



# STRATEGIC PLAN 2020 - 2029

NEW JERSEY TURNPIKE AUTHORITY



SEPTEMBER 24, 2019

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# 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

**I**t 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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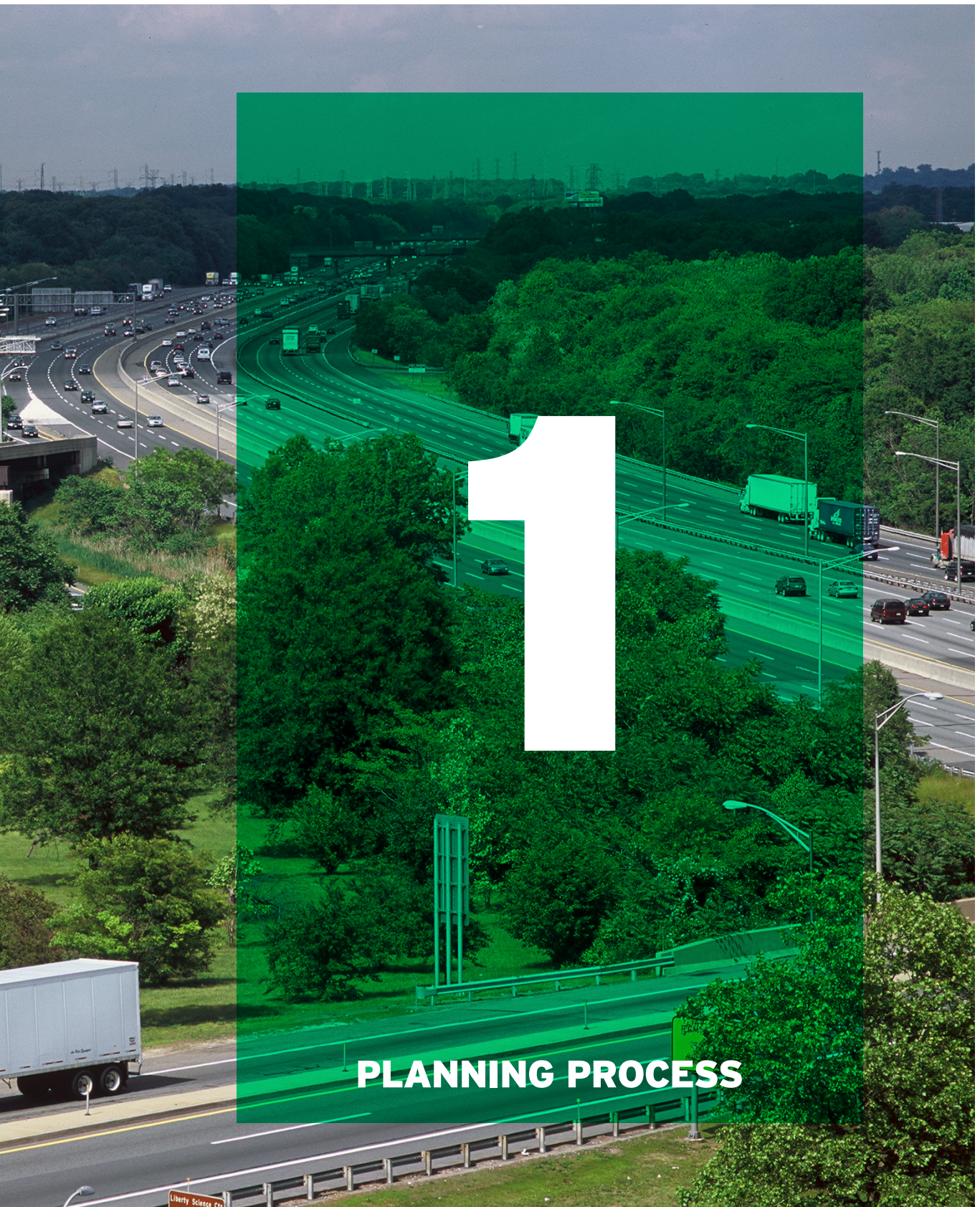
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Interchange 9, New Jersey Turnpike - 2006









# 1.1

# HOW THE PROCESS WORKS

**T**he 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:

**STEP 1**  
Create a Vision  
for the Future

**STEP 2**  
Identify Risks

**STEP 3**  
Develop  
Preliminary  
Goals

**STEP 4**  
Finalize Goals

**STEP 5**  
Produce  
Strategic Plan

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





Andy Ryan, courtesy of NJTB

Interchange 7A, New Jersey Turnpike - 2009

WHO WE ARE - 5



# 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 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



**ULISES DIAZ**

BOARD VICE CHAIR



**MICHAEL DUPONT**

BOARD TREASURER



**RAYMOND POCINO**

COMMISSIONER



**RONALD GRAVINO**

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**

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 MILES**

**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**

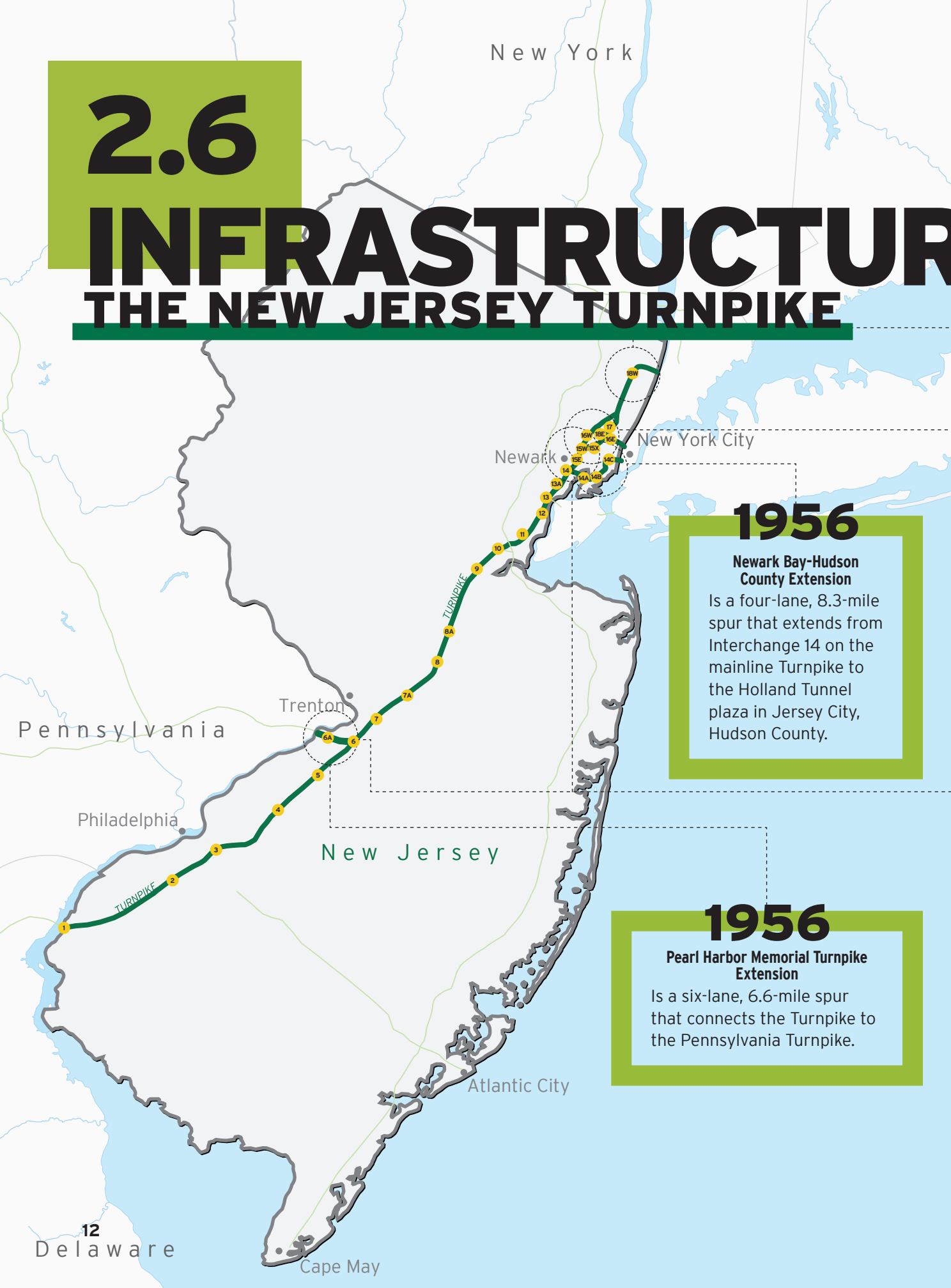
ANNUAL VEHICLE MILES TRAVELED

**130** INTERCHANGES • **23** SERVICE AREAS

**2.6**

# INFRASTRUCTURE

## THE NEW JERSEY TURNPIKE





**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**

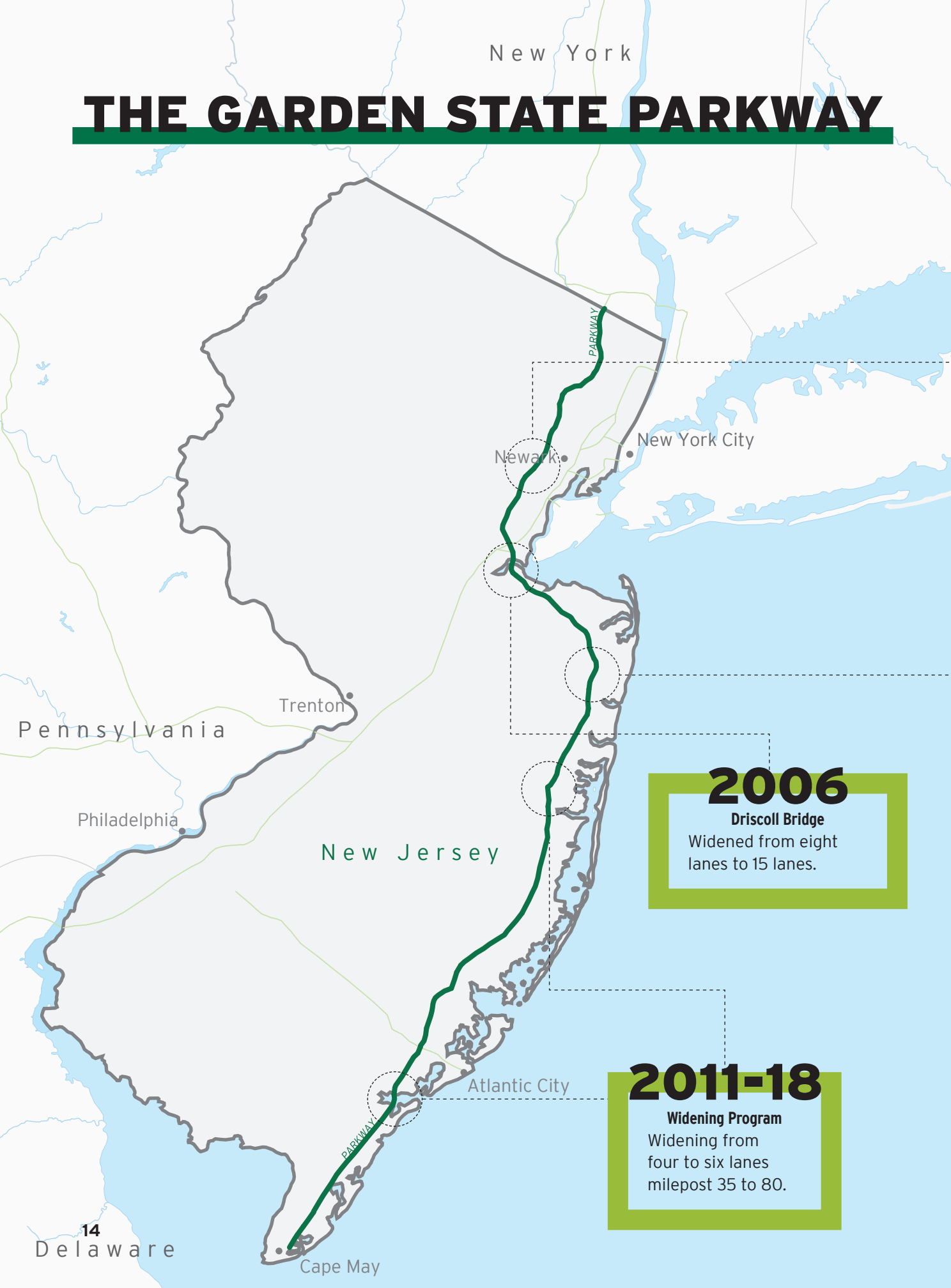
1968 to 1972: The mainline roadway was dualized from Interchanges 9 to 14 under two Widening Programs.

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.

New York

# THE GARDEN STATE PARKWAY



PARKWAY

Newark

New York City

Trenton

Pennsylvania

Philadelphia

New Jersey

**2006**

**Driscoll Bridge**

Widened from eight  
lanes to 15 lanes.

Atlantic City

**2011-18**

**Widening Program**

Widening from  
four to six lanes  
milepost 35 to 80.

PARKWAY

Cape May

14  
Delaware

## 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*

**D**uring 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*

**S**afety 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



**T**he 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  
**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



**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 sustainabil-

ity. 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

**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 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, 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 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

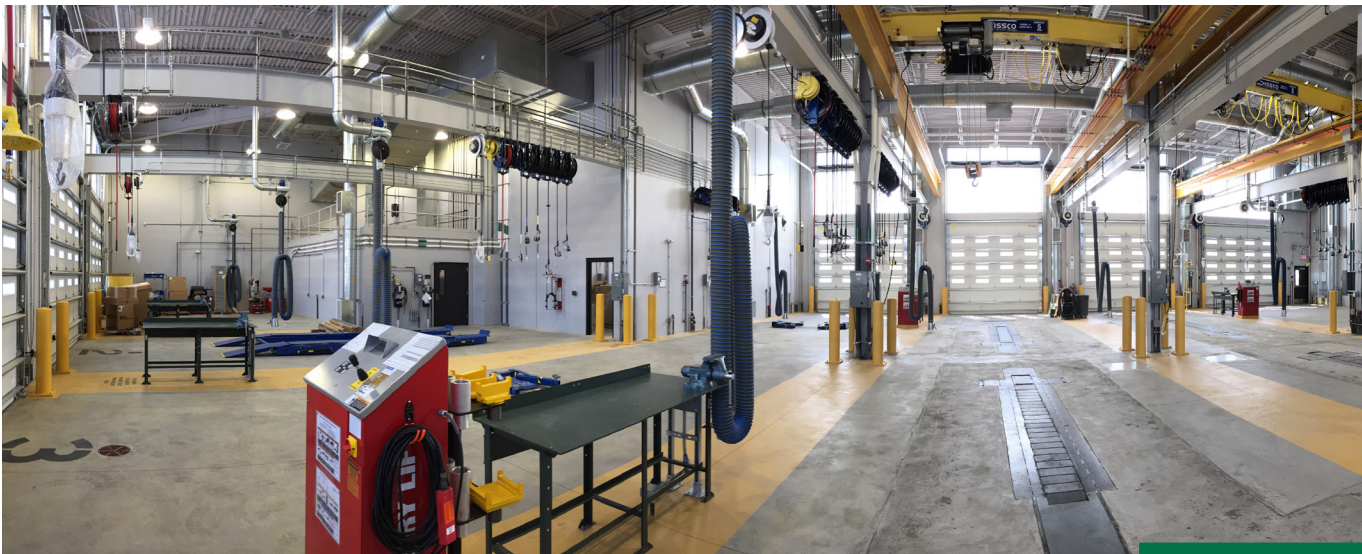
The Authority owns and manages more than 140 buildings, which support our operation of the roadways. This initiative establishes physical and operating conditions for the Authority's buildings and related infrastructure.

**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

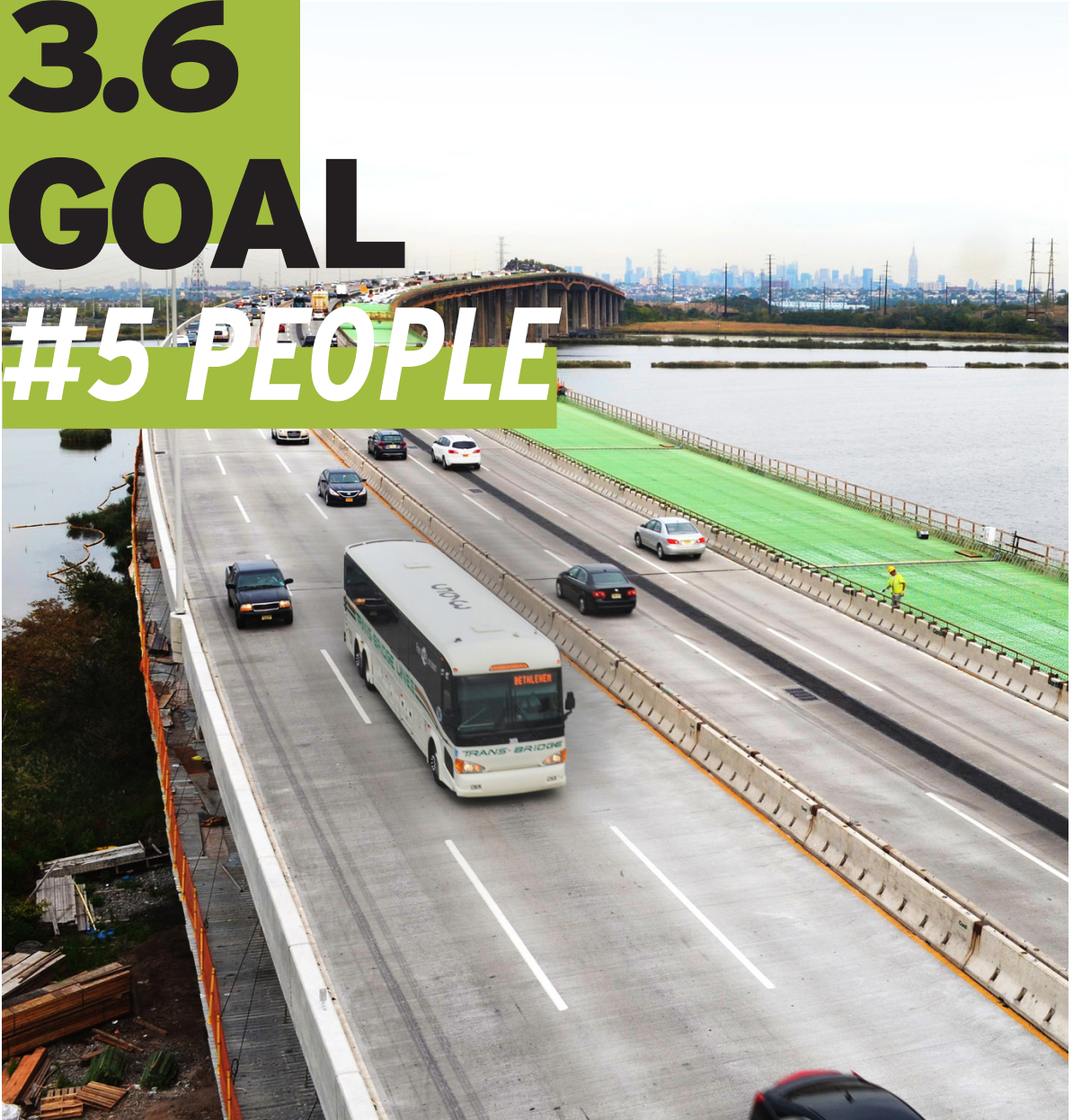
CPMS FOR ALL DEPARTMENTS BY 2026



*Interchange 105, Garden State Parkway - 2016*



# 3.6 GOAL #5 PEOPLE



**T**he 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

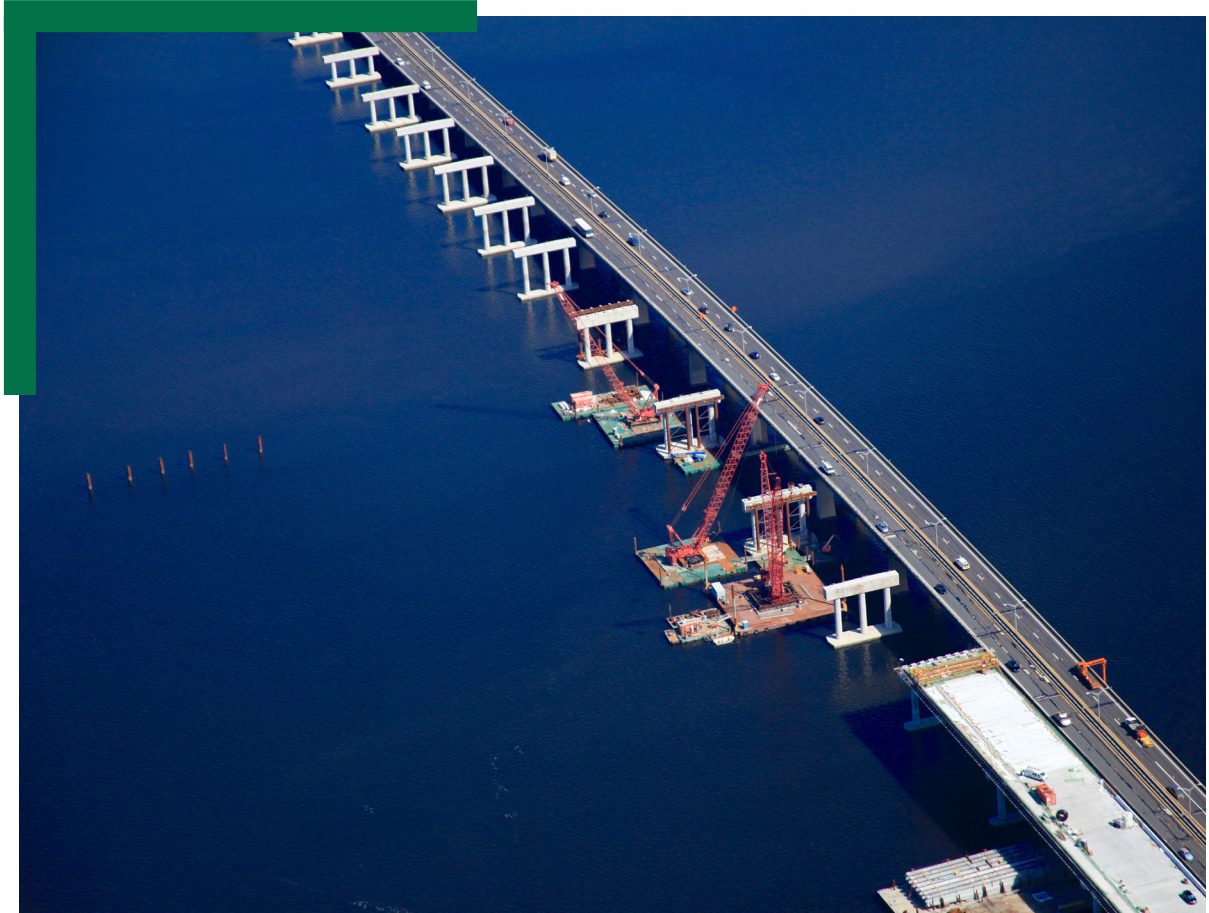
# ALL

DEPARTMENTAL ORGANIZATIONAL  
CHARTS MUST BE CURRENT

# BY 2021

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





## 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, 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

# REVISION HISTORY

DATE	PAGE	DESCRIPTION
January 31, 2020	8	Revised to reflect new Board Vice Chair
January 31, 2020	9	Revised to change title of Dale Barnfield from "Acting" to permanent



