty Insurance Company (subject to a \$250,000 deductible)	Primary \$10 million
Zurich American Insurance Company	\$10 million excess of \$10 million
AIG	\$10 million excess of \$20 million
Axis Insurance Company	\$10 million excess of \$30 million
Ironshore Specialty Insurance Company	\$10 million excess of \$40 million
Nationwide Insurance Company	\$10 million excess of \$50 million

The total premium for coverage as outlined above is \$670,700, and adding New Jersey mandatory taxes and fees of \$458, would make a total renewal amount not to exceed \$671,158, which represents a slight cost decrease from last year.

It is therefore recommended that the Commissioners authorize renewal of the Authority's cyber liability insurance coverage as set forth above. It is further recommended that the Executive Director, after consultation with the Authority's Law Department, be authorized to execute all documents and to take all further actions to effectuate the renewal of the policies consistent with the intent of the recommendation.

191-08-2019

In a memorandum dated August 8, 2019, **Recommendation to Approve an Additional \$4,000,000 Contribution to the Capital Reconstruction and Renovation Fund under the Lease Agreement with Live Nation Worldwide, Inc., Budget Code: 00-080-850-156555, Amount: \$4,000,000.,** was approved.

By agenda item 030-11-2017, the New Jersey Turnpike Authority (the "Authority") approved an Amended and Restated Lease Agreement with Live Nation Worldwide, Inc. ("Live Nation") on November 21, 2017 (the "Lease Agreement"). The Lease Agreement authorized Live Nation to operate the PNC Bank Arts Center for a term of twenty-five (25) years from January 1, 2018 through December 31, 2042.

The Lease Agreement provides that Live Nation and the Authority will each contribute eleven million dollars (\$11,000,000) to reconstruct and renovate the PNC Bank Arts Center facility. The agreement also contemplated an additional contribution of four million dollars (\$4,000,000) each by Live Nation and the Authority, subject to Commissioners' approval. The total additional contribution of eight million dollars (\$8,000,000) will conform to the capital reconstruction and renovation schedule set forth in the Lease Agreement. Live Nation's additional four million dollar (\$4,000,000) contribution has been approved by its corporate board. Live Nation will make two payments of two million dollars (\$2,000,000) each, the first no later than September 30, 2019 and the second no later than September 30, 2020.

Accordingly, as required by the terms and conditions of the Lease Agreement, with Live Nation, authority is requested to match Live Nation Worldwide, Inc.'s four million dollars (\$4,000,000) additional contribution with an amount not to exceed four million dollars (\$4,000,000). Further authorization is also sought to allow the Executive Director to execute any such other documents and take any such other actions as are deemed necessary to effectuate the intent of this authorization. Any actions taken to date in furtherance of the above authority are also ratified and approved in all respects.

192-08-2019

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In a memorandum dated August 14, 2019, **Request for Authorization to Enter into an Amendment to Agreements between the New Jersey Turnpike Authority and the Pennsylvania Turnpike Commission Delaware River Turnpike Bridge (Agreement No. 161-19)**, was approved.

On March 15, 1954, the New Jersey Turnpike Authority (the "Authority") and the Pennsylvania Turnpike Commission (the "Commission") entered in an agreement for the construction, operation and maintenance of the Delaware River Turnpike Bridge. Over the years, in 1954, 1957, 1970, 1982 and 2015, several amendments and further agreements were made. Both the Authority and the Commission now desire to enter into an additional amendment which amendment shall amend all the current agreements and amendments between the parties. This latest amendment will update, improve and expand the operation and maintenance obligations of each of the parties for the joint management, inspection and repair of the Delaware River Turnpike Bridge. Included in the new amendment will be shared responsibilities regarding new infrastructure and technology developed in the last decade for the installation of automatic electronic tolling, dynamic message signs, a structural health monitoring system and federally mandated bridge inspections. The cost of these new technologies will be shared on a 50-50 cost-sharing basis.

Accordingly, it is requested that Board of Commissioners delegate to the Executive Director the authority to execute Agreement No. 161-19 to amend previous agreements and amendments between the New Jersey Turnpike Authority and the Pennsylvania Turnpike Commission regarding the Delaware River Turnpike Bridge pursuant to the terms outlined above. It is further recommended that the Commissioners authorize the Executive Director to execute any such other documents and take any such other actions as are deemed necessary to effectuate the intent of this authorization, including the execution of any documents or taking of any actions necessary to effectuate the intent of this authorization.

193-08-2019

In a memorandum dated August 14, 2019, **Request for Authorization to Enter into a Memorandum of Understanding between the New Jersey Turnpike Authority and the Pennsylvania Turnpike Commission, New Bridge Structure Across the Delaware River (Agreement No. 162-19)**, was approved.

On or about January 20, 2017, the serious fracture in a structural steel component of the super structure of the Delaware River Turnpike Bridge was discovered and immediately repaired. At the time, the New Jersey Turnpike Authority (the "Authority") and the Pennsylvania Turnpike Commission (the "Commission") were in the planning stage for the construction of a new bridge to provide a connection between the Pennsylvania Turnpike System/Interstate I-95 and the New Jersey Turnpike over the Delaware River. The plans for the new bridge will include the

demolition of the existing Delaware River Turnpike Bridge. In connection therewith, the Authority and the Commission desire to enter into an agreement memorializing their respective responsibilities regarding the design, funding, construction, ownership, maintenance, inspection, rehabilitation and insurance for the new bridge and the demolition and removal of the existing bridge.

Accordingly, it is requested that Board of Commissioners delegate to the Executive Director the authority to execute Agreement No. 162-19 with the Pennsylvania Turnpike Commission for the construction of a new bridge across the Delaware River and the demolition of the existing Delaware River Turnpike Bridge pursuant to the terms outlined above. It is further recommended that the Commissioners authorize the Executive Director to execute any such other documents and take any such other actions as are deemed necessary to effectuate the intent of this authorization, including the execution of any documents or taking of any actions necessary to effectuate the intent of this authorization.

194-08-2019

In a memorandum dated August 14, 2019, **Authorization to Settle Litigation in the Matter of C.M. V. New Jersey Turnpike Authority, Amount: \$250,000.00**, was approved.

This matter is an employment discrimination case presenting claims under the New Jersey Law Against Discrimination (LAD), the New Jersey Civil Rights Act (CRA), the Conscientious Employee Protection Act (CEPA), and the New Jersey AIDS Assistance Act (AAA).

Plaintiff alleges that he was subject to harassment, retaliation and exclusion from employment opportunities. The Authority denies all such allegations in its response to the lawsuit. The parties in the matter attended a mediation session with a retired NJ Superior Court Assignment Judge and have negotiated a settlement agreement. General Counsel recommends that the Authority seek a settlement of \$250,000.00 and related medical coverages (COBRA) for a specified term of 48 months. General Counsel and the Authority conducted an exhaustive investigation of all allegations and confirmed that this settlement value is reasonable given the facts of the case including plaintiff's pre-existing and continuing medical conditions as well as the predicted future length and cost of defense. The settlement also includes a dismissal of all allegations on the complaint with prejudice. The Law Department concurs with General Counsel's recommendation.

Therefore, it is recommended that the Authority's Commissioners approve the settlement of this matter pursuant to the terms set forth above. It is also recommended that the Authority's Commissioners authorize the Executive Director to execute any and all documents in furtherance of same.

On motion by Commissioner Pocino and seconded by Treasurer DuPont the Board unanimously approved item numbers 190-08-2019 through 194-08-2019; and authorized or ratified, as presented, the recommendations contained therein; and received and filed the memoranda.

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ROLL CALL

GRAVINO	DuPONT	POCINO	DIAZ	MINELLA	SALERMO	BERTONI
YES	YES	YES	ABSENT	YES	YES	YES

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ENGINEERING

Chief Engineer, Robert Fischer requested approval of item numbers 195-08-2019 through 201-08-2019. Moved are the items as follows:

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PUBLIC BID SOLICITATIONS-AWARD OF CONTRACTS

195-08-2019

In a document dated July 24, 2019, Recommendation to Award Contract No. A900.538, New Jersey Turnpike and Garden State Parkway, Mount Construction Co., Inc., Immediate and Scheduled Repairs (2019), Milepost 0 to 122 New Jersey Turnpike and Milepost 0 to 172 Garden State Parkway, R-151243, Budget Code: 039999999, Amount: \$4,000,000.00, was approved.

Frequently the Authority must expedite emergency repair work caused by accident or deterioration. This Contract will provide the Authority the ability to have immediate and scheduled construction/repair work performed on an as-needed basis. The work to be performed under this Contract involves immediate and scheduled repairs to Authority facilities, including, but not limited to, bridge structures, roadways, drainage facilities, culverts, sign structures, toll plazas, etc. The limits of work extend from Mileposts 0 to 122 including the Pearl Harbor Memorial Turnpike Extension and the Newark-Bay Hudson County Extension along the New Jersey Turnpike, and Mileposts 0 to 172 along the Garden State Parkway in Salem, Gloucester, Camden, Burlington, Mercer, Middlesex, Union, Hudson, Essex, Bergen, Cape May, Atlantic, Ocean, Monmouth and Passaic Counties in New Jersey. The immediate and scheduled repairs will be as directed by the Engineering Department by work orders for a period of two years. The Executive Director will have the option to authorize a one-year extension at his sole discretion.

Six bid proposals were received on July 16, 2019 for the above publicly advertised Contract, as shown on the attached bid summary sheet. The low bid proposal of 0.91%, may be compared to the second low bid of 5.33%. The Engineer's Estimate is 14.50%. These percentages represent a weighted average mark-up on the Contractor's time and materials cost

of performing the work. Mount Construction Co., Inc. has performed work for the Authority on similar on-call Contracts and is considered competent to complete this Contract.

It is, therefore, recommended that Contract No. A900.538 be awarded to the low bidder, Mount Construction Co., Inc. of Berlin, New Jersey in the amount of \$4,000,000.00. This award is contingent upon the Treasurer of the State of New Jersey completing the review of all documents submitted by the selected awardee, pursuant to Public Law 2005, Chapter 51 (formerly Executive Order 134) and Executive Order 117 (Corzine 2008), and having no objection to same. Bids for this work were procured, and the authorization being sought is to award this Contract to the lowest responsible bidder, in accordance with N.J.S.A. 27:23-6.1, N.J.A.C. 19:9-2.2, and Executive Order No. 37 (Corzine 2006).

The General Consultant, HNTB Corporation, concurs with this recommendation.

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ORDER FOR PROFESSIONAL SERVICES (OPS)

196-08-2019

In a document dated July 24, 2019, **Recommendation to Issue Order for Professional Services No. T3735, New Jersey Turnpike, Hardesty & Hanover, LLC, Concept Development and Preliminary Engineering for the Rehabilitation/Replacement of Various Turnpike Bridges, Budget Code: 080C00037, R-151249, Funding Allocation: \$ 300,000.00 FY 2019, \$ 750,000.00 FY 2020, Amount: \$1,050,000.00**, was approved.

This Order for Professional Services will provide conceptual development and preliminary engineering services required to identify an Initially Preferred Alternative (IPA) for the rehabilitation or replacement of the following three (3) Turnpike Bridges:

1. Str. No. W110.42, Turnpike Mainline (SNW/NSW) over Sawmill Creek
2. Str. No. W111.48, Turnpike Mainline (SNW/NSW) over Berry's Creek
3. Str. No. W112.72B, Turnpike Interchange 16W- Ramp ST over Berry's Creek

Canal

This assignment is classified as a "Simple Project" based on the scope of work being clearly defined and not likely to change during the course of the project, and the cost not exceeding \$2,000,000.00. The solicitation for Expressions of Interest (EOIs) was posted on the Authority's website and twenty-nine (29) engineering firms were prequalified and eligible under Profile Codes: A093 – Bridges: Deck Replacements & Rehabilitations, and D491 – Transportation Planning: Alternative Analyses. Eight firms submitted EOIs by the closing date of June 14, 2019.

Subsequent to the scoring of EOIs by the Review Committee, Fee Proposals were requested from the top three technically ranked firms. The firms in the order of ranking are: 1) Hardesty & Hanover, LLC; 2) Jacobs Engineering Group; and 3) Michael Baker International, Inc.

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The fee submitted by Hardesty & Hanover, LLC has been reviewed, negotiated and is considered to be fair and reasonable for the services to be provided.

It is, therefore, recommended that Order for Professional Services No. T3735 be issued to the firm of Hardesty & Hanover, LLC of Hoboken, New Jersey, in an amount not to exceed \$1,050,000.00 which is allocated as follows: \$300,000.00 for FY 2019 and \$750,000.00 for FY 2020. This amount includes reimbursement of direct salaries times a maximum multiplier of 2.65 to cover the cost of fringe benefits, overhead and profit, plus authorized direct non-salary expenses. The award is contingent upon the Treasurer of the State of New Jersey completing the review of all documents submitted by the selected awardee, pursuant to Public Law 2005, Chapter 51 (formerly Executive Order 134) and Executive Order 117 (Corzine 2008), and having no objection to same. These professional services were procured, and the recommended firm was selected, in accordance with N.J.S.A. 52:34-9.1, et seq., N.J.S.A. 27:23-6.1 of the Authority's enabling legislation, N.J.A.C. 19:9-2.8, promulgated pursuant thereto, and Executive Order No. 37 (Corzine 2006).

197-08-2019

In a document dated August 12, 2019, **Recommendation to Issue Order for Professional Services No. A3764, New Jersey Turnpike and Garden State Parkway, Gannett Fleming, Inc., Supervision of Construction Services for Site Work at Service Areas on the New Jersey Turnpike and Garden State Parkway, Phases 2 and 3, R-151251, Budget Code: 080C00018, Funding Allocation: \$ 210,833.33 FY 2019, \$ 632,500.00, FY 2020, \$ 421,666.67 FY 2021, Amount: \$1,265,000.00**, was approved.

This Order for Professional Services will provide part-time owner representation on site and supervision of construction services for Site Work at Service Areas on the New Jersey Turnpike and Garden State Parkway during Phases 2 and 3 construction of the Service Area Reconstruction Program.

Phase 2, which is valued at approximately \$51 million and scheduled between September 2019 and August 2020, includes rebuilding Forked River and Vince Lombardi Service Areas, remodeling Richard Stockton Service Area, and loading dock improvements at Grover Cleveland Service Area. Phase 3, which is valued at approximately \$27 million and scheduled between September 2020 and August 2021, includes remodeling Woodrow Wilson and Molly Pitcher Service Areas, and replacing fueling facilities at Grover Cleveland Service Area. The estimated value of Authority site work at these locations is approximately \$30 million over the two-year period. These services include construction inspection, material testing, record keeping, verification of Change Order requests and other services required to ensure compliance with Program requirements.

This assignment is classified as a "Simple Project" based on the scope of work being

clearly defined and not likely to change during the course of the project, and the cost not exceeding \$2,000,000.00. The solicitation for Expressions of Interest (EOIs) was posted on the Authority's website and thirty-seven (37) engineering firms were prequalified and eligible under Profile Codes: B-151, Construction Management and B-159, Building Construction & Renovations Inspection. Eight firms submitted EOIs by the closing date of June 27, 2019.

Subsequent to the scoring of EOIs by the Review Committee, Fee Proposals were requested from the top three technically ranked firms. The firms in the order of ranking are: 1) Gannett Fleming, Inc.; 2) Hill International, Inc.; and 3) Boswell Engineering. The fee submitted by Gannett Fleming, Inc. has been reviewed, negotiated and is considered to be fair and reasonable for the services to be provided.

It is, therefore, recommended that Order for Professional Services No. A3764 be issued to the firm of Gannett Fleming, Inc. of South Plainfield, New Jersey, in an amount not to exceed \$1,265,000.00 which is allocated as follows: \$210,833.33 for FY 2019; \$632,500.00 for FY 2020; and \$421,666.67 for FY 2021. This amount includes reimbursement of direct salaries times a maximum multiplier of 2.35 to cover the cost of fringe benefits, overhead and profit, plus authorized direct non-salary expenses. The award is contingent upon the Treasurer of the State of New Jersey completing the review of all documents submitted by the selected awardee, pursuant to Public Law 2005, Chapter 51 (formerly Executive Order 134) and Executive Order 117 (Corzine 2008), and having no objection to same. These professional services were procured, and the recommended firm was selected, in accordance with N.J.S.A. 52:34-9.1, et seq., N.J.S.A. 27:23-6.1 of the Authority's enabling legislation, N.J.A.C. 19:9-2.8, promulgated pursuant thereto, and Executive Order No. 37 (Corzine 2006).

198-08-2019

In a document dated August 14, 2019, **Recommendation to Issue Supplement A to Order for Professional Services No. P3511, Garden State Parkway, TranSystems Corporation, Design Services for Contract No. P100.338 Bridge Deck and Parapet Reconstruction Milepost 124 – 152, R-150371, Budget Code: 39200016, Original OPS Amount: \$ 3,309,566.24, Amount of Supplement A: \$ 1,050,000.00, Revised OPS Amount: \$ 4,359,566.24,** was approved.

This Order for Professional Services was issued at the May 28, 2014 Commission Meeting, in the amount of \$3,309,566.24. It provided for design services and preparation of contract documents for bridge deck and parapet reconstruction on the Parkway. This was the second phase of the Parkway bridge deck reconstruction program, focusing on the bridge deck reconstruction, parapet and median barrier replacement and other related work on eight high priority bridges.

Supplement A will provide for unanticipated design and post-design services which are

beyond the current authorized scope of work. The unanticipated design services can be grouped in two categories, 1) work added during the initial course of the design, which focused only on deck replacement, and 2) roadway related items of work added after the project was included in the 2019 Capital Improvement Program (CIP). Unanticipated work items during the initial design phase would include: painting of five bridges, bearing replacement at two bridges, an evaluation of partial deck replacement, and utilizing the latest versions of the Standard Specifications, Design Manual and Traffic Manual. These items were not included in the original scope of work. The bridge painting and bearing replacement work was added due to the extensive accelerated deterioration observed since the start of the design and would eliminate the need to return to these bridges to perform the work. Items of work added to the project associated with the CIP include: two miles of mainline roadway median barrier replacement which includes two additional bridges, and roadway drainage improvements within the project area. Incorporation of the CIP related work will eliminate the need for the Authority to return to the project area to perform the median barrier and drainage improvements at a later date and eliminate potential project work zone conflicts. Additional post-design services are also required for the above design services.

It is, therefore, recommended that Supplement A to Order for Professional Services No. P3511 be issued to TranSystems Corporation not to exceed the amount of \$1,050,000.00 with compensation on the same basis as the original Order for Professional Services. The addition of this amount increases the total authorized fee from \$3,309,566.24 to \$4,359,566.24. The original contract was procured pursuant N.J.S.A. 52:34-9.1 et seq. and N.J.A.C. 19:9-2.8.

199-08-2019

In a document dated July 23, 2019, **Recommendation to Issue Supplement A to Order for Professional Services No. A3592, New Jersey Turnpike and Garden State Parkway, Stantec Consulting Services, Inc., Operation and Maintenance of Water and Wastewater Systems and On-Call Design and Construction Inspection/Management, R-151257, Budget Code: 010-00-892-446050, Original OPS Amount: \$ 5,880,000.00, Amount of Supplement A: \$ 535,000.00, Revised OPS Amount: \$ 6,415,000.00**, was approved.

This Order for Professional Services was issued at the July 26, 2016 Commission Meeting, in the amount of \$5,880,000.00. It provided engineering, operating and maintenance services for Authority-owned water and wastewater facilities and associated equipment. There are 45 locations along the Turnpike and Parkway that require these services including toll plazas, service areas, state police facilities and maintenance districts.

Supplement A will provide for a 6-month extension of time for extended operation and maintenance, inspection and management services. The original term of Stantec's agreement was for a three-year period commencing August 24, 2016 with an expiration date of August 24, 2019. Ongoing facility upgrades at several Service Areas and Maintenance Districts, including

several new pump stations coming online in 2019, has required an unanticipated increased level of design review, inspection and management services. For continuity and effective transition of these systems over the next 6-months to the Authority's licensed Operator, it is recommended to extend the contract period to allow for completion of these tasks. In addition, this transition will be instrumental in developing the Scope of Work for the future Operation and Maintenance Order for Professional Services Assignment to operate, maintain and provide on-call services for the Authority's water and wastewater systems.

It is, therefore, recommended that Supplement A to Order for Professional Services No. A3592 be issued to Stantec Consulting Services, Inc. not to exceed the amount of \$535,000.00 which is allocated as follows: \$350,000.00 for FY 2019 and \$185,000.00 for FY 2020 with compensation on the same basis as the original Order for Professional Services. The addition of this amount increases the total authorized fee from \$5,880,000.00 to \$6,415,000.00. The original contract was procured pursuant N.J.S.A. 52:34-9.1 et seq. and N.J.A.C. 19:9-2.8.

200-08-2019

In a document dated July 24, 2019, **Recommendation to Issue Supplement C to Order for Professional Services No. P3407, Garden State Parkway, Hardesty & Hanover, LLC, Design Services for Contract No. P100.251, Final Design and Permitting for the Replacement of the Southbound Great Egg Harbor and Drag Channel Bridges, Structure Nos. 28.0S and 28.5S, R-151258, Budget Code: 39021036, Original OPS Amount: \$ 8,780,000.00, Amount of Supplement A: \$1,540,570.00, Amount of Supplement B: \$863,125.00, Amount of Supplement C: \$ 225,000.00, Revised OPS Amount: \$11,408,695.00**, was approved.

This Order for Professional Services was approved at the February 2012 Commission Meeting and provided for final design services, permitting and preparation of contract documents for the replacement and demolition of the Southbound Great Egg Harbor and Drag Channel Bridges, and the demolition of the Beesley's Point Bridges.

Supplement A compensated Hardesty & Hanover, LLC for additional design and post-design services requested by the Authority for the rehabilitation of the severely deteriorated deck and superstructure of the Northbound Great Egg Harbor and Drag Channel Bridges No. 28.0N and 28.5N. The work included replacement of the superstructure of the concrete box beam spans and miscellaneous repairs for the remaining spans, including deck repairs and deck joint reconstruction, structural steel repair, painting of structural steel in areas below deck joints, and substructure repairs. The rehabilitation of the northbound bridges were not included in the original Scope of Services.

Supplement B provided for additional design services which were not anticipated and outside the scope of the original OPS, and compensated Hardesty & Hanover, LLC for services

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requested by the Authority for the replacement of 11 structural steel spans over the Great Egg Harbor Bay at Structure No. 28.0N on an expedited basis under Contract No. P100.300. Replacement of the spans were required as a result of a large crack observed through the bottom flange and into the web of the west girder of Span 13, as well as severe rusting throughout the remaining spans. The services also included post-design services, coordination with the contractor and steel fabricator to procure structural steel and coordination with the permitting agencies.

Supplement C will provide for additional unanticipated design services which are beyond the current authorized scope of work. The additional work requested by the Authority includes; improvements to Harbor Road; design of a dry water main and hydrant installation system for emergency responders east of the Parkway; improved striping plans which address coastal evacuation needs; property purchase and right-of-way support and multi-use pathway coordination with the governing stakeholders and NJDOT.

It is, therefore, recommended that Supplement C to Order for Professional Services No. P3407 be issued to Hardesty & Hanover, LLC not to exceed the amount of \$225,000.00, with compensation on the same basis as the original Order for Professional Services. The addition of this amount increases the total authorized fee from \$11,183,695.00 to \$11,408,695.00. The original contract was procured pursuant N.J.S.A. 52:34-9.1 et seq. and N.J.A.C. 19:9-2.8.

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ACKNOWLEDGE REPORTS OF
ENGINEERING EXPENDITURES UNDER DELEGATED AUTHORITY

201-08-2019

The Board acknowledges the reports of Engineering Expenditures Under Delegated Authority as indicated below:

- Construction Contract Progress Summary
- Change Order Summary
- Utility Order Report

On motion by Treasurer DuPont and seconded by Deputy DOT Commissioner Bertoni the Board unanimously approved item nos. 195-08-2019 through 200-08-2019; and authorized or ratified, as presented, the recommendations contained therein; and received and filed the memoranda. The Authority unanimously accepted the reports contained in item number 201-08-2019 and received same for file.

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ROLL CALL

GRAVINO	DuPONT	POCINO	DIAZ	MINELLA	SALERMO	BERTONI
YES	YES	RECUSED	ABSENT	YES	YES	YES

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MAINTENANCE

Director of Maintenance Kenneth McGoldrick requested approval of item numbers 202-08-2019 through 204-08-2019. Moved are the items as follows:

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PUBLIC BID-AWARD OF CONTRACTS

202-08-2019

In a document dated August 9, 2019, **Recommendation to Award Contract No. A200.521-1, New Jersey Turnpike & Garden State Parkway, Daidone Electric, Inc., Maintenance and Repair of the Roadway Lighting System at various locations on the New Jersey Turnpike from MP 0 to MP 122 and on the Garden State Parkway from MP 0 to MP 172, RM-148626, Budget Code: 00-010-500-461015, Amount: \$3,640,000.00,** was approved.

The work performed under this contract consists of maintenance and repair of the Roadway Lighting System at various locations on the Turnpike MP 0 to MP 122 and Parkway MP 0 to MP 172. The repairs will be as directed by the Engineer, by Work Orders, for a term of two (2) years with two (2), one (1) year options to renew at a cost not to exceed \$3,640,000.00.

Two (2) bid proposals were received on July 16, 2019 for the above publicly advertised contract, as shown on the attached bid summary sheet. The low bid of \$3,640,000.00 is approximately 18% lower than the Engineer's Estimate of \$4,442,000.00. Daidone Electric, Inc. has previously performed work for the Authority, is considered competent and has confirmed their commitment to complete this contract.

It is, therefore, recommended that Contract No. A200.521-1 be awarded to the lowest bidder, Daidone Electric, Inc., of Newark, New Jersey, in an amount not to exceed \$3,640,000.00. This award is contingent upon the Treasurer of the State of New Jersey completing the review of all documents submitted by the selected awardee, pursuant to Public Law 2005, Chapter 51 (formerly Executive Order 134) and Executive Order 117 (Corzine 2008), and having no objection to same. Bids were procured and authorization is being sought to award this contract in accordance with N.J.S.A. 27:23-6.1 of the Authority's enabling legislation, N.J.A.C. 19:9-2.2, promulgated pursuant thereto, and Executive Order No. 37 (Corzine 2006).

The General Consultant, HNTB Corporation, concurs with this recommendation.

203-08-2019

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In a document dated August 9, 2019, Recommendation to Award Contract No. A200.539, New Jersey Turnpike & Garden State Parkway, Traffic Lines, Inc., Line Striping Maintenance and Installation on the New Jersey Turnpike and Garden State Parkway in Atlantic, Bergen, Burlington, Camden, Cape May, Essex, Hudson, Gloucester, Mercer, Middlesex, Monmouth, Ocean, Passaic, Salem and Union Counties, RM-151017, Budget Code: 010500461040, Amount: \$8,139,500.00, was approved.

The work performed under this contract consists of installation and maintenance of line pavement markings, at various locations on the Turnpike MP 0 to MP 122 and Parkway MP 0 to MP 172. The installations will be as directed by the Engineer, by Work Orders, for a term of two (2) years with two (2), one (1) year options to renew at a cost not to exceed \$8,139,500.00.

Two (2) bid proposals were received on July 30, 2019 for the above publicly advertised contract, as shown on the attached bid summary sheet. The low bid proposal of \$8,139,500.00 is approximately 19% lower than the Engineer's Estimate of \$9,966,000.00. Traffic Lines Inc. has previously performed work for the Authority, is considered competent and has confirmed their commitment to complete this contract.

It is, therefore, recommended that Contract No. A200.539 be awarded to the low bidder, Traffic Lines Inc. of Farmingdale, New Jersey, in the amount of \$8,139,500.00. This award is contingent upon the Treasurer of the State of New Jersey completing the review of all documents submitted by the selected awardee, pursuant to Public Law 2005, Chapter 51 (formerly Executive Order 134 – McGreevey 2004) and Executive Order 117 (Corzine 2008), and having no objection to same. Bids were procured and authorization is being sought to award this contract in accordance with N.J.S.A. 27:23-6.1 of the Authority's enabling legislation, N.J.A.C. 19:9-2.2, promulgated pursuant thereto, and Executive Order No. 37 (Corzine 2006).

The General Consultant, HNTB Corporation, concurs with this recommendation.

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ACKNOWLEDGE REPORTS OF
MAINTENANCE EXPENDITURES UNDER DELEGATED AUTHORITY

204-08-2019

The Board acknowledges the reports of Maintenance Expenditures Under Delegated Authority as indicated below:

- Construction Contract Progress Report
- Change Order Summary

On motion by Treasurer DuPont and seconded by Commissioner Salerno, the Board unanimously approved item numbers 202-08-2019 through 203-08-2019; and authorized or ratified, as presented, the recommendations contained therein; and received and filed the

memoranda. The Authority unanimously accepted the reports contained in item number 204-08-2019 and received same for file.

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ROLL CALL

GRAVINO	DuPONT	POCINO	DIAZ	MINELLA	SALERMO	BERTONI
YES	YES	RECUSED	ABSENT	YES	YES	YES

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PROCUREMENT ("PMM")

Acting Director of Procurement and Materials Management, Dale Barnfield, requested approval of item numbers 205-08-2019 through 209-08-2019. Moved are the items as follows:

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STATE/GOVERNMENT CONTRACTS

205-08-2019

In a document dated August 8, 2019, Truck-Mounted Attenuators with Arrow Boards, Atlas Flasher & Supply Co., Inc., R-151115 (Maintenance), State Contract No. 84104 expiring 01/31/2020, Budget Code: 010 00 500 480060, Amount: \$142,880.00 (\$28,576.00 each), was approved.

Under this contract, Atlas Flasher and Supply Co., Inc. will supply and install five (5) truck-mounted attenuators with arrow boards on existing equipment. These attenuators are used for traffic safety and control on both Roadways. The truck-mounted attenuators are available from NJ State Contract No. 84104 expiring 1/30/2020.

This procurement, under State Contract No. 84104, is in accordance with N.J.A.C. 19:9-2.5(a), promulgated pursuant to N.J.S.A. 27:23-1 *et seq.*, the Authority's enabling legislation, and Executive Order No. 37 (Corzine 2006) which permits the Authority, without advertising, to purchase goods and services directly from vendors who hold contracts with the State of New Jersey.

Accordingly, authorization is requested to award a contract under State Contract No. 84104 for the supply and installation of truck-mounted attenuators to Atlas Flasher and Supply Co., Inc. for a total amount not to exceed \$142,880.00.

206-08-2019

In a document dated August 8, 2019, Emergency Warning Lights, East Coast Emergency Lighting, Inc., RM-151211 (Inventory), State Contract No. 17-FLEET-00761 expiring 05/14/2023, Budget Code: Various, Amount: \$270,000.00, was approved.

Under this contract, East Coast Emergency Lighting, Inc. will supply Whelen brand warning lights and accessories. Items supplied under this contract include, but are not limited to

strobe lights, lenses, light bars, bulbs, switches, and wire harnesses which are kept in inventory to maintain both Authority and New Jersey State Police (Troop D) vehicles on both Roadways. The warning lights are available from NJ State Contract No. 17-FLEET-00761 expiring 05/14/2023.

This procurement, under State Contract No. 17-FLEET-00761, is in accordance with N.J.A.C. 19:9-2.5(a), promulgated pursuant to N.J.S.A. 27:23-1 *et seq.*, the Authority's enabling legislation, and Executive Order No. 37 (Corzine 2006) which permits the Authority, without advertising, to purchase goods and services directly from vendors who hold contracts with the State of New Jersey.

Accordingly, authorization is requested to award a contract under State Contract No. 17-FLEET-00761 for warning lights and accessories to East Coast Emergency Lighting, Inc. for a total amount not to exceed \$270,000.00, Subject to funding availability at the time of ordering.

207-08-2019

In a document dated August 8, 2019, Video Camera Storage Solution, SHI International Corp., R-150769 (ITS), Budget Code: 040 00 830 156555 040C00068, State Contract No. 89968, expiring 3/31/20, Amount: \$662,848.00, was approved.

Under this contract, SHI International Corp. will provide additional video storage hardware for cameras installed at Authority facilities, as well as along both Roadways. The current video storage has reached capacity and does not meet the current storage requirements. The new hardware storage will allow the Authority to archive video based on current business needs. This video storage hardware is available from NJ State Contract No. 89968, expiring 3/31/2020.

This procurement, under State Contract Nos. 89968 is in accordance with N.J.A.C. 19:9-2.5(a), promulgated pursuant to N.J.S.A. 27:23-1 *et seq.*, the Authority's enabling legislation, and Executive Order No. 37 (Corzine 2006) which permits the Authority, without advertising, to purchase goods and services directly from vendors who hold contracts with the State of New Jersey. Furthermore, the State Contract Index M0483 provides access to several computer hardware providers and, therefore, requires agencies to seek multiple quotes when possible to ensure the most competitive pricing. Quotes were solicited from three (3) authorized dealers, and one (1) quote was received as follows:

<u>Vendor</u>	<u>Total Price</u>
SHI International Corp., Somerset, NJ	\$662,848.00

Accordingly, authorization is requested to award a contract under State Contract No. 89968 for video storage hardware to SHI International Corp. for an amount not to exceed \$662,848.00.

208-08-2019

In a document dated August 9, 2019, **Mobile Radios and Accessories, Motorola Solutions, Inc., R-151599 (ITS), Budget Code: 080 00 830 156555 080C00032, State Contract No. 83909 expiring 04/30/2020, Amount: \$712,837.50**, was approved.

Under this contract, Motorola Solutions, Inc. ("Motorola") will supply 100 Motorola mobile radios and accessories for use in New Jersey State Police (Troop D) vehicles on both Roadways. The radios currently in use in these vehicles are no longer manufactured by the vendor. These units will be installed in all new State Police vehicles and will also replace defective units in existing vehicles. The Authority currently maintains 450 Troop vehicles and will phase in replacements over the next four years. The Motorola mobile radios are available from NJ State Contract No. 83909 expiring 4/30/2020.

This procurement, under State Contract No. 83909, is in accordance with *N.J.A.C. 19:9-2.5(a)*, promulgated pursuant to *N.J.S.A. 27:23-1 et seq.*, the Authority's enabling legislation, and Executive Order No. 37 (Corzine 2006) which permits the Authority, without advertising, to purchase goods and services directly from vendors who hold contracts with the State of New Jersey.

Accordingly, authorization is requested to award a contract under State Contract No. 83909 for 100 Motorola mobile radios to Motorola Solutions, Inc. for a total amount of \$741,837.50.

209-08-2019

In a document dated August 8, 2019, **State Contract Modifications, At prior Board of Commissioners meetings, the Authority approved purchases (up to a maximum authorized dollar amount) from the vendors listed herein under the New Jersey State contracts referenced below. The terms of the referenced State contracts have since been extended and additional funds are needed to purchase these necessary goods and/or services through the extended terms of the State contracts:** was approved.

Description / Original Agenda Item	Vendor Name	Requisition Number	NJTA Contract No.	NJ State Contract No. Expiration	Current Authorized Amount	New Authorized Amount	Requested Increase Amount
(T-2187) Lawn and Grounds Equipment Parts and Repair Awarded 03/15/2017	Cherry Valley Tractor Sales, Inc. Marlton, NJ	RM-151121 (Inventory/Maintenance)	2461	43022 Expires 2/16/2020	\$545,000.00	\$795,000.00	\$250,000.00
Total							\$250,000.00

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The original procurement, under the State contract, was in accordance with *N.J.A.C. 19:9-2.5(a)*, promulgated pursuant to *N.J.S.A. 27:23-1 et seq.*, the Authority's enabling legislation, and Executive Order No. 37 (Corzine 2006) which permits the Authority, without advertising, to purchase goods and services directly from vendors who hold contracts with the State of New Jersey.

Accordingly, given that the period of time during which the Authority may make additional purchases under the referenced State contract was extended through the new expiration date of this contract, approval is hereby requested to increase the Authority's current authorized amount to the new authorized amount stated above, subject to funding availability at the time of order.

On motion by Treasurer DuPont and seconded by Commissioner Pocino the Board unanimously approved item numbers 205-08-2019 through 209-08-2019; and authorized or ratified, as presented, the recommendations contained therein; and received and filed the memoranda.

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ROLL CALL

GRAVINO	DuPONT	POCINO	DIAZ	MINELLA	SALERMO	BERTONI
YES	YES	YES	ABSENT	YES	YES	YES

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GENERAL BUSINESS

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OPERATIONS

Deputy Director of Operations Frank Jordan requested acceptance of item number 210-08-2019. Moved is the item as follows:

210-08-2019

Deputy Director of Operations Frank Jordan requested acceptance of **Volumes and Crash Synopses for the Garden State Parkway and New Jersey Turnpike: Period 01/01/2019 through 07/31/2019; with 2018-2019 Yearly Comparisons through July 2019.**

On motion by Treasurer DuPont and seconded by Commissioner Pocino, the Board unanimously accepted item number 210-08-2019; and authorized or ratified, as presented, the recommendations contained therein; and received and filed the memoranda.

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STATE POLICE

Major Ernie Giampietro requested acceptance of item number 211-08-2019. Moved is the item as follows:

211-08-2019

Major Ernie Giampietro requested acceptance of the **New Jersey State Police Troop D Activity Reports**, for July 2019, with 2018 – 2019 Yearly Comparisons.

On motion by Treasurer DuPont and seconded by Commissioner Pocino the Authority unanimously accepted the reports contained in item number 211-08-2019 and received same for file.

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FINANCE

Chief Financial Officer Donna Manuelli requested acceptance of item number 212-08-2019. Moved is the item as follows:

212-08-2019

Chief Financial Officer Donna Manuelli presented the **Financial Summary for the Seven (7) months ended July 31, 2019**, was accepted.

On motion by Treasurer DuPont and seconded by Commissioner Salerno the Board unanimously accepted item number 212-08-2019; and authorized or ratified, as presented, the recommendations contained therein; and received and filed the memoranda.

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EXECUTIVE

Executive Director John Keller requested approval of item numbers 213-08-2019 and 214-08-2019. Moved are the items as follows:

213-08-2019

In a memorandum dated August 21, 2019, **Recommendation to Adopt New Jersey Turnpike Authority 2020-2029 Strategic Plan**, was approved.

This long range 2020-2029 New Jersey Turnpike Authority Strategic Plan highlights the key methodologies for the identification, planning and oversight of future transportation projects and identifies the major Authority goals to be advanced in the coming years. The Plan embodies the Authority's commitment to its mission, core values and strategic direction and summarizes the financial strength and capabilities for successful completion of approved objectives. The Report details a strategic process that will be well suited to deal with the continuously evolving challenges of operating, maintaining and improving our major roadways.

The Authority's executive staff and senior management will create plans of action that will best address identified goals. Progress will be measured in a detailed manner with accurate monitoring and reporting of incremental progress toward each of the goals. Reports will be provided to our Board of Commissioners for each of the five major goals and all sub-goals on a

quarterly basis to measure progress toward fully achieving the objectives described in this document. The Authority Board and management will adapt the plan as needed in the future in the best interests of the Authority. Authorization is sought to adopt the 2020-2029 Strategic Plan.

[See Attached]

214-08-2019

In a memorandum dated August 22, 2019, Request for Authorization to Enter into a Memorandum of Understanding with New Jersey Transit Corporation – New Portal North Bridge over Hackensack River, was approved.

New Jersey Transit Corporation ("NJ TRANSIT") is advancing the design and construction of a new Portal North Bridge ("PNB") and 2.3 miles of railroad infrastructure to replace the existing Portal Bridge over the Hackensack River with a two-track fixed span structure (the "PNB Project"). NJ TRANSIT applied for and is seeking a Capital Investment Grant ("CIG") from the Federal Transit Administration ("FTA") to fund the non-local share of costs for the design and construction of the PNB Project.

Part of the busy Northeast Corridor ("NEC"), the 108-year old existing Portal Bridge is located just west of the Frank R. Lautenberg Rail Station at Secaucus Junction (the "FRL Station") and is considered the busiest train span in the Western Hemisphere, intended to serve over 350 NJ TRANSIT and Amtrak trains carrying between 150,000 to 200,000 passengers daily. The NJTA provides a critical link in the transportation network of the NEC, including through the direct interconnection of the Turnpike roadway with the FRL via Interchange 15X, which was constructed to mitigate motor vehicle traffic and reduce congestion on the roadways.

Increasing mechanical failures of the existing Portal Bridge has forced NJ TRANSIT to significantly limit rail operations over the span. Any diminution of mass transportation services along the NEC critically impacts the NJTA, specifically the Turnpike Roadway, which becomes an alternate travel route for members of the public who would otherwise utilize mass transit to cross into New York City.

In addition to seeking federal grant funds, NJ TRANSIT has received a commitment from the New Jersey Economic Development Authority ("NJEDA") to provide up to \$600 million in local-share funding for the PNB Project through the issuance of bonds. The NJEDA bonds will have a final maturity date of not more than 30 years. By Board resolution adopted on June 13, 2018, NJ TRANSIT has dedicated, on average, \$50 million annually toward repayment of the NJEDA Bonds pledging annual appropriations made by the New Jersey Legislature from the New Jersey Transportation Trust Fund in each State fiscal year.

To ensure advancement of the PNB Project, NJ TRANSIT requires a commitment from the NJTA in the amount of \$25 million annually to assist it in meeting its repayment obligations to

NJEDA on the Bonds. Any commitment by NJTA to fund \$25 million annually is contingent upon receipt of the CIG funds and issuance of the NJEDA bonds. Its commitment will contribute to a portion of the local funding needed for the PNB Project and would terminate once the NJEDA Bonds are fully repaid. Moreover, if the PNB Project does not advance, is terminated or not completed, NJTA's funding commitment will terminate.

The PNB is vitally important to New Jersey's integrated transportation system, of which the NJTA is a part. Advancement of the PNB Project is within the NJTA's best interests to promote and ensure maximum, reliable commuter rail service to avert added traffic and congestion on its roadways. Accordingly, it is requested that the Board of Commissioners delegate to the Executive Director the authority to execute a Memorandum of Understanding with NJ TRANSIT, substantially in the form attached hereto, for the purposes outlined above. It is further recommended that the Commissioners authorize the Executive Director to execute any such other documents and take any such other actions as are deemed reasonable and necessary to effectuate the intent of this authorization.

MEMORANDUM OF UNDERSTANDING BETWEEN NJ TRANSIT CORPORATION AND THE NEW JERSEY TURNPIKE AUTHORITY

THIS MEMORANDUM OF UNDERSTANDING made as of the _____ day of _____ 2019 between NEW JERSEY TRANSIT CORPORATION, a public body corporate and politic of the State of New Jersey ("NJ TRANSIT"), having offices at 1 Penn Plaza East, Newark, New Jersey 07105, and the NEW JERSEY TURNPIKE AUTHORITY, a public body corporate and politic of the State of New Jersey ("NJTA"), having administrative offices at 1 Turnpike Plaza, Woodbridge, New Jersey 07095; collectively, NJ TRANSIT and NJTA are referred to as the "Parties."

WHEREAS, in addition to providing public bus services throughout the State of New Jersey (the "State"), NJ TRANSIT operates commuter rail services along the Northeast Corridor ("NEC"); and

WHEREAS, the NJTA operates two of the busiest toll roads in the United States – the New Jersey Turnpike and the Garden State Parkway, which provide a critical link in the transportation network of the NEC including through the direct interconnection of the Turnpike Roadway with the Frank R. Lautenberg Rail Station at Secaucus Junction (the "FRL Station"); and

WHEREAS, the Portal Bridge is a two-track moveable swing-span railroad bridge over the Hackensack River in Kearny and Secaucus, located to the west of the FRL Station; and

WHEREAS, the NJTA has previously expended approximately \$250 million for construction of Interchange 15X to connect the New Jersey Turnpike to the FRL Station; and

WHEREAS, the purpose in constructing the new Interchange 15X is to mitigate motor vehicle traffic and reduce congestion on the roadways; and

WHEREAS, the 108-year old Portal Bridge is considered the busiest train span in the Western Hemisphere, intended to serve over 350 NJ TRANSIT and Amtrak trains carrying between 150,000 to 200,000 passengers daily; and

WHEREAS, ongoing mechanical failures of the Portal Bridge have resulted in increased delays and slower travel times for NJ TRANSIT passengers; and

WHEREAS, any diminution of mass transportation services along the NEC critically impacts the NJTA, specifically the Turnpike Roadway, which becomes an alternate travel route for members of the public who would otherwise utilize mass transit to cross into New York City; and

WHEREAS, conversely, any project that increases or improves mass transit lessens the impact on the Turnpike's Roadway and, therefore, benefits the NJTA and the traveling public that uses the Roadway; and

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WHEREAS, NJ TRANSIT is advancing the design and construction of a new Portal North Bridge ("PNB") and 2.3 miles of railroad infrastructure to replace the existing Portal Bridge with a two-track fixed span structure over the Hackensack River (the "PNB Project"); and

WHEREAS, NJ TRANSIT applied for and is seeking a Capital Investment Grant ("CIG") from the Federal Transit Administration ("FTA") to fund the non-local share of costs for the design and construction of the PNB Project; and

WHEREAS, pursuant to a 2018 Series A Funding Agreement between NJ TRANSIT and the New Jersey Economic Development Authority ("NJEDA"), dated June 18, 2018, approved by resolution of the NJEDA Board of Directors on June 12, 2018, NJEDA committed an amount not to exceed \$600 million towards the local share of costs for the PNB Project, which amount will be comprised of the proceeds of bonds to be issued by the NJEDA for the construction of the PNB Project ("NJEDA Bonds"); and

WHEREAS, the NJEDA Bonds will have a final maturity of not more than 30 years; and

WHEREAS, pursuant to its June 13, 2018 Board resolution, NJ TRANSIT dedicated, on average, \$50 million dollars annually toward repayment of the NJEDA Bonds (the "Repayment Obligation"), pledging to NJEDA annual appropriations made by the New Jersey State Legislature to the New Jersey Transportation Trust Fund in each State fiscal year; and

WHEREAS, to ensure advancement of the PNB Project, NJ TRANSIT requires a commitment from the NJTA in the amount of \$25 million annually to assist it in meeting the Repayment Obligation on the NJEDA Bonds; and

WHEREAS, the NJTA's commitment to fund \$25 million annually will contribute to a portion of the local funding needed for the PNB Project, and will terminate once the NJEDA Bonds are fully repaid; and

WHEREAS, the NJTA recognizes that the construction of a new PNB is vitally important to New Jersey's integrated transportation system, of which the New Jersey Turnpike is a part; and

WHEREAS, N.J.S.A. 27:23-5(1) allows the NJTA to "enter into contracts with federal, State and local governments and private entities for the financing, administration, operation, management and construction of transportation projects;" and

WHEREAS, NJ TRANSIT and the NJTA desire to set forth their mutual rights, duties and obligations related to this undertaking in this Memorandum of Understanding,

NOW THEREFORE, in consideration of the mutual covenants and conditions contained herein, the Parties agree as follows:

1. NJ TRANSIT acknowledges that, as the grant applicant and Project sponsor, it will continue to undertake all reasonable and necessary acts to pursue the Capital Investment Grant (CIG) from the Federal Transit Administration ("FTA") to secure the federal share of costs for the design and construction of the PNB Project.
2. NJTA hereby agrees and will, subject to the terms of the formal agreement to be entered into in accordance with Paragraph 5, below, commit to fund a portion of the local share costs for design and construction of the PNB Project, in the amount of \$25 million annually to be paid to NJ TRANSIT and applied to debt service on bonds to be issued by the New Jersey Economic Development Authority ("NJEDA") in an amount not to exceed \$600 million (the "NJEDA Bonds"), in accordance with the 2018 Series A Funding Agreement between NJ TRANSIT and NJEDA. The NJEDA Bonds shall have a final maturity of not more than 30 years, and NJTA's payment obligation under this Paragraph 2 shall terminate upon full repayment and defeasance of the NJEDA Bonds.
3. NJTA's payment obligation under Paragraph 2 hereof shall be contingent only upon the following, and shall not commence or become effective unless and until:

A) Receipt by NJ TRANSIT of the CIG to fund the federal share of costs for the PNB Project; and

- B) Issuance of the NJEDA Bonds to fund the local share costs of the Project;
4. The Parties acknowledge and agree that NJTA's payment obligation under Paragraph 2 shall be dedicated solely to fund a portion of the local share costs of the PNB Project. In the event the PNB Project does not advance, is terminated, or is not completed, NJTA's payment obligation under this MOU shall terminate.
 5. The Parties agree to enter into a formal agreement detailing their respective rights, obligations and interests in the PNB Project. In the interim, NJTA acknowledges that NJ TRANSIT agrees to provide a copy of this Memorandum of Understanding to NJEDA and the FTA as evidence of the Parties' mutual commitments to ensure advancement of the PNB Project, as relevant to the NJEDA Bond issuance and the CIG grant application, to the extent applicable.
 6. This Memorandum of Understanding shall be governed and construed in accordance with the laws of the State of New Jersey.
 7. The signatories below, on behalf of NJ TRANSIT and NJTA, hereby represent by their signatures that they have the full authority to execute and enter into this Memorandum of Understanding and to bind NJ TRANSIT and NJTA, respectively, as to its terms.
 8. No elected official, commissioner, member, officer, employee or consultant of NJ TRANSIT or NJTA shall be liable personally under or by reason of this Memorandum of Understanding, or any of its covenants or provisions, nor shall any elected official, commissioner, member, officer, employee or consultant of NJ TRANSIT or NJTA be personally liable or be sued individually for damages on account of any breach of this Memorandum of Understanding.
 9. This Memorandum of Understanding may be executed in counterparts and shall be regarded for all purposes as one original and shall constitute and be but one and the same.

IN WITNESS WHEREOF, the Parties have caused this Memorandum of Understanding to be signed by their duly authorized officers on the date appearing below their respective signatures.

On motion by Treasurer DuPont and seconded by Commissioner Pocino the Board unanimously approved item numbers 213-08-2019 and 214-08-2019; and authorized or ratified, as presented, the recommendations contained therein; and received and filed the memoranda.

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ROLL CALL

GRAVINO	DuPONT	POCINO	DIAZ	MINELLA	SALERMO	BERTONI
YES	YES	YES	ABSENT	YES	YES	YES

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The motion to adjourn was made by Commissioner Pocino and seconded by Treasurer DuPont, and, after the voice vote, the motion was duly adopted. The Board of Commissioners adjourned the meeting at 9:55 a.m., and advised that it will meet again on Tuesday, September 24, 2019 at 9:00 a.m., at the Authority's headquarters building located at 1 Turnpike Plaza in Woodbridge, New Jersey.

ATTEST:


Kim Schurman

Secretary to the Authority


John M. Keller

Executive Director

Date: August 27, 2019

DRAFT



**STRATEGIC
PLAN** 2020 - 2029

NEW JERSEY TURNPIKE AUTHORITY



AUGUST 26, 2019

DRAFT

VISION

To be the premier toll road agency in the United States.

MISSION

To prudently manage the finances and operations of the New Jersey Turnpike Authority to provide our customers on the New Jersey Turnpike and Garden State Parkway with a safe, efficient, innovative, and resilient toll road system, which facilitates mobility in New Jersey and the Northeast United States.

CORE VALUES

- Safety
- Diversity
- Innovation
- Transparency
- State of Good Repair
- Customer Satisfaction
- Resiliency & Sustainability
- Long-Term Financial Stability

It is with great pride that I serve as New Jersey's Commissioner of Transportation and Chair of the Authority Board of Commissioners. The residents of the State of New Jersey expect high level performance from our network of highways and toll roads for moving both people and freight in a safe and efficient manner. As Commissioner and Chair, I am committed to helping deliver that high level of performance. As part of the plan to deliver, this Strategic Plan has been developed for the Authority.

The Strategic Plan lays out a 10-year vision of the Authority's wide-ranging goals and provides a series of measures to track progress against those goals. It is important to plan for future sustainability and proper maintenance of Authority assets to help ensure the transportation facilities of the Garden State Parkway and the New Jersey Turnpike remain in a high state of quality for the public for years to come.



The vision of the Authority "To be the premier toll road agency in the United States" requires a Strategic Plan to guide the achievement of that vision. Furthermore, the Authority's core values, also require a Strategic Plan that sets forth the goals to allow the Authority to strengthen and achieve that which the Authority holds so critically important. Executive Leadership, Directors, and all Authority staff can use the Strategic Plan to develop ideas and implementation plans to achieve the goals outlined in the Strategic Plan, thereby, allowing the entire Authority to pull in the same direction.

It is with great pride and dedication that we endorse this Strategic Plan, which helps strengthen the Authority's focus on maintaining and improving our strong standing in the toll industry and in New Jersey.

Signature

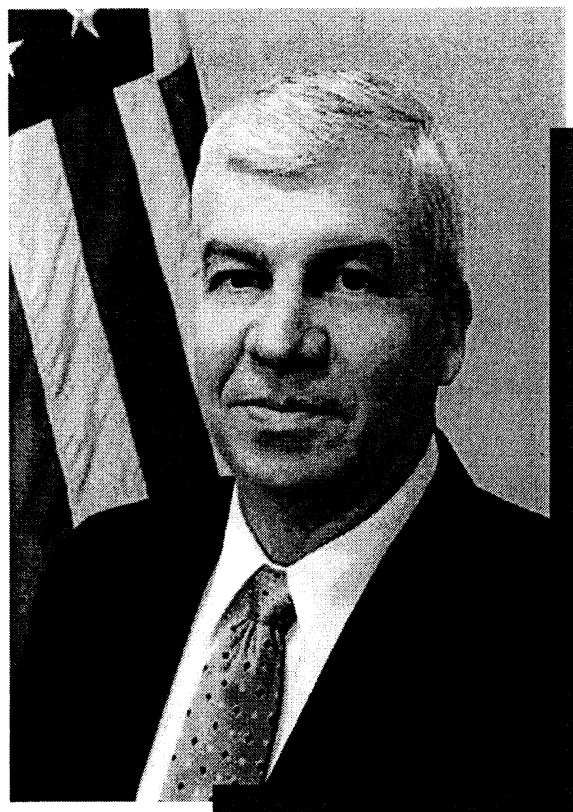
Diane Gutierrez-Scaccetti
NJDOT Commissioner
Board Chair

Since 1948, the New Jersey Turnpike Authority has taken great pride in serving the traveling public and supporting economic prosperity in the State of New Jersey and surrounding region by providing exceptional transportation services.

Continuing this tradition requires a clear vision and thoughtfully prepared, detailed mission for strategic advancement. To accomplish this, we have engaged leadership and senior staff from all areas of the Authority to develop a comprehensive, forward looking Strategic Plan.

This effort will enhance the quality of life for those living in and traveling through the Garden State and preserve our sense of pride in the important services we perform. The pride we take in serving our community is a driving force in our delivery of responsible transportation services and our commitment to the careers of more than 2,000 Authority employees. Implementing a vision for the future that involves every employee striving toward common goals will allow us to improve our service to New Jersey and the region.

It is with pleasure that we share with you our commitment to continued stewardship of highway transportation through the details documented in this Strategic Plan. We recognize that the road to reaching these goals will undoubtedly take different turns. By keeping our eyes on what we do, why we do it, and where we are heading, we will continue our valued tradition of providing excellent service.



Signature

John M Keller, P.E., PMP
Executive Director

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CHAPTER

3

STRATEGIC PLAN GOALS

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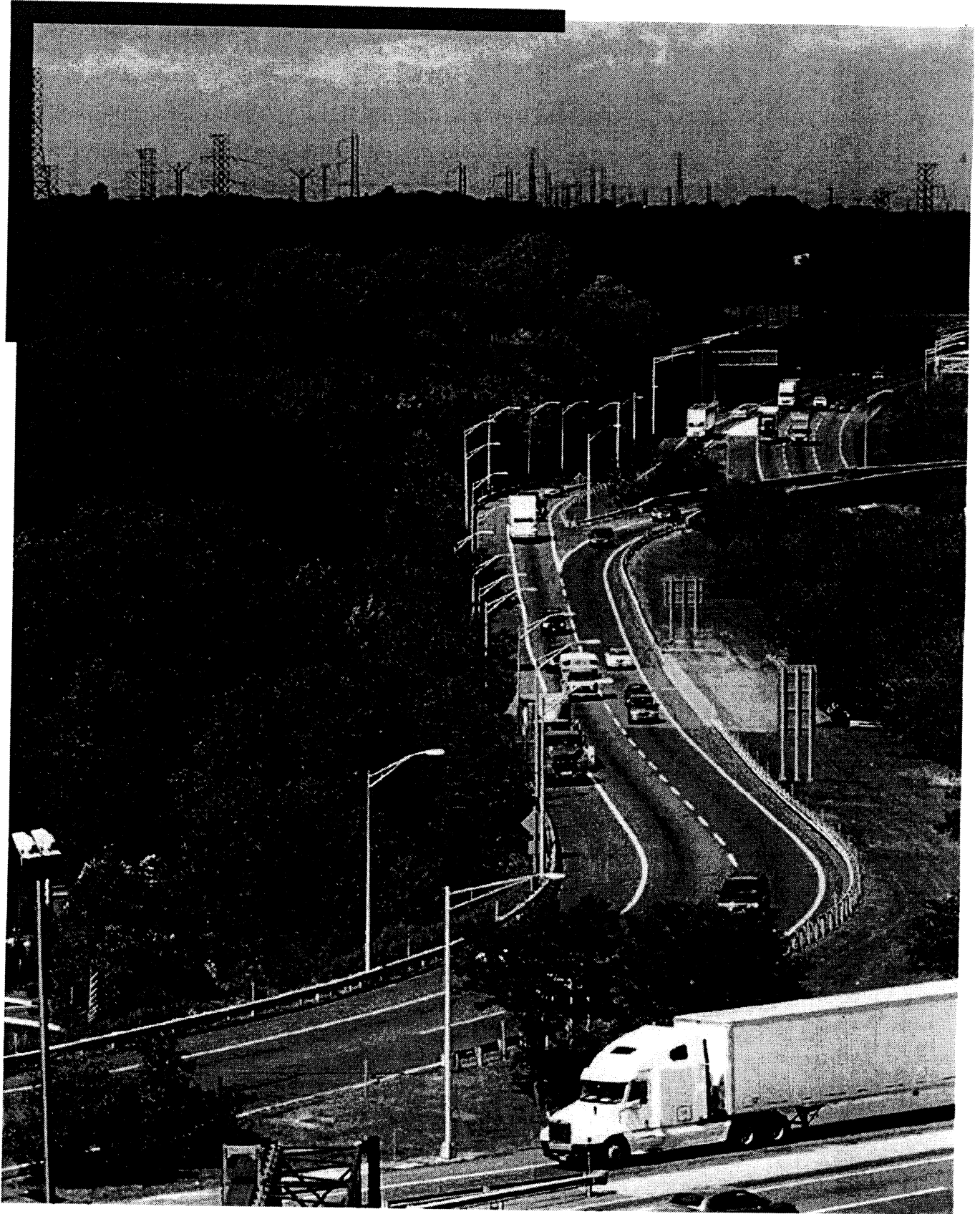
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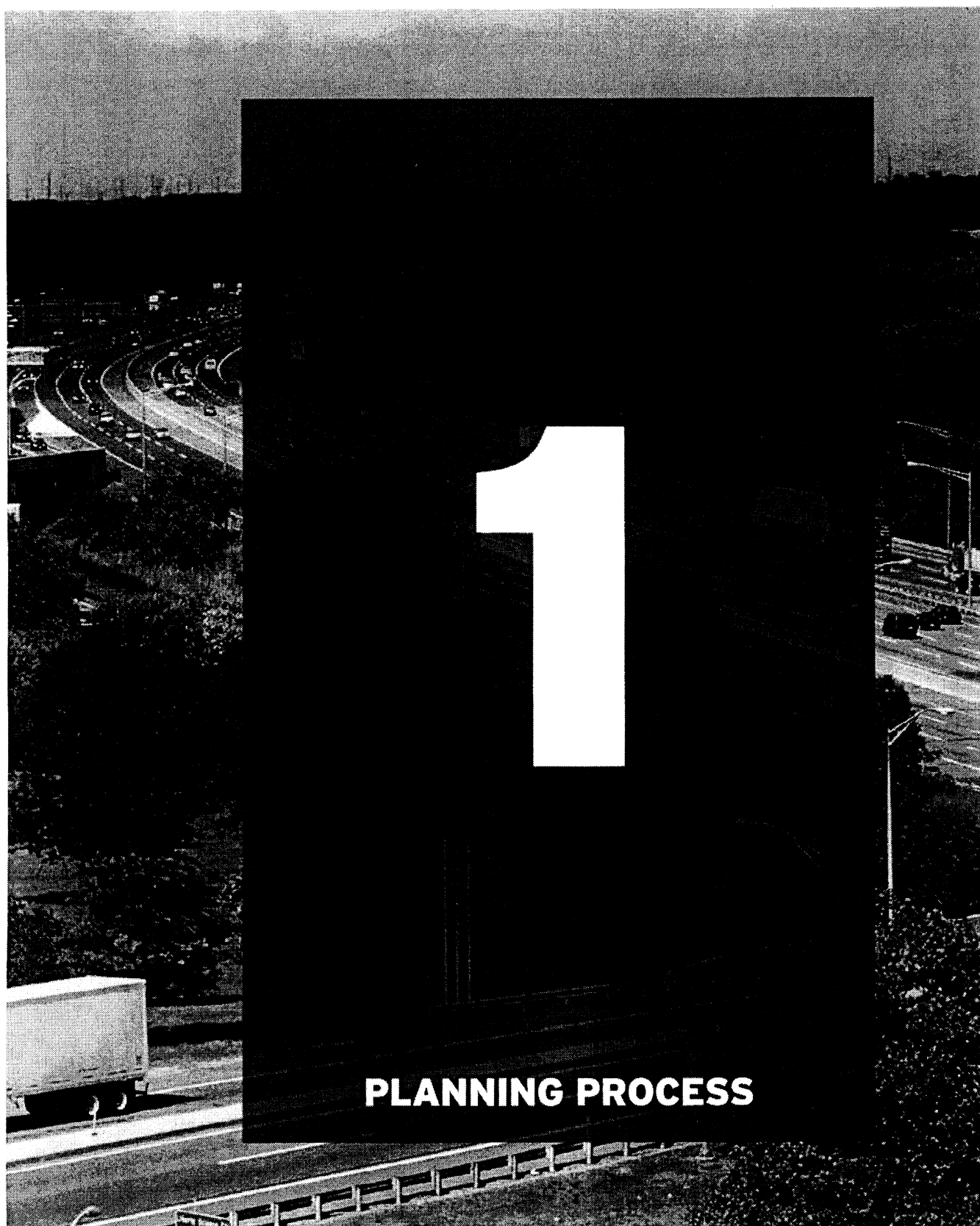
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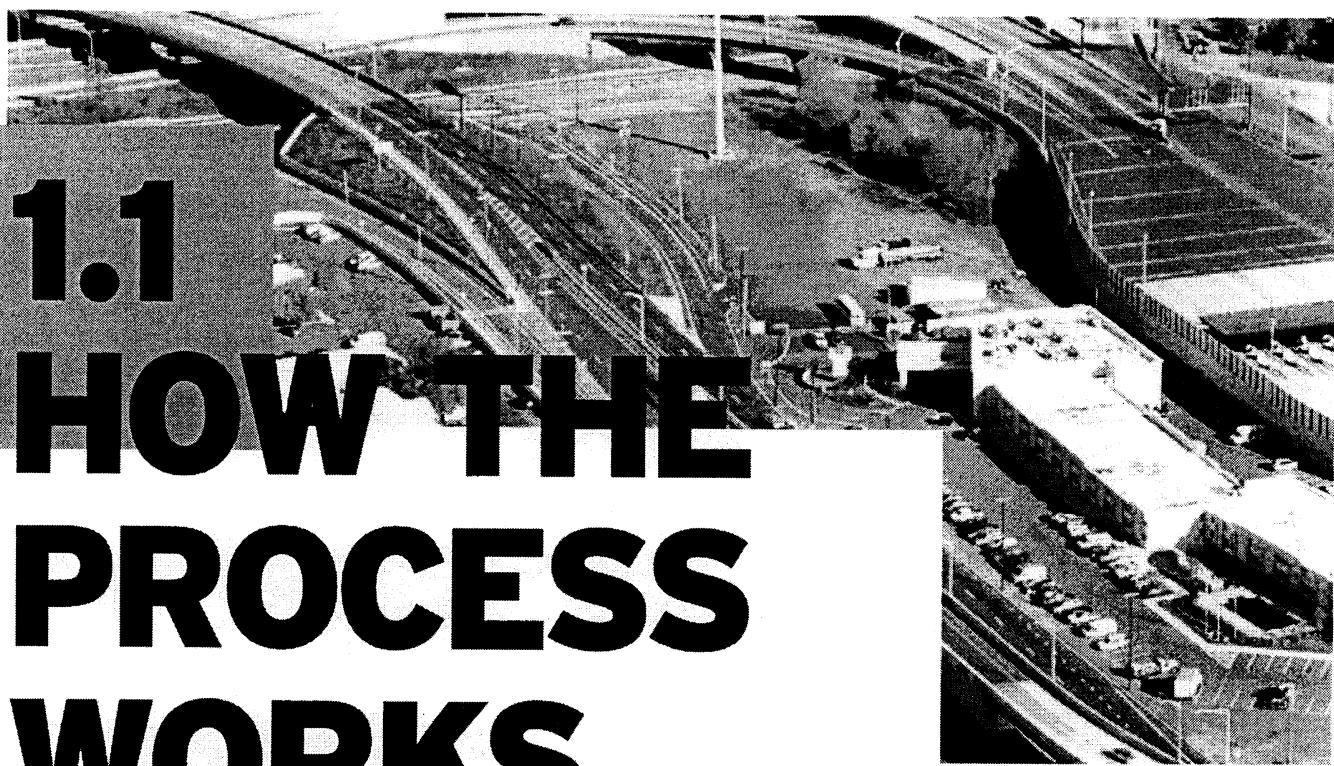
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Interchange 9, New Jersey Turnpike - 2006

VI DRAFT

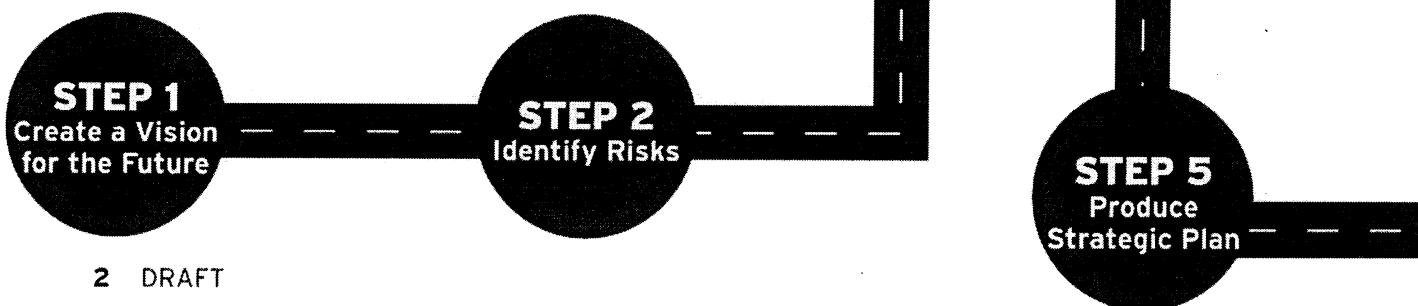




1.1 HOW THE PROCESS WORKS

The Authority's strategic planning process began with the intent of bringing the Authority's expert knowledge of our system together with the unique perspectives of leaders in the field of transportation, planning, operations, finance, technology and engineering. Together, this group has charted a course of action for the Authority for the next ten years through a series of goals, objectives, and supporting initiatives.

The strategic planning process involved the following steps to set goals for the future of the Authority:



Interchange 12, New Jersey Turnpike - 2010



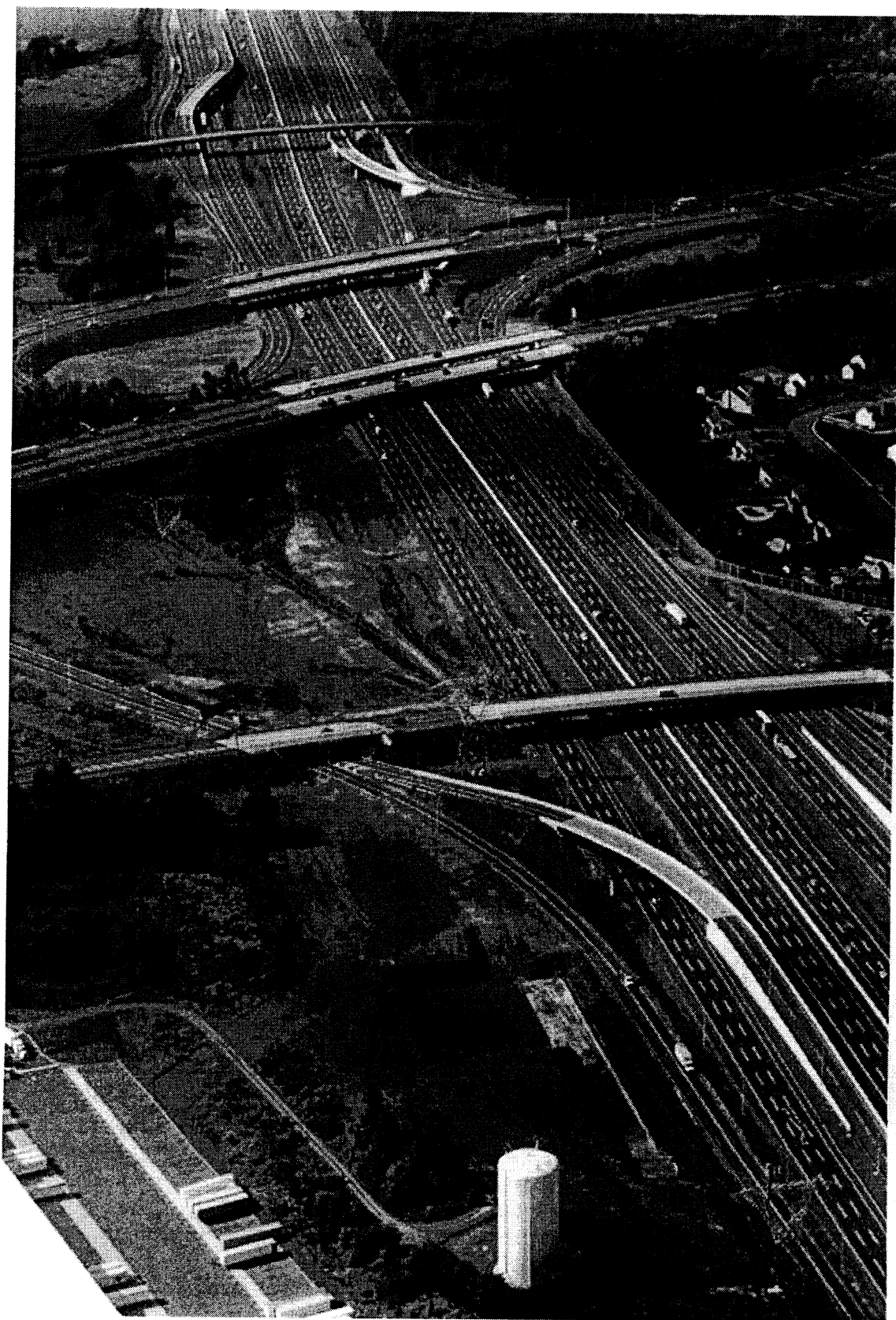
1.2

HOW WE MEASURE PROGRESS

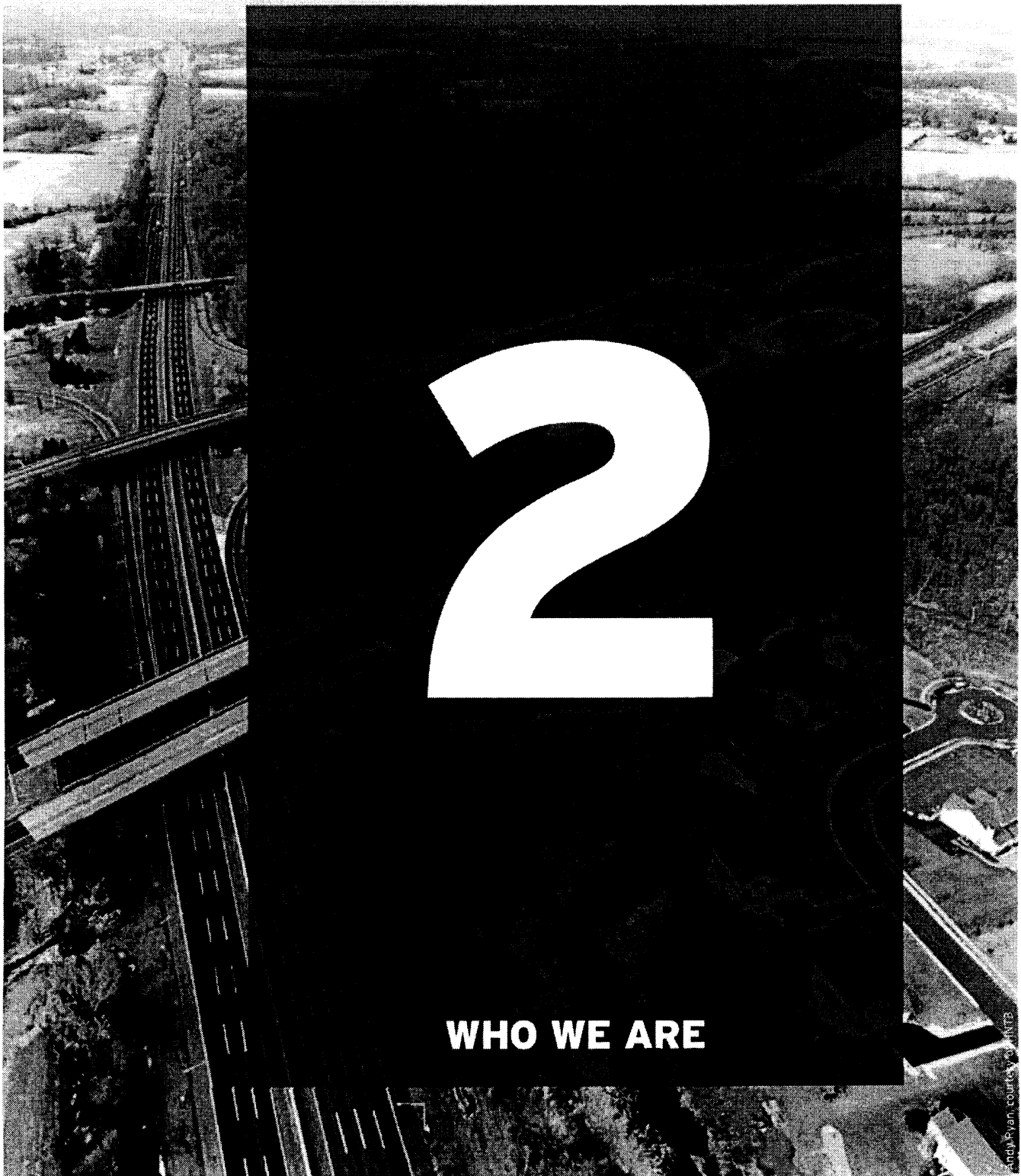
STEP 7
Monitor and
Measure
Success

STEP 6
Implement
Strategic Plan

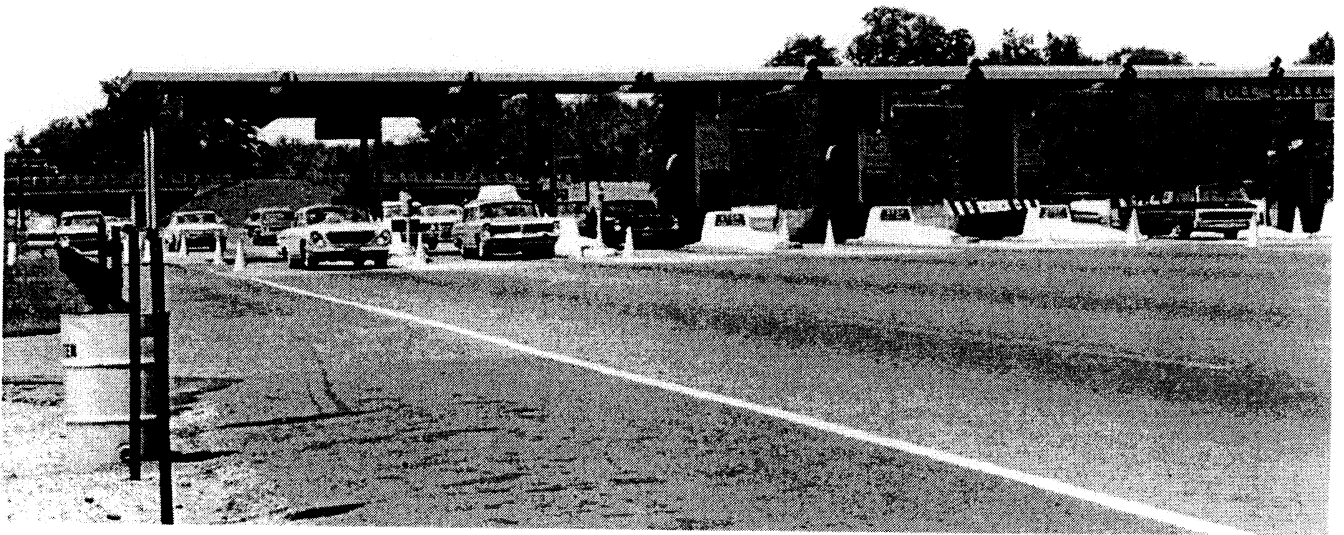
While it is important to create a Strategic Plan, it is equally important to regularly and systematically monitor and measure progress toward the established goals. As the old adage says, "a goal without a plan is a wish". The Authority's executive staff and senior management will have created plans of action that are necessary to achieve each of the goals stated herein. The measures of progress will be defined in a detailed manner such that incremental progress toward the goals can be accurately determined and reported out. This Strategic Plan will be monitored and reported on to our Board of Commissioners for each of the five major goals and all sub-goals on a quarterly basis to measure progress toward fully achieving the goals described in this document.



Interchange 7A, New Jersey Turnpike - 2017



2.1 HISTORY



Hillsdale Toll Plaza, (now known as Pascack Valley) Garden State Parkway - 1965

The New Jersey Turnpike Authority was created by the New Jersey Turnpike Act of 1948 (Act). Pursuant to the Act, the Authority owns and operates the New Jersey Turnpike. The Turnpike was the first toll road in New Jersey and the third in the nation when it opened in 1951. It has grown over time from 118 miles to 148 miles with the ad-

dition of the Newark Bay Hudson County Extension (1956), the Pearl Harbor Memorial Turnpike Extension (1956), the Western Spur (1970), and the I-95 Extension (1992). Originally four lanes for its full length, it is now as wide as 14 lanes in some areas.

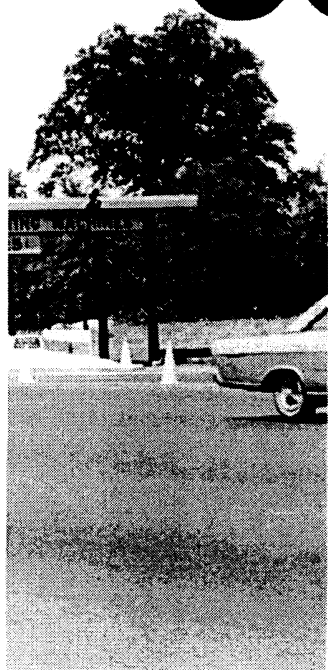
In 1952, the New Jersey Legislature created the New Jersey Highway Authority to own and operate the Garden State Parkway. The Parkway, which opened to traffic in 1954, was originally 168 miles but has grown to 173 miles. Originally

four lanes for its full length, it is now as wide as 15 lanes in one area.

In July 2003, the New Jersey Legislature abolished the New Jersey Highway Authority, transferring all the rights, responsibilities and duties of the New Jersey Highway Authority, including ownership and operation of the Parkway, to the Authority. The Authority is consistently ranked in the top three for toll road agencies in the United States for revenue.

2.2

GOVERNANCE



The Authority is governed by an eight-member Board of Commissioners. The Board is responsible for adopting the Authority's

procedures and regulations and the oversight of executive staff's financial, management, and operational decisions and controls, to ensure they are in compliance with the overall policies of the Authority. In addition, the Board is responsible for adopting capital plans and budgets of the Authority. The composition of the Board is as follows:

- The Commissioner of the New Jersey Department of Transportation (NJDOT), ex officio or designee
- Five members appointed by the Governor with the advice and consent of the Senate

- One member appointed by the Governor upon recommendation of the President of the Senate

- One member appointed by the Governor upon recommendation of the Speaker of the General Assembly

Members sit for a term of five years and until a successor is appointed and has been confirmed. Members serve without compensation. The Governor designates the Chair and Vice Chair, who serve in these positions at the pleasure of the Governor and until their successors have been designated. The Authority selects its Secretary and Treasurer, neither of whom needs to be a member of the Board.

Five members constitute a quorum and the affirmative vote of five members is necessary for any action taken by the Authority. The Governor does not serve on the Board, but has the statutory authority to overturn an action of the Board by vetoing all or part of the Minutes of the Meeting at which the action was taken. The Act, however, prohibits the Governor from taking any action that would impair the rights of the Authority's bondholders.

Governor McGreevey signing the legislation to transfer the Highway Authority to the Turnpike Authority - 2003



2.3

LEADERSHIP



DIANE GUTIERREZ-SCACCETTI
BOARD CHAIR



RONALD GRAVINO
BOARD VICE CHAIR



MICHAEL DUPONT
BOARD TREASURER



RAYMOND POCINO
COMMISSIONER



ULISES DIAZ
COMMISSIONER



JOHN MINELLA
COMMISSIONER



RAPHAEL SALERMO
COMMISSIONER

2.4 EXECUTIVE STAFF



JOHN KELLER
EXECUTIVE DIRECTOR



JAMES CARONE
DEPUTY EXECUTIVE DIRECTOR

ROBERT CARROLL
DIRECTOR OF LAW

JOSE DIOS
CHIEF INFORMATION OFFICER

ROBERT FISCHER
CHIEF ENGINEER

DONNA MANUELLI
CHIEF FINANCIAL OFFICER

KEVIN DUNN
DIRECTOR OF OPERATIONS

MARY ELIZABETH GARRITY
DIRECTOR OF HUMAN RESOURCES

KENNETH MCGOLDRICK
DIRECTOR OF MAINTENANCE

JOHN PAGLIARULO
DIRECTOR OF TOLLS

SHAWN TAYLOR
DIRECTOR OF COMMUNITY AND
GOVERNMENT RELATIONS

VACANT
DIRECTOR OF PROCUREMENT AND
MATERIALS MANAGEMENT

DONNA WILSER
DIRECTOR OF INTERNAL AUDIT

2.5

BY THE NUMBERS

Parkway and Turnpike statistics as of 12/31/18

\$1.86B

Total Operating Revenue

321 CENTERLINE MILE

2,045

FULL-TIME EMPLOYEES

3,597 Lane Miles

60

Toll Lanes

23,730,000

Square Feet of Bridge Deck

\$13B

TOTAL ASSET VALUE

84.2%
E-ZPass
USAGE

1,106 *Bridges*

654,541,000

ANNUAL TOLL TRANSACTIONS

12.68B

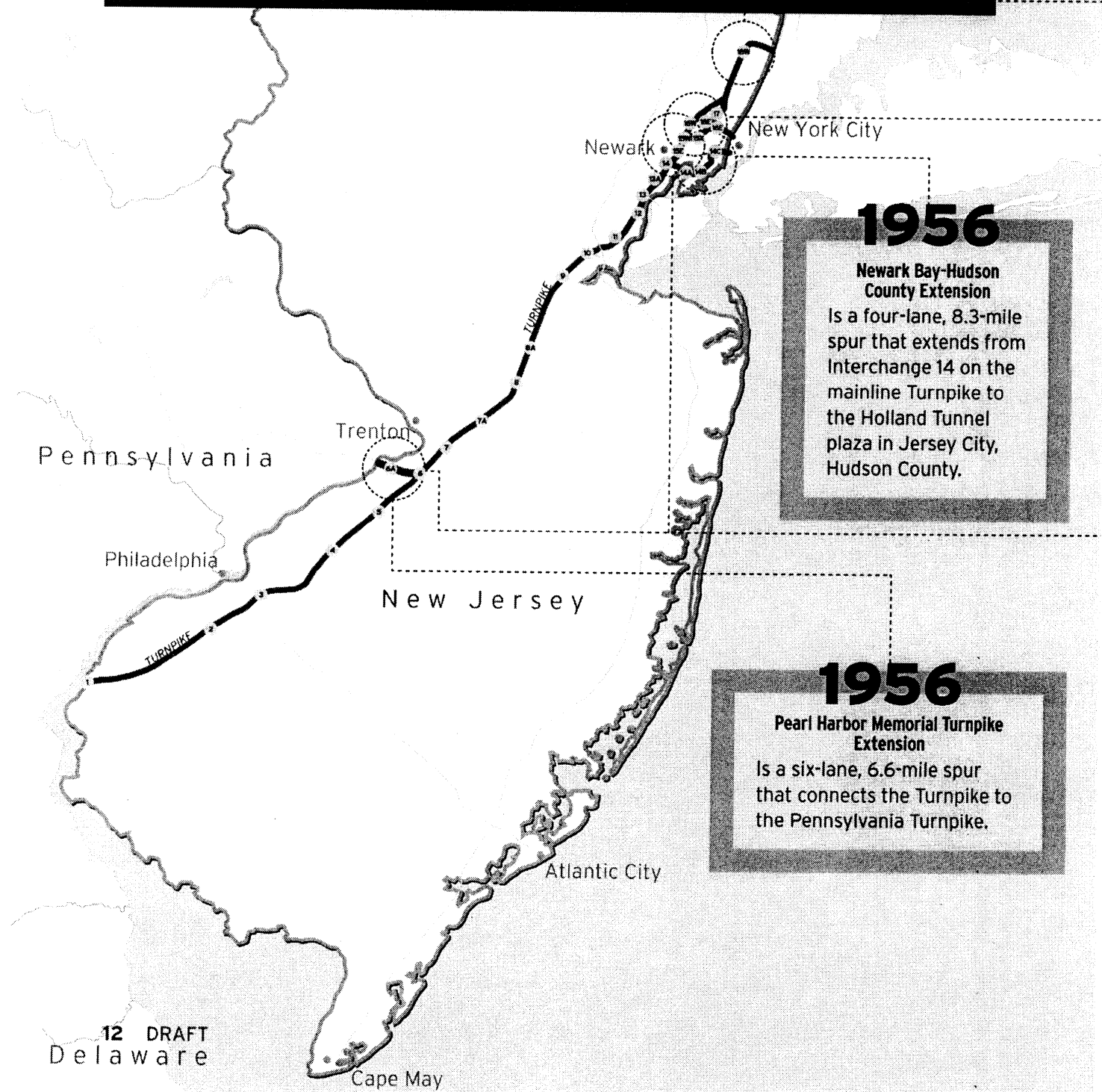
ANNUAL VEHICLE MILES TRAVELED

130 INTERCHANGES • **23** SERVICE AREAS

2.6

INFRASTRUCTURE

THE NEW JERSEY TURNPIKE



Connecticut

1951

The Turnpike was the first toll road in New Jersey and the third in the nation when it opened. The mainline ran a distance of approximately 118 miles.

Rhode Island

1992

I-95 Extension

Is a portion of I-95 purchased from the NJDOT. This "new" 4.4-mile stretch of road extended the mainline Turnpike from Interchange 18W to the George Washington Bridge.

1970

The Turnpike's Western Alignment

Is a four-to six-lane, 10.5 mile spur that extends from Interchange 14 on the mainline Turnpike to Interchange 18W serving Newark and Bergen Counties.

2019

Turnpike Lane Configurations

- Interchanges 1 to 4: Two lanes in each direction.
- Interchanges 4 to 6: Three lanes in each direction.
- Interchanges 6 to 11: Six lanes in each direction dual roadways - inner (cars) and outer (cars, buses, and trucks).
- Interchanges 11 to 14: Seven lanes in each direction dual roadways - inner (cars) and outer (cars, buses, and trucks).
- Pearl Harbor Memorial Turnpike Extension: Three lanes in each direction.
- Easterly Alignment: Three lanes in each direction.
- Westerly Alignment: Two to three lanes in each direction.
- Newark Bay-Hudson County Extension: Two lanes in each direction.
- I-95 Extension: Five lanes in each direction dual roadways - inner (express) and outer (local).

1968-2014

Turnpike Mainline Dualization Programs

1968 to 1972: The mainline roadway was dualized from Interchanges 9 to 14 under two Widening Programs.

1985 to 1990: The mainline roadway was dualized from Interchanges 8A to 9.

2009 to 2014: The mainline roadway was dualized from Interchanges 6 to 8A and widened by one lane in each direction between Interchanges 8A and 9.

New York

THE GARDEN STATE PARKWAY

New York City

Newark

Trenton

Pennsylvania

Philadelphia

New Jersey

Atlantic City

Cape May

14 DRAFT
Delaware

2006

Driscoll Bridge
Widened from eight
lanes to 15 lanes.

2011-18

Widening Program
Widening from
four to six lanes
milepost 35 to 80.

Connecticut

Rhode Island

1946

The State Highway Department began construction of the Parkway, which was originally designated as the Route 4 Parkway when it was started in Union County. Due to lack of funds, only 11 miles were completed by 1950.

2003-19

E-ZPass Toll Collection
Express **E-ZPass** lanes at mainline toll plazas and one-way tolling implemented.

1952

The New Jersey Legislature created the New Jersey Highway Authority to construct, operate, and maintain a self-sufficient tolled parkway to connect suburban northern New Jersey with resort areas along the Atlantic coast and to alleviate traffic on traditional north-south routes running through each town center.

2019

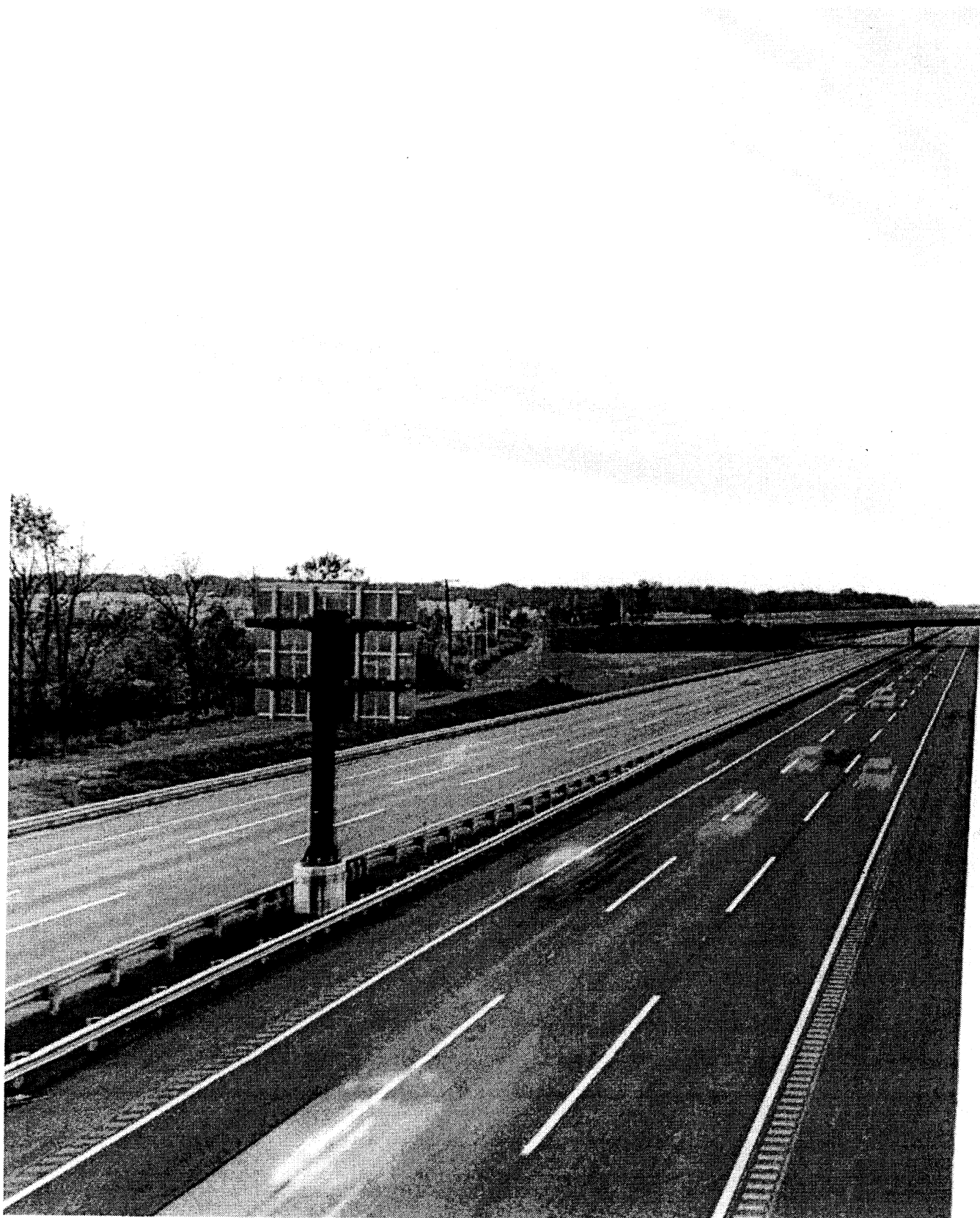
Parkway Lane Configurations

- Milepost 0 to Milepost 35: Two lanes in each direction.
- Milepost 35 to Milepost 93 (Exit 91): Three to four lanes in each direction.
- Milepost 93 (Exit 91) to Milepost 104 (Asbury Plaza): Four to five lanes in each direction.
- Milepost 104 (Asbury Plaza) to Milepost 118: Five lanes in each direction dual roadways - inner (express) and outer (local).
- Milepost 118 (Exit 117) to Milepost 125.4 (Raritan Plaza): Six lanes in each direction dual roadways - inner (express) and outer (local).
- Milepost 125.4 (Raritan Plaza) to Milepost 127.8: Seven to eight lanes in each direction.
- Milepost 127.8 to Milepost 150 (Exit 149): Four to six lanes each direction.
- Milepost 150 (Exit 149) to Milepost 168 (Exit 168): Three lanes in each direction.
- Milepost 168 (Exit 168) to Milepost 174.4: Two lanes in each direction.

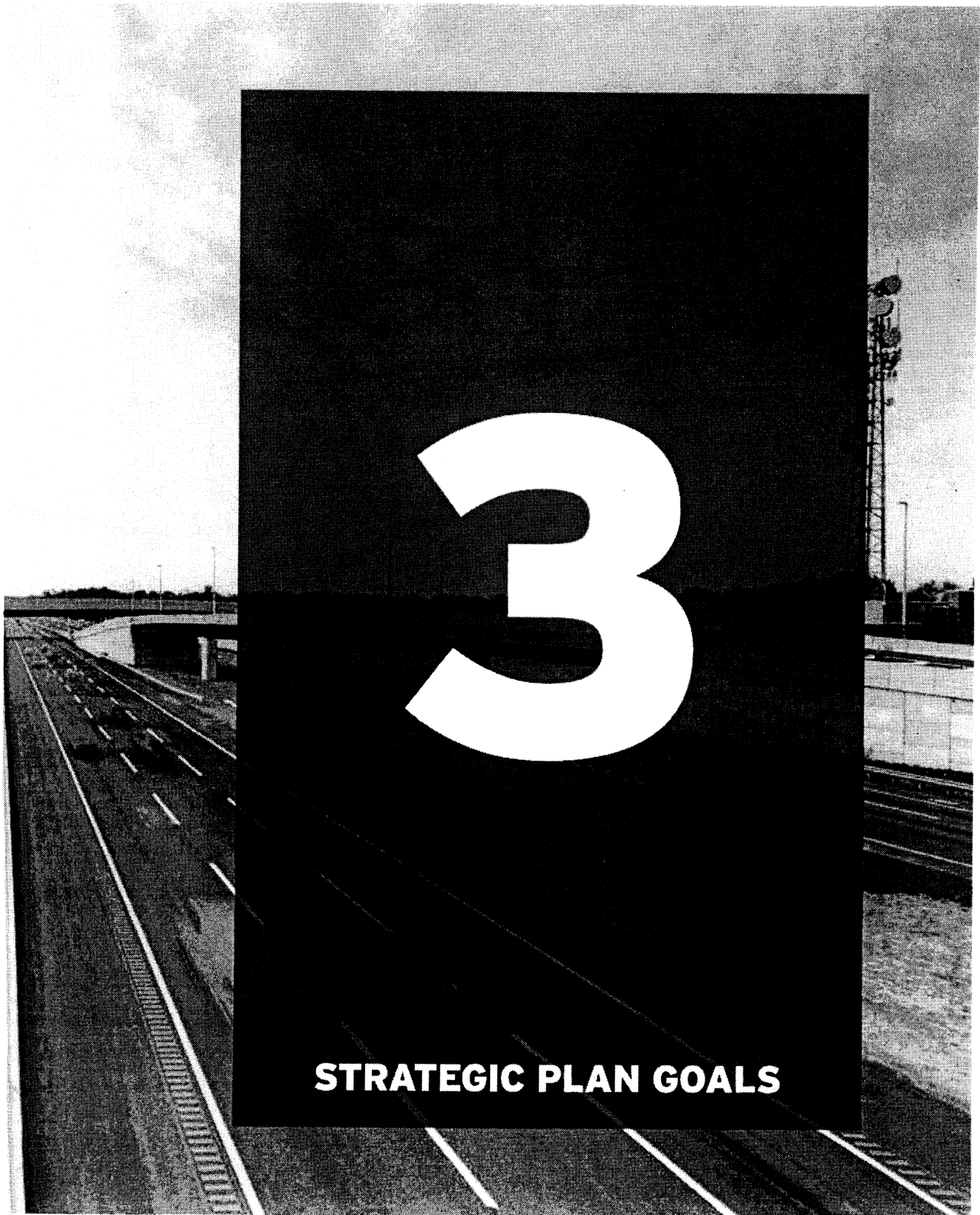
1973

Express Roadway Lanes

Four to six express lanes in the center of the Parkway were constructed and opened between Asbury Park and Raritan, approximately 23 miles.

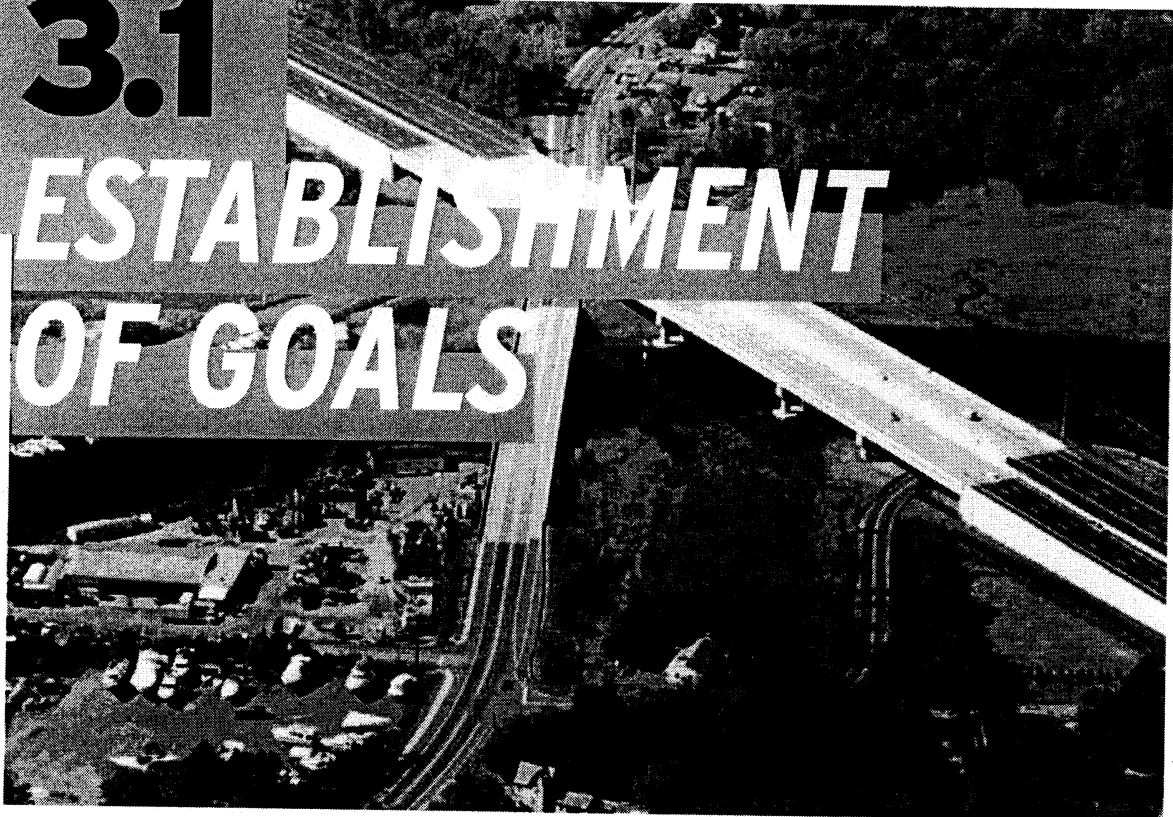


Looking at Cranbury Half Acre Road, New Jersey Turnpike - 2014



3.1

ESTABLISHMENT OF GOALS



Bass River, Garden State Parkway - 2015

During the development of this Strategic Plan, specific goals were identified for each of five major categories:

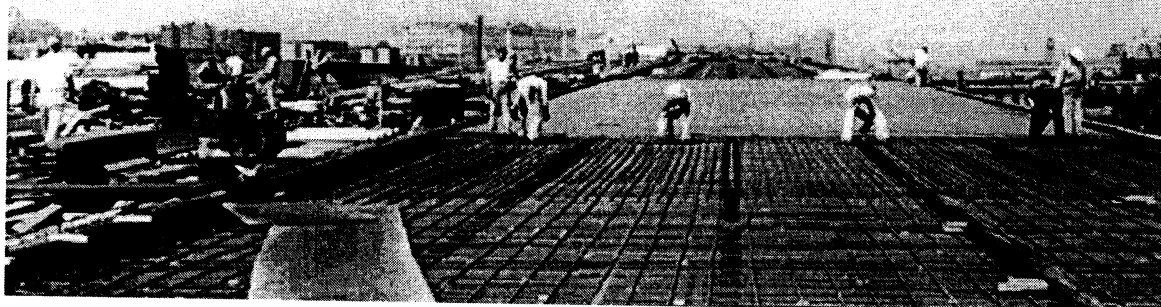
- › **Safety**
- › **Finance**
- › **Mobility**
- › **State of Good Repair**
- › **People**

It is intended that senior staff take the Strategic Plan, identify the goals that the Authority is responsible for, and develop plans to achieve the stated goals. Achievement of the goals can be adjusted based on the proposed plans and also the current progress toward achieving the goals. Once the plans are identified and approved, progress toward each goal will be measured and reported on quarterly each year.

The Strategic Plan is intended to be updated on an annual basis, at which time adjustments, clarifications, and additions or subtractions for the goals can be made based on the detailed plans for achieving the goals and progress made.

3.2 GOAL

#1 SAFETY



Newark-Hudson County Expansion, New Jersey Turnpike - 1955

Safety of our customers, employees, and contractors has always been and will continue to be a priority of the Authority. We provide our customers with safe roadways by maintaining our infrastructure and implementing emerging safety technologies. We also deliver our customers safe passage through work zones and offer service areas to rest along their journeys.

To provide for the safety of our more than 2,000 employees, the Authority utilizes best practices for office and field environments. We require our contractors to implement a health and safety plan for all projects. The contractors must abide by the Occupational Safety and Health Administration (OSHA) regulations and Authority requirements for work zone safety and traffic control.

Through these measures, the Authority provides safe conditions for our customers, employees, and contractors.

Safety is one of the core values of the Authority and is a critical component of the agency's mission statement. Ensuring safety for both the motoring public and the Authority's workforce is a focus of every project and initiative undertaken by the agency.

CRASHES AND FATALITIES

This initiative focuses on maintaining a state of good repair of the roadways, roadside safety devices, and technologies to provide optimal driving conditions for safe travel. Compared to the national average, crash rates on Authority roadways are below average. Crashes, however, are still the biggest threat to the safety of the Authority's customers and employees.

Measures:

- Fatalities per vehicle miles traveled (VMT)
- Crashes per VMT
- Annual average work zone crashes
- Secondary crashes per year

REDUCE ANNUAL FATALITIES
PER VMT BY

5% BY 2029

REDUCE ANNUAL CRASHES
PER VMT BY

5% BY 2029

REDUCE ANNUAL AVERAGE WORK ZONE CRASHES BY

5% BY 2029

REDUCE ANNUAL SECONDARY CRASHES BY

1% BY 2029

TOLL COLLECTION PERSONNEL

Toll plazas are often the site of vehicle crashes. This can impact the safety of the toll collection staff at these locations.

Measures:

- Incidents per year

REDUCE ANNUAL TOLL COLLECTOR
PERSONNEL INCIDENTS BY

5% BY 2029

MAINTENANCE & CONTRACTOR PERSONNEL

Authority maintenance and contractor personnel work daily on the roadways. Working on an active roadway network exposes personnel to safety risks.

Measures:

- Maintenance personnel incidents per year
- Contractor personnel incidents per year

REDUCE ANNUAL MAINTENANCE PERSONNEL INCIDENTS BY

5% BY 2029

REDUCE ANNUAL CONTRACTOR PERSONNEL INCIDENTS BY

5% BY 2029

SERVICE AREAS AND PARK & RIDE FACILITIES

Service areas help improve the safety of the public by providing a place for customers to rest and refuel. This initiative focuses on continued efforts to improve personal safety at these locations by maintaining the condition of the facilities.

Measures:

- Trip and fall incidents per year
- Crashes per year in service areas and Park & Ride facilities

REDUCE ANNUAL TRIP AND FALL INCIDENTS IN SERVICE AREAS AND PARK & RIDE FACILITIES BY

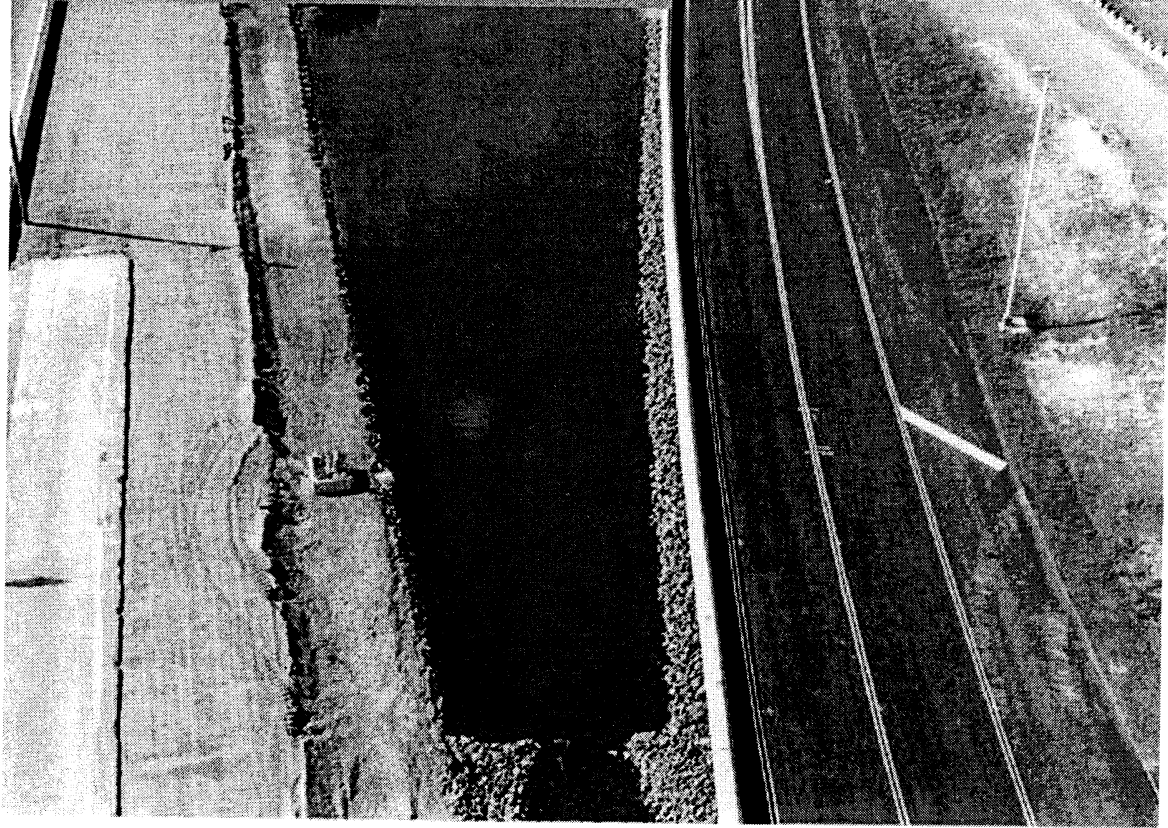
5% BY 2029

REDUCE ANNUAL MOTOR VEHICLE CRASHES IN SERVICE AREAS AND PARK & RIDE FACILITIES BY

5% BY 2029

Interchange 125, Garden State Parkway - 2017

3.3 GOAL #2 FINANCE



The Authority's core values are anchored by our commitment to long-term financial stability. This is embodied by the Authority's Financial Management Principles and Guidelines, which communicate the Authority's commitment to a sound financial decision-making process and repay-

ment of our bonds. This supports the Authority's mission and vision of providing transportation services to the region. Adhering to these principles and guidelines, along with adequately and efficiently funding operations and maintenance, will allow the Authority to fund our capital needs at the lowest possible borrowing cost.

CREDIT STRENGTH

Improve bond ratings to provide the lowest cost of capital.

Measures:

- Credit ratings
- Debt service ratio
- Total requirements ratio

ACHIEVE

Aa

Aa3

(MOODY'S)

(S&P AND FITCH) CREDIT RATINGS BY 2029

ACHIEVE A DEBT SERVICE RATIO OF

2.3x

BY 2029

STARTING AT 1.4x AND INCREASING 0.1x ANNUALLY

ACHIEVE TOTAL REQUIREMENTS RATIO OF

1.5x

BY 2029

STARTING AT 1.2x AND INCREASING 0.03x ANNUALLY

COST EFFECTIVE OPERATIONS

The Authority is committed to maximizing funds available for operations and maintenance (O&M), debt service, and capital needs. To achieve this initiative, the Authority strives to efficiently operate and maintain our roadways and facilities.

Measures:

- O&M cost per lane mile
- Operating budget actual vs. projected

LIMIT O&M EXPENSE
PER LANE MILE INCREASE TO

2%

PER YEAR

ACTUAL ANNUAL OPERATING
EXPENSES ARE WITHIN

2%

OF BUDGET

CAPITAL FUNDING APPROACH

This initiative provides the appropriate balance between self-funding with revenue versus borrowing for capital programs.

Measures:

- Percentage of revenue used for capital funding

20%

OF CAPITAL PROGRAMS SELF-FUNDED WITH
REVENUE BY 2029 STARTING AT 2% AND
INCREASING 2% ANNUALLY

RESERVE FUNDING

The Authority strives to adequately fund reserves in accordance with financial obligations and Authority targets to lower the cost of borrowing.

Measures:

- Days cash on hand
- Reserve funding dollars by fund
- Deposits into Debt Reserve Fund
- Actual Other Postemployment Benefits (OPEB) funding vs. Annual Required Contribution (ARC)
- Year-end General Reserve Fund balance relative to Board Policy target

DAYS CASH ON HAND

110%

OF U.S. TOLL ROAD MEDIAN BY 2029 STARTING AT 100% AND INCREASING 1% ANNUALLY

MAINTENANCE RESERVE FUND LEVELS EQUAL TO

100%

OF STATE OF GOOD REPAIR TARGETS BY 2029 STARTING AT 50% AND INCREASING 5% ANNUALLY

DEBT RESERVE AT

100%

ANNUAL DEBT SERVICE (MAXIMUM PRINCIPAL AND MAXIMUM INTEREST) BY 2029 STARTING AT 50% AND INCREASING 5% ANNUALLY

ANNUAL OPEB TRUST FUNDING EQUAL TO

100%

OF ANNUAL REQUIRED CONTRIBUTION BY 2029 STARTING AT 50% AND INCREASING 5% ANNUALLY

YEAR-END GENERAL RESERVE FUND BALANCE EQUAL TO

20%

OF ANNUAL REVENUE BUDGET BY 2029 STARTING AT 10% AND INCREASING 1% ANNUALLY

DEBT CAPACITY

Maintain appropriate debt levels in accordance with industry best practices.

Measures:

- Debt to total assets
- Debt per transaction
- Debt to operating revenue ratio
- Debt per lane mile

DEBT TO TOTAL ASSETS NO GREATER THAN
60% BY 2029
STARTING AT 96% AND REDUCING 5% ANNUALLY

DEBT PER TRANSACTION NO GREATER THAN
\$5.00 BY 2029
STARTING AT \$15 AND REDUCING 1% ANNUALLY

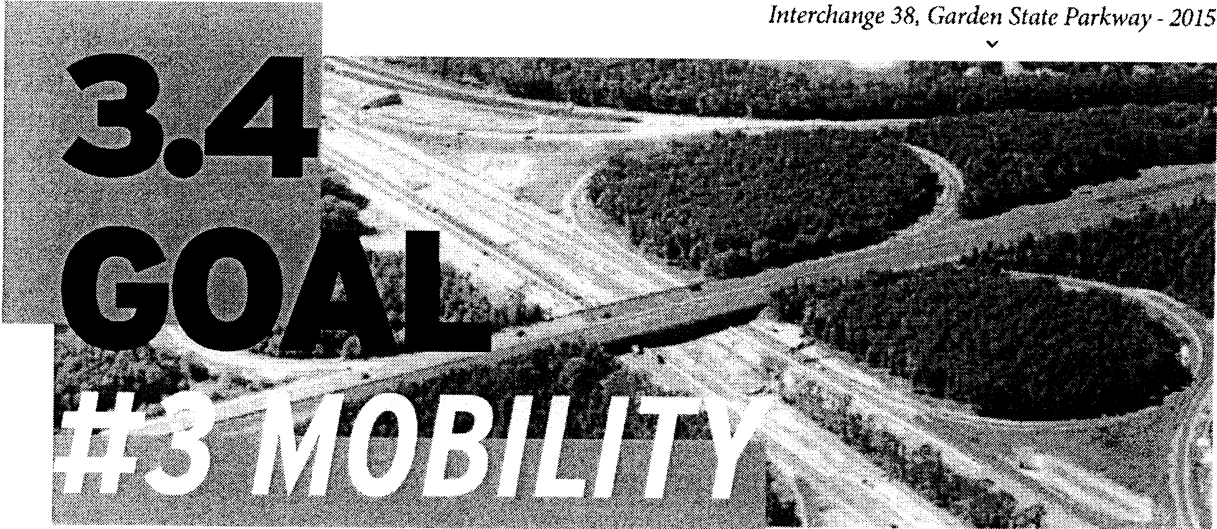
DEBT TO OPERATING REVENUE RATIO IS NO GREATER THAN
3.3x BY 2029
STARTING AT 6.3x AND REDUCING 0.3x ANNUALLY

DEBT PER LANE MILE NO GREATER THAN
\$6 MILLION BY 2029
STARTING AT \$15M AND REDUCING \$1M ANNUALLY



Salt Storage Facility, Interchange 1, New Jersey Turnpike - 2018

Interchange 38, Garden State Parkway - 2015



A primary goal of the Authority is to provide mobility, that is, a safe and efficient roadway system to allow people and goods to travel from one location to another. Maintaining and improving mobility is directly related to the Authority's core values of customer satisfaction, innovation, and resiliency and sustainability. To satisfy this goal, the Authority will continue to add roadway capacity, where possible; but will also implement technology solutions and modify our business practices to help improve mobility without widening the road. Successful mobility enhancement through technology innovation can mean less congestion, less idling, and moving more vehicles within the same roadway capacity. This will yield more satisfied customers and a more sustainable roadway system.

VEHICLE THROUGHPUT

This initiative identifies and implements solutions to relieve high congestion areas at toll collection points, ramps, and mainline sections.

Measures:

- Travel times
- Vehicle miles traveled
- Commercial travel times
- Commercial vehicle miles traveled

REDUCE TRAVEL TIMES DURING PEAK PERIODS BY

5%

IN IDENTIFIED HIGH CONGESTION AREAS BY 2029

INCREASE VEHICLE MILES TRAVELED TO

101%

OF TRAFFIC PROJECTIONS PER YEAR BY 2029

REDUCE COMMERCIAL VEHICLE TRAVEL TIME IN HIGH CONGESTION AREAS BY

5% BY 2029

INCREASE COMMERCIAL VEHICLE MILES TRAVELED TO

101%

OF TRAFFIC PROJECTIONS PER YEAR BY 2029

TRAFFIC BALANCING

This initiative explores methods to both maximize use of the inner and outer roadways, where available, and encourage customers to drive during off-peak hours.

Measures:

- Number of vehicles – cars vs. trucks – traveling on inner and outer roadways based on identified targets
- Percentage of vehicles traveling during peak vs. off-peak hours
- Develop technology initiatives and business practices

IMPLEMENT TRAFFIC
BALANCING
IN IDENTIFIED SEGMENTS OF PARKWAY AND TURNPIKE BY 2029

INCREASE OFF-PEAK TRAVEL BY
10% BY 2029

IMPLEMENT
PREDICTIVE
TRAVEL BY 2029

EMERGING TOLLING AND VEHICLE TECHNOLOGIES

This initiative focuses on emerging technologies – e.g., connected vehicles, autonomous vehicles, and all electronic tolling – which will have an impact on mobility.

Measures:

- Modify the Intelligent Transportation System Plan
- Revise the Financial Plan

MODIFY
THE AUTHORITY'S INTELLIGENT TRANSPORTATION SYSTEM
PLAN TO INCLUDE IMPACTS OF EMERGING VEHICLE
TECHNOLOGIES BY 2025

MODIFY THE AUTHORITY'S FINANCIAL
PLAN TO INCLUDE IMPACTS OF
EMERGING
TOLLING TECHNOLOGIES BY 2023

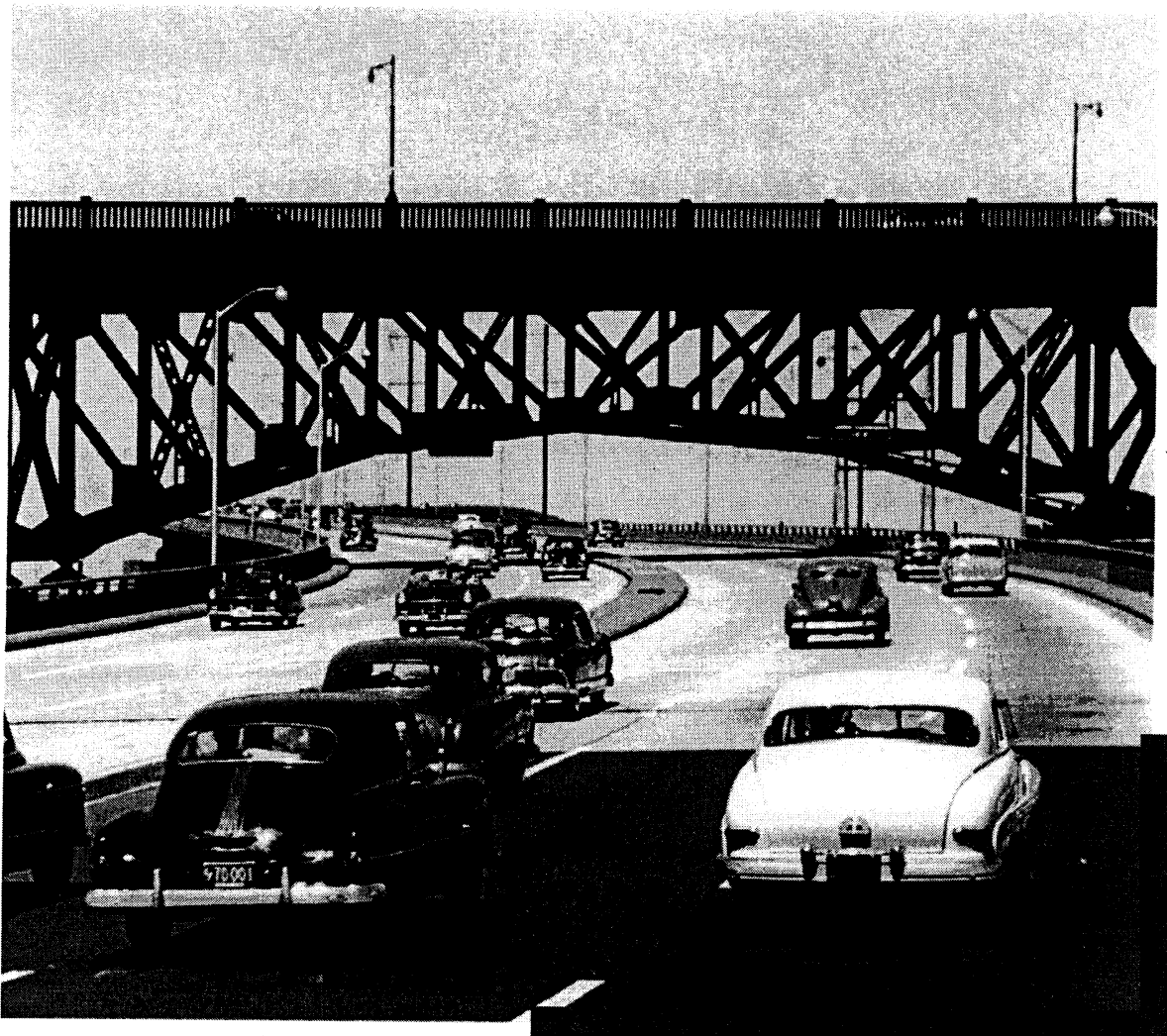
MULTI-MODAL CONNECTIVITY THROUGH REGIONAL COORDINATION

This initiative evaluates regional multi-modal connectivity plans and their impact on the Authority's operations and revenue. The Authority may modify its infrastructure to provide multi-modal communications, and will standardize the coordination and feedback to regional transportation agencies.

Measure:

- Develop a multi-modal customer communication plan

USE
REAL-TIME
DATA TO PROVIDE MULTI-MODAL TRAVEL
INFORMATION TO CUSTOMERS BY 2029



Under the Pulaski Bridge, New Jersey Turnpike - 1955

Interchange 6, New Jersey Turnpike - 2017



A

s a foundation of safety, resiliency and sustainability, and customer satisfaction, the Authority strives to maintain a state of good repair for all of our assets. A state of good repair means that existing assets are functioning as designed and are sustained through preventive maintenance and replacement programs. Maintaining a state of good repair will increase the useful life of Authority assets, result in cost savings over time, and is vital to customer safety.

The conditions of the following asset categories will be measured annually and compared with

the goals stated in this section. It is expected that plans will be developed and implemented to achieve the goals stated herein for evaluating the state of repair for these assets.

- Pavement Markings
- Pavement
- Median Barrier and Guide Rail
- Signing
- Lighting
- Drainage Systems
- Bridges
- Maintenance Equipment
- Facilities
- Technology

PAVEMENT MARKINGS

The Authority endeavors to maintain the facility pavement markings in good condition to allow our customers to safely travel the roadway.

Measure:

- Retroreflectivity of pavement markings (Measured outside of winter season)

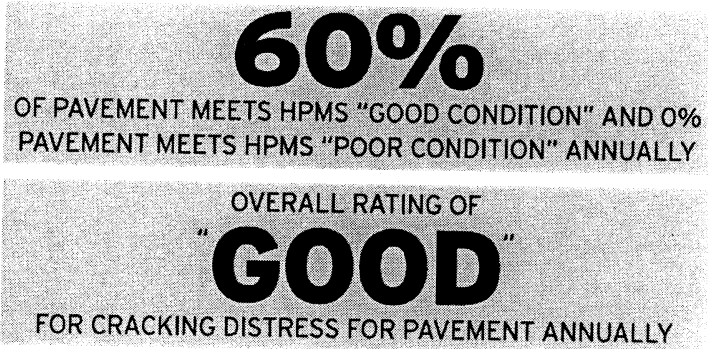
95%
OF PAVEMENT MARKINGS MEET
RETROREFLECTIVITY STANDARDS BY 2025 AND
ANNUALLY THERE AFTER

PAVEMENT

This initiative focuses on maintaining the pavement in good condition which is a key to improving customer satisfaction and providing safe travel.

Measures:

- Highway Performance Monitoring System (HPMS)
- FHWA 2014 Distress Identification Manual for the Long-Term Pavement Performance Program, Publication No. FHWA-HRT-13-092



MEDIAN BARRIER AND GUIDE RAIL

This initiative focuses on enhancing safety of customers, employees, and contractors by properly maintaining the roadside protective features.

Measures:

- Length of functional barrier
- Length of functional guide rail



SIGNING

The Authority endeavors to maintain full functionality of our static panel, electronic variable message, variable speed limit, and changeable message (drum) signs, which provide traffic messaging to our customers.

Measures:

- Number of legacy changeable message (drum) signs that must be replaced
- Retroreflectivity standards of applicable static panel signs



LIGHTING

The Authority endeavors to increase and improve the functionality of our roadway lighting, which allows our customers to safely travel the roadway.

Measures:

- Percentage of total light fixtures functional
- Light fixtures by type
- Linear feet of series lighting

95%
OF ALL LIGHT FIXTURES FUNCTIONAL AT ALL TIMES BY 2025 AND ANNUALLY THEREAFTER

100% LED
OR BETTER LIGHTING TECHNOLOGY BY 2029

ELIMINATE
ALL SERIES LIGHTING BY 2026

DRAINAGE SYSTEMS

The Authority endeavors to maintain our drainage infrastructure – culverts, closed drainage systems, ditches, storm-water basins and similar structures to properly route water. This increases resiliency, prevents damage to infrastructure, and allows continued use of the roadways during storm events.

Measure:

- System availability during 100-year flood event

ZERO
FLOODING ON SYSTEM FROM 100-YEAR EVENT BY 2029

MAINTAIN FUNCTIONAL
CORRUGATED METAL PIPES.
REPLACE OR LINE CMP AS NEEDED, ANNUALLY

BRIDGES

The Authority owns and maintains 1,106 bridges. The intent of this goal is to maintain a state of good repair for the Authority's bridges using both timely preservation methods and the replacement of those determined to be structurally deficient. This goal provides continued safety and well-being of the customers.

Measure:

- National Bridge Inspection Standards (NBIS) rating

100%
OF BRIDGES RANKED "FAIR" OR BETTER

MAINTAIN
2% OR LESS STRUCTURALLY DEFICIENT BRIDGES ANNUALLY

MAINTENANCE EQUIPMENT

The Authority owns and operates a significant amount of vehicles and machinery for use in maintaining its assets. It is important to inspect and preserve the condition of the vehicles and machinery.

Measures:

- Condition of maintenance equipment
- Availability of maintenance equipment

100%
OF EQUIPMENT MEETS PREDEFINED
ASSESSMENT CONDITIONS BY 2025 AND
ANNUALLY THEREAFTER

95%
OF MAINTENANCE EQUIPMENT IS
AVAILABLE AT ALL TIMES ANNUALLY

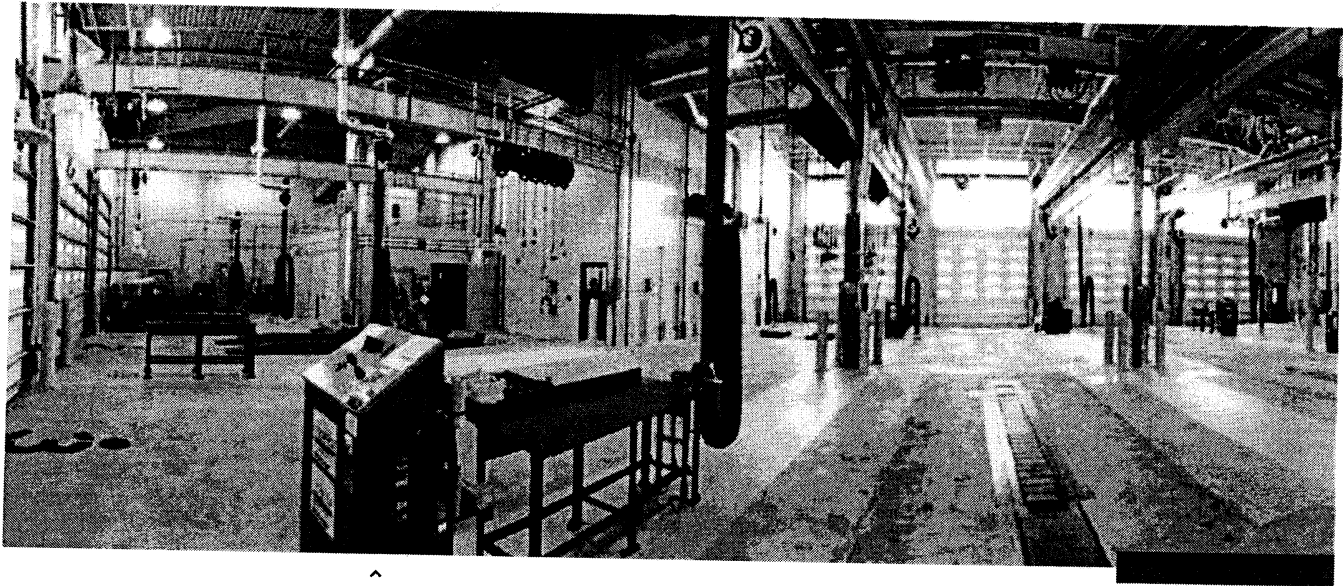
FACILITIES

The Authority owns and manages more than 140 buildings, which support our operation of the roadways. This initiative establishes physical and operating conditions for the Authority's buildings and related infrastructure.

Measures:

- Facility condition

100%
OF FACILITIES MEET PREDEFINED CONDITIONS BY 2029



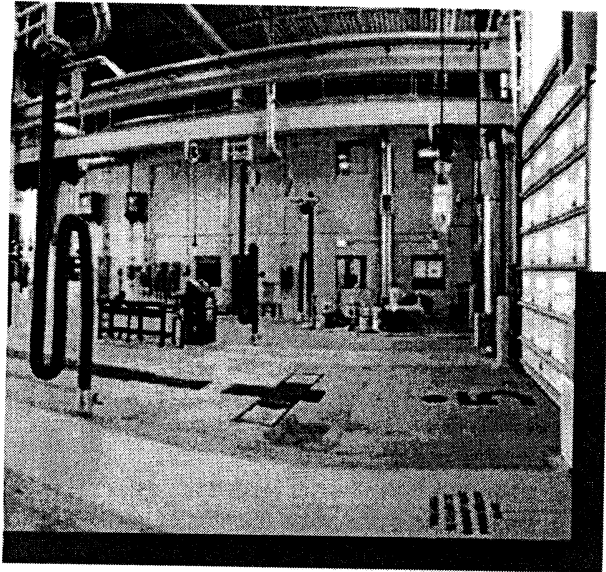
Interior of Turnpike Maintenance District 4, Hightstown, New Jersey - 2018

TECHNOLOGY

A reliable data and communications infrastructure is required to support Authority-wide operations. This initiative ensures information technology assets are maintained and secured according to industry standards and best practices, resulting in a highly-available technology environment and sustainable business continuity.

Measures:

- Status of business continuity plan
- Status of disaster recovery plan
- Availability of mission critical applications
- Condition of information technology assets
- Cyber security best practices
- IT Infrastructure best practices



UPDATE

BUSINESS CONTINUITY

PLAN IN 2021 AND 2026

UPDATE

DISASTER RECOVERY

PLAN IN 2022 AND 2027

99.9%

UP-TIME FOR MISSION CRITICAL APPLICATIONS BY 2022 AND ANNUALLY THEREAFTER

100%

OF ALL INFORMATION TECHNOLOGY ASSETS MEET CONDITION STANDARDS BY 2023 AND ANNUALLY THEREAFTER

ENSURE

COMPLIANCE WITH CYBER SECURITY AND IT INFRASTRUCTURE BEST PRACTICES BY 2024 AND ANNUALLY THEREAFTER

ASSET MANAGEMENT AND PROJECT MANAGEMENT

The Authority is in the process of implementing Enterprise Asset Management (EAM) software throughout the Authority to electronically manage the infrastructure asset maintenance needs and resulting activities. The EAM system will eventually be used to manage all roadway, bridge, and facility maintenance crews on the Turnpike and Parkway.

The Authority is also in the process of specifying and adopting a Capital Project Management System (CPMS) system for managing projects, budgets, schedules, and other aspects of capital and maintenance projects.

Measures:

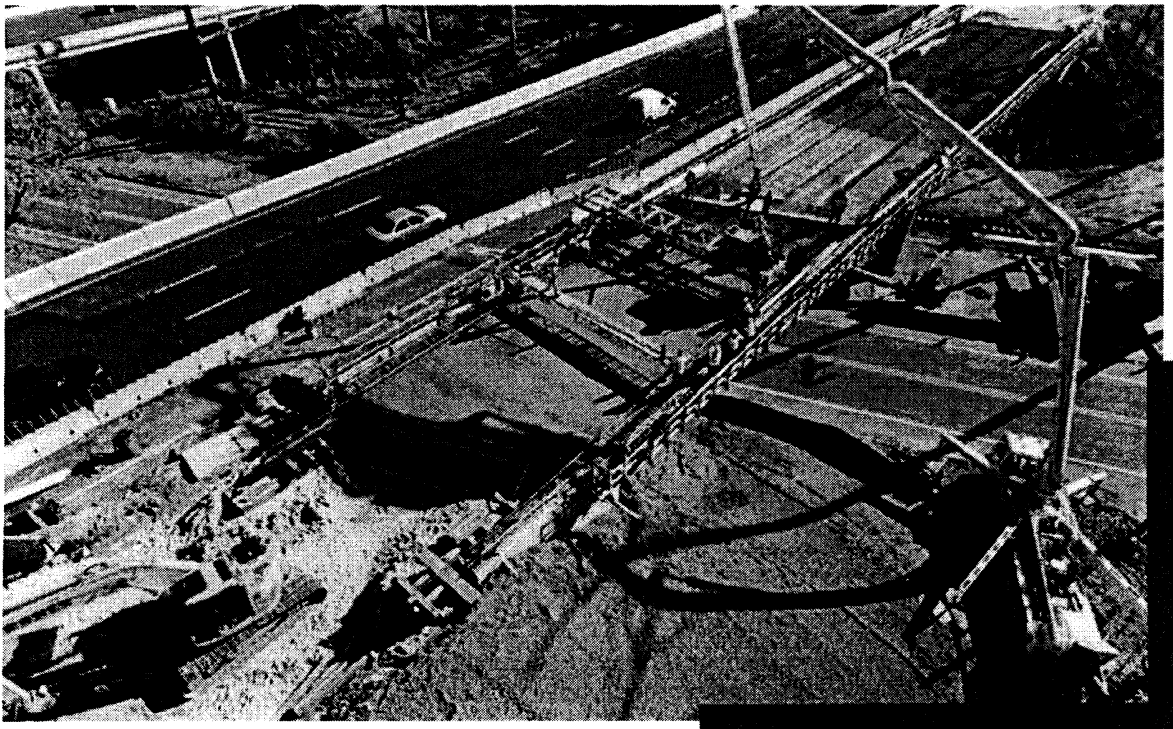
- Implement EAM
- Implement CPMS

IMPLEMENT

EAM SYSTEM TO BE FOR ALL DEPARTMENTS BY 2025

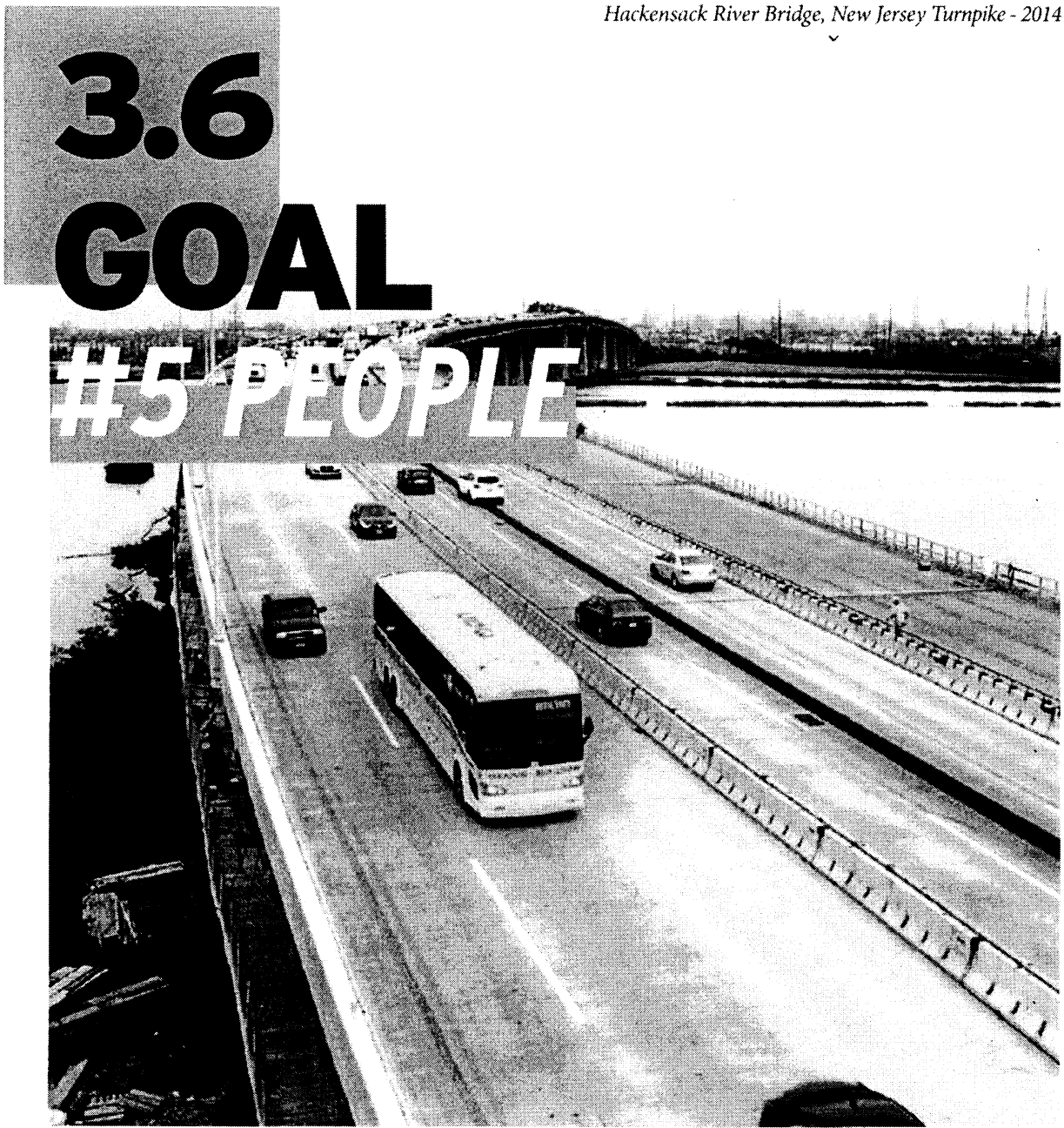
IMPLEMENT

CPMS FOR ALL DEPARTMENTS BY 2026



Interchange 105, Garden State Parkway - 2016

Hackensack River Bridge, New Jersey Turnpike - 2014



3.6 GOAL #5 PEOPLE

The Authority's success depends on its ability to serve and satisfy our customers. To do so, the Authority must hire and retain a high-quality workforce. By recruiting and maintaining the best possible workforce, the Authority will continue to pursue its vision to be the premier toll road agency in the United States. Highly-skilled, technical professionals with knowledge and experi-

ence in the fields of engineering, finance, IT, operations, and maintenance will help ensure that the Authority achieves our mission of providing our customers with a safe, efficient, innovative, and resilient toll road system.

CUSTOMER SATISFACTION

Customer satisfaction consists of interactions with the Authority's:

- Infrastructure - roadways, service areas, and other facilities
- People - **E-ZPass** customer service representatives, service area employees, roadside emergency responders, Authority toll collectors, Authority maintenance personnel, and other Authority representatives
- Technology Services and Social Media - variable messaging, travel times, tolling, traffic conditions, weather, and similar messages

This initiative will baseline customer satisfaction and identify areas which need improvement. Improving customer satisfaction will be a direct reflection on the Authority's ability to achieve the five goals of this strategic plan.

Measures:

- Customer satisfaction rating:
Poor, Fair, Good, Excellent
- Response times

ESTABLISH

CUSTOMER SATISFACTION
CATEGORIES AND METRICS BY 2022

90%

OF CUSTOMER SATISFACTION RATINGS
TO BE GOOD OR EXCELLENT BY 2025 &
ANNUALLY THEREAFTER

WAIT TIME ON CALLS REDUCED BY

5%

BY 2029,
REDUCING 0.5% ANNUALLY

RESPOND TO ALL EMAILS WITHIN

2

BUSINESS DAYS BY 2025 & ANNUALLY
THEREAFTER

UNDERSTANDING FUTURE STAFFING NEEDS

Operational changes and new initiatives can dictate changes in required staffing levels. In addition, employment opportunities regularly arise at all levels of the organization. By identifying future staffing needs which includes an evaluation of trends in the labor workforce, the Authority will be prepared to identify and attract talent.

Measures:

- Status of organizational charts
- Long-term staffing forecasting

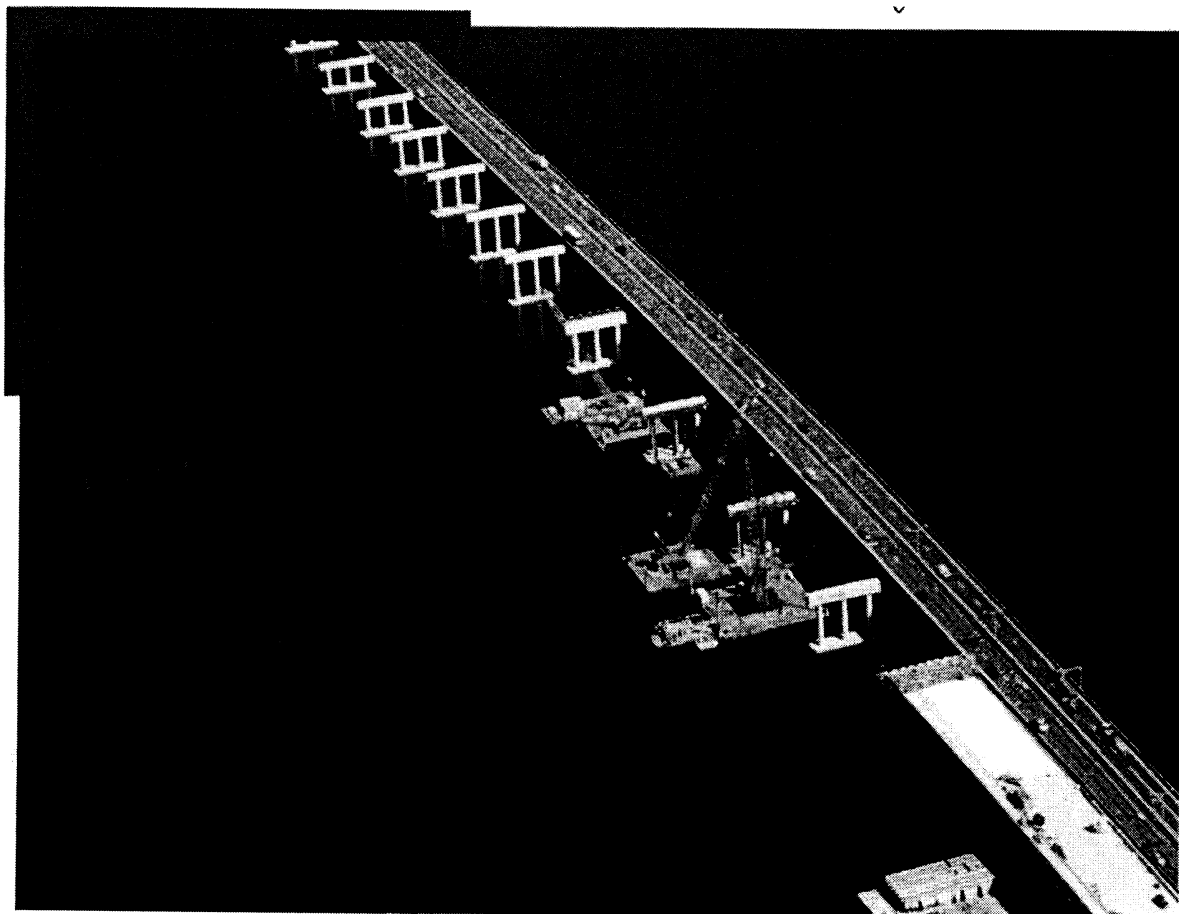
ALL

DEPARTMENTAL ORGANIZATIONAL
CHARTS MUST BE CURRENT

BY 2021

HAVE A 5-YEAR LOOK - AHEAD
FOR LONG - TERM STAFFING NEEDS

Great Egg Harbor Bridge, Garden State Parkway - 2015



RETENTION OF HIGH QUALITY STAFF

One of the Authority's highest operational risks is losing qualified staff. Qualified staff offers institutional knowledge that is critical to the mission of the Authority. Such staff acts as ambassadors to new employees, providing training and background information. Consequently, it is critical for the Authority to focus on retaining quality staff. The strategies for retaining quality staff are similar to those of attracting new staff, namely, offering

competitive pay, career advancement, and training opportunities.

Measures:

- Job satisfaction
- Technical staff registered Professional Engineers
- Technical staff with bachelor's degree (BS) or Master's Degree (MS)

IMPROVE JOB SATISFACTION BY

10% BY 2029,

INCREASING 1% PER YEAR

75%

TECHNICAL STAFF
PROFESSIONALLY LICENSED BY 2029

80%

TECHNICAL STAFF BS OR MS BY 2029

SUCCESSION PLANNING

The Authority is a large organization that has consistent annual turnover of employees. In order to maintain the operational integrity of our organization, the Authority must regularly evaluate our staffing needs and develop succession plans to ensure that it is adequately prepared for the future.

Measures:

- Percent of identified jobs with designated/ potential successors
- Percent of identified jobs that are subsequently filled with internal hires

75%
OF ALL IDENTIFIED MANAGEMENT/
LEADERSHIP POSITIONS SHOULD HAVE A
DESIGNATED SUCCESSOR BY 2022

AT LEAST
75%
OF IDENTIFIED SUCCESSORS SHOULD
BE INTERNAL CANDIDATES

ATTRACTING AND HIRING QUALIFIED TALENT

With appropriate measures in place to identify staffing needs, the Authority will next need to identify and convince talent that the Authority is the best career option for their future. In order to identify talent, the Authority will evaluate trends in recruiting, including applicant tracking and candidate relationship management software. To attract talent, the Authority must assess the salary and benefits structure and

opportunities for training and career advancement. The combination of new initiatives to identify and attract talent will allow the Authority to hire talent, which will be the bedrock of the future.

Measures:

- Number of job offers made/accepted to external candidates
- Time to fill position with external candidates

ACCEPTANCE RATE OF
75%
OF EXTERNAL JOB
OFFERS BY 2029

75% OF ALL
EXTERNALLY ADVERTISED
POSITIONS FILLED WITHIN
90 DAYS BY 2029

