

STRATEGIC PLAN 2020 - 2029

NEW JERSEY TURNPIKE AUTHORITY

SEPTEMBER 24, 2019

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.

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 Authority disciplines 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 provide. 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.

John M Keller, PE, PMP
Executive Director

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Interchange 9, New Jersey Turnpike - 2006



1

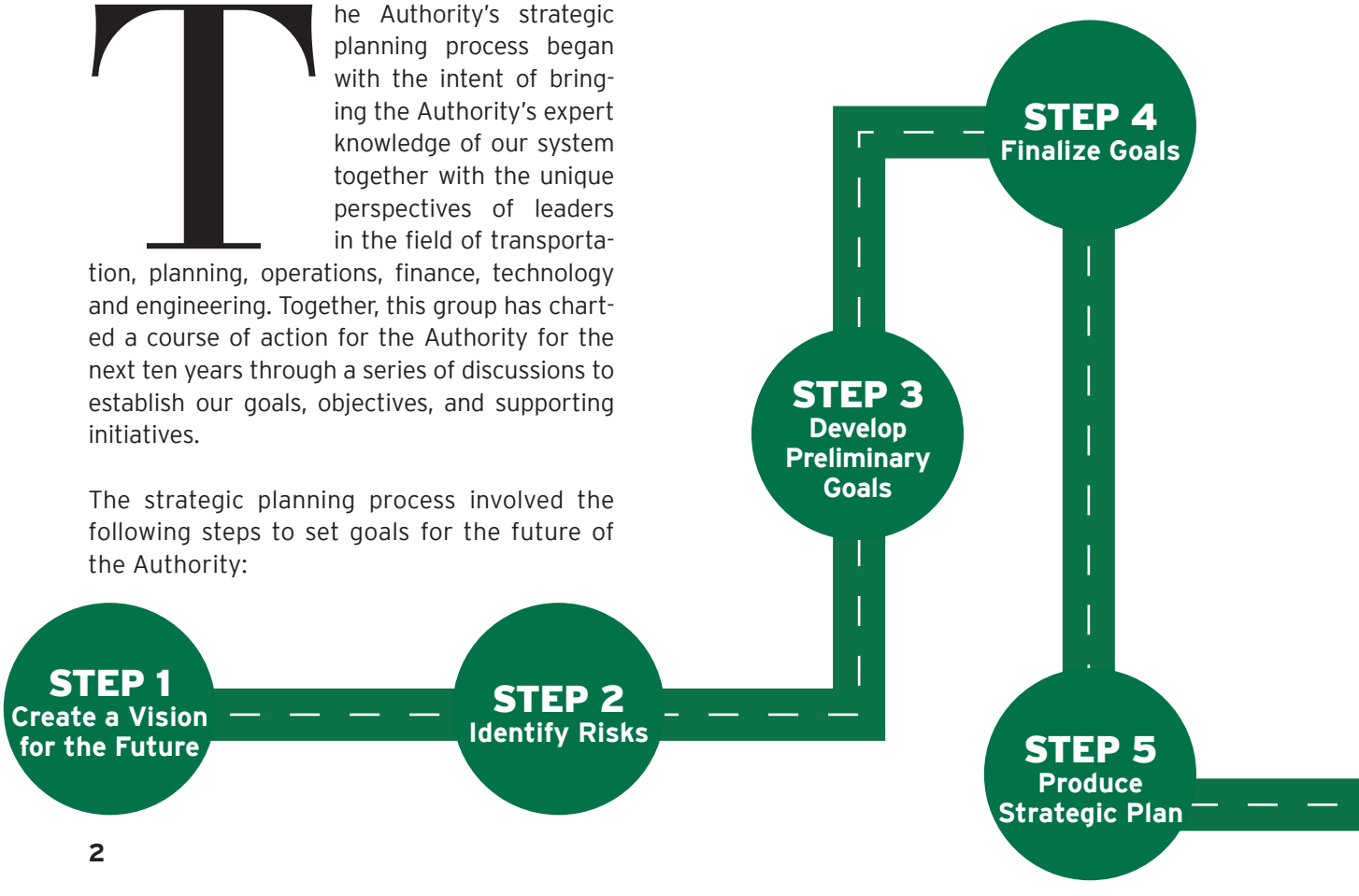
PLANNING PROCESS



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 discussions to establish our 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


Roger Swingle, courtesy of HNTB

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 have created plans of action that are necessary to achieve each of the goals stated herein. The measures of progress are defined in a detailed manner such that incremental progress toward the goals can be accurately determined and reported. This Strategic Plan will be monitored and reported to our Board of Commissioners for each of the five major goals and all sub-goals a quarterly basis to measure progress toward fully achieving the goals described in this document.



Interchange 7A, New Jersey Turnpike - 2017



2

WHO WE ARE

Andy Ryan, courtesy of HNTB

Interchange 7A, New Jersey Turnpike - 2009

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 addition 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 at the top of toll road agencies in the United States for vehicle miles traveled and revenue.

2.2 GOVERNANCE

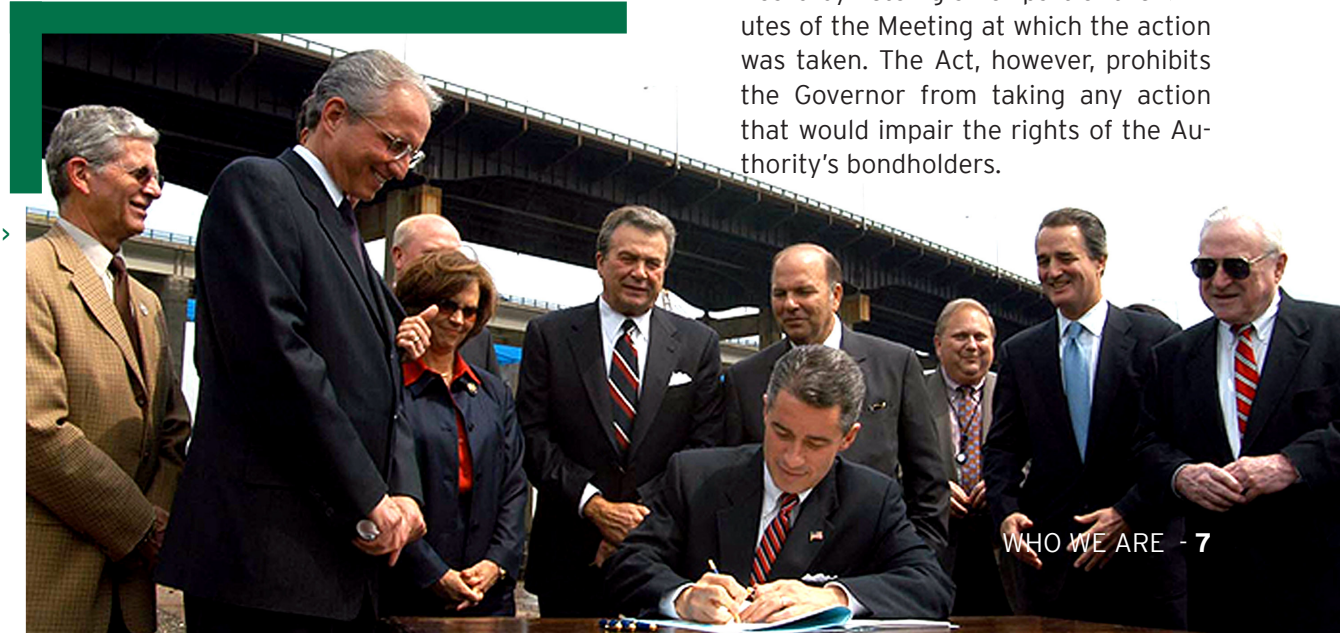


The Authority is governed by an eight-member Board of Commissioners. The Board is responsible for adopting the Authority's procedures and regulations and the oversight of executive staff's financial, management, and operational decisions and controls, to ensure they are in compliance with the overall 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

DALE BARNFIELD

ACTING 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 EMP

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*

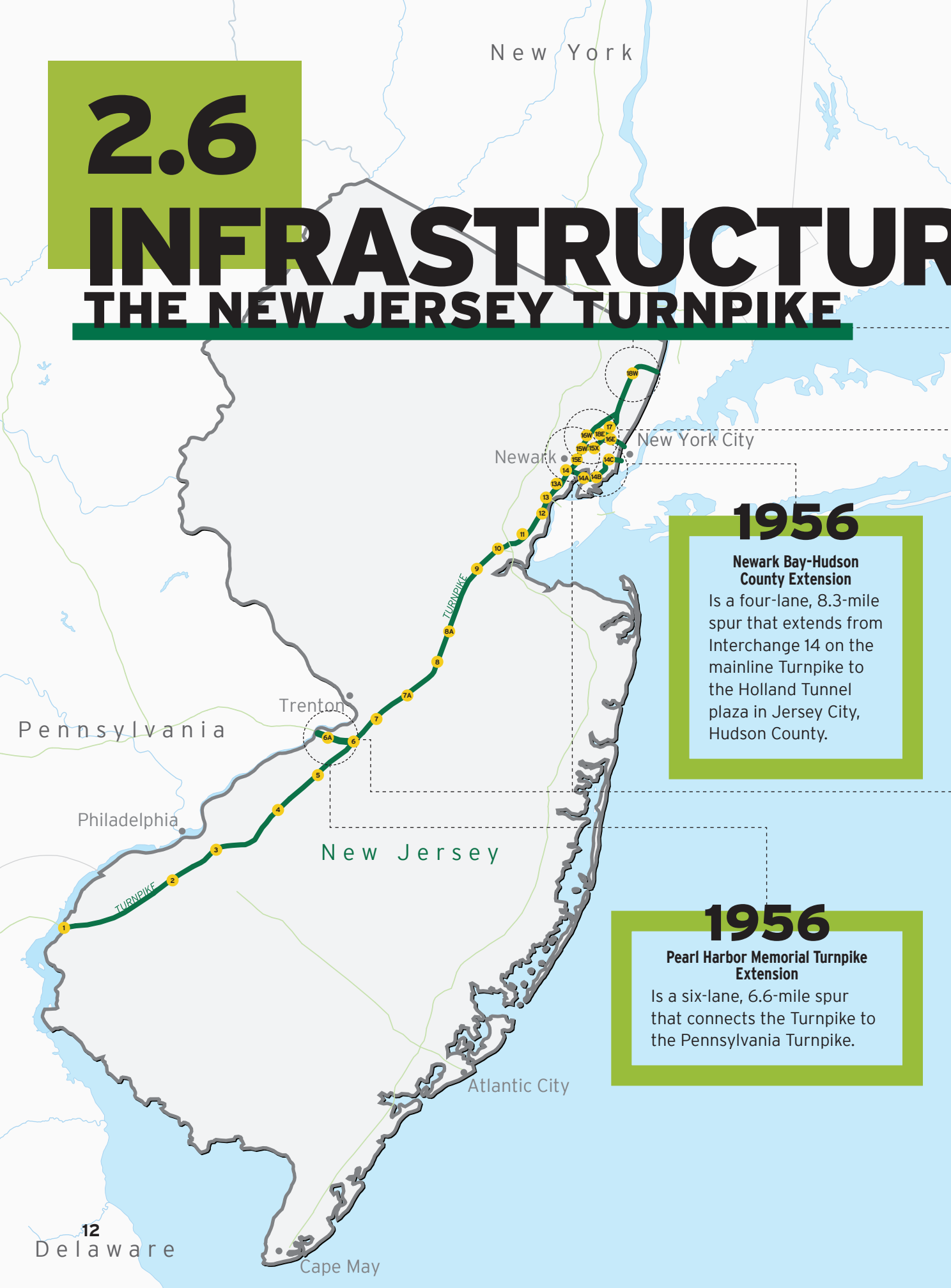
654,541,000
ANNUAL TOLL TRANSACTIONS

12.68B
ANNUAL VEHICLE MILES TRAVELED

130 INTERCHANGES • *23* SERVICE AREAS

2.6 INFRASTRUCTUR

THE NEW JERSEY TURNPIKE



1956

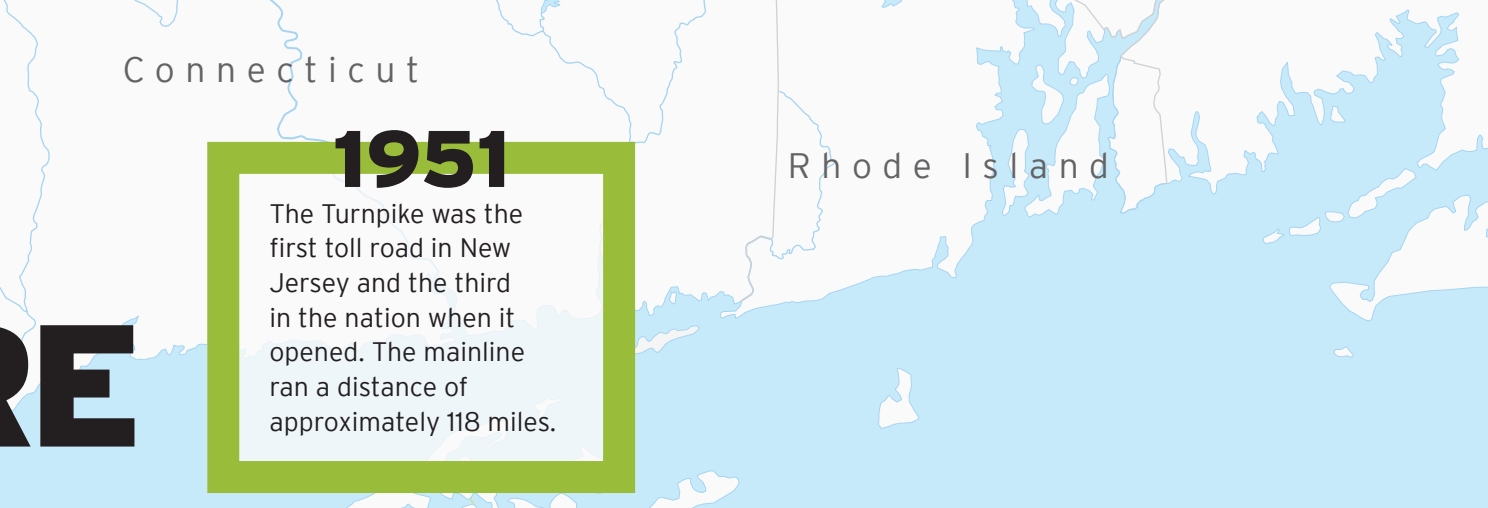
Newark Bay-Hudson County Extension

Is a four-lane, 8.3-mile spur that extends from Interchange 14 on the mainline Turnpike to the Holland Tunnel plaza in Jersey City, Hudson County.

1956

Pearl Harbor Memorial Turnpike Extension

Is a six-lane, 6.6-mile spur that connects the Turnpike to the Pennsylvania Turnpike.



RE

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.

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.

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.

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

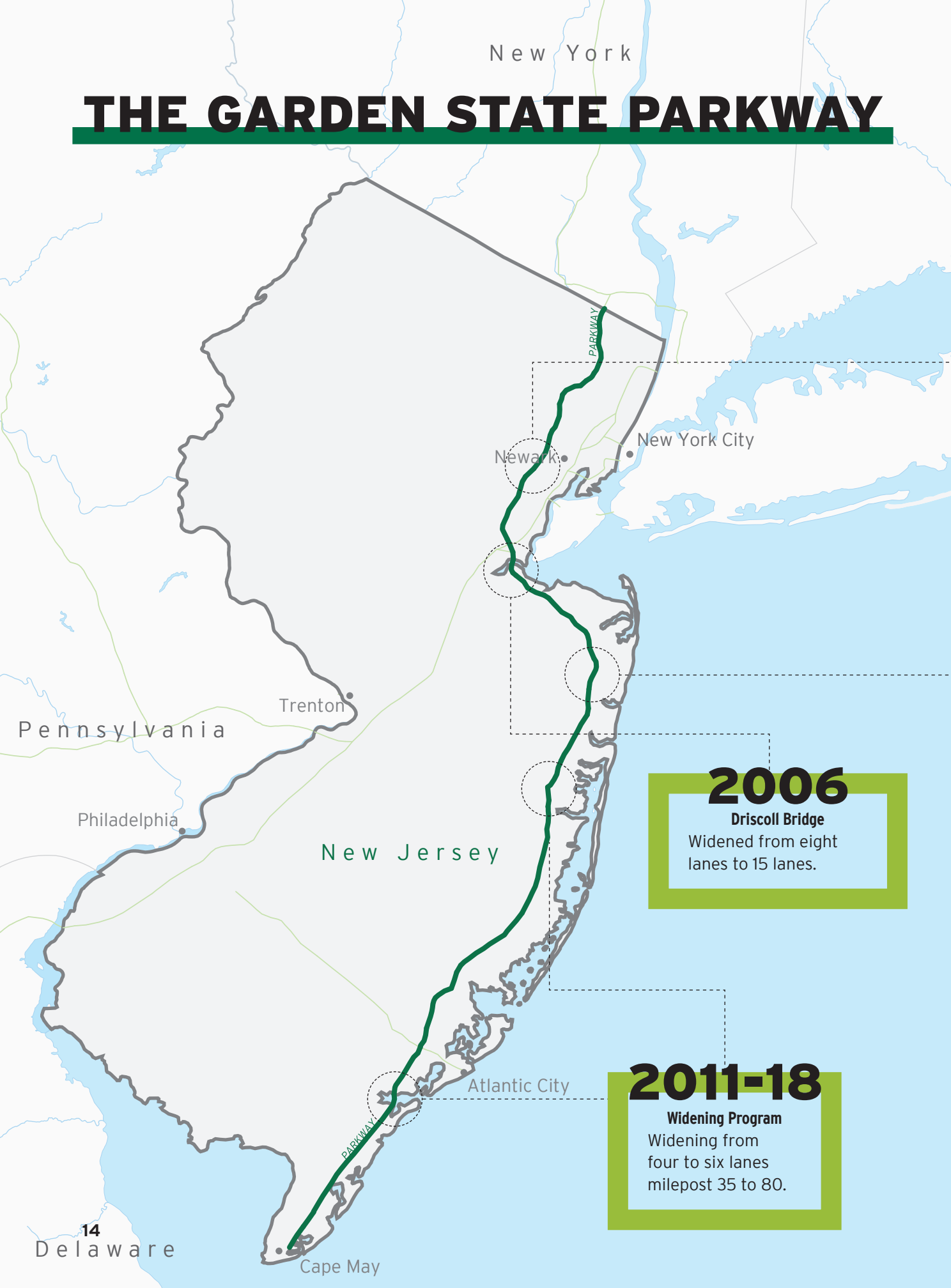
Turnpike Mainline Dualization Programs

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.

THE GARDEN STATE PARKWAY

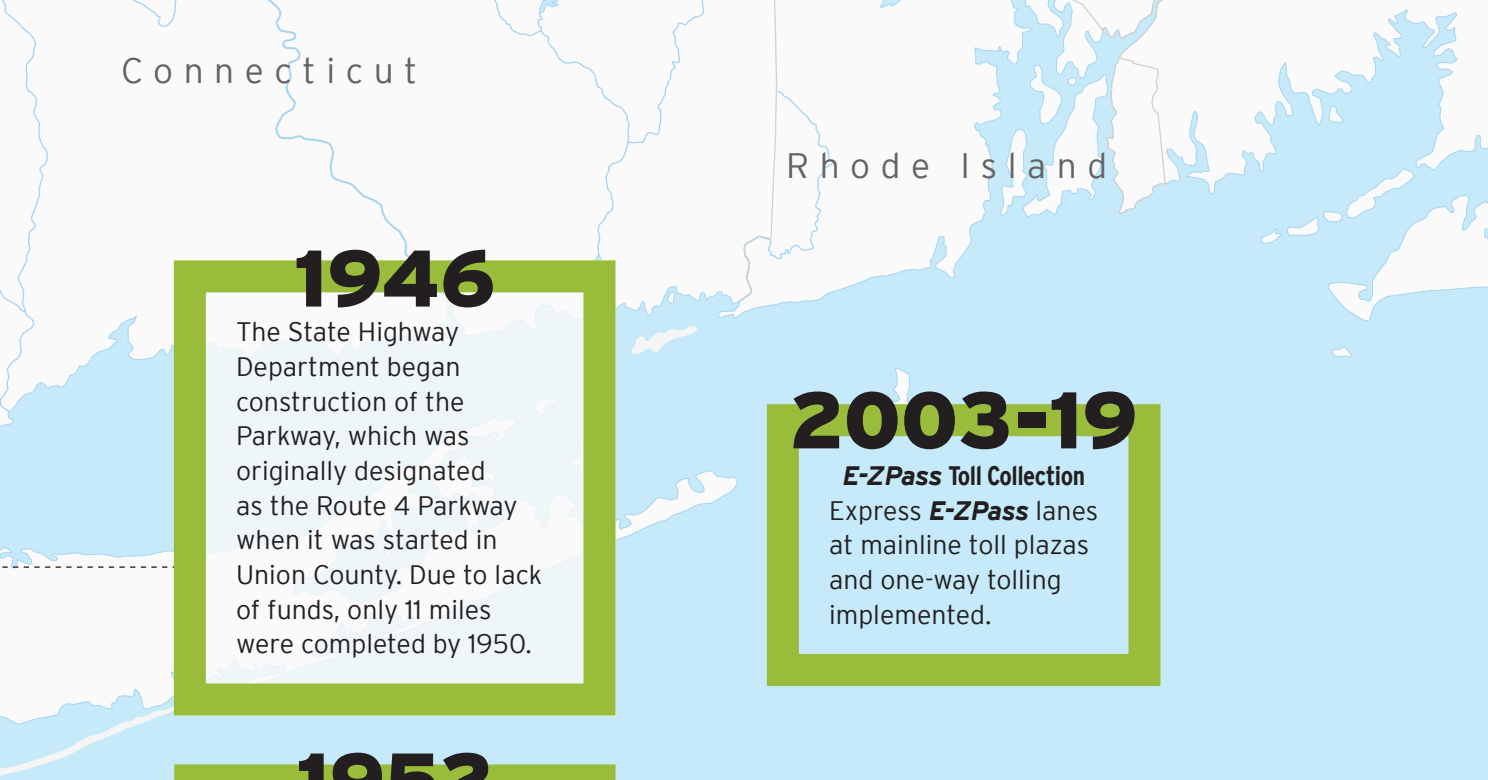


2006

Driscoll Bridge
Widened from eight lanes to 15 lanes.

2011-18

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



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.

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.

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.

2003-19

***E-ZPass* Toll Collection**

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

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.



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



3

STRATEGIC PLAN GOALS

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 utilize the Strategic Plan to identify the goals that their department 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 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

3.3 GOAL #2 FINANCE



Interchange 125, Garden State Parkway - 2017

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 repayment 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

Aa3 (MOODY'S)

Aa (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 2028

STARTING AT $15M AND REDUCING $1M ANNUALLY



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

3.4 GOAL #3 MOBILITY



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 result in 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

3.5 GOAL #4 STATE OF GOOD REPAIR



As 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 our roadways.

Measure:

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

95%

PAVEMENT MARKINGS MEET RETROREFLECTIVITY STANDARDS BY 2025 AND ANNUALLY THERE AFTER

PAVEMENT

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

Measure:

- New Jersey Turnpike Authority (NJTA) Pavement Rating (NPR), based on International Roughness Index (IRI), fatigue cracking, rutting, and operating characteristics of the pavement using a scale of 0 (poor) - 5 (good)

100%
OF PAVEMENT MEETS OR EXCEEDS OVERALL AVERAGE NPR RATING SCORE OF 3.5 OUT OF 5

0%
OF PAVEMENT IN ANY ONE SECTION OF ROADWAY SCORES LESS THAN 2.8 OUT OF 5

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

REPAIR
PRIORITY
CRASH-DAMAGED ROADSIDE PROTECTION FEATURES WITHIN 24 HOURS

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

REPLACE
100%
OF THE LEGACY CHANGEABLE MESSAGE (DRUM) SIGNS BY 2029

100%
OF APPLICABLE STATIC PANEL SIGNS MEET RETROREFLECTIVITY STANDARDS BY 2029

LIGHTING

The Authority endeavors to increase and improve the functionality of our roadway lighting, which increases safety for travel on our roadways.

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, stormwater 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 number of vehicles and machines 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

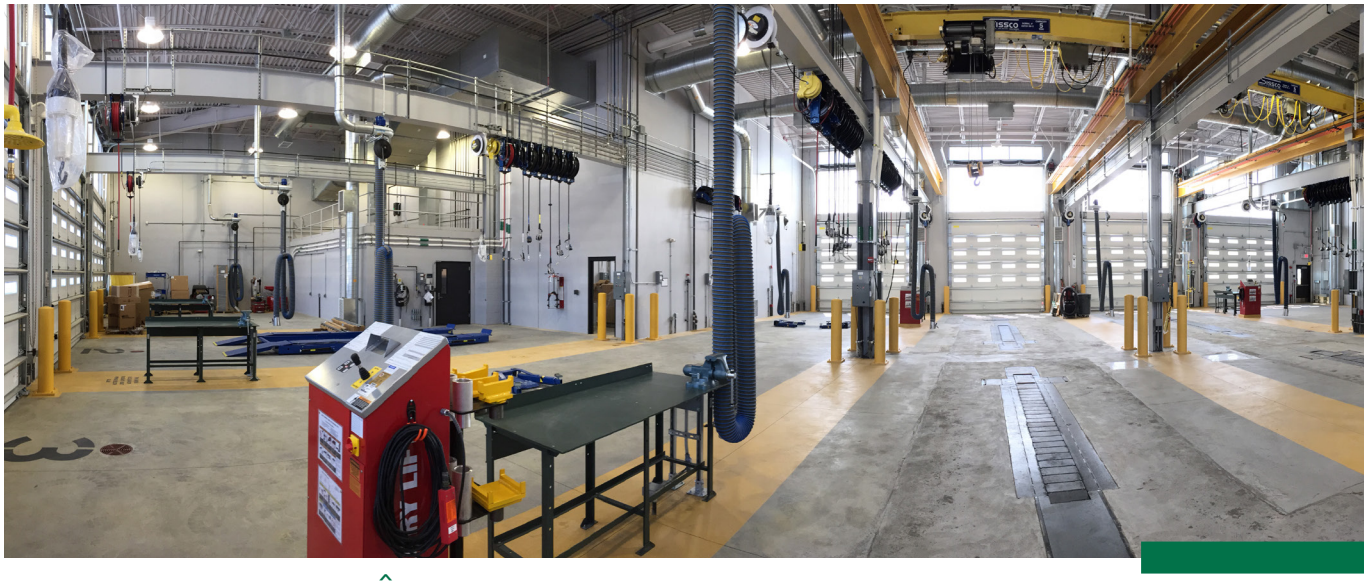
The Authority owns and manages more than 140 buildings, which support our operation of the roadways. This initiative establishes physical and operating conditions for the Authority's buildings and related infrastructure.

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 FOR ALL DEPARTMENTS BY 2025

IMPLEMENT
CPMS FOR ALL DEPARTMENTS BY 2026



Interchange 105, Garden State Parkway - 2016

3.6 GOAL #5 PEOPLE



Hackensack River Bridge, New Jersey Turnpike - 2014

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 it's vision to be the premier toll road agency in the United States. Highly-skilled, technical professionals with knowledge and experience 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.

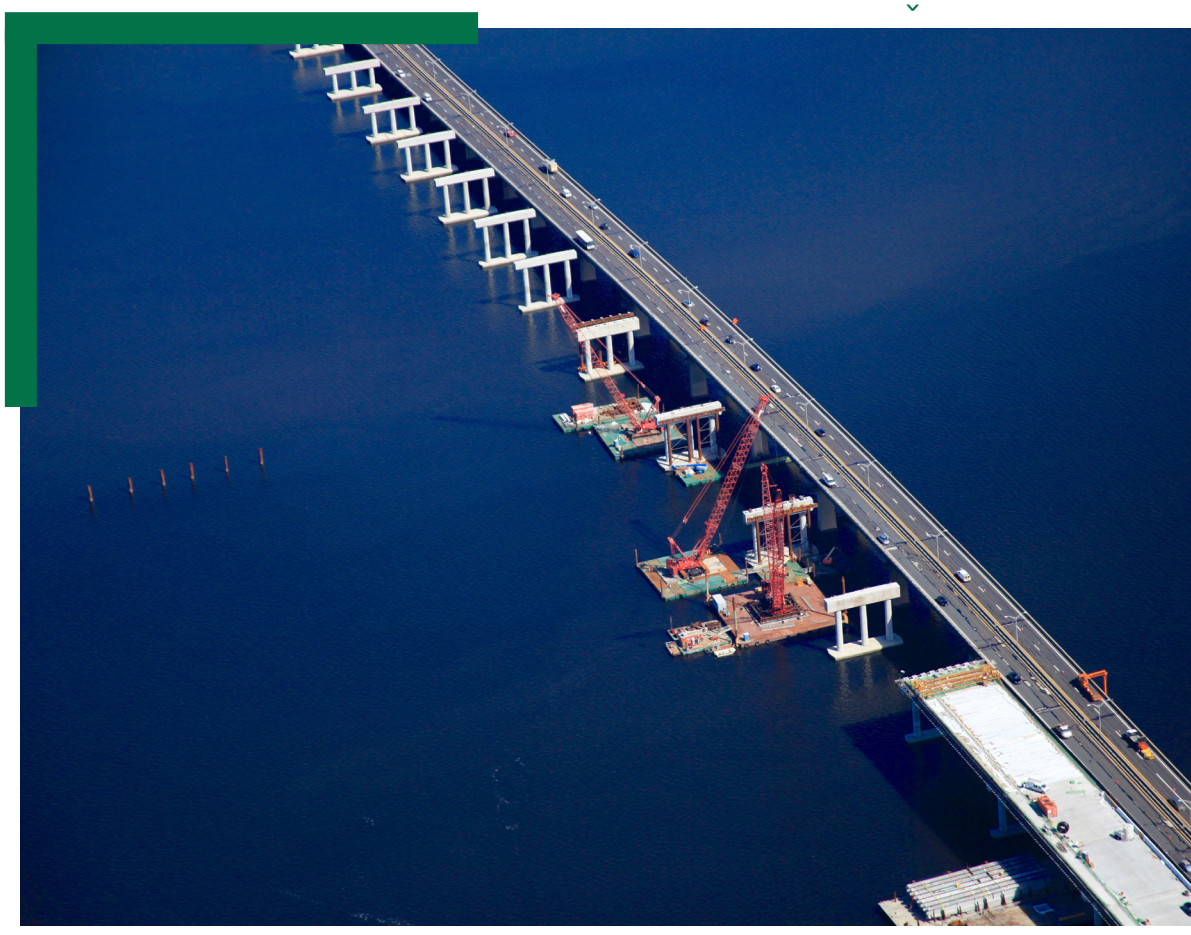
Measures:

- 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 qualify staff are similar to those of attracting new staff, namely, offering competitive pay, career advancement, training opportunities and a positive work environment.

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. This combination of new initiatives to identify and attract the best new employees 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


TURNPIKE


GARDEN STATE
PARKWAY