

NEW JERSEY TURNPIKE AUTHORITY

STRATEGIC PLAN 2025 - 2029

May 16, 2025





VISION



Striving to provide the safest, most reliable, and highest quality transportation experience for our customers.

MISSION



We are committed to constantly improving the safety, technology, and resiliency of our toll roadway systems through sound fiscal policy and maintaining an excellent state of good repair that promotes the connectedness of our customers across the state and region.

CORE VALUES



Safety

People

State of Good Repair /
Resiliency & Sustainability

Mobility / Customer
Satisfaction

Technology

Finance

FRANCIS O'CONNOR

It was with great pride and humility that I was confirmed as the 20th Commissioner of the New Jersey Department of Transportation by the New Jersey State Senate on June 28, 2024. This position also provides me the honor to serve as the Chair of the New Jersey Turnpike Authority's Board of Commissioners and introduce this Strategic Plan to you. As a proud native of Jersey City, New Jersey, I am honored to serve my home state. The New Jersey Turnpike Authority holds a special place in my heart because I started my career working as a toll collector on the Turnpike and credit this hands-on customer experience with helping shape my "people first" approach. As Commissioner, I am deeply committed to improving Safety, which is the first core value of this Plan, for every user, employee, and contractor at the Authority.

This Strategic Plan lays out the New Jersey Turnpike Authority's vision for providing just that. It reiterates and emphasizes the Authority's commitment to the highest standards of safety and reliability, as well as maintaining the Turnpike and the Garden State Parkway in a state of good repair. This Strategy is also a call to action now, on behalf of future generations of New Jersey drivers, who expect better resiliency and stronger sustainability in maintaining, improving, and operating the roadways.

Finally, this document illustrates important goals for the next five years that align with the Authority's Vision, Mission, and Core Values. Executive leadership, management, and the entire Authority family should look to this document as their guide when they plan future initiatives.

I could not be more proud to enthusiastically endorse this updated Strategic Plan which focuses on improving safety, developing people, and improving our strong standing in the toll industry community as well as the State of New Jersey.



“

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.

”

JAMES CARONE

Ever since its inception 75 years ago, the New Jersey Turnpike Authority has always taken great pride and dedication in providing a highly efficient and safe transportation system to the motoring public. A major component in accomplishing this goal is the continued adherence and monitoring of our Strategic Plan. In 2019, the New Jersey Turnpike Authority Board of Commissioners adopted its initial Strategic Plan which highlighted key methodologies for the identification, planning, and oversight of upcoming transportation projects and future Authority goals. With the devotion, passion, and commitment of the New Jersey Turnpike Authority's leadership and senior staff, we are excited to present this updated version of the Strategic Plan.

The Plan highlights our Vision, Mission, and Core Values developed by stakeholders who have designed a roadmap to identify, measure, and implement our overall transportation responsibilities. Our highest priority is ensuring the safety of our customers, employees, contractors, law enforcement, first responders, and the many other personnel who assist us in protecting our roads and citizens - nothing is more important. We believe this plan achieves this and many other goals.

The Authority continues to partner and join forces with our sister agencies as we work side by side in contributing to New Jersey's transportation needs and solutions. However, this effort does not end here. Our experience, technology advances, and overall knowledge have afforded us the ability to participate in regional and national industry challenges. This plan will continue to be the backbone of our efforts and the driving force behind our progress.

Our Vision is clear, our Mission is achievable, and our Core Values are all encompassing. This Agency will continue to be a leader in the tolling industry over the next 5 years and beyond. All of this can be accomplished as we engage our most valuable and treasured asset: our employees. Be safe.



“

This plan, developed from years of experience and knowledge of our trusted employees, charts a path to improve safety and mobility for all our customers.

”

LEADERSHIP



FRANCIS O'CONNOR
Chair



ULISES E. DIAZ
Vice Chair



MICHAEL R. DUPONT
Treasurer



RONALD GRAVINO
Commissioner



RAPHAEL SALERMO
Commissioner



**FRANCISCO
MALDONADO-RAMÍREZ**
Commissioner



JOHN S. WISNIEWSKI
Commissioner

EXECUTIVE STAFF



JAMES CARONE
Executive Director



DONNA WILSER
Deputy Executive Director



THOMAS F. HOLL
Director of Law



DANIEL L. HESSLEIN
Chief Engineer



JOSÉ DIOS
Chief Information Officer



KEVIN DUNN
Director of Operations



MARY ELIZABETH GARRITY
Director of Human Resources



JOHN LA BELLA
Director of Tolls



ANGELA MCNALLY
Acting Director of Procurement
and Materials Management



SHAWN TAYLOR
Director, Community & Government Relations



JENNIFER KANSKI
Secretary to the Authority



AMANDA FELTON
Director of Internal Audit



VACANT
Chief Financial Officer



1949

The New Jersey Turnpike Authority (Authority) was created.

1951

Initial 53-mile southern section of the Turnpike opened on November 5th. The remaining sections were opened in 1952, completing the 118-mile roadway. The Turnpike was the first toll road in New Jersey and the third in the nation.

1956

NEWARK BAY-HUDSON COUNTY EXTENSION

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

PEARL HARBOR MEMORIAL TURNPIKE EXTENSION

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

1970

THE TURNPIKE'S WESTERN ALIGNMENT

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.

1968 - 2014

TURNPIKE MAINLINE DUALIZATION PROGRAMS

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

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

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

1992

I-95 EXTENSION

A portion of I-95 purchased from the New Jersey Department of Transportation (NJDOT). This "new" 4.4-mile stretch of road extended the mainline Turnpike from US Route 46 Interchange to the George Washington Bridge.

2014 - 2025

All 21 service areas owned by the Authority have been replaced or significantly rehabilitated. Many include installation of electric vehicle charging stations.

1952

State Legislature created the New Jersey Highway Authority to construct a tolled parkway to connect northern New Jersey with resort shore areas to alleviate traffic on traditional routes running through town centers.

1954

The first tolled segment of the Parkway opened on January 13th. Additional sections were completed throughout the year and by October, 143-miles were opened between Irvington and Cape May.

1968

The Garden State Arts Center opened adjacent to the Parkway in Monmouth County. In 1996 the name was changed to the PNC Bank Arts Center and is still owned by the Authority. It remains one of the most successful amphitheaters in the United States.

1973

EXPRESS ROADWAY LANES

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

2003 - 2019

E-ZPASS TOLL COLLECTION

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

2006

DRISCOLL BRIDGE

Widened from 10 lanes to 15 lanes.

2011 - 2018

WIDENING PROGRAM

Widened from four to six-lanes from milepost 30 to 80.

\$2.5B

TOTAL OPERATING REVENUE



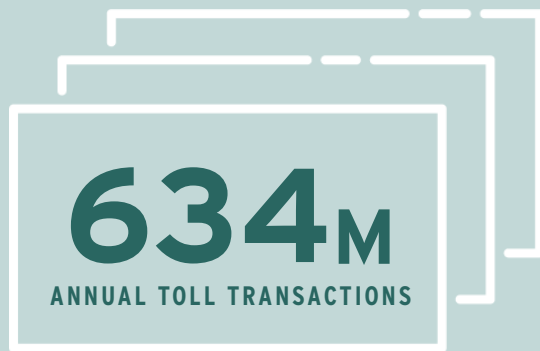
\$18.2B

TOTAL ASSET VALUE



634M

ANNUAL TOLL TRANSACTIONS



1,115

BRIDGES

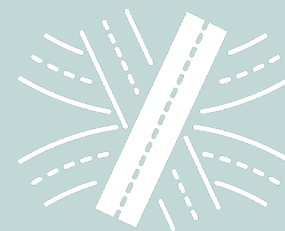


23.5M

SQUARE FEET OF BRIDGE DECK

130

INTERCHANGES



21

SERVICE AREAS

2,231

FULL-TIME EMPLOYEES



421

PART TIME EMPLOYEES

12.74B

ANNUAL VEHICLE MILES TRAVELED

316

CENTERLINE MILES

625

TOLL LANES



4,478

LANE MILES

92%

E-ZPASS USAGE

E-ZPass

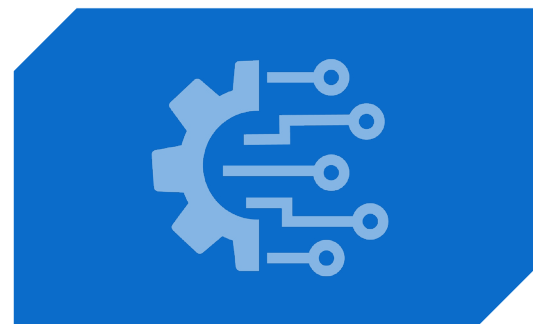


The New Jersey Turnpike Authority was established on April 14, 1949, to oversee the construction and maintenance of the New Jersey Turnpike. The Turnpike itself opened to traffic on November 5, 1951. The New Jersey Highway Authority was established in 1952 to construct the Garden State Parkway which opened to traffic on January 13, 1954.

In 2003 the New Jersey Legislature abolished the New Jersey Highway Authority and the New Jersey Turnpike Authority assumed control of the Garden State Parkway. This consolidation aimed to streamline operations and improve efficiency. Since that time, the Authority has been responsible for maintaining both the Turnpike and the Parkway, which rank as the highest revenue-generating toll road system in the United States.

In 2022, the Authority completed a \$350M facility improvement program that included the replacement of 22 maintenance buildings, state police stations and winter operation facilities system-wide for both roadways. In 2024, the Authority completed a system-wide program to install 240 full-color high-resolution LED variable message signs, 120 hybrid changeable message signs, 3,000 in-pavement sensors and over 500 new cameras.

The Authority is headquartered in Woodbridge Township, New Jersey and is governed by an appointed eight-person Board of Commissioners.

**SAFETY****PEOPLE****STATE OF GOOD REPAIR /
RESILIENCY & SUSTAINABILITY****MOBILITY / CUSTOMER
SATISFACTION****TECHNOLOGY****FINANCE**

SAFETY

The Authority's number one priority is safety.



GOALS:

- ✓ To help educate and influence driver behaviors to reduce crashes and fatalities.
- ✓ To constantly implement enhancements that improve the safety of our customers, contractors, and employees.
- ✓ To continuously work in driving down workplace injuries and incidents to create the safest environments possible.



PEOPLE

The Authority staff is our most important resource, and it is through their dedication and talents that we will achieve our strategy.



GOALS:

- ✓ The Authority is committed to recruiting and retaining employees of the highest caliber. We will invest in our team's development through training, succession planning, and foster an environment for career growth.
- ✓ We will strive to build and develop a workforce that is reflective of the State of New Jersey.



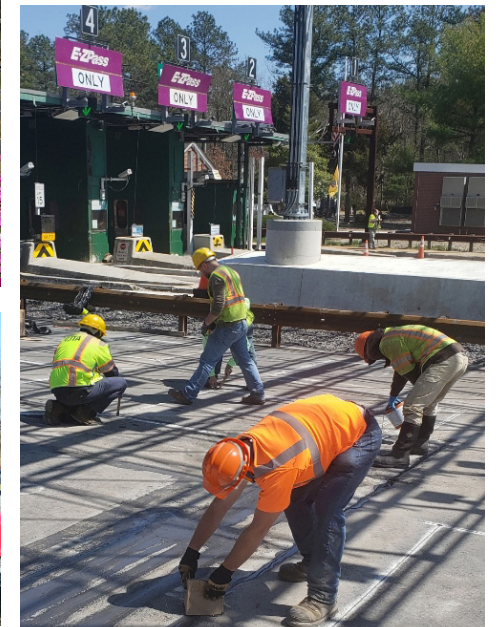
STATE OF GOOD REPAIR / RESILIENCY & SUSTAINABILITY



New Jersey demands a strong, reliable, and resilient transportation toll road system.

GOALS:

- ✓ Our team will endeavor to deliver a world-class roadway system that is perpetually in the highest state of good repair.
- ✓ The Authority is dedicated to maintaining a resilient, sustainable, and equitable transportation system that consistently delivers excellent service, facilitating the safe and efficient movement of people and goods.



MOBILITY / CUSTOMER SATISFACTION



Our customers expect, and we strive to deliver excellence at our interchanges, on our roads, and in our service areas.

GOALS:

- ✓ We recognize that our customers choose to use our roadways because they are highly reliable. Our goal is to continuously reduce travel time through effective customer engagement, traffic management, and rapid incident response.
- ✓ The Authority is a customer-focused organization and is committed to resolving all customer issues. The Authority staff is dedicated to making every interaction with our customers a positive experience.



TECHNOLOGY



The Authority utilizes advanced technology to enhance the experience of both our internal and external customers.

GOALS:

- ✓ We will consistently leverage cutting edge technology that maximizes efficiencies, controls costs, and improves collaboration.
- ✓ The Authority will routinely inventory and manage all roadway assets through an effective enterprise asset management approach.



FINANCE



The Authority embraces the trust placed in us by our investors and takes great care in fulfilling our financial responsibilities. We are committed to transparency in all aspects of our financial management.

GOALS:

- ✓ The Authority will maintain a positive financial outlook while consistently improving credit capacity by effectively managing finances.
- ✓ We will achieve sustainable financial health by strengthening revenue growth and efficiently managing operating costs.
- ✓ Maintain debt and cash levels in accordance with industry best practices.



We thank the 'Strategic Thinkers' who helped create the New Jersey Turnpike Authority Strategic Plan 2025-2029. Their insight and dedication were instrumental in the development of this plan.



STRATEGIC PLANNING TEAM

* Not Pictured

MARY ELIZABETH GARRITY
Director of Human Resources

MICHAEL GALLARELLO
Assistant Comptroller

TOM FEENEY
Manager, Media Relations / Public Info

ALEXA KOLCHMEYER
Financial Reporting Manager

ERWIN LUNA
Assistant Comptroller

JAMES CARONE
Executive Director

DAVID FORKTUS
Deputy Director of Internal Audit

SHAWN TAYLOR
Director of Community and Government Relations

THOMAS F. HOLL
Director of Law

DANIEL L. HESSLEIN
Chief Engineer

ANGELA MCNALLY
Acting Director of Procurement and Materials Management

LAYLA FRYC
Traffic Engineer

JOSÉ DIOS
Chief Information Officer

AMANDA FELTON
Director of Internal Audit

JOHN LA BELLA
Director of Tolls

DONNA WILSER*
Deputy Executive Director
Executive Sponsor

KEVIN DUNN*
Director of Operations

JANET SHARKEY*
Supervising Engineer Traffic

MAJOR SEAN O'CONNOR*
New Jersey State Police, Troop D



PREPARED BY:

