

2022

New Jersey Turnpike Authority Annual Budget-in-Brief



Prepared by the Finance Department
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Transmittal Letter



New Jersey Turnpike Authority

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JOHN M. KELLER, *Executive Director*

November 23, 2021

To: The Board of Commissioners of the New Jersey Turnpike Authority:

We are pleased to submit the 2022 Annual Budget-in-Brief. The 2022 Annual Budget has been prepared in accordance with the Authority's Strategic Plan and its mission. This mission is to prudently manage the finances and operations of the New Jersey Turnpike Authority to provide its customers with a safe, efficient, innovative, and resilient toll road system which facilitates mobility in New Jersey and the Northeast United States of America. To this end, the 2022 Annual Budget lays out, in detail, the progress that has been made since the approval of the 2020-2029 Strategic Plan. The 2022 Annual Budget includes total revenue which reflects the continued recovery from the pandemic, along with providing sufficient amounts for operating expenses, debt service and general reserve obligations. In addition, the 2022 Annual Budget includes the Authority's Capital Spending Program which is presented on a rolling five-year basis. The Capital Spending Program includes the revenue funded Capital Budget and the bond funded Construction Fund.

In 2022, Revenue is budgeted at \$2.3 billion, which is a 7% increase from the 2021 budget, demonstrating a strong recovery as traffic is projected to return to about 97% of pre-pandemic levels, coupled with annual toll rate indexing at 3% effective January 1, 2022. Operating Expenses are budgeted at \$672 million which is a 7.9% increase, allowing the Authority to operate and maintain the Turnpike System and honor all contractual obligations to vendors and employees. The 2022 Annual Budget includes Debt Service of \$903 million, a decrease of \$18 million over last year's budget. General Reserve spending and transfers in 2022 total nearly \$686 million and include the fulfillment of \$573 million in contractual payments to the State after all debt service payments and bond resolution revenue funded capital requirements are met.

As illustrated in the Capital Spending Program, the Authority projects design, supervision, and construction awards to be a combined \$1 billion in 2022 as, once again, the Authority will fulfill its target of awarding \$1 billion per year for capital projects. In addition, the Capital Spending Program projects spending to be nearly \$1 billion in 2022 from a combination of its bond and revenue funded programs. Of note, the 2022-2026 Capital Improvement Program's primary focus is the rehabilitation of 19 bridges, as well as rebuilding the Newark Bay Hudson County Extension and Turnpike capacity enhancement between Interchanges 1 and 4. This program is derived from the 2020 Long-Range Capital Plan and is funded from bond proceeds. Revenue funded projects, on the other hand, focus on maintaining a state of good repair on both roadways. Funds will be utilized largely for the resurfacing of 395 total lane miles, as well as for several New Jersey Turnpike and Garden State Parkway bridge repairs.

Throughout 2021, the Authority has continued to demonstrate its financial strength and resiliency despite COVID-19's ongoing impact on New Jersey's unemployment rate, which remains above 7%, and its direct effect on telework. These factors have adversely affected roadway traffic, showcased by a 2021 year-to-date drop of approximately 10% when compared to 2019 traffic figures. However, there has been a gradual and steady recovery in the traffic throughout 2021, but especially since New Jersey's lifting of its travel advisory in May and the state of emergency in June. When comparing the month of October 2021 to October 2019, total traffic returned to over 96% of pre-pandemic levels.

The 2022 Annual Budget demonstrates the Authority's continued ability to prudently manage its finances, leading it on the road to a successful recovery. The 2022 Annual Budget provides for the necessary personnel and expenditures to operate and maintain the New Jersey Turnpike and Garden State Parkway, two of the nation's busiest, yet safest toll roads. In addition, the 2022 Annual Budget provides bond covenant coverage that exceeds what is required by the Turnpike Revenue Bond Resolution and the Authority's Financial Management Principles and Guidelines and meets all contractual payment obligations.

John M. Keller
Executive Director

Donna Manuelli
Chief Financial Officer

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Background

The New Jersey Turnpike Authority (the "Authority") is a body corporate and politic of the State of New Jersey (the "State"). The Authority was organized and exists by virtue of the New Jersey Turnpike Act of 1948 (the "Act"), constituting Chapter 454 of the Laws of New Jersey of 1948, as amended and supplemented. Pursuant to the Act, the Authority has owned and operated the New Jersey Turnpike (the "Turnpike") since the time the Turnpike opened for traffic in 1951. In July 2003, the New Jersey Highway Authority (the "Highway Authority") was abolished and the Authority assumed all of the powers, rights, obligations, assets, debts, liabilities and statutory responsibilities and duties of the Highway Authority, including the ownership and operation of the Garden State Parkway (the "Parkway"). As a result, the assets, liabilities, ongoing operations, expenses, and revenues of the Authority and the Highway Authority are now combined under the ownership and operation of the Authority.

The Turnpike

The Turnpike is a limited access toll road that serves as part of the I-95 corridor, linking the major economic centers of the East Coast. Its connections to a major seaport in Newark and Elizabeth and an international airport in Newark make it an important route for both commercial and passenger vehicles. It also serves New Jersey commuters traveling to and from the major metropolitan areas surrounding Philadelphia, New York City, and other employment centers in the state. The Turnpike was the first toll road in New Jersey and the third in the nation when it opened in 1951.

When the Turnpike first opened in 1951, it was 118 miles in length, but has grown to 148 miles. The miles have grown over the years 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). The mainline connects to the George Washington Bridge in the north and the Delaware Memorial Bridge in the south. To the east it connects with the Lincoln and Holland Tunnels, as well as the Outerbridge Crossing. Lastly, to the west, it connects with the Delaware River Turnpike Toll Bridge. Originally four lanes for its full length, the Turnpike now boasts a width of fourteen lanes in some areas.

The Parkway

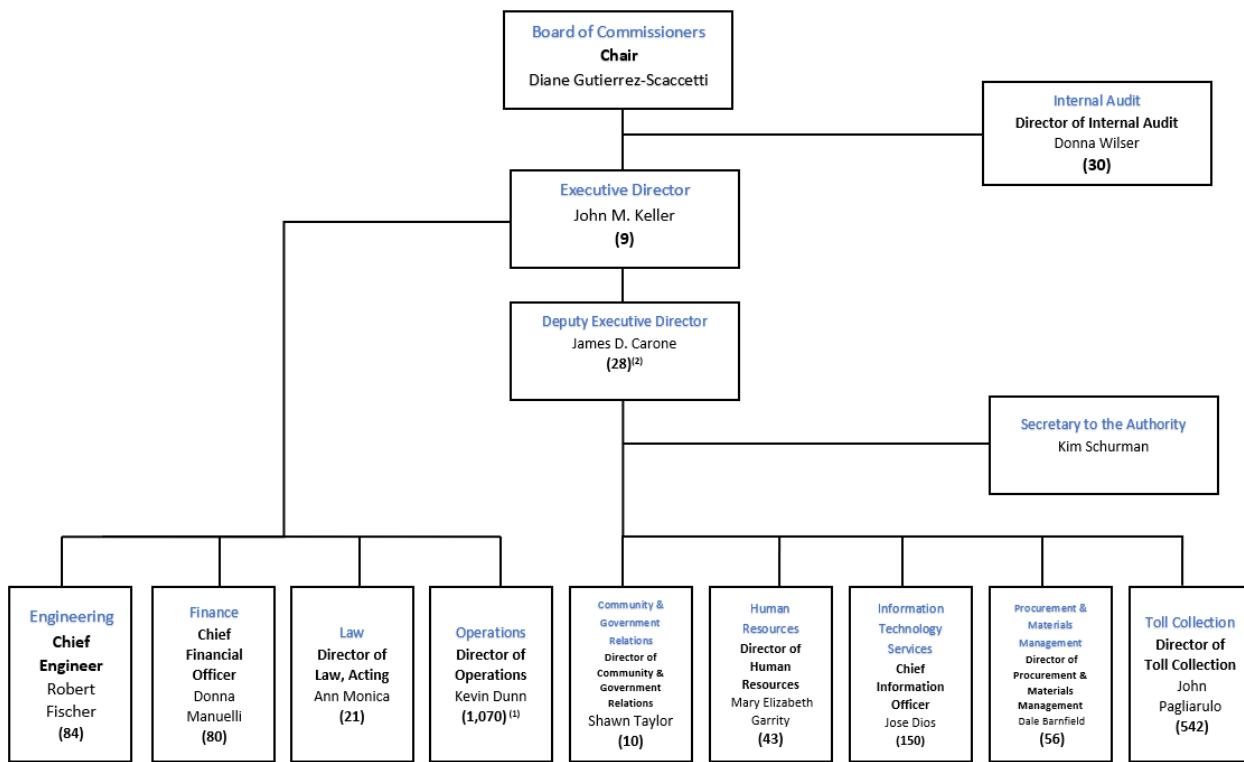
The Parkway first opened to traffic in 1954 with a length of 168 miles. It is now a 173-mile limited access toll road with connections in the north to the New York State Thruway at the New York-New Jersey border near Spring Valley, New York and in the south to Route 9 near Cape May, New Jersey. The Parkway interchanges are numbered according to their distance from the southern terminus.

The northern section of the Parkway serves the metropolitan suburban areas of Bergen, Union, Essex, and Passaic Counties near Newark and New York City. The Parkway is also the principal highway route between metropolitan Newark-New York City and the New Jersey seashore. The Parkway is now as wide as 15 lanes in some areas and has a heavy truck restriction north of Interchange 105.

Leadership

Member	Position
Diane Gutierrez-Scaccetti	Chair
Ulises E. Diaz	Vice Chair
Michael R. Dupont	Treasurer
Ronald Gravino	Commissioner
John D. Minella	Commissioner
Raphael Salermo	Commissioner

Organization Chart



- Departmental full-time employee count is shown in parenthesis
- In addition to the above authorized positions, there are 5 contingency positions budgeted
- (1) Operations includes the Maintenance Division (982) and the Traffic Division (88)
- (2) The 28 full-time employees in the State Police Department report directly to the Deputy Executive Director. This department is not shown in the above organization chart

New Jersey Turnpike and Garden State Parkway Crossing in Woodbridge



Vision Statement

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

Mission Statement

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

Core Values

The Authority’s core values are a commitment to:

Safety

Diversity

Innovation

Transparency

State of Good Repair

Customer Satisfaction

Resiliency & Sustainability

Long Term Financial Stability

The Strategic Plan

The Authority adopted its first ten-year Strategic Plan (2020-2029) in 2019. The Strategic Plan, through its incorporation of the Authority’s vision and mission statement, as well as its core values, provides clear direction and measurable goals for the next ten years. The Authority is working to measure, monitor, and report its performance as compared to the key goals on a quarterly basis.

Key Goals

- **Safety** (Crashes and fatalities, toll collection personnel incidents, maintenance and contractor personnel incidents, service area and park and ride safety)
- **Financial Strength** (Credit strength, cost effective operations, capital funding approach, reserve funding, and debt capacity)
- **Mobility** (Vehicle throughput, traffic balancing, emerging tolling and vehicle technologies, multi-modal connectivity through regional coordination)
- **State of Good Repair** (Safeguarding Authority’s infrastructure assets by maintaining pavements, bridges, drainage systems, signage, lighting, and facilities)
- **People** (Customer satisfaction, staffing needs, retention of high-quality staff, succession planning, and talent acquisition)

Goals and Accomplishments

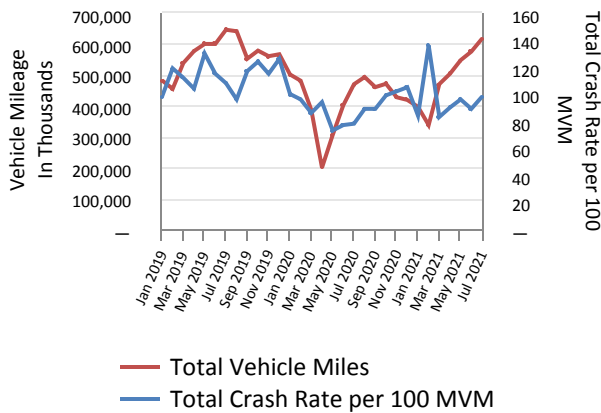
Safety

Goal (2022): Provide training to increase the number of drug recognition experts, as well as increase members who are more readily trained to identify intoxicated drivers assigned to Troop D in order to specifically combat drug related DUIs

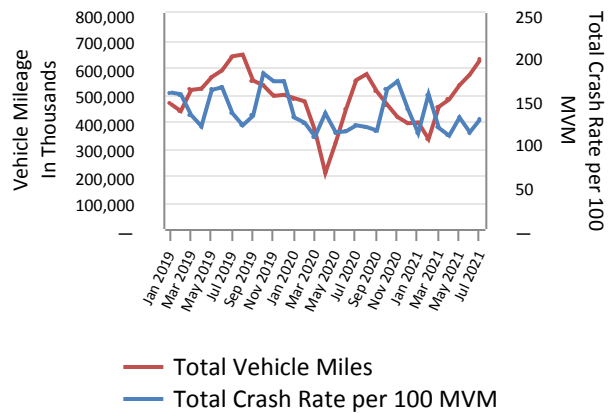
Accomplishments (2021): Finalized strategies for the design and construction of emergency response resources including additional helpads, access gate points, a commercial driver training site, a commercial vehicle inspection site and two new NJ State Police satellite facilities

Total Crash Rate per 100 Motor Vehicle Miles (MVM) for the period January thru July 2021 decreased 14% on the Turnpike and 16% on the Parkway when comparing the same period in 2019

**New Jersey Turnpike Motor Vehicle Mileage (MVM)
Traveled and Total
Crash Rate By Month**



**Garden State Parkway Motor Vehicle Mileage (MVM)
Traveled and Total
Crash Rate By Month**



Financial Strength

Goal (2022): Increase general reserve balance to no less than \$230 million, which is 10% of the 2022 budgeted revenue

Accomplishments (2021): Successfully issued \$502.5 million of Series 2021A new money bonds to fund the various Capital Improvement Programs. The bonds have a final maturity of January 1, 2051 and a true interest cost of 2.96%, which was well below the budgeted 5%

In 2021, S&P returned Authority's ratings outlook to Stable and Fitch re-affirmed the Positive ratings outlook

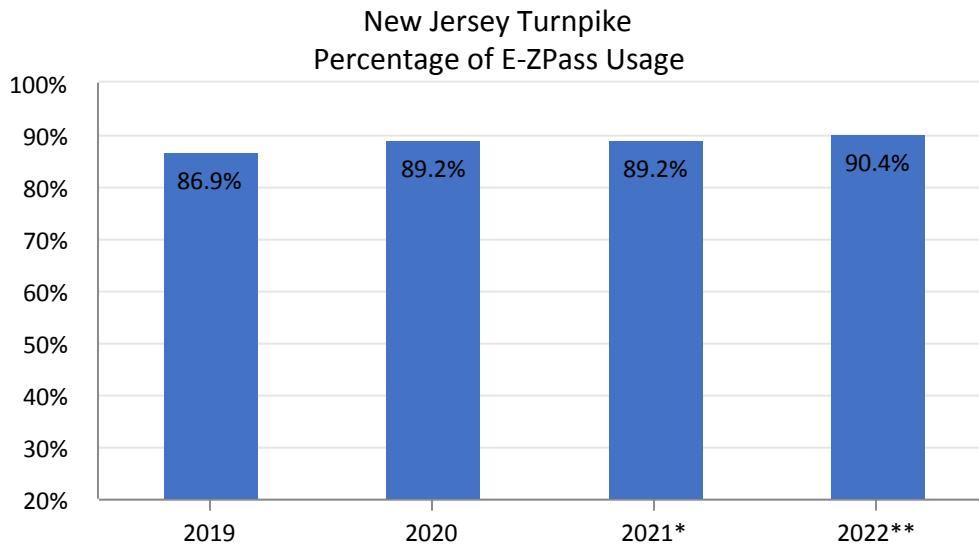
New Jersey Turnpike Authority Bond Ratings		
Credit Rating Agency	2020 Bond Ratings	2021 Bond Ratings
Moody's Investors Service Inc	A2 (Stable Outlook)	A2 (Stable Outlook)
S&P Global Ratings	A+ (Negative Outlook)	A+ (Stable Outlook)
Fitch Ratings	A (Positive outlook)	A (Positive outlook)

Mobility

Goal (2022): Expand programs and strategies to deploy more intelligent transportation devices including traffic cameras, travel time estimations, automation, and new hybrid changeable message signs

Accomplishments (2021): Completed work on Interchanges 16E and 18E to install Express E-ZPass gantries on the roadways, thus easing congestion for trucks traveling on I-95 north (Routes 46, 80, GWB, etc.)

E-ZPass usage is expected to increase on the Turnpike by 1.2% in 2022



*Through July 31, 2021

**Projected traffic is based on the September 10, 2021 CDM Smith Updated Toll Revenue Forecast updating the projected traffic from the October 14, 2020 CDM Smith Draw Down Letter

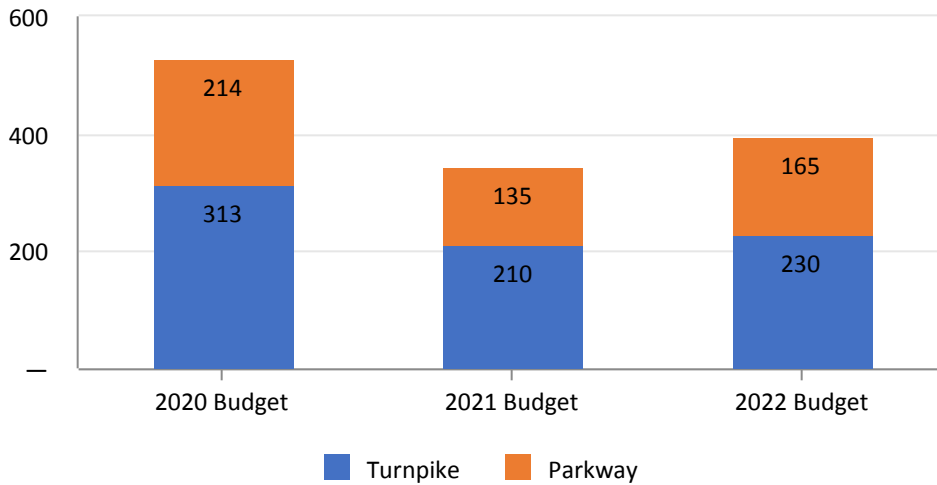
State of Good Repair

Goal (2022): Modernize pavement marking program to provide long-lasting pavement markings, which will reduce maintenance cycles

Accomplishments (2021): Continued rehabbing toll booths at all mainline toll barriers and staffed ramps on the Parkway. This included new signage, HVAC units, lighting, Dutch doors, windows, and electronic toll equipment needed to have lanes functioning properly and safely for full-service toll collection

Budgeted resurfacing lane miles will increase from 2021 to 2022 by 14.5%.

Budgeted Resurfacing Lane Miles



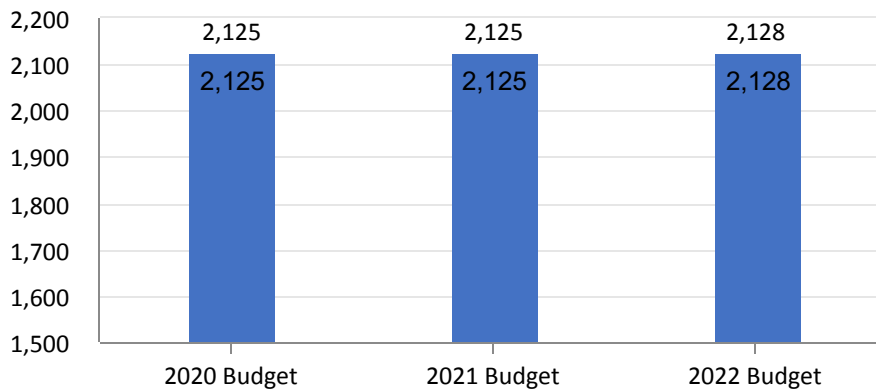
People

Goal (2022): Create and develop diversity and inclusion training for the workforce

Accomplishments (2021): In a continued response to COVID-19, the Authority successfully implemented HR polices after an effective review to help protect Authority employees and facilities

Budgeted authorized positions are essentially flat over the three-year period

Total Authorized Positions



Executive Summary

The Authority operates two well-established highways. Both roadways make up the backbone of north-south travel in New Jersey, with the Turnpike considered a critical link within the I-95/Northeast Corridor. The roads serve a densely populated and wealthy region. Most of the traffic is non-discretionary and the demand for the roads has proven to be inelastic.

In July 2003, the New Jersey Turnpike Authority and New Jersey Highway Authority were consolidated. Combining two premier toll roads like the Turnpike and the Parkway into a single agency was no small order. Almost 20 years later, the singular agency continues to be recognized as a first-class agency among its peers in the transportation and tolling industries. The Authority is consistently ranked at the top of toll road agencies in the United States for both vehicle miles traveled and toll revenue.

During 2021, the Authority demonstrated resilience in gradually recovering from the financial impacts created by the COVID-19 pandemic. The Authority's prudent financial and operational planning has allowed it not only to continue to meet, but also exceed all its financial obligations even during the peak of the pandemic. The 2022 Annual Budget has been developed in accordance with the Authority's mission contained in the Strategic Plan, the 2020 Long-Range Capital Plan, and the 2020 toll rate increase plan, including 3% indexing, which was designed to provide a stable funding source for capital needs. The 2022 Annual Budget also addresses state of good repair needs and safety for both customers and employees. The Authority can meet its funding needs and obligations in 2022, despite the prolonged impacts of the pandemic.

Throughout 2021, but especially since May, the Authority has seen improvements in traffic and revenue each month as a result of the state lifting its travel advisory in May and state of emergency in June. Toll revenue is expected to increase an average of 7.6% compared to the 2021 budget, due to traffic continuing to recover closer to pre-pandemic levels, and toll rate indexing at 3%, effective January 1, 2022. The 2022 toll revenue budget is based upon projections contained in an updated Traffic and Revenue forecast by CDM Smith as of September 2021. The updated forecast includes both the assumed continuing impacts of COVID-19 and the 3% toll rate indexing. Considering these two factors, CDM Smith projects a 3.4% increase in 2022 for toll transactions and a 7.6% increase in toll revenue on the Turnpike as compared to 2021 estimated results. Regarding the Parkway, CDM Smith projects, in 2022, a 3% increase in toll transactions and a 5.9% increase in toll revenue, as compared to 2021 estimated results.

Operating Expenses are budgeted to increase by 7.9%, which includes significant increases in contractual salaries and pension for State Police, insurance premiums primarily related to cyber insurance, and NJ E-ZPass costs based upon percentage of administrative fee collections and higher electronic toll transaction processing charges and credit card fees to coincide with a 5% increase in traffic. When excluding these items, Operating Expenses are budgeted to increase by only 3% primarily due to contractual salary increases, and projected increases in health benefits and pension, software licensing fees, and bridge inspection and consulting service costs. Authorized full-time positions remain essentially flat at 2,128.

Most notably, the 2022 Annual Budget includes nearly \$1 billion for spending under its Capital Spending Program. The Capital Spending Program includes bond funded as well as revenue funded capital projects. It is expected that the capital investment in these projects will boost mobility and improve safety for generations of New Jersey drivers to come. The 2022 Annual Budget provides sufficient revenue and bond proceeds to meet capital spending needs. Finally, the 2022 Annual Budget projects debt service coverage of 2.21 times, and total requirements coverage of 1.65 times, each above both Bond Resolution covenants and financial policy targets.

2022 Annual Budget Summary

Revenue			
<i>(\$ In Thousands)</i>	2020 Actual	2021 Budget	2022 Budget
Toll Revenue	\$ 1,387,400	1,920,800	2,067,000
Other Revenue	238,000	228,700	231,400
Total	\$ 1,625,400	2,149,500	2,298,400

Significant Revenue Highlights

- Toll revenue on the Turnpike is expected to increase by 8.4% and by 5.4% on the Parkway when compared to the 2021 budget, representing an overall 7.6% increase. This increase is primarily due to traffic increases as travel patterns continue to return to pre-pandemic levels and toll indexing at 3%, effective January 1, 2022. Traffic and toll revenue have seen significant improvements since the state lifted its travel advisory in May 2021 and the state of emergency in June 2021
- CDM Smith's September 2021 Traffic and Revenue Forecast increased the prior toll revenue forecast by about \$20 million between 2022 and 2023, but decreased the prior toll revenue forecast by about \$76 million between 2024 and 2026, due to the lingering and lasting impacts of the pandemic on travel, commuting for work and the economy. Notably, the September 2021 forecast reflects the extended telecommuting impacts to commuter traffic. The forecast is also based on unemployment rates remaining above 4% until 2030, economists' predictions of gradual but protracted growth, and employee's preference for partial telecommuting. The updated forecast now projects a total reduction in traffic of about 3% in 2022 (compared to 2019), an improvement from the prior estimate of about a 7% reduction (compared to 2019)
- All other revenue sources in total are up about \$2.7 million, compared to the 2021 budget, due mainly to E-ZPass fees that are expected to increase, reflecting current trends in administrative fee collections and growth in membership fees. This is partially offset by lower investment income

Expenses			
<i>(\$ In Thousands)</i>	2020 Actual	2021 Budget	2022 Budget
Operating Expense and Reserve *	\$ 523,700	624,600	676,600
Debt Service	659,200	920,757	902,853
General Reserve	297,340	395,841	685,845

*Operating Expenses and Reserve includes the operating expenses for the year and the working capital reserve of 10% of the annual budgeted operating expenses as per section 504(B) of the Bond Resolution.

Capital Budget			
<i>(\$ In Thousands)</i>	2020 Actual	2021 Budget	2022 Budget
Maintenance Reserve Fund	\$ 165,364	185,292	219,787
Special Project Reserve Fund	35,836	73,912	76,137
Supplemental Capital Program	72,021	73,380	74,950
Passaic River Bridges Program	8,747	—	—

Construction Fund			
<i>(\$ In Thousands)</i>	2020 Actual	2021 Budget	2022 Budget
2022-2026 Capital Improvement Program	\$ 1,450	227,356	351,630
2019 Capital Improvement Program	102,376	268,136	172,507
2008 \$7 Billion Capital Improvement Program	154,851	146,034	74,160

Significant Spending Highlights and Challenges

- Operating Expenses in 2022 are budgeted at \$671.6 million, which includes three key items with significant increases totaling about \$30.6 million
 - State Police Services costs are budgeted to increase by approximately \$17.6 million based on a significant pension increase, along with increases in salaries, health benefits and allowances
 - Insurance is increasing \$2.4 million; mainly due to the rise in casualty insurance premiums spiking from the threat of cyberattacks
 - NJ E-ZPass costs are budgeted to increase by \$10.7 million, or more than 12%, due primarily to increased amounts payable to Conduent, based upon percentage of administrative fee collections (more than offset by increased revenue), and higher E-ZPass transaction processing charges and credit card fees to coincide with a 5% increase in traffic
- The 2022 Annual Budget includes essentially flat full-time authorized positions at 2,128, including five contingent positions
- Operating Expenses include \$38.1 million budgeted for snow and severe weather costs, which represents the budget level that has been maintained for the past seven years. The number and severity of weather events is unpredictable and could put pressure on Operating Expenses. In addition, the budget includes assumptions on pension payments, health benefit costs, and E-ZPass transaction and credit card processing fees, all of which are highly variable. Changes from the current budget assumptions in any of these areas also could put pressure on Operating Expenses
- Debt Service is decreasing in 2022 due to a nearly \$30 million decrease in interest expense. The 2022 budget provides for a full year of interest payments on the assumed new money bond issuance in 2022 of \$500 million and a half-year of interest payments for new money bond issuance of \$750 million to fund the Authority's various capital programs. There is an increase in principal payments of approximately \$12 million when comparing the 2022 budget to the 2021 budget. When comparing the 2022 budget to 2021 actual, principal payments are increasing by about \$147 million because principal payments were refinanced in June 2020. The interest expense will decrease in 2022 due to maturities and the refunding of Series 2012B, 2013A, 2013F, 2014A, and 2014C Bonds. Of the total debt service, \$735 million is budgeted to be paid from net revenue, while \$124 million will be paid from a forward delivery payment and \$44 million from capitalized interest
- The General Reserve includes funding for extraordinary weather events, contractual state payments, and transfers for revenue funded capital projects that are part of the Supplemental Capital Program in the Construction Fund. The most significant increase in budgeted spending comes from payments totaling \$548 million under the new State Public Transportation Projects Funding Agreement for New Jersey that began on July 1, 2021. This includes a portion of catch up payments for the State Fiscal year 2023 based on the new agreement
- The Capital Spending Program (Capital Budget and Construction Fund) totals over \$5.8 billion between 2022 through 2026, or an average of \$1.2 billion of spending per year. Spending is made up of 29% from revenue and 71% from bond proceeds. The Capital Spending Program includes the revenue funded programs in the Maintenance Reserve Fund, the Special Project Reserve Fund, and the Supplemental Capital Program (collectively known as the Capital Budget). It also includes the bond funded programs in the Construction Fund, which include the 2022-2026 Capital Improvement Program, which is derived from the 2020 Long-Range Capital Plan, the 2019 Capital Improvement Program, and the 2008 \$7 Billion Capital Improvement Program. The Construction Fund includes projects which maintain a state of good repair, improve safety, and provide capacity enhancements

Financial Plan

The Authority's current financial plan includes projected revenues, expenses, deposits to reserve funds and financial covenant calculations through December 31, 2026.

New Jersey Turnpike Authority Financial Plan							
<i>Fiscal Year Ending 12/31</i>	Actual	Est/Act	Budget	Projected	Projected	Projected	Projected
<i>(\$ In Thousands, rounded to nearest hundred thousand)</i>	2020	2021	2022	2023	2024	2025	2026
Revenues							
Toll Revenues (1)							
Turnpike Tolls	\$ 1,014,900	1,473,600	1,533,800	1,622,200	1,702,400	1,776,800	1,854,500
Parkway Tolls	372,500	503,600	533,200	558,400	584,100	607,600	632,100
E-ZPass Fees	93,200	126,100	100,000	102,000	104,000	106,100	108,200
Federal Subsidy for Series 2009 F and Series 2010 A Bonds	77,800	77,000	77,000	77,000	77,000	77,000	77,000
Concession Revenue	31,700	31,900	31,500	32,100	32,800	33,400	34,100
Other Revenue	35,300	26,400	22,900	23,300	23,700	24,000	24,400
Total Revenues	\$ 1,625,400	2,238,600	2,298,400	2,415,000	2,524,000	2,624,900	2,730,300
Operating Expenses and Reserve (2)	(523,700)	(594,300)	(676,600)	(693,700)	(714,600)	(736,000)	(758,100)
Total Revenues Available for Debt Service	\$ 1,101,700	1,644,300	1,621,800	1,721,300	1,809,400	1,888,900	1,972,200
Future Debt Issuance	—	—	1,250,000	1,000,000	1,000,000	1,000,000	1,000,000
Existing Debt Service	(653,000)	(797,200)	(859,200)	(873,200)	(920,300)	(929,600)	(931,200)
Proposed DS on Future Debt Issuance	—	—	(43,800)	(112,500)	(162,500)	(212,500)	(262,500)
Proposed Capitalized Interest			43,800	112,500	162,500	150,000	150,000
Proposed Forward Delivery Refunding			124,000	—	—	—	—
Net Debt Service (3)	(653,000)	(797,200)	(735,200)	(873,200)	(920,300)	(992,100)	(1,043,700)
Total Revenues Available After Debt Service	\$ 448,700	847,100	886,600	848,100	889,100	896,800	928,500
Maintenance Reserve Fund	(134,100)	(160,000)	(200,000)	(210,000)	(220,000)	(230,000)	(236,900)
Special Project Reserve Fund	(41,300)	(50,000)	(50,000)	(51,500)	(53,000)	(54,600)	(56,300)
Net Revenues Available for General Reserve Fund	\$ 273,300	637,100	636,600	586,600	616,100	612,200	635,300
TTF Payments	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
Feeder Road Maintenance Agreement	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
2016 State Transportation Projects Funding Agreement	(129,000)	(64,500)	—	—	—	—	—
2021 State Public Transportation Projects Funding Agreement(4)	—	(175,000)	(548,000)	(605,500)	(472,500)	(487,500)	(502,500)
General Reserve Spending	(28,400)	(51,400)	(53,300)	(53,300)	(53,400)	(53,300)	(53,300)
Net Transfer to Construction Fund Account	(111,800)	(63,400)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Funding for Salary Chargeback Bond funded Projects	—	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Other	(3,000)	2,800	—	—	—	—	—
Net Annual General Reserve Fund Increase (Decrease)	(20,400)	251,100	(49,200)	(156,700)	5,700	(13,100)	(5,000)
Available Ending General Reserve Fund Balance (5)	\$ 339,700	590,800	541,600	384,900	390,600	377,500	372,500
Net Revenues to Debt Service Coverage Ratio	1.69	2.06	2.21	1.97	1.97	1.90	1.89
Net Revenues to Debt Service and Reserves Coverage Ratio	1.33	1.63	1.65	1.52	1.52	1.48	1.48

(1) Toll Revenue is based on CDM Smith projections from September 2021, which includes annual toll indexing at 3% effective 1/1/2022

(2) Operating Expenses and Reserve includes the operating expenses for the year and the working capital reserve of 10% of the annual budgeted operating expenses as per section 504(B) of the Bond Resolution.

(3) Net Debt service includes debt service on the existing and future debt netted with the capitalized interest for the years 2022-2026 and proposed forward delivery refunding payment in 2022.

(4) State Payments are based on calendar year while the State agreement is on fiscal year basis (6/30)

(5) Beginning General Reserve Fund Balance is adjusted for non-cash interfund balances

- Totals may not add due to rounding

Financial Plan Assumptions

Total Revenue – Includes projected toll revenue as per CDM Smith’s September 2021 forecast, which shows an increase in toll revenue from an increase in traffic due to the waning impact of the pandemic in conjunction with the annual 3% toll indexing each year, beginning on January 1, 2022. Other revenue sources are increasing by about 2% per year from 2023, forward

Operating Expenses – Projected to increase by 7.9% from 2021 to 2022, primarily driven by the increase in costs from State Police Services higher fringe benefit rates, NJ E-ZPass costs based upon increased traffic volumes and the percentage of administrative fee collections, and Insurance due to the rise in casualty insurance premiums. After 2022, Operating Expenses are projected to increase by about 3% per year, based upon assumed standard increases in salaries, pension, health benefits and other key cost categories

Net Debt Service – Projected Net Debt Service includes interest payments on the assumed new money bond issuances of about \$1 billion per year (\$1.25 billion in 2022) to fund the Authority’s various capital improvement programs. Projections assume the use of capitalized interest for a period of up to three years on each new money issuance from 2022 through 2026. In addition, projections assume the receipt of \$124 million from a forward delivery refunding which will be used to pay debt service

Maintenance Reserve Fund and Special Project Reserve Fund – Deposits to both the Maintenance Reserve Fund and the Special Project Reserve Fund are determined based upon need by the Authority’s General Consulting Engineer, HNTB, from the Consulting Engineer’s Report from November 2021. Maintenance Reserve Fund deposits will increase by \$10 million per year through 2025, and then will increase by 3% per year thereafter. Special Project Reserve Fund deposits will increase by 3% per year beginning in 2023

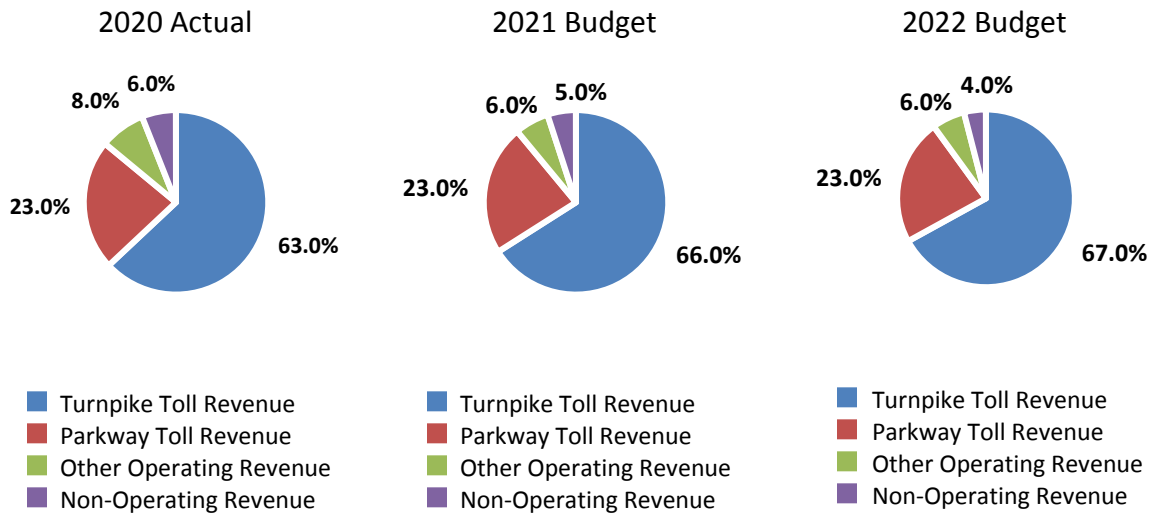
State Payments – Include payments under the Transportation Trust Fund Agreement, Feeder Road Maintenance Agreement, and the 2021 State Public Transportation Projects Funding Agreement, all between the Authority and the State of New Jersey, with payments subordinate to debt service payments to bondholders and bond resolution required deposits to the Maintenance Reserve Fund and the Special Project Reserve Fund. The new State Public Transportation Projects Funding Agreement started on July 1, 2021. The agreement requires payments based on the state fiscal year which begins on July 1st. The 2022 and 2023 projections include a portion of catch up payments for the state fiscal year 2023 (7/1/22 - 6/30/23)

The Authority’s Financial Plan through 2026 forecasts the Authority to be in compliance with and exceed its General Bond Resolution Financial covenants, which require a minimum debt service coverage ratio of 1.20 times and total requirements coverage of at least 1.0 times. In addition, the Authority is projected to be in compliance with and also exceed its Board approved policies that target debt service coverage of at least 1.40 times, total requirements coverage of 1.20 times, and a minimum unencumbered General Reserve Fund balance of 10% of total annual revenue as of December 31, 2021 and each subsequent year thereafter (\$230 million as of December 31, 2022 increasing to \$273 million as of December 31, 2026).

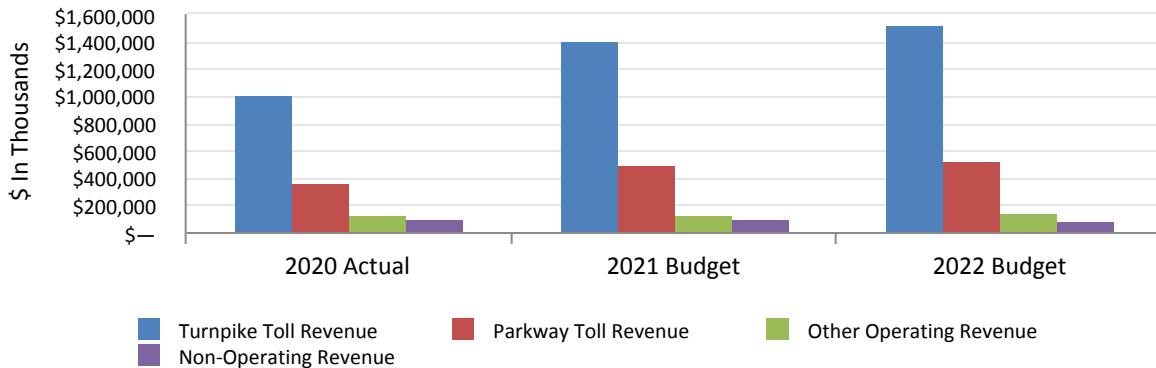
Summary of Major Revenues and Expenses

Sources of Revenue

Sources of Revenue					
(\$ In Thousands)	2020 Actual	2021 Budget	2022 Budget	\$ Δ from 2021 Budget	% Δ from 2021 Budget
Turnpike Toll Revenue	\$ 1,014,900	1,415,000	1,533,800	118,800	8.4%
Parkway Toll Revenue	372,500	505,800	533,200	27,400	5.4%
Other Operating Revenue	137,500	127,500	144,100	16,600	13.0%
Non-Operating Revenue	100,500	101,200	87,300	(13,900)	(13.7)%
Total Revenue	\$ 1,625,400	2,149,500	2,298,400	148,900	6.9%



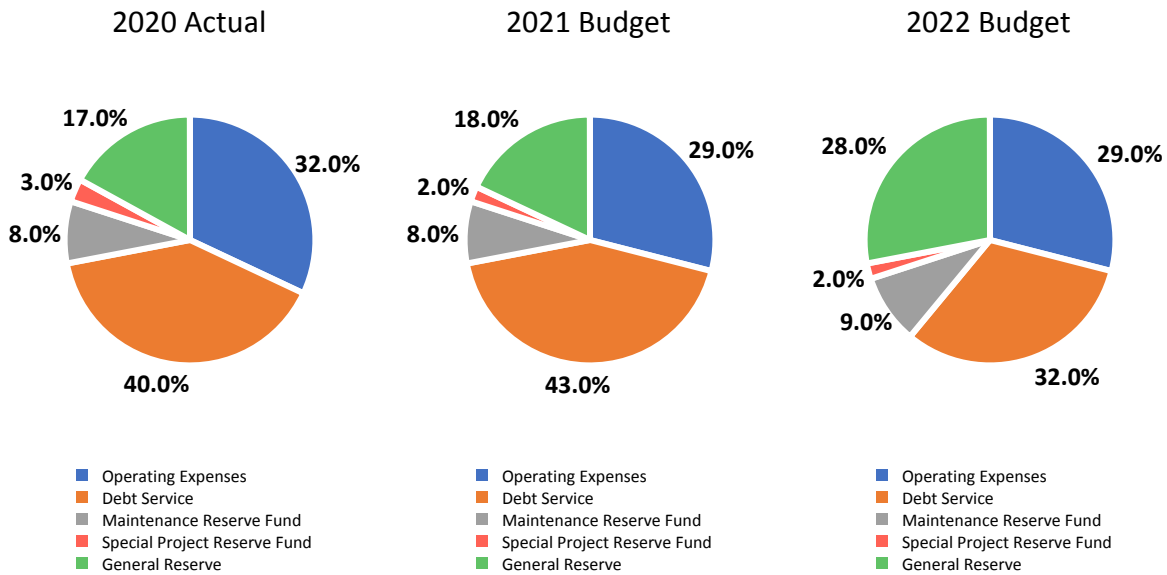
Sources of Revenue



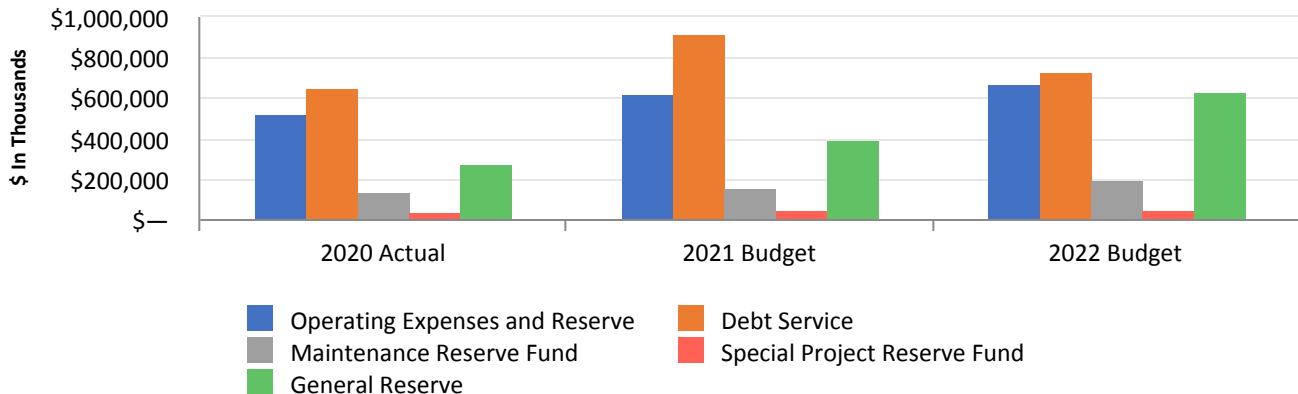
Allocation of Revenue

Allocation of Revenue					
(\$ In Thousands)	2020 Actual	2021 Budget	2022 Budget	\$ Δ from 2021 Budget	% Δ from 2021 Budget
Operating Expenses and Reserve *	\$ 523,700	624,600	676,600	52,000	8.3%
Net Debt Service **	653,000	920,800	735,200	(185,600)	(20.2)%
Maintenance Reserve Fund	134,100	160,000	200,000	40,000	25.0%
Special Project Reserve Fund	41,300	50,000	50,000	—	—%
General Reserve	273,300	394,100	636,600	242,500	61.5%
Total Allocation of Revenue	\$ 1,625,400	2,149,500	2,298,400	148,900	6.9%

*Operating Expenses and Reserve includes the operating expenses for the year and the working capital reserve of 10% of the annual budgeted operating expenses as per section 504(B) of the Bond Resolution
 **Net Debt Service includes debt service on the existing and future debt netted with the capitalized interest for the years 2022-2026 and proposed forward delivery refunding payment in 2022



Allocation of Revenue



Revenue Requirement

The Revenue Requirement under section 713(b) of the Bond Resolution states that in each calendar year Net Revenue shall at least equal the Net Revenue Requirement for such year. Under Section 101 of the Bond Resolution, Net Revenue is defined as "... for any calendar year or other period of time, the Pledged Revenue during such year or period less the amounts of the Operating Expenses for such year or period." The Net Revenue Requirement is defined as, "an amount equal to the greater of:

- (i) The Sum of the Aggregate Debt Service, Maintenance Reserve Payments, Special Project Reserve Payments, and payments, if any, to the Charges Fund for such period; or
- (ii) 1.20 times the Aggregate Debt Service for such period (excluding, for purposes of clause (ii) only, any payment due and payable by the Authority under a Qualified Swap upon an early termination thereof)"

On or before December 1 in each year, the Authority will review its financial condition to estimate whether the net revenue for such year and for the next succeeding year will be sufficient to comply with the toll covenant. The required calculations are shown below.

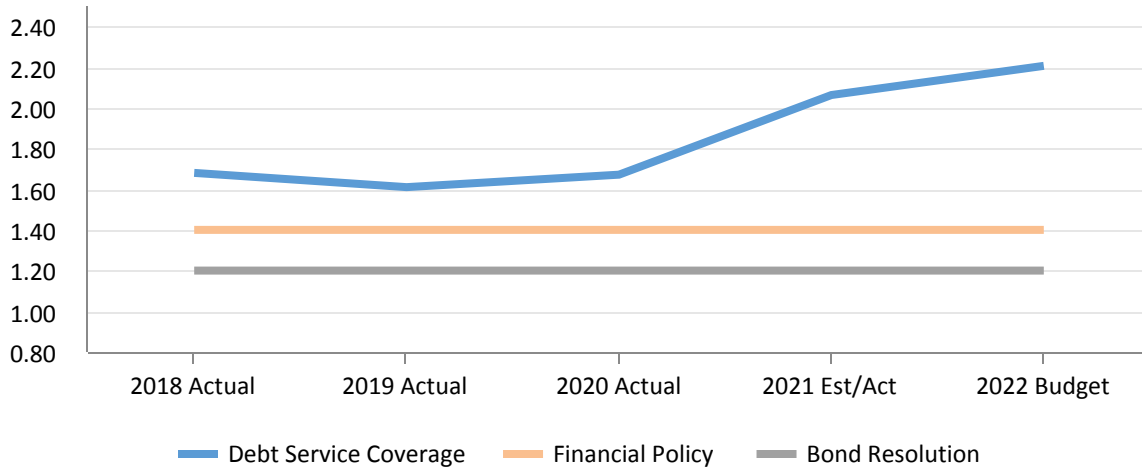
Net Revenue Requirement			
<i>(\$ In Thousands)</i>	2020 Actual	2021 Est/Act	2022 Budget
Revenue	\$ 1,625,400	2,238,600	2,298,400
Operating Expenses and Reserve *	(523,700)	(594,300)	(676,600)
Net Revenue	\$ 1,101,700	1,644,300	1,621,800
Net Debt Service **	(659,200)	(797,200)	(735,200)
Maintenance Reserve Payments	(134,100)	(160,000)	(200,000)
Special Project Reserve Payments	(41,300)	(50,000)	(50,000)
Total Requirements	\$ (834,600)	(1,007,200)	(985,200)
Excess Revenue	\$ 267,100	637,100	636,600
Net Revenue	1,101,700	1,644,300	1,621,800
1.2X Debt Service	(791,000)	(956,600)	(882,200)
Excess Revenue at 1.2X Debt Service	\$ 310,700	687,700	739,600
Debt Service Coverage	1.67	2.06	2.21

*Operating Expenses and Reserve includes the operating expenses for the year and the working capital reserve of 10% of the annual budgeted operating expenses as per section 504(B) of the Bond Resolution

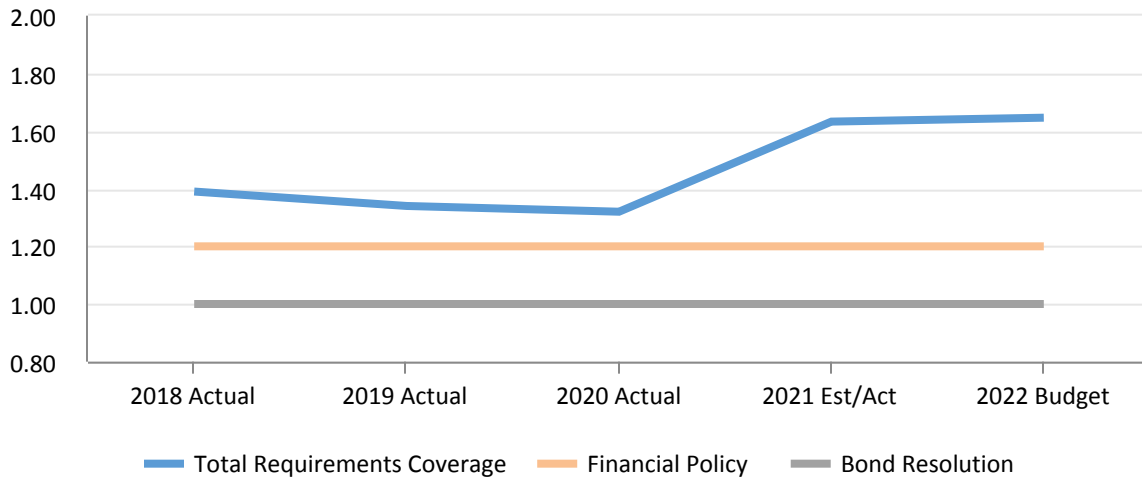
**Net Debt Service includes debt service on the existing and future debt netted with the capitalized interest for the years 2022-2026 and proposed forward delivery refunding payment in 2022.

Based on the above review, Net Revenue for 2021 and 2022 will be sufficient to meet the Net Revenue Requirement.

Debt Service Coverage to Financial Policy and Bond Resolution Ratio



Total Requirements Coverage to Financial Policy and Bond Resolution Ratio



Revenue

Revenue					
<i>(\$ In Thousands)</i>	2020 Actual	2021 Budget	2022 Budget	\$ Δ from 2021 Budget	% Δ from 2021 Budget
Turnpike Toll Revenue	\$ 1,014,900	1,415,000	1,533,800	118,800	8.4%
Parkway Toll Revenue	372,500	505,800	533,200	27,400	5.4%
E-ZPass Fees	93,200	84,500	100,000	15,500	18.3%
Concession Revenue	31,700	31,000	31,500	500	1.6%
Miscellaneous Revenue	12,600	12,000	12,600	600	5.0%
Total Operating Revenue	\$ 1,524,900	2,048,300	2,211,100	162,800	7.9%
Federal Subsidy for Build America Bonds	77,800	77,000	77,000	—	—%
Interest Income	19,100	20,000	6,000	(14,000)	(70.0)%
Arts Center Revenues	3,600	4,200	4,300	100	2.4%
Total Non-Operating Revenue	\$ 100,500	101,200	87,300	(13,900)	(13.7)%
Total Revenue	\$ 1,625,400	2,149,500	2,298,400	148,900	6.9%

Key Assumptions:

- Toll Revenue is increasing by 7.6% compared to the prior year budget due primarily to traffic increases as travel patterns continues to return to pre-pandemic levels as well as toll indexing at 3%, effective January 1, 2022. Traffic and toll revenue have seen significant improvements since the state lifted its travel ban in May 2021 and the state of emergency in June 2021
- E-ZPass Fees are increasing by 18% in the 2022 based on the estimated actuals of 2021, which are exceeding budget primarily due to an increase in membership and administrative fees
- Interest Income is budgeted to decrease in 2022 based upon lower than budgeted 2021 short-term interest rates
- No significant change in budget assumptions for Concession Revenue, Miscellaneous Revenue, Federal Subsidy for Build America Bonds, and Arts Center Revenues

Toll Statistics

Toll Revenue by Vehicle Type and Roadway					
(\$ In Thousands)	2018 Actual	2019 Actual	2020 Actual	2021 Est/Act*	2022 Budget**
Passenger	\$ 809,000	816,300	633,500	975,400	1,049,800
Commercial (1)	370,400	360,200	381,400	498,200	484,000
New Jersey Turnpike Total	\$ 1,179,400	1,176,500	1,014,900	1,473,600	1,533,800
Garden State Parkway (2)	433,000	435,800	372,500	503,600	533,200
Total Authority Toll Revenue	\$ 1,612,400	1,612,300	1,387,400	1,977,200	2,067,000

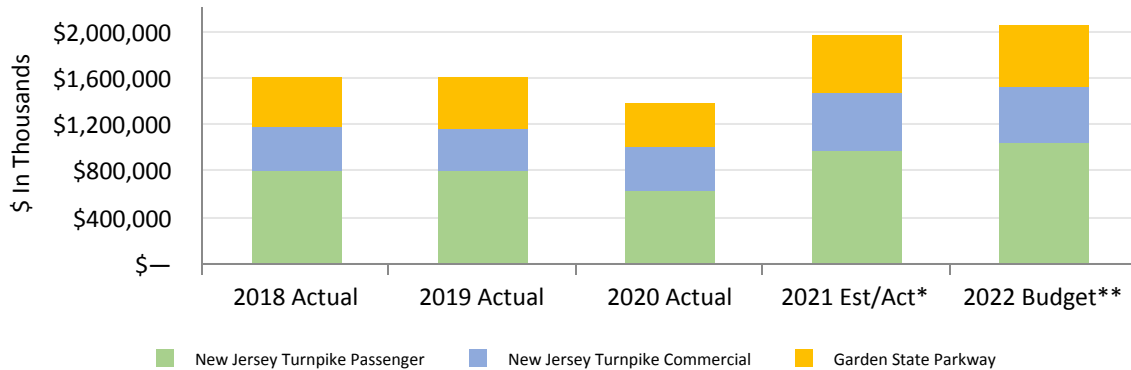
(1) Commercial vehicles include buses

(2) Commercial vehicles (including buses) are not shown separately as they account for less than 4% of total

*Projected traffic is based on the October 6, 2020 CDM Smith Draw Down Letter updating the September 27, 2018 Toll Revenue Forecast

**Projected traffic is based on the September 10, 2021 CDM Smith Updated Toll Revenue Forecast updating the projected traffic from the October 14, 2020 CDM Smith Draw Down Letter

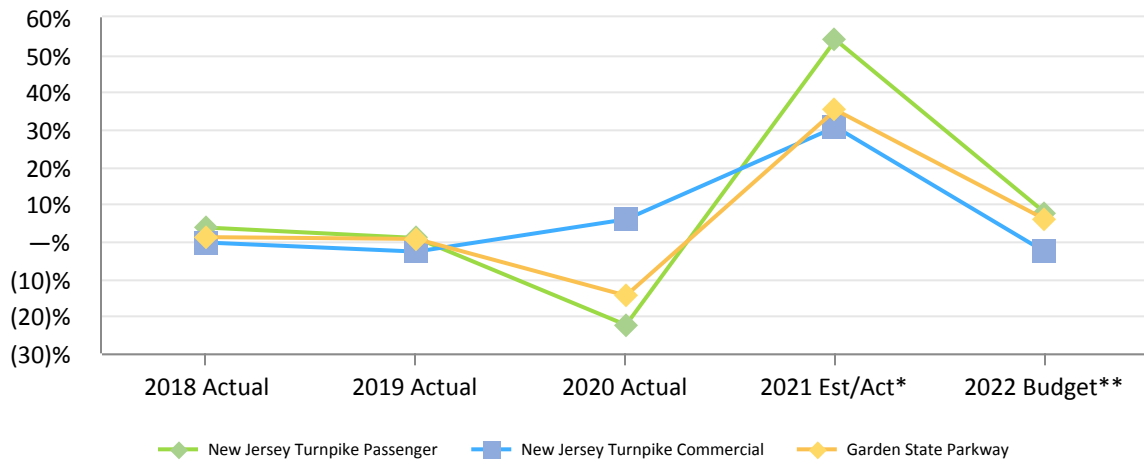
Toll Revenue by Vehicle Type and Roadway



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Toll Revenue Growth Rate



*Projected revenue is based on the October 6, 2020 CDM Smith Draw Down Letter updating the September 27, 2018 Toll Revenue Forecast

**Projected revenue is based on the September 10, 2021 CDM Smith Updated Toll Revenue Forecast updating the projected traffic from the October 14, 2020 CDM Smith Draw Down Letter

Toll Transactions by Vehicle Type and Roadway					
(In Thousands)	2018 Actual	2019 Actual	2020 Actual	2021 Est/Act*	2022 Budget**
Passenger	230,500	233,500	166,300	204,000	214,800
Commercial (1)	34,300	34,300	32,300	34,900	32,300
New Jersey Turnpike Total	264,800	267,800	198,600	238,900	247,100
Garden State Parkway (2)	389,800	386,800	308,500	351,600	362,000
Total Authority Toll Transactions	654,600	654,600	507,100	590,500	609,100

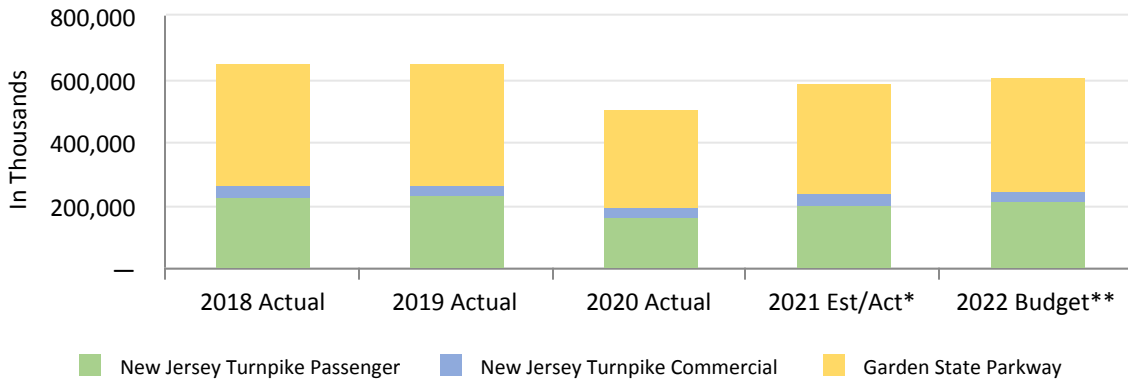
(1) Commercial vehicles include buses

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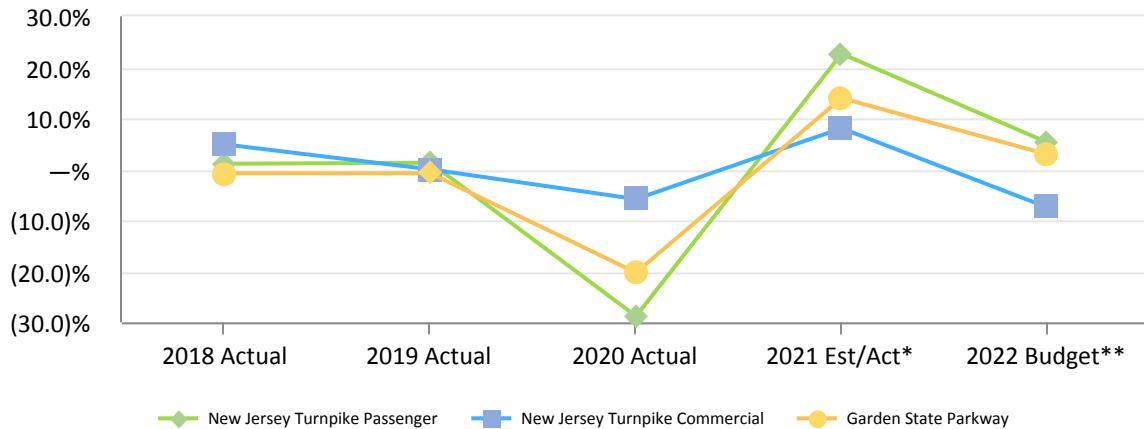
Toll Transactions by Vehicle Type and Roadway



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Toll Transactions Growth Rate



*Projected revenue is based on the October 6, 2020 CDM Smith Draw Down Letter updating the September 27, 2018 Toll Revenue Forecast

**Projected revenue is based on the September 10, 2021 CDM Smith Updated Toll Revenue Forecast updating the projected traffic from the October 14, 2020 CDM Smith Draw Down Letter

Operating Expenses

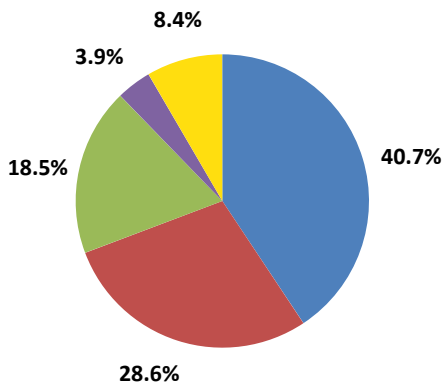
Condensed Operating Expenses by Functional Area					
<i>(\$ in Thousands)</i>	2020 Actuals	2021 Budget	2022 Budget	\$ Δ from 2021 Budget	% Δ from 2021 Budget
Maintenance of Infrastructure	\$ 195,340	260,940	273,166	12,226	4.7%
Toll Collection	152,388	180,137	192,021	11,884	6.6%
Traffic Control & State Police	103,136	105,302	124,252	18,950	18.0%
Technology	22,041	24,035	25,877	1,842	7.7%
General & Administrative	47,989	51,910	56,323	4,413	8.5%
Total Operating Expenses	\$ 520,894	622,324	671,639	49,315	7.9%

- Totals may not add due to rounding

Condensed Operating Expenses by Type					
<i>(\$ In Thousands)</i>	2020 Actuals	2021 Budget	2022 Budget	\$ Δ from 2021 Budget	% Δ from 2021 Budget
Personnel Costs	\$ 273,908	311,665	323,091	11,426	3.7%
Materials & Supplies	30,111	50,052	52,982	2,930	5.9%
Services	176,247	210,479	245,705	35,226	16.7%
Maintenance & Fixed Costs	24,031	40,974	40,425	(549)	(1.3)%
Equipment	16,597	9,154	9,437	283	3.1%
Total Operating Expenses	\$ 520,894	622,324	671,639	49,315	7.9%

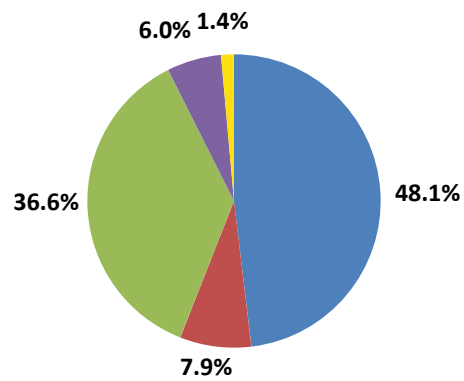
- Totals may not add due to rounding

2022 Budget by Functional Area



- Maintenance of Infrastructure
- Toll Collection
- Traffic Control & State Police
- Technology
- General & Administrative

2022 Budget by Type



- Personnel Costs
- Materials & Supplies
- Services
- Maintenance & Fixed Costs
- Equipment

Operating Expenses - Authorized Positions

Authorized Positions				
Departments/Divisions	2020	2021	2022	Δ from 2021
Maintenance Division	1,014	982	982	—
Traffic Division	87	87	88	1
Operations Department	1,101	1,069	1,070	1
Engineering	70	84	84	—
Toll Collection	542	542	542	—
State Police	11	28	28	—
Information Technology Services	152	151	150	(1)
Executive Office	8	8	9	1
Law & Insurance Services	21	21	21	—
Procurement & Materials Management	55	55	56	1
Human Resources & Office Services	42	42	43	1
Finance	80	79	80	1
Community & Government Relations	9	10	10	—
Internal Audit	29	31	30	(1)
Subtotal	2,120	2,120	2,123	3
Contingency	5	5	5	—
Total Authorized Positions	2,125	2,125	2,128	3

Overall, 2022 authorized positions are essentially flat. Three positions are added to restore contingent positions used during 2021.

- The Traffic Division of the Operations Department, the Procurement and Materials Management Department, and the Finance Department each increased by one position to reflect changes which have already occurred in 2021
- Other net transfers between departments represent personnel or vacant position moves
- Five contingency positions remain in the budget to account for any staffing needs that may arise during the year

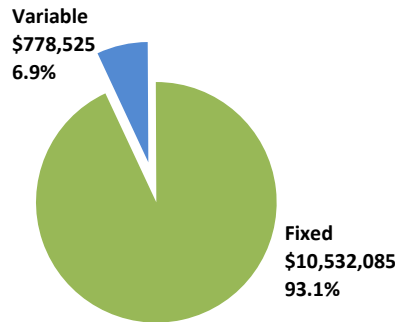
Debt Service

Debt Service is budgeted to decrease in 2022 by \$18 million due to a decrease in interest expense. The 2022 budget provides for a full year of interest payments on the assumed new money bond issuance in 2022 of \$500 million and a half-year of interest payments for new money bond issuance of \$750 million to fund the 2022-2026 Capital Improvement Program. The interest expense will decrease in 2022 by \$30 million due to maturities and the refunding of Series 2012B, 2013A, 2013F, 2014A, and 2014C. There is an increase in principal payments of \$12 million when comparing to the 2021 budget. Of the total debt service, \$735 million is budgeted to be paid from net revenue, while \$124 million will be paid from a forward delivery payment and \$44 million from capitalized interest.

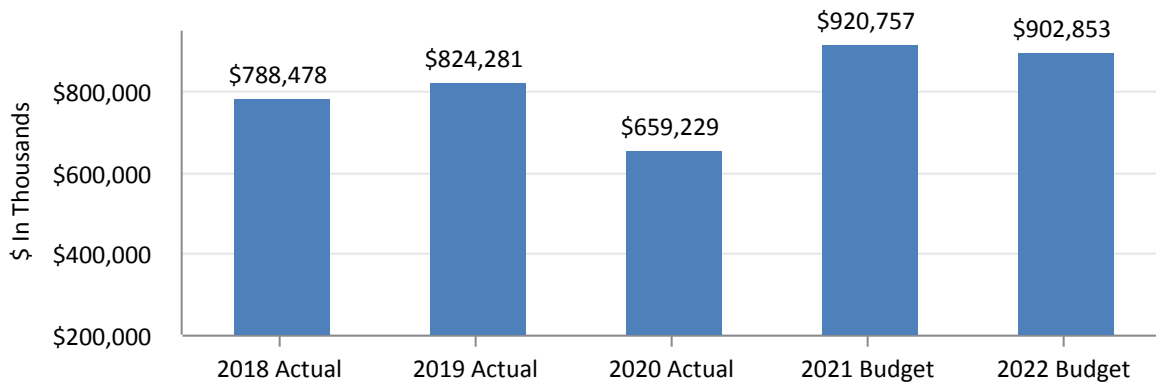
Debt Service					
(\$ In Thousands)	2020 Actual	2021 Budget	2022 Budget	\$ Δ from 2021 Budget	% Δ from 2021 Budget
Debt Service Interest Payments	\$ 586,359	642,057	611,803	(30,254)	8.3%
Debt Service Principal Payments	72,870	278,700	291,050	12,350	4.4%
Total Debt Service	\$ 659,229	920,757	902,853	(17,904)	(1.9%)

*Total 2022 Budget for Debt Service does not reflect the savings from assumed forward delivery funding of \$124 million and capitalized interest of \$43.8 million

Total Bonds Outstanding \$11.3 Billion as of October 31, 2021 (\$ In Thousands)



Debt Service



General Reserve

General Reserve has a 2022 budget of \$686 million, which includes \$626 million in spending and \$60 million in net transfers out. This represents an increase of approximately \$300 million from the 2021 budget. The most significant increase comes from payments totaling \$548 million on the new State Public Transportation Projects Funding Agreement that began on July 1, 2021. The agreement is on a state fiscal year basis. The \$548 million represents one-half of the \$350 million for state FY 2022 and one-half of the \$746 million for state FY 2023. The total State Payments of \$572.5 million include the new agreement as well as the two existing agreements. The 2022 budget also includes \$32.3 million for state of emergency events and \$15 million in reserves for Other Post-Employment Benefits (OPEB).

General Reserve					
(\$ In Thousands)	2020 Actual	2021 Budget	2022 Budget	\$ Δ from 2021	% Δ from 2021
Spending					
Extraordinary Events	\$ 7,576	32,295	32,295	—	—%
State Payments	153,500	289,000	572,500	283,500	98.1%
All Other	24,412	21,050	21,050	—	—%
Total Spending	\$ 185,488	342,345	625,845	283,500	82.8%
Transfers					
Reimbursements	\$ —	(19,884)	—	19,884	—%
Transfers Out	111,852	73,380	60,000	(13,380)	(18.2)%
Total Transfers - Net	\$ 111,852	53,496	60,000	6,504	12.2%
Total General Reserve	\$ 297,340	395,841	685,845	290,004	73.3%

- Totals may not add due to rounding

Capital Spending Program

The Authority's 2022 Annual Budget includes its Capital Spending Program, presented on a rolling five-year basis, with spending included for the years 2022-2026. The Capital Spending Program includes revenue funded projects, as well as bond funded projects. The revenue funded capital projects, referred to as the Capital Budget, include projects in the Maintenance Reserve Fund, the Special Project Reserve Fund, and the Supplemental Capital Program. The bond funded capital projects, referred to as the Construction Fund, include the 2022-2026 Capital Improvement Program, the 2019 Capital Improvement Program, and the 2008 \$7 Billion Capital Improvement Program. These capital projects are presented on a rolling five-year (2022-2026) spending basis along with their respective total project budgets. Each year, a new rolling five-year spending plan will be approved with the changes, if any, to the total project budgets, as a part of the annual budget approval.

Driving the Capital Spending Program are the planned awards, contracts and orders for professional services for design, supervision, and construction of the projects included in the program. In 2022, the Authority plans to once again award about \$1 billion for these projects, which is a more than 50% increase over 2020 awards.

Planned Awards, Contracts, and Order for Professional Services							
<i>(\$ In Thousands)</i>		2020	2020	2021	2021	2022	2022
		Awards	Award \$	Awards	Award \$	Awards	Award \$
Fund	Fund Name	Actual		Budget		Budget	
500	2022-2026 Capital Improvement Program	19	\$ 78,145	58	\$ 659,118	36	\$ 801,250
392	2019 Capital Improvement Program	25	388,150	7	131,296	—	—
390	2008 Capital Improvement Program	—	—	2	2,200	—	—
400	Supplemental Capital Program	7	24,887	5	25,813	2	38,100
049	Special Project Reserve Fund	6	5,312	7	9,024	3	23,600
039	Maintenance Reserve Fund	24	157,419	29	130,286	28	158,300
	Totals	81	\$ 653,913	108	\$ 957,737	69	\$1,021,250

The 2022 rolling five-year Capital Spending Program includes \$5.8 billion to be spent during 2022-2026, or an average of \$1.2 billion per year. Approximately 29%, or \$1.7 billion, will be funded by revenue, leaving 71%, or \$4.1 billion to be funded by bond proceeds. Of the total \$5.8 billion to be spent, 34% is budgeted to be spent on Bridge Construction, Preservation, and Security, while 25% is for Capacity Enhancements on both roadways. These, along with 16% that is budgeted to be spent on Pavement Resurfacing and Drainage Structures, combine for a total of 75% of the budgeted spending.

Capital Spending Program — Spending by Category or Functional Area					
(\$ In Thousands)	2020	2021	2022	\$ Δ from	% Δ from
	Actual	Budget	Budget	2021	2021
Capitalized Projects by Category					
Roadway					
Bridge Construction, Preservation & Security	\$ 198,023	341,803	355,534	13,731	4.0%
Capacity Enhancements - Turnpike	273	24,381	42,636	18,255	74.9%
Capacity Enhancements - Parkway	4,611	3,057	500	(2,557)	(83.6)%
Pavement Resurfacing	88,396	98,471	111,789	13,318	13.5%
Interchanges	57,226	58,515	24,462	(34,053)	(58.2)%
Concrete Barrier	5,878	23,129	9,338	(13,791)	(59.6)%
Drainage Structures	12,283	69,736	79,001	9,265	13.3%
Roadway Lighting	12,939	52,931	18,217	(34,714)	(65.6)%
Other Roadway Improvements	63,527	87,629	114,270	26,641	30.4%
Total Roadway	\$ 443,157	759,652	755,747	(3,905)	(0.5)%
Non-Roadway					
Facilities	\$ 30,356	66,781	49,014	(17,767)	(26.6)%
Fleet	11,247	22,797	36,430	13,633	59.8%
Service Areas & Arts Center	21,209	22,449	48,257	25,808	115.0%
Technology Improvements	11,212	88,459	65,121	(23,338)	(26.4)%
Total Non-Roadway	\$ 74,023	200,486	198,822	(1,664)	(0.8)%
Total Capitalized Projects	\$ 517,179	960,138	954,569	(5,569)	(0.6)%
Expensed Projects by Functional Area					
Maintenance of Infrastructure	\$ 20,524	1,533	4,960	3,427	223.5%
Traffic Control & State Police	479	2,500	1,437	(1,063)	(42.5)%
Technology	1,980	8,440	7,619	(821)	(9.7)%
General & Administrative	484	1,500	590	(910)	(60.7)%
Total Expensed Projects	\$ 23,467	13,973	14,606	633	4.5%
Total Spending (Capitalized+Expensed)	\$ 540,646	974,110	969,173	(4,937)	(0.5)%

- Totals may not add due to rounding

Capital Spending Program — Funding Sources					
<i>(\$ in Thousands)</i>	2020 Actual	2021 Budget	2022 Budget	\$ Δ from 2021	% Δ from 2021
Revenue Funded					
Maintenance Reserve Fund	\$ 165,364	185,292	219,787	34,495	18.6%
Special Project Reserve Fund	35,836	73,912	76,137	2,225	3.0%
Supplemental Capital Program	72,021	73,380	74,950	1,570	2.1%
Passaic River Bridge Program (1)	8,747	—	—	—	—%
Total Revenue Funded	\$ 281,968	332,584	370,875	38,291	11.5%
Bond Funded					
2022-2026 Capital Improvement Program	\$ 1,450	227,356	351,630	124,274	54.7%
2019 Capital Improvement Program	102,376	268,136	172,507	(95,629)	(35.7)%
2008 \$7 Billion Capital Improvement Program	154,851	146,034	74,160	(71,874)	(49.2)%
Total Bond Funded	\$ 258,677	641,526	598,297	(43,229)	(6.7)%
Total Funding Sources	\$ 540,646	974,110	969,173	(4,937)	(0.5)%

(1) 2021 onwards spending for the Passaic River Bridges is moved to the 2019 Capital Improvement Program

- Totals may not add due to rounding

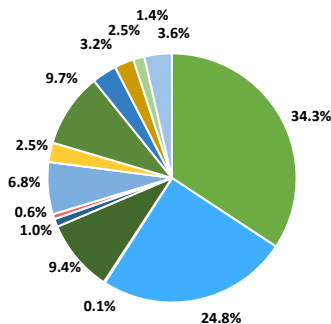
2022-2026 Rolling 5-Year Capital Spending Program by Category or Functional Area						
Revenue Funded and Bond Funded						
(\$ In Thousands)	Spending Plan					
	2022	2023	2024	2025	2026	Total
Capitalized Projects by Category						
Roadway						
Bridge Construction, Preservation & Security	\$ 355,534	478,906	462,560	391,320	289,088	1,977,407
Capacity Enhancements - Turnpike	42,636	149,942	215,504	323,593	700,005	1,431,681
Capacity Enhancements - Parkway	500	2,700	800	751	3,796	8,547
Pavement Resurfacing	111,789	127,648	90,563	100,534	110,000	540,534
Interchanges	24,462	5,275	7,840	2,458	20,547	60,582
Concrete Barrier	9,338	6,390	8,525	8,461	4,500	37,212
Drainage Structures	79,001	94,551	52,686	92,877	72,035	391,152
Roadway Lighting	18,217	20,636	43,028	51,333	11,683	144,897
Other Roadway Improvements	114,270	104,407	174,416	107,030	56,873	556,995
Total Roadway	\$ 755,747	990,455	1,055,923	1,078,357	1,268,527	5,149,008
Non-Roadway						
Facilities	\$ 49,014	48,929	38,853	24,813	24,313	185,920
Fleet	36,430	25,727	26,603	27,524	28,790	145,074
Service Areas & Arts Center	48,257	15,655	6,255	7,355	5,750	83,271
Technology Improvements	65,121	60,338	27,000	27,000	27,000	206,459
Total Non-Roadway	\$ 198,822	150,649	98,711	86,692	85,853	620,724
Total Capitalized Projects	\$ 954,569	1,141,104	1,154,634	1,165,049	1,354,380	5,769,732
Expensed Projects by Functional Area						
Maintenance of Infrastructure	\$ 4,960	5,350	5,250	5,250	5,250	26,060
Traffic Control & State Police	1,437	1,227	1,000	1,000	1,000	5,664
Technology	7,619	3,160	1,500	1,000	1,000	14,279
General & Administrative	590	400	400	400	400	2,190
Total Expensed Projects	\$ 14,606	10,137	8,150	7,650	7,650	48,193
Total Spending (Capitalized+Expensed)	\$ 969,173	1,151,241	1,162,784	1,172,698	1,362,030	5,817,925

- Totals may not add due to rounding

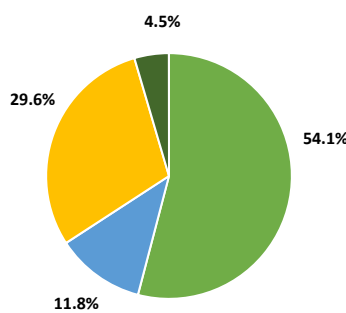
2022-2026 Rolling 5-Year Capital Spending Program						
Funding Sources						
(\$ In Thousands)	Spending Plan					
Revenue Funded	2022	2023	2024	2025	2026	Total
Maintenance Reserve Fund	\$ 219,787	231,666	207,975	218,297	227,263	1,104,989
Special Project Reserve Fund	76,137	58,172	44,342	43,496	44,502	266,650
Supplemental Capital Program	74,950	64,227	58,750	58,750	58,750	315,427
Total Revenue Funded	\$ 370,875	354,064	311,068	320,543	330,515	1,687,065
Bond Funded	2022	2023	2024	2025	2026	Total
2022-2026 Capital Improvement Program	\$ 351,630	655,182	813,623	831,661	1,024,973	3,677,070
2019 Capital Improvement Program	172,507	119,482	36,339	18,845	5,000	352,173
2008 \$7 Billion Capital Improvement Program	74,160	22,512	1,754	1,648	1,542	101,617
Total Bond Funded	\$ 598,297	797,177	851,716	852,155	1,031,515	4,130,859
Total Capital Spending	\$ 969,173	1,151,241	1,162,784	1,172,698	1,362,030	5,817,925
Percentage Revenue Funded	38%	31%	27%	27%	24%	29%
Percentage Bond Funded	62%	69%	73%	73%	76%	71%

- Totals may not add due to rounding

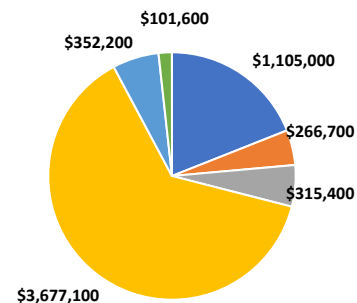
Total Bond & Revenue Funding by Category (\$5.77 Billion)



Total Bond & Revenue Funding by Functional Area (\$48 Million)



Total Funding by Source (\$5.818 Billion)



- Bridge Construction, Preservation & Security
- Capacity Enhancements - Turnpike
- Capacity Enhancements - Parkway
- Pavement Resurfacing
- Interchanges
- Concrete Barrier
- Drainage Structures
- Roadway Lighting
- Other Roadway Improvements
- Facilities
- Fleet
- Service Areas & Arts Center
- Technology Improvements

- Maintenance of Infrastructure
- Traffic Control & State Police
- Technology
- General & Administrative

- Maintenance Reserve Fund
- Special Project Reserve Fund
- Supplemental Capital Program
- 2021-2025 Capital Improvement Program
- 2019 Capital Improvement Program
- 2008 \$7 Billion Capital Improvement Program

Capital Budget (Revenue Funded)

The 2022 Capital Budget includes the Maintenance Reserve Fund, the Special Project Reserve Fund, and the Supplemental Capital Program. The Capital Budget primarily supports the spending for the maintenance of both roadways and bridges, scheduled fleet replacement based on target lifecycles, several multi-year capital program projects, such as pavement repairs, replacement of toll collection equipment, etc. The spending from the Maintenance Reserve Fund and Special Project Reserve Fund is funded from the Authority's revenue after paying for the operating expenses and debt service. These two funds are separate funds established by the Authority's Bond Resolution. The spending from the Supplemental Capital Program is funded by transfers from the General Reserve Fund. This program is a separate account in the Construction Fund. The Construction Fund is established by the Authority's Bond Resolution.

Capital Budget — Spending by Category or Functional Area					
	2020	2021	2022	\$ Δ from	% Δ from
<i>(\$ In Thousands)</i>	Actual	Budget	Budget	2021	2021
Capitalized Projects by Category					
Roadway					
Bridge Construction, Preservation & Security	\$ 71,424	90,621	84,499	(6,122)	(6.8)%
Pavement Resurfacing	88,396	98,471	111,789	13,318	13.5%
Drainage Structures	12,128	5,750	5,871	121	2.1%
Roadway Lighting	12,880	20,100	3,871	(16,229)	(80.7)%
Other Roadway Improvements	14,885	26,852	39,581	12,729	47.4%
Total Roadway	\$ 199,715	241,794	245,611	3,817	1.6%
Non-Roadway					
Facilities	\$ 20,005	45,781	39,166	(6,615)	(14.4)%
Fleet	11,247	22,797	36,430	13,633	59.8%
Service Areas & Arts Center	19,774	200	17,750	17,550	8775.0%
Technology Improvements	7,761	8,040	17,313	9,273	115.3%
Total Non-Roadway	\$ 58,787	76,817	110,658	33,841	44.1%
Total Capitalized Projects	\$ 258,501	318,611	356,269	37,658	11.8%
Expensed Projects by Functional Area					
Maintenance of Infrastructure	\$ 20,524	1,533	4,960	3,428	223.6%
Traffic Control & State Police	479	2,500	1,437	(1,063)	(42.5)%
Technology	1,980	8,440	7,619	(821)	(9.7)%
General & Administrative	484	1,500	590	(910)	(60.7)%
Total Expensed Projects	\$ 23,467	13,973	14,606	633	4.5%
Total Spending (Capitalized+Expensed)	\$ 281,968	332,584	370,875	38,291	11.5%

- Totals may not add due to rounding

Capital Budget — Funding Sources					
	2020	2021	2022	\$ Δ from	% Δ from
<i>(\$ In Thousands)</i>	Actual	Budget	Budget	2021	2021
Revenue Funded					
Maintenance Reserve Fund	\$ 165,364	185,292	219,787	34,495	18.6%
Special Project Reserve Fund	35,836	73,912	76,137	2,225	3.0%
Supplemental Capital Program	72,021	73,380	74,950	1,570	2.1%
Passaic River Bridge Program (1)	8,747	—	—	—	—%
Total Funding Sources	\$ 281,968	332,584	370,875	38,291	11.5%

(1) 2021 onwards spending for the Passaic River Bridges is moved to the 2019 Capital Improvement Program

2022-2026 Rolling 5-Year Capital Budget by Category or Functional Area						
Revenue Funded						
<i>(\$ In Thousands)</i>	Spending Plan					
	2022	2023	2024	2025	2026	Total
Capitalized Projects by Category						
Roadway						
Bridge Construction, Preservation & Security	\$ 84,499	63,134	76,974	76,510	76,500	377,617
Pavement Resurfacing	111,789	127,648	90,563	100,534	110,000	540,534
Drainage Structures	5,871	5,063	5,000	5,000	5,000	25,934
Roadway Lighting	3,871	3,000	3,000	3,000	3,000	15,871
Other Roadway Improvements	39,581	62,649	49,715	49,263	48,513	249,718
Total Roadway	\$ 245,611	\$ 261,492	225,252	234,307	243,013	1,209,674
Non-Roadway						
Facilities	\$ 39,166	28,279	23,313	23,313	23,313	137,384
Fleet	36,430	25,727	26,603	27,524	28,790	145,074
Service Areas & Arts Center	17,750	750	750	750	750	20,750
Technology Improvements	17,313	27,680	27,000	27,000	27,000	125,993
Total Non-Roadway	\$ 110,658	82,436	77,666	78,586	79,852	429,198
Total Capitalized Projects	\$ 356,269	343,927	302,918	312,893	322,865	1,638,872
Expensed Projects by Functional Area						
Maintenance of Infrastructure	\$ 4,960	5,350	5,250	5,250	5,250	26,060
Traffic Control & State Police	1,437	1,227	1,000	1,000	1,000	5,664
Technology	7,619	3,160	1,500	1,000	1,000	14,279
General & Administrative	590	400	400	400	400	2,190
Total Expensed Projects	\$ 14,606	10,137	8,150	7,650	7,650	48,193
Total Spending (Capitalized+Expensed)	\$370,875	354,064	311,068	320,543	330,515	1,687,065

- Totals may not add due to rounding

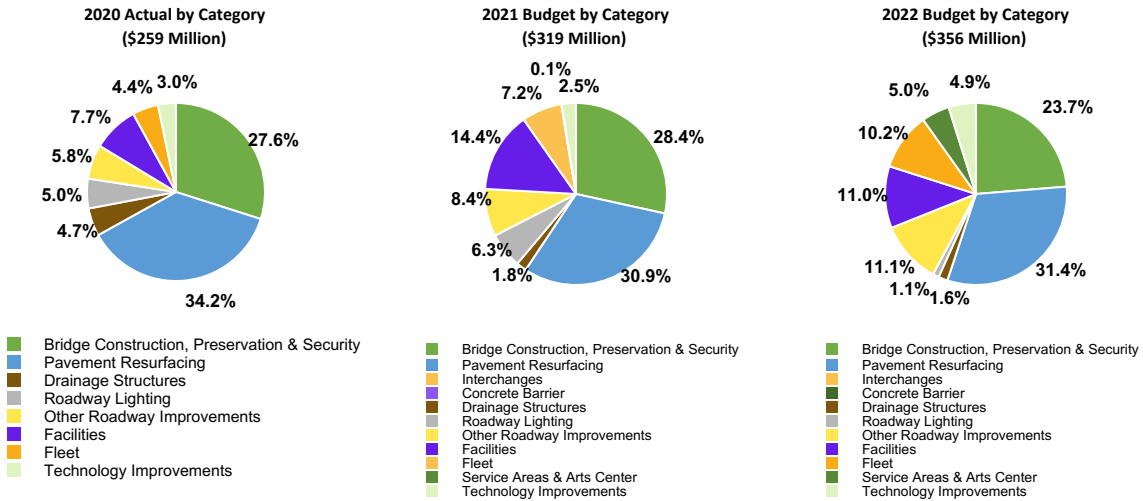
Capital Budget — Funding Sources						
Revenue Funded	Spending Plan					
	2022	2023	2024	2025	2026	Total
Maintenance Reserve Fund	\$ 219,787	231,666	207,975	218,297	227,263	1,104,989
Special Project Reserve Fund	76,137	58,172	44,342	43,496	44,502	266,650
Supplemental Capital Program	74,950	64,227	58,750	58,750	58,750	315,427
Total Revenue Funded	\$370,875	354,064	311,068	320,543	330,515	1,687,065

- Totals may not add due to rounding

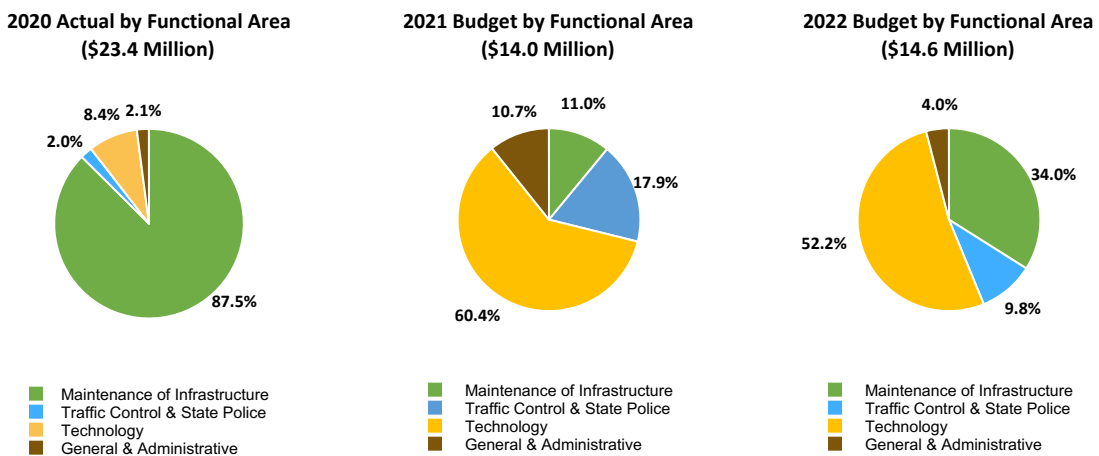
Capital Budget – Revenue Funded – Spending by Category or Functional Area

Includes all revenue funded capital projects contained in the Maintenance Reserve Fund, Special Project Reserve Fund, and Supplemental Capital Program. The 2022 spending budget is \$370.9 million, an increase of \$38.3 million in comparison to the 2021 spending budget. The 2022 spending budget includes 31% for Pavement Resurfacing, 24% for Bridge Construction, Preservation, and Security, and 11% on Facilities, combining for a total of 66% of the 2022 capitalized projects. Technology accounts for 52% of 2022 expensed projects.

Capital Budget — Capitalized Projects — Spending by Category



Capital Budget — Expensed Projects — Spending by Functional Area



Maintenance Reserve Fund

The Maintenance Reserve Fund primarily supports spending for the maintenance and resurfacing of roadways and bridges on both the Turnpike and Parkway. These projects have a combined spending budget for 2022 of \$220 million, and a rolling five-year spending plan of \$1.1 billion. The spending budget for 2022 is increasing by 19% compared to 2021, and includes funding primarily for Bridge Construction, Preservation, and Security, and Pavement Resurfacing. The 2022 Maintenance Reserve Fund also includes projects moved from the Special Project Reserve Fund and Supplemental Capital Program for Facilities, including major building and roofing replacements.

Maintenance Reserve Fund — Spending by Category					
	2020	2021	2022	\$ Δ from	% Δ from
<i>(\$ In Thousands)</i>	Actual	Budget	Budget	2021	2021
Capitalized Projects by Category					
Roadway					
Bridge Construction, Preservation & Security	\$ 60,691	85,421	82,459	(2,962)	(3.5)%
Pavement Resurfacing	77,904	70,471	87,053	16,582	23.5%
Drainage Structures	12,128	5,750	5,871	121	2.1%
Roadway Lighting	12,597	19,600	3,871	(15,729)	(80.3)%
Other Roadway Improvements	2,044	4,050	19,506	15,456	381.6%
Total Roadway	\$ 165,364	185,292	198,760	13,468	7.3%
Non-Roadway					
Facilities	\$ —	—	21,028	21,028	—%
Total Non-Roadway	\$ —	—	21,028	21,028	—%
Total Spending (Capitalized)	\$ 165,364	185,292	219,787	34,495	18.6%

- Totals may not add due to rounding

Maintenance Reserve Fund								
2022-2026 Rolling 5-Year Spending Plan by Category							Prior	Total
<i>(\$ In Thousands)</i>	2022	2023	2024	2025	2026	Total 5-Year	LTD Spending	Project Budget
Capitalized Projects by Category								
Roadway								
Bridge Construction, Preservation & Security	\$ 82,459	59,708	75,150	75,000	75,000	367,317	109,673	476,989
Pavement Resurfacing	87,053	127,433	90,563	100,534	110,000	515,583	112,355	627,938
Drainage Structures	5,871	5,063	5,000	5,000	5,000	25,934	24,638	50,572
Roadway Lighting	3,871	3,000	3,000	3,000	3,000	15,871	25,274	41,146
Other Roadway Improvements	19,506	18,963	16,763	17,263	16,763	89,256	5,276	94,532
Total Roadway	\$ 198,760	214,167	190,475	200,797	209,763	1,013,961	277,217	1,291,177
Non-Roadway								
Facilities	\$ 21,028	17,499	17,500	17,500	17,500	91,028	4,778	95,805
Total Non-Roadway	\$ 21,028	17,499	17,500	17,500	17,500	91,028	4,778	95,805
Total Spending (Capitalized)	\$ 219,787	231,666	207,975	218,297	227,263	1,104,989	281,996	1,386,984

- Totals may not add due to rounding

Special Project Reserve Fund

The Special Project Reserve Fund has a 2022 spending budget of over \$76 million and a rolling five-year spending plan of nearly \$267 million. The spending for 2022 is increasing 3% compared to 2021. The 2022 Special Project Reserve Fund provides spending for the Authority's major scheduled fleet replacement program. The increase in Fleet in 2022 is due to vehicle delivery delays rolled over from 2021. Technology Improvements is increasing with the implementation of Capital Program Management System and the Phase 2 of the Enterprise Asset Management System. Maintenance of Infrastructure is increasing mainly due to the Turnpike Westerly Alignment Capacity Enhancement Study, while Facilities are decreasing as projects will be budgeted in the Maintenance Reserve Fund in 2022.

Special Project Reserve Fund — Spending by Category or Functional Area					
(\$ In Thousands)	2020	2021	2022	\$ Δ from	% Δ from
	Actual	Budget	Budget	2021	2021
Capitalized Projects by Category					
Roadway					
Bridge Construction, Preservation & Security	\$ —	500	2,040	1,540	308.0%
Other Roadway Improvements	432	5,910	1,134	(4,776)	(80.8)%
Total Roadway	\$ 432	6,410	3,174	(3,236)	(50.5)%
Non-Roadway					
Facilities	\$ 7,004	30,071	14,965	(15,106)	(50.2)%
Fleet	11,247	22,797	36,430	13,633	59.8%
Technology Improvements	2,785	2,440	6,963	4,523	185.4%
Total Non-Roadway	\$ 21,035	55,307	58,358	3,050	5.5%
Total Capitalized Projects	\$ 21,467	61,717	61,531	(186)	(0.3)%
Expensed Projects by Functional Area					
Maintenance of Infrastructure	\$ 11,426	1,492	4,960	3,469	232.6%
Traffic Control & State Police	480	1,250	1,437	187	15.0%
Technology	1,980	7,953	7,619	(334)	(4.2)%
General & Administrative	484	1,500	590	(910)	(60.7)%
Total Expensed Projects	\$ 14,369	12,195	14,606	2,411	19.8%
Total Spending (Capitalized+Expensed)	\$ 35,836	73,912	76,137	2,225	3.0%

- Totals may not add due to rounding

Special Project Reserve Fund								
2022-2026 Rolling 5-Year Spending Plan by Category or Functional Area							Prior	Total Project
(\$ In Thousands)	2022	2023	2024	2025	2026	Total 5-Year	LTD Spending	Budget
Capitalized Projects by Category								
Roadway								
Bridge Construction, Preservation & Security	\$ 2,040	3,426	1,824	1,510	1,500	10,300	—	10,300
Other Roadway Improvements	1,134	8,423	2,953	2,000	1,750	16,259	2,056	18,314
Total Roadway	\$ 3,174	11,849	4,776	3,510	3,250	26,559	2,056	28,614
Non-Roadway								
Facilities	\$ 14,965	7,779	2,813	2,813	2,813	31,181	21,693	52,874
Fleet	36,430	25,727	26,603	27,524	28,790	145,074	25,360	170,433
Technology Improvements	6,963	2,680	2,000	2,000	2,000	15,643	6,824	22,467
Total Non-Roadway	\$ 58,358	36,186	31,416	32,336	33,603	191,898	53,878	245,775
Total Capitalized Projects	\$ 61,531	48,035	36,193	35,847	36,853	218,457	55,934	274,389
Expensed Projects by Functional Area								
Maintenance of Infrastructure	\$ 4,960	5,350	5,250	5,250	5,250	26,060	15,540	41,601
Traffic Control & State Police	1,437	1,227	1,000	1,000	1,000	5,664	1,975	7,639
Technology	7,619	3,160	1,500	1,000	1,000	14,279	6,957	21,237
General & Administrative	590	400	400	400	400	2,190	1,057	3,247
Total Expensed Projects	\$ 14,606	10,137	8,150	7,650	7,650	48,193	25,529	73,723
Total Spending (Capitalized+Expensed)	\$ 76,137	58,172	44,342	43,496	44,502	266,650	81,463	348,113

- Totals may not add due to rounding

Supplemental Capital Program (Construction Fund – Revenue Funded)

The Supplemental Capital Program has a 2022 spending budget of almost \$75 million and a rolling five-year spending plan of more than \$315 million. The spending budget for 2022 is increasing by 2% compared to 2021. The 2022 Supplemental Capital Program includes funding to continue several necessary multi-year projects including pavement resurfacing on the Parkway, as well as other roadway improvements, including \$12 million for the design of the Tremley Point Connector Road. There is \$17 million for the Vauxhall and Brookdale South Service Areas included in the 2022 Supplemental Capital Program as well.

Supplemental Capital Program — Spending by Category or Functional Area					
(\$ In Thousands)	2020 Actual	2021 Budget	2022 Budget	\$ Δ from 2021	% Δ from 2021
Capitalized Projects by Category					
Roadway					
Bridge Construction, Preservation & Security	\$ 1,987	4,700	—	(4,700)	(100.0)%
Pavement Resurfacing	10,492	28,000	24,736	(3,264)	(11.7)%
Roadway Lighting	283	500	—	(500)	(100.0)%
Other Roadway Improvements	12,410	16,892	18,942	2,050	12.1%
Total Roadway	\$ 25,172	50,092	43,678	(6,415)	(12.8)%
Non-Roadway					
Facilities	\$ 13,001	15,710	3,173	(12,537)	(79.8)%
Service Areas & Arts Center	19,774	200	17,750	17,550	8775.0%
Technology Improvements	4,977	5,600	10,350	4,750	84.8%
Total Non-Roadway	\$ 37,752	21,510	31,273	9,763	45.4%
Total Capitalized Projects	\$ 62,924	71,602	74,950	3,348	4.7%
Expensed Projects by Functional Area					
Maintenance of Infrastructure	\$ 9,098	41	—	(41)	(100.0)%
Traffic Control & State Police	—	1,250	—	(1,250)	(100.0)%
Technology	—	487	—	(487)	(100.0)%
Total Expensed Projects	\$ 9,098	1,778	—	(1,778)	(100.0)%
Total Spending (Capitalized+Expensed)	\$ 72,021	73,380	74,950	1,570	2.1%

- Totals may not add due to rounding

Supplemental Capital Program							Prior LTD Spending	Total Project Budget
2022-2026 Rolling 5-Year Spending Plan by Category or Functional Area								
(\$ In Thousands)	2022	2023	2024	2025	2026	Total 5-Year		
Capitalized Projects by Category								
Roadway								
Bridge Construction, Preservation & Security	\$ —	—	—	—	—	—	2,754	2,754
Pavement Resurfacing	24,736	215	—	—	—	24,951	22,294	47,245
Interchanges	—	—	—	—	—	—	15,257	15,257
Roadway Lighting	—	—	—	—	—	—	350	350
Other Roadway Improvements	18,942	35,262	30,000	30,000	30,000	144,203	5,809	150,012
Total Roadway	\$ 43,678	35,477	30,000	30,000	30,000	169,154	46,464	215,618
Non-Roadway								
Facilities	\$ 3,173	3,000	3,000	3,000	3,000	15,173	33,602	48,775
Service Areas & Arts Center	17,750	750	750	750	750	20,750	26,224	46,974
Technology Improvements	10,350	25,000	25,000	25,000	25,000	110,350	7,563	117,913
Total Non-Roadway	\$ 31,273	28,750	28,750	28,750	28,750	146,273	67,389	213,662
Total Capitalized Projects	\$ 74,950	64,227	58,750	58,750	58,750	315,427	113,853	429,280
Expensed Project Functional Areas								
Maintenance of Infrastructure	\$ —	—	—	—	—	—	8,213	8,213
Traffic Control & State Police	—	—	—	—	—	—	1,484	1,484
Technology	—	—	—	—	—	—	3,984	3,984
Total Expensed Projects	\$ —	—	—	—	—	—	13,681	13,681
Total Supplemental Capital Program	\$ 74,950	64,227	58,750	58,750	58,750	315,427	127,532	442,959

- Totals may not add due to rounding

Construction Fund (Bond Funded)

The 2022 Construction Fund includes the bond funded programs within the Construction Fund. The Construction Fund currently includes the 2022-2026 Capital Improvement Program, which was derived from the 2020 Long-Range Capital Plan, approved in May 2020, the 2019 Capital Improvement Program, approved in April 2019, and the 2008 \$7 Billion Capital Improvement Program approved in October 2008. These programs are funded through bond proceeds derived from the issuance of Turnpike Revenue Bonds.

Construction Fund — Spending by Category					
<i>(\$ In Thousands)</i>	2020 Actual	2021 Budget	2022 Budget	\$ Δ from 2021	% Δ from 2021
Capitalized Projects by Category					
Roadway					
Bridge Construction, Preservation & Security	\$ 126,598	251,182	271,035	19,853	7.9%
Capacity Enhancements - Turnpike	273	24,381	42,636	18,255	74.9%
Capacity Enhancements - Parkway	4,611	3,057	500	(2,557)	(83.6)%
Interchanges	57,226	58,515	24,462	(34,052)	(58.2)%
Concrete Barrier	5,877	23,129	9,338	(13,792)	(59.6)%
Drainage Structures	154	63,986	73,130	9,144	14.3%
Roadway Lighting	59	32,831	14,346	(18,485)	(56.3)%
Other Roadway Improvements	48,642	60,777	74,689	13,911	22.9%
Total Roadway	\$ 243,440	517,857	510,135	(7,722)	(1.5)%
Non-Roadway					
Facilities	\$ 10,350	21,000	9,848	(11,153)	(53.1)%
Service Areas & Arts Center	1,435	22,249	30,507	8,258	37.1%
Technology Improvements	3,451	80,419	47,808	(32,611)	(40.6)%
Total Non-Roadway	\$ 15,237	123,668	88,162	(35,507)	(28.7)%
Total Spending (Capitalized)	\$ 258,677	641,526	598,297	(43,229)	(6.7)%
Construction Fund — Funding Sources					
<i>(\$ In Thousands)</i>	2020 Actual	2021 Budget	2022 Budget	\$ Δ from 2021	% Δ from 2021
Bond Funded					
2022-2026 Capital Improvement Program	\$ 1,450	227,356	351,630	124,274	54.7%
2019 Capital Improvement Program	102,376	268,136	172,507	(95,629)	(35.7)%
2008 \$7 Billion Capital Improvement Program	154,851	146,034	74,160	(71,874)	(49.2)%
Total Bond Funded	\$ 258,677	641,526	598,297	(43,229)	(6.7)%

- Totals may not add due to rounding

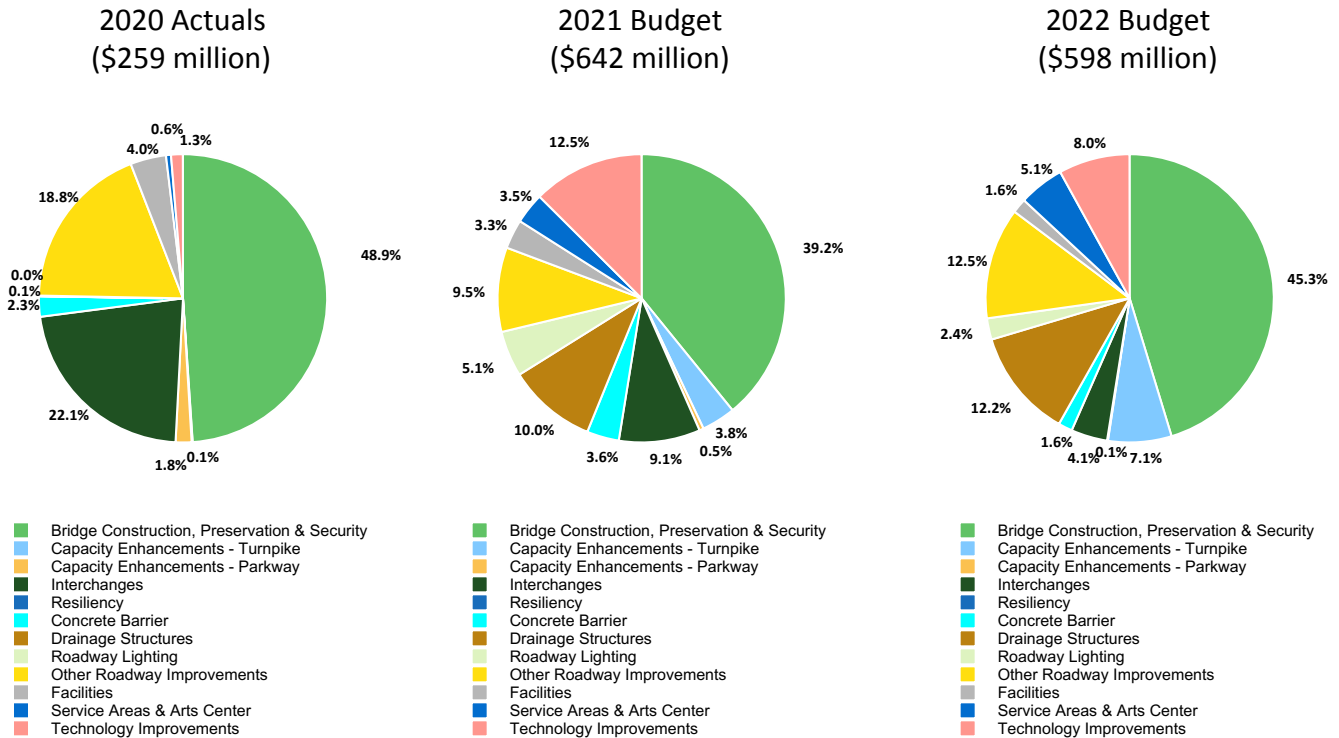
2022-2026 Rolling 5-Year Construction Fund Spending Plan by Category						
Bond Funded						
(\$ In Thousands)	Spending Plan					
	2022	2023	2024	2025	2026	Total
Capitalized Projects by Category						
Roadway						
Bridge Construction, Preservation & Security	\$ 271,035	\$ 415,772	\$ 385,587	\$ 314,810	\$ 212,588	1,599,790
Capacity Enhancements - Turnpike	42,636	149,942	215,504	323,593	700,005	1,431,681
Capacity Enhancements - Parkway	500	2,700	800	751	3,796	8,547
Interchanges	24,462	5,276	7,840	2,458	20,547	60,582
Concrete Barrier	9,338	6,390	8,525	8,461	4,500	37,212
Drainage Structures	73,130	89,488	47,688	87,877	67,035	365,218
Roadway Lighting	14,346	17,636	40,028	48,333	8,683	129,026
Other Roadway Improvements	74,689	41,760	124,701	57,767	8,360	307,278
Total Roadway	\$ 510,135	728,963	830,671	844,050	1,025,515	3,939,334
Non-Roadway						
Facilities	\$ 9,848	20,650	15,540	1,500	1,000	48,538
Service Areas & Arts Center	30,507	14,905	5,505	6,605	5,000	62,521
Technology Improvements	47,808	32,659	—	—	—	80,466
Total Non-Roadway	\$ 88,162	68,213	21,045	8,105	6,000	191,525
Total Spending (Capitalized)	\$598,297	797,177	851,716	852,155	1,031,515	4,130,859
Construction Fund — Funding Sources						
(\$ In Thousands)	Spending Plan					
	2022	2023	2024	2025	2026	Total
Bond Funded						
2022-2026 Capital Improvement Program	\$ 351,630	\$ 655,182	\$ 813,623	\$ 831,661	\$ 1,024,973	3,677,070
2019 Capital Improvement Program	172,507	119,482	36,339	18,845	5,000	352,173
2008 \$7 Billion Capital Improvement Program	74,160	22,512	1,754	1,648	1,542	101,617
Total Bond Funded	\$598,297	797,177	851,716	852,155	1,031,515	4,130,859

- Totals may not add due to rounding

Construction Fund – Spending by Category

The Construction Fund includes all bond funded capital projects contained in the 2022-2026 Capital Improvement Program, 2019 Capital Improvement Program, and the 2008 \$7 Billion Capital Improvement Program. The 2022 spending budget includes a significant increase in Bridge Construction, Preservation, and Enhancement with the rehabilitation and replacement of bridge decks and superstructures on both roadways. Also increasing significantly in the 2022 budget are Turnpike Capacity Enhancements with the widening between Interchanges 1 through 4 and design of the Newark Bay-Hudson County Extension Capacity Enhancement project.

Construction Fund – Capitalized Projects – Spending by Category



2022-2026 Capital Improvement Program

The 2020 Long-Range Capital Plan was approved by the Board of Commissioners in May 2020. The 2022-2026 Capital Improvement Program was developed from that plan and focuses on maintaining the existing infrastructure in a state of good repair and targets capacity improvements in critical areas where congestion is already an issue. This program has a 2022 spending budget of \$352 million and a rolling five-year spending plan of \$3.7 billion. The spending budget for 2022 is increasing by about 55%, compared to 2021, for bridge repairs on both roadways and the design of the capacity enhancements on the Newark Bay-Hudson County Extension and Turnpike Interchanges 1 through 4.

2022-2026 Capital Improvement Program — Spending by Category					
<i>(\$ In Thousands)</i>	2020	2021	2022	\$ Δ from	% Δ from
	Actual	Budget	Budget	2021	2021
Capitalized Projects by Category					
Roadway					
Bridge Construction, Preservation & Security	\$ 1,217	\$ 62,117	151,253	89,136	143%
Capacity Enhancements - Turnpike	—	22,915	42,571	19,656	86%
Capacity Enhancements - Parkway	—	—	500	500	—%
Interchanges	—	1,105	3,967	2,862	259%
Concrete Barrier	19	3,168	5,337	2,169	68%
Drainage Structures	154	63,986	73,130	9,144	14%
Roadway Lighting	59	32,831	14,346	(18,485)	(56)%
Other Roadway Improvements	—	3,729	25,775	22,046	591%
Total Roadway	\$ 1,450	189,851	316,878	127,027	67%
Non-Roadway					
Facilities	\$ —	—	6,240	6,240	—%
Technology Improvements	—	37,505	28,512	(8,993)	(24)%
Total Non-Roadway	\$ —	37,505	34,752	(2,753)	(7)%
Total Spending (Capitalized)	\$ 1,450	227,356	351,630	124,274	55%

- Totals may not add due to rounding

2022-2026 Capital Improvement Program									
2022-2026 Rolling 5-Year Spending Plan by Category							Prior	Future	Total
(\$ In Thousands)	2022	2023	2024	2025	2026	Total 5-Year	LTD Spending	Spending	Project Budget
Capitalized Projects Category									
Roadway									
Bridge Construction, Preservation & Security	\$ 151,253	297,053	352,998	300,922	211,046	1,313,272	48,415	419,290	1,780,977
Capacity Enhancements - Turnpike	42,571	149,942	215,504	323,593	700,005	1,431,615	18,242	4,433,036	5,882,893
Capacity Enhancements - Parkway	500	2,700	800	751	3,796	8,547	1,444	224,907	234,898
Interchanges	3,967	5,176	7,840	2,458	20,547	39,987	3,047	20,000	63,034
Concrete Barrier	5,337	6,390	8,525	8,461	4,500	33,212	2,678	—	35,890
Drainage Structures	73,130	89,488	47,688	87,877	67,035	365,218	29,258	30,013	424,489
Roadway Lighting	14,346	17,636	40,028	48,333	8,683	129,026	33,368	65,010	227,405
Other Roadway Improvements	25,775	33,489	124,701	57,767	8,360	250,092	2,931	—	253,024
Total Roadway	\$316,878	601,874	798,084	830,162	1,023,972	3,570,969	139,383	5,192,256	8,902,610
Non-Roadway									
Facilities	\$ 6,240	20,650	15,540	1,500	1,000	44,930	—	—	44,930
Technology Improvements	28,512	32,659	—	—	—	61,171	13,921	—	75,092
Total Non-Roadway	\$ 34,752	53,309	15,540	1,500	1,000	106,101	13,921	—	120,022
Total Spending (Capitalized)	\$351,630	655,182	813,623	831,661	1,024,973	3,677,070	153,304	5,192,256	9,022,630

- Totals may not add due to rounding

2019 Capital Improvement Program

This program was approved by the Board of Commissioners in April 2019 and includes capital improvement projects focusing on bridge deck improvements, shoulder widening, and replacement of hybrid changeable message signs. The 2022 spending budget for the 2019 Capital Improvement Program is over \$172 million and has a rolling five-year spending plan of \$352 million. The 2022 spending budget is almost \$96 million less than the \$268 million budgeted for 2021, representing a decrease of 36%. This decrease is due to the substantial completion of projects in 2021.

2019 Capital Improvement Program — Spending by Category					
<i>(\$ In Thousands)</i>	2020 Actual	2021 Budget	2022 Budget	\$ Δ from 2021	% Δ from 2021
Capitalized Projects by Category					
Roadway					
Bridge Construction, Preservation & Security	\$ 41,451	116,763	73,226	(43,537)	-37.3%
Interchanges	21,557	19,876	—	(19,876)	-100.0%
Concrete Barrier	5,858	19,636	3,802	(15,834)	-80.6%
Other Roadway Improvements	28,624	46,698	45,676	(1,022)	-2.2%
Total Roadway	\$ 97,490	202,973	122,704	(80,269)	-39.5%
Non-Roadway					
Service Areas & Arts Center	\$ 1,435	22,249	30,507	8,258	37.1%
Technology Improvements	3,451	42,914	19,295	(23,619)	-55.0%
Total Non-Roadway	\$ 4,886	65,163	49,802	(15,361)	-23.6%
Total Spending (Capitalized)	\$ 102,376	268,136	172,507	(95,629)	-35.7%

- Totals may not add due to rounding

2019 Capital Improvement Program								
2022-2026 Rolling 5-Year Spending Plan by Category							Prior	Total
<i>(\$ In Thousands)</i>	2022	2023	2024	2025	2026	Total 5-Year	LTD Spending	Project Budget
Capitalized Projects Category								
Roadway								
Bridge Construction, Preservation & Security	\$ 73,226	97,024	30,834	12,240	—	213,325	150,153	363,478
Interchanges	—	—	—	—	—	—	46,315	46,315
Concrete Barrier	3,802	—	—	—	—	3,802	28,900	32,702
Other Roadway Improvements	45,676	7,553	—	—	—	53,229	77,212	130,441
Total Roadway	\$122,705	104,577	30,834	12,240	—	270,357	302,580	572,937
Non-Roadway								
Service Areas & Arts Center	\$ 30,507	14,905	5,505	6,605	5,000	62,521	12,518	75,040
Technology Improvements	19,295	—	—	—	—	19,295	48,694	67,990
Total Non-Roadway	\$ 49,802	14,905	5,505	6,605	5,000	81,816	61,212	143,030
Total Spending (Capitalized)	\$172,507	119,482	36,339	18,845	5,000	352,173	363,792	715,965

- Totals may not add due to rounding

2008 \$7 Billion Capital Improvement Program

This program was approved by the Board of Commissioners in October 2008. In September 2018, the program was amended to extend the end date of the program to award new contracts until December 31, 2020. The 2022 spending budget is \$74 million with a rolling five-year spending plan of \$102 million. The 2022 spending budget is decreasing almost 50% from the 2021 spending budget of \$146 million, representing the winding down of this Capital Improvement Program as many projects are completed or are nearing completion. The 2008 \$7 Billion Capital Improvement Program includes current active projects such as the Newark Bay-Hudson County Extension redecking and Interchange Improvements.

2008 \$7 Billion Capital Improvement — Spending by Category					
<i>(\$ In Thousands)</i>	2020 Actual	2021 Budget	2022 Budget	\$ Δ from 2021	% Δ from 2021
Capitalized Projects by Category					
Roadway					
Bridge Construction, Preservation & Security	\$ 83,929	72,302	46,555	(25,747)	(35.6)%
Capacity Enhancements - Turnpike	273	1,466	65	(1,400)	(95.5)%
Capacity Enhancements - Parkway	4,611	3,057	—	(3,057)	(100.0)%
Interchanges	35,669	37,534	20,496	(17,038)	(45.4)%
Concrete Barrier		325	198	(127)	(39.1)%
Other Roadway Improvements	20,019	10,350	3,237	(7,113)	(68.7)%
Total Roadway	\$ 144,501	125,034	70,551	(54,482)	(43.6)%
Non-Roadway					
Facilities	\$ 10,350	21,000	3,608	(17,393)	(82.8)%
Total Non-Roadway	\$ 10,350	21,000	3,608	(17,393)	(82.8)%
Total Spending (Capitalized)	\$ 154,851	146,034	74,160	(71,874)	(49.2)%

- Totals may not add due to rounding

2008 \$7 Billion Capital Improvement Program								
2022-2026 Rolling 5-Year Spending Plan by Category							Prior	Total
(\$ In Thousands)	2022	2023	2024	2025	2026	Total 5-Year	LTD Spending	Project Budget
Capitalized Projects Category								
Roadway								
Bridge Construction, Preservation & Security	\$ 46,555	21,694	1,754	1,648	1,542	73,194	1,650,728	1,723,922
Capacity Enhancements - Turnpike	65	—	—	—	—	65	2,131,482	2,131,547
Capacity Enhancements - Parkway	—	—	—	—	—	—	574,272	574,272
Interchanges	20,496	100	—	—	—	20,596	1,038,025	1,058,621
Concrete Barrier	198	—	—	—	—	198	51,369	51,567
Drainage Structures	—	—	—	—	—	—	61,914	61,914
Other Roadway Improvements	3,237	718	—	—	—	3,956	714,401	718,356
Total Roadway	\$ 70,551	22,512	1,754	1,648	1,542	98,010	6,222,191	6,320,200
Non-Roadway								
Facilities	\$ 3,608	—	—	—	—	3,608	676,193	679,800
Total Non-Roadway	\$ 3,608	—	—	—	—	3,608	676,193	679,800
Total Spending (Capitalized)	\$ 74,160	22,512	1,754	1,648	1,542	101,617	6,898,383	7,000,000

- Totals may not add due to rounding