



Board of Trustees Handbook March 2019



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Board of Trustees Handbook | March 2019



Defining the Vision. Shaping the Future.

North Jersey Transportation Planning Authority

One Newark Center, 17th Floor, Newark, NJ 07102

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www.njtpa.org



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Angel G. Estrada, Chair
Mary D. Ameen, Executive Director

March 11, 2019

Dear NJTPA Board Member:

I am pleased to present the 2019 North Jersey Transportation Planning Authority (NJTPA) Board of Trustees Handbook. As a key leader at one of the nation's largest Metropolitan Planning Organizations, you have the opportunity to shape the future of regional transportation, a critical component of our region's economy and quality of life.

This book provides essential information, including an overview of how a project goes from conception to construction; contact information for Board members, partner agencies and others; the NJTPA by-laws, and other important material.

As an NJTPA Trustee, you have significant responsibility. You formulate policies, guide investment decisions and help coordinate all aspects of regional transportation planning. The Board approves billions of dollars in transportation investments for our 13-county region. Your decisions affect the mobility of millions and the overall health of our economy.

The Board approves federally funded projects and programs that improve roads, bridges, rails, buses, bicycle and pedestrian facilities and more. This work makes travel safer and more efficient while protecting our environment.

The NJTPA website (www.njtpa.org) offers many resources and much information. We also update our Facebook page and Twitter feed every day, and maintain LinkedIn, Instagram, Pinterest and YouTube pages. We encourage you to share our social media to spread the word on the NJTPA's exciting work led by you and your fellow Trustees.

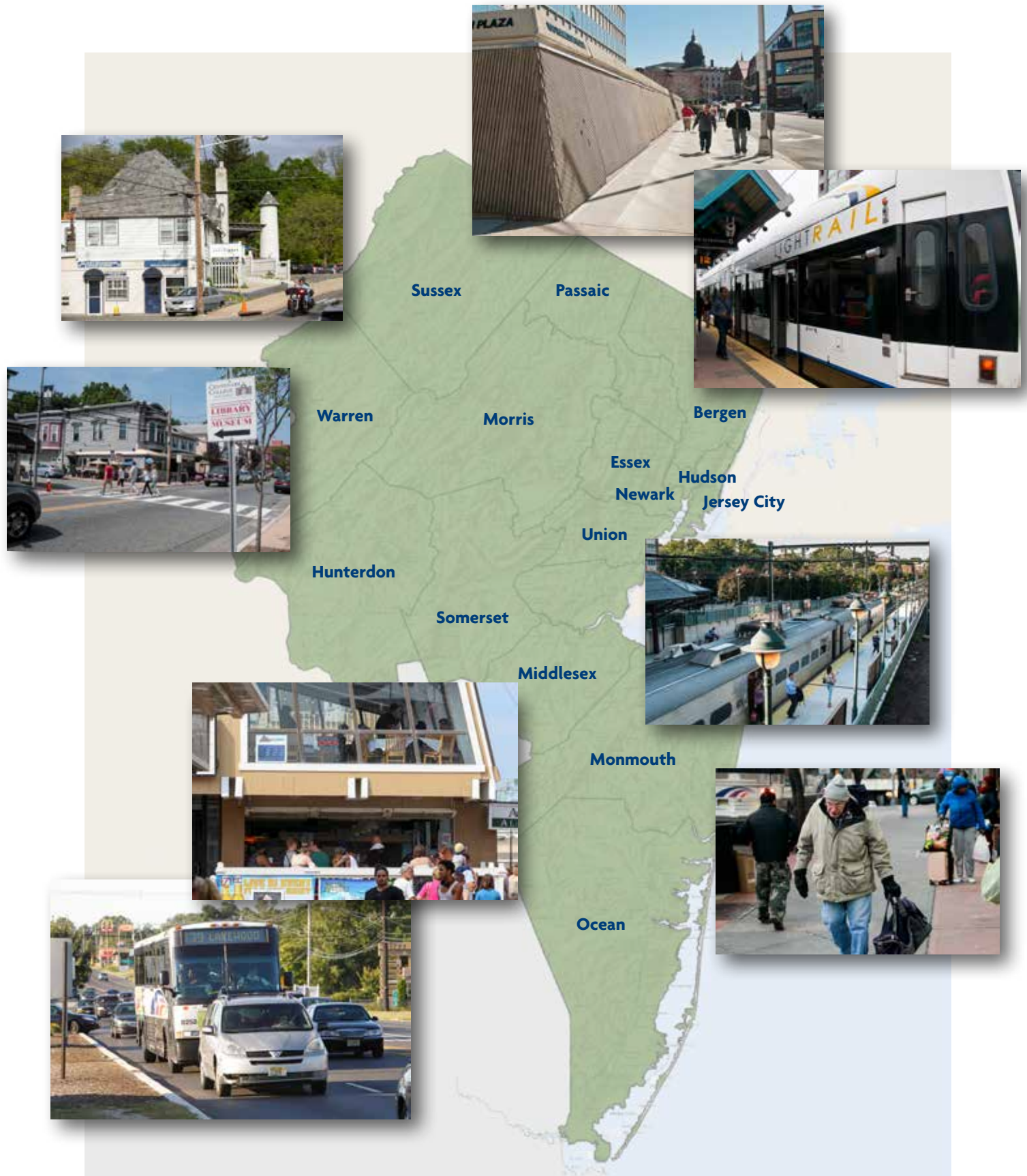
To our new Board members, welcome. To those of you continuing your service on the Board, thank you for all your hard work. I look forward to working with you. If you have any questions or if you require more detailed information, please contact me at any time.

Sincerely,

Mary D. Ameen,
Executive Director

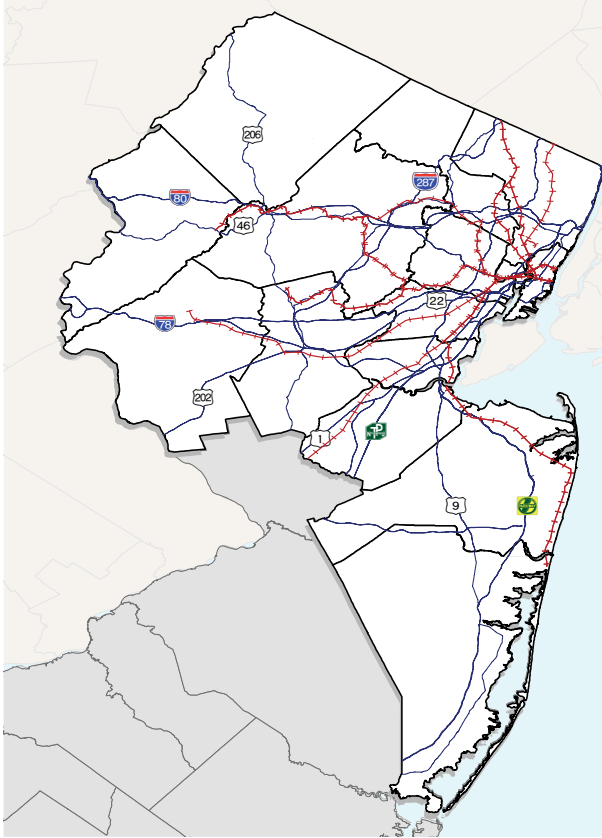
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The NJTPA Region

THE NJTPA REGION



REGIONAL TRANSPORTATION SYSTEM

ROAD NETWORK

- 114 million vehicle miles each day
- 23,000 miles, 177 miles of toll roads

TRANSIT NETWORK

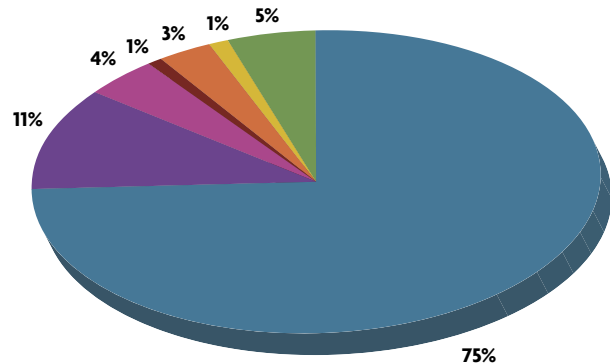
- 732,000 trips daily
- 13.2% of commuters ride transit
- 250 bus routes
- Commuter rail: 390 miles of track, 150 stations

FACTS AT A GLANCE

2010 Census: Households	2,398,756
2010 Census: Population	6,578,920
Average Trips per Household (per day)*	10.5
Average Trips per Person (per day)*	4.1
% Trips Using Transit*	8%
% Trips Work Related*	23%
Average Work Trip Duration*	33 mins
Average Non-Work Trip Duration*	17 mins

WHERE WE TRAVEL

Percentage of weekday trip distribution*



- Within the county
- To/from adjoining county (not NYC)
- To/from Manhattan
- To/from other NYC
- To/from other NJTPA county
- To/from out of metro area
- Entirely outside county**

To/from elsewhere in metro area (< 0.5%)

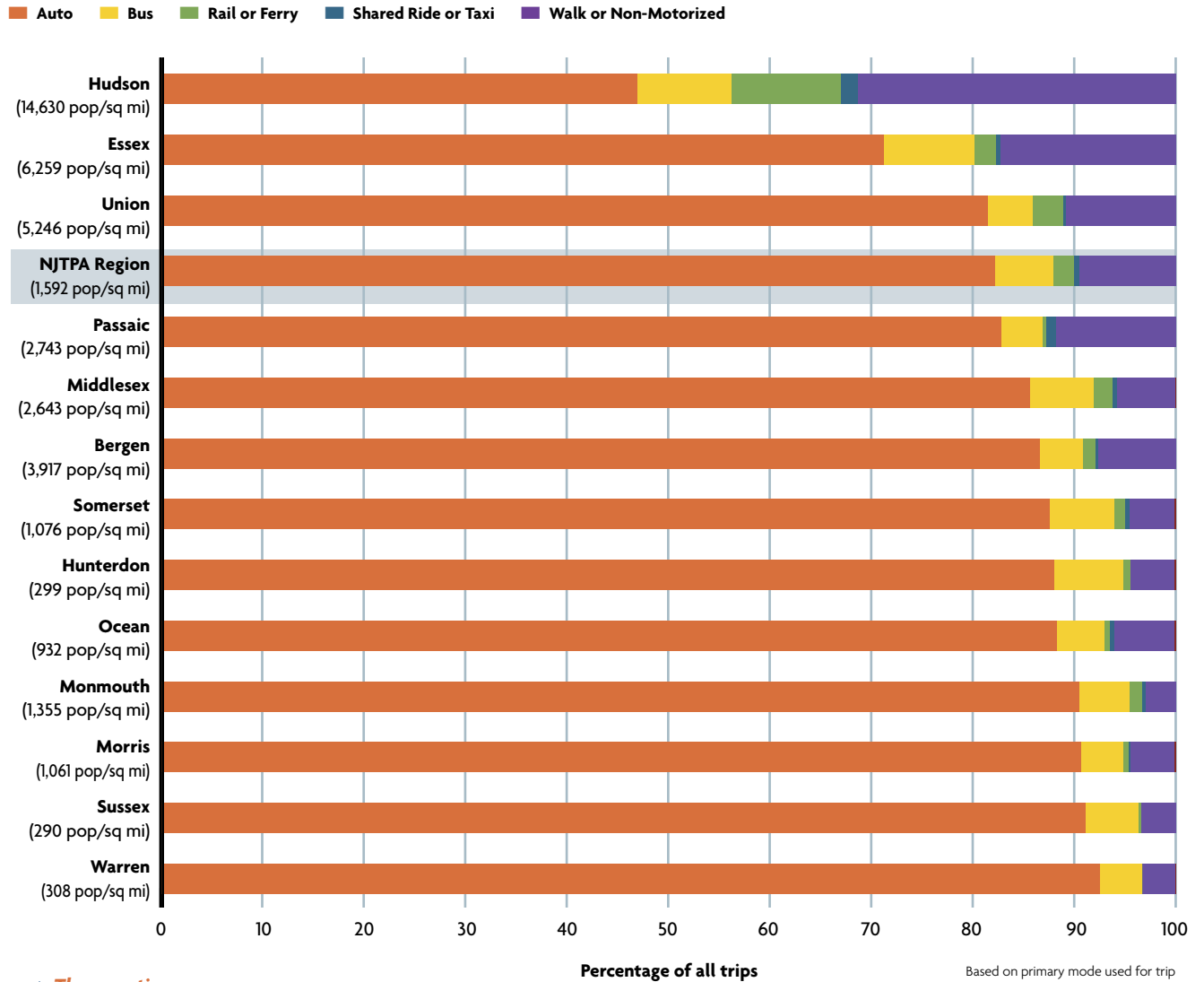
**Trips that both begin and end outside the resident's home county

Source : * NJTPA Regional Household Travel Survey 2010-11

THE NJTPA REGION

HOW WE TRAVEL

Percentage of all travel by travel mode and county*



Source : * NJTPA Regional Household Travel Survey 2010-11

I. Overview of the Metropolitan Planning Organization (MPO)

MPO Overview

A Metropolitan Planning Organization (MPO) is a federally mandated and federally funded transportation planning agency made up of representatives from local government and key transportation agencies. Congress created MPOs to give local elected officials a stronger role in guiding federal transportation investment and to ensure that these decisions are based on a continuing, cooperative and comprehensive (“3C”) planning process.

The NJTPA Board of Trustees includes 15 local elected officials representing 13 counties—Bergen, Essex, Hudson, Hunterdon, Middlesex, Monmouth, Morris, Ocean, Passaic, Somerset, Sussex, Union and Warren—and the cities of Newark and Jersey City. These are called the NJTPA “subregions.”

The Board also includes a Governor’s Representative, the Commissioner of the New Jersey Department of Transportation (NJDOT), the Executive Director of NJ TRANSIT, the Chairman of the Port Authority of New York & New Jersey and a Citizen’s Representative appointed by the Governor.

Background

Congress first required the creation of MPOs in urbanized areas in the Federal-Aid Highway Act of 1962, but granted them little power. In 1991, the federal Intermodal Surface Transportation Efficiency Act (ISTEA) greatly enhanced the authority of MPOs. ISTEA required MPO approval for allocating federal funding for many types of highway and transit projects.

Congress has continued to support MPO planning in subsequent transportation reauthorization laws. The latest reauthorization is the Fixing America’s Surface Transportation (FAST) Act of 2015 (see the Legislation tab for more information).

Most importantly, Congress has empowered local government representatives—Trustees, like you—to participate directly in an inclusive, deliberate planning process that involves decisions about federally funded projects in your own communities.

The NJTPA is the fifth largest MPO in the nation, serving about 6.7 million people. Its 4,200-square-mile jurisdiction has a diverse geography encompassing urban, suburban and rural areas. The NJTPA is incorporated under the laws of the State of New Jersey. Its planning activities are closely monitored by relevant federal funding agencies, mainly within the U.S. Department of Transportation (USDOT) and the U.S. Environmental Protection Agency (EPA). The New Jersey Institute of Technology (NJIT) is the NJTPA’s host agency, providing financial, administrative and human resources functions (see the Host-Agency Overview tab for more information).

Other MPOs

There are two other MPOs in New Jersey: the Delaware Valley Regional Planning Commission (DVRPC) and the South Jersey Transportation Planning Organization (SJTPPO). DVRPC focuses primarily on the Philadelphia area; its planning region encompasses parts of New Jersey (Mercer, Burlington, Camden and Gloucester counties) and Pennsylvania under a bi-state compact. SJTPPO's planning region includes Atlantic, Salem, Cumberland and Cape May counties. Between them, the three MPOs cover all of New Jersey.

The NJTPA also works with other MPOs through the Metropolitan Area Planning (MAP) Forum, a consortium of nine MPOs from New Jersey, New York, Connecticut and Pennsylvania that have entered into an agreement to better coordinate planning activities in the multi-state region.

Mandated Products

The NJTPA prepares and updates a number of federally required documents that detail the investments and planning activities that will help improve regional transportation. The key required MPO products are:

- ***Regional Transportation Plan (RTP)***—Updated every four years, the RTP sets out a vision for the development of the region's transportation infrastructure over 25 years. It includes goals and objectives, analysis of regional trends and planned improvement projects.
- ***Transportation Improvement Program (TIP)***—Updated every two years, the TIP is a four-year agenda of improvement projects drawn from the RTP. To be eligible for federal funding, proposed projects must be approved by the NJTPA Board for inclusion in the TIP.
- ***Unified Planning Work Program (UPWP)***—Updated annually and guided by the Strategic Business Plan and RTP, the UPWP summarizes transportation planning activities to be conducted by the NJTPA staff, member agencies and other transportation agencies in the region.
- ***Air Quality Conformity Determination***—The NJTPA is required to conduct an analysis of the air quality impacts of the RTP and TIP, called a conformity determination, to demonstrate that projects and programs conform to the New Jersey State Implementation Plan for meeting and maintaining National Ambient Air Quality Standards.

Key Transportation Planning Programs

The NJTPA oversees a variety of programs to study and address regional mobility needs identified in the RTP. These transportation planning activities are carried out by the NJTPA's central staff and by the staff of the 15 subregions. Consultants are often retained to assist in these activities. Among the key planning programs are:

- **Regional Studies**—The NJTPA conducts a variety of studies focused on transportation issues identified in the RTP. From the adequacy of freight facilities to promising applications of new traffic control technologies to forecasts of future trends and conditions, the studies explore issues that affect the entire NJTPA region.
- **Subregional Studies Program**—This is a competitive program that provides two-year grants to individual subregions or subregional teams. The program is designed to assist subregions in refining and developing transportation improvement strategies rooted in the RTP.
- **Subregional Transportation Planning (STP) Program**—This program provides formula-based funding to each subregion for essential transportation planning, programming and administrative activities that support programs and projects identified in the RTP and UPWP. These activities include collecting data, analyzing project needs and facilitating public participation.
- **Transportation Management Associations (TMAs)**—The eight TMAs in New Jersey work with employers and the public sector to help provide effective and efficient commuting and other transportation options. The NJTPA oversees the development of annual TMA work programs and coordinates activities among the TMAs, the subregions, NJ TRANSIT, NJDOT and other partners in regional mobility.

Key Issues Addressed

The UPWP, which guides the NJTPA's annual planning, includes numerous other transportation planning programs and activities carried out by the NJTPA (see njtpa.org for details). Some key areas of planning include:

- **Safety Planning**—Making travel safer is one of the NJTPA's fundamental goals. The NJTPA analyzes regional crash data and trends to ensure the safety and reliability of critical infrastructure. The NJTPA also oversees Street Smart NJ, a pedestrian safety education campaign. In all of this work, the NJTPA partners with the subregions and state agencies.

Overview of The Metropolitan Planning Organization (MPO)

- **Transportation Technologies**—The term Intelligent Transportation Systems (ITS) refers to the use of information and communications technology to improve transportation safety, efficiency, and system performance.
- **Freight Planning**—The NJTPA conducts various studies and planning activities focused on port activities, rail, air, trucking and waterborne freight. The Freight Initiatives Committee serves as a regional forum for discussion of key goods movement issues and features substantial involvement from the private sector, including shipping, trucking, rail and warehousing companies.
- **Bicycle and Pedestrian Planning**—The NJTPA is committed to promoting walking and biking in the region. Much of this commitment is made through direct investment in bicycle and pedestrian facilities. The NJTPA also conducts planning to support walking and biking, such as walkable community workshops, support for complete streets initiatives, and pedestrian safety programs.
- **Transit Planning**—Investment in public transit remains a high priority in the NJTPA region. The NJTPA plays a role in funding, managing and participating in various transit improvement studies and activities to ensure planning is done in context with the needs of the region. The NJTPA also provides technical assistance in helping communities realize Transit Oriented Development through its Planning for Emerging Centers and Transit Supportive Development programs.
- **Performance Based Planning**—The NJTPA analyzes data to assess the performance of the transportation system and its component parts. It also performs detailed studies and computer simulations to better understand where and how people move throughout the region and estimate future travel demand.
- **Data Maps**—The NJTPA makes extensive use of Geographic Information Systems (GIS) computer mapping that can spatially manage, analyze and present geographic data. The NJTPA maintains an Open Data Portal that is the central location for numerous data collected and stored by the NJTPA, subregions and other partners.
- **Travel Demand Modeling**—The NJTPA employs a computer-based model to help with analyzing projects, developing the RTP, and determining compliance with air quality conformity standards. The model is supported by various transportation surveys in cooperation with other transportation agencies.
- **Climate Change Planning**—The NJTPA seeks to address climate change and its threats in two ways—mitigation and adaptation. Mitigation involves reducing emissions of greenhouse gases, while adaptation involves planning to cope with the challenges that climate change will bring. The NJTPA also plans for resiliency in preparing the transportation system to withstand and recover from weather and other catastrophic events.

Capital Programming and Local Projects

Much of the NJTPA's planning focuses on identifying location-specific mobility needs and strategies to address them. This often results in proposed projects that can qualify for funding through the NJTPA TIP, which allocates \$2 billion or more annually for capital projects and programs (see Planning and Programming tab for more information).

The NJTPA also has local programs that support the work of its subregions in preparing local projects for funding:

- **Local Capital Project Delivery Program**—This competitive program provides funding to NJTPA subregions to prepare proposed transportation projects for eventual construction. The subregions identify problems and needs and develop projects through the various phases of this program.
- **Local Safety and High Risk Rural Roads Programs**—These competitive programs provide funds to the subregions for high-impact safety improvements on local facilities. They range from pedestrian improvements in New Jersey's largest cities to skid-prevention treatments on winding country roads.

Public Outreach and Involvement

The NJTPA actively seeks the input and involvement of a broad array of stakeholders and the public in order to make the best decisions for the region. This is accomplished through a variety of means: Board and Committee meetings that are open to the public; formal public comment periods held on major NJTPA products; special outreach events and forums; the agency's extensive website; frequent updates on social media; notifications to local media, and other methods. In addition, many of the planning efforts outlined above include specific public outreach and involvement work, such as public meetings and project websites.

The NJTPA's Public Engagement Plan, adopted by the Board in 2018, outlines how the NJTPA involves the region's residents in its programs, projects, and plans. The Plan describes the NJTPA's goals and objectives for public engagement while also identifying specific approaches, techniques, and opportunities for ongoing communication and interaction with the public.

Together North Jersey

Together North Jersey is a coalition of more than 100 diverse partners—non-profits, government agencies, educational institutions, businesses, elected officials, community activists and others. This group is working to make the region more competitive, efficient, livable and resilient—four overarching themes identified in the Regional Plan for Sustainable Development finalized by the coalition in 2015. The NJTPA, together with Rutgers, the State University of New Jersey, and NJ TRANSIT, helps lead the organization.

Recommendations in the Together North Jersey plan range widely, touching upon transportation, health and safety, natural systems, housing, education, workforce training, job access, arts, culture, business, industry, economic development, energy and climate change. The NJTPA continues to work with its Together North Jersey partners on implementing the plan recommendations through four task forces—one for each of the themes—which meet regularly. In addition, the NJTPA's Plan 2045: Connecting North Jersey draws insights and guidance from the Together North Jersey plan and helps to implement its recommendations.

II. Mission Statement / Strategic Business Plan

Strategic Business Plan

The NJTPA Board of Trustees adopted the updated Strategic Business Plan (SBP) in November 2010 to identify strategies and actions that would make the NJTPA a stronger, more effective leader in transportation planning, investment and decision making while improving how the agency operates. NJTPA Board members, Alternates and Regional Transportation Advisory Committee members, provided input as the plan was developed over the course of more than a year. An update of this plan is underway and Board input will be sought.

The SBP is oriented to helping better achieve the NJTPA's adopted mission statement:

Mission Statement

The NJTPA is the regional transportation planning leader and technical and informational resource for the people of northern New Jersey that:

Creates a vision to meet the mobility needs for people and goods;

Develops a plan for transportation improvement and management to fulfill the vision;

Partners with citizens, counties, cities, state, and federal entities to develop and promote the transportation plan;

Prioritizes federal funding assistance to make the plan a reality; and

Links transportation planning with safety and security, economic growth, environmental protection, growth management, and quality of life goals for the region.

The SBP provides a multiyear framework for the annual updates of the Unified Planning Work Program (UPWP), which guides the day-to-day transportation planning work of the NJTPA and its subregions. The SBP established five strategic directions, each accompanied by several specific objectives. They are:

- **Board Development**—Realize greater opportunities for Board members to engage in matters relating to their particular interests and organizational affiliations while providing policy leadership and leading the NJTPA into new areas of endeavor. Actions include greater outreach and networking, advancement of priority projects and working with partner agencies.

- ***Communicating the NJTPA***—Enhance the NJTPA’s leadership in the region through increased awareness of the organization’s mission and activities. A Communications Action Plan engages stakeholders, builds partnerships with other organizations, educates the public through forums and symposiums, and expands the use of print and electronic media, among other actions.
- ***Facilitating Growth***—Expand the NJTPA’s mission to address emerging issues in the region such as air quality, climate change, livable communities, economic development, housing and land use, among others. Actions include identifying and securing new sources of flexible funding, establishing new partnerships on key issues and continued innovation.
- ***Improving Internal Operations***—Improve the NJTPA’s operational efficiency, freeing up internal resources to better address emerging regional issues. Actions include staff development, streamlining procedures, the expanded use of information technology and new approaches to staff collaboration.
- ***Developing Performance Measures***—Establish the linkage between the NJTPA’s planning activities and improved mobility, economic growth, environment, and quality of life. Actions include defining new measures, developing supporting data, expanding analytical efforts, and increasing the reporting associated with greater federal emphasis on performance metrics.

III. NJTPA Board of Trustees

There are 20 voting Trustees on the NJTPA Board. This includes 15 local elected officials: the Mayors of Newark and Jersey City; Freeholders or County Executives from the region's 13 counties, as well as a representative from the Governor's Authorities Unit, the Commissioner of the New Jersey Department of Transportation, the Executive Director of NJ Transit, the Chairman of the Port Authority of New York & New Jersey, and a citizens' representative appointed by the Governor.

The NJTPA has three standing Committees—Planning & Economic Development; Project Prioritization; and Freight Initiatives. Each Trustee is a member of at least one Committee. Committee meetings feature discussion of a full range of state, regional, and local transportation planning issues as well as action items to be placed before the full Board after Committee deliberation and recommendation. See the Committee Assignments tab for descriptions of each Committee's mission and current Trustee membership. Central staff located in Newark supports the Board and Committees. The NJTPA staff also supports and directs planning work by county and city members. A Regional Transportation Advisory Committee (RTAC) composed of planners and engineers from the subregions meets every other month to review regional issues.

The Board of Trustees meets every two months. Committee meetings are held on alternate months. All Board and Committee meetings are open to the public. The NJTPA website (njtpa.org) includes a meetings calendar, which can also be found under the Calendar tab.

The NJTPA Trustee Officers

The NJTPA Chair, First Vice Chair, Second Vice Chair, and Secretary are elected every two years by majority vote of the full Board of Trustees. The Third Vice Chair is appointed by the Chair. Officers are chosen from among the Board's 15 elected officials and constitute the Executive Committee, which has authority to act on behalf of the NJTPA Board of Trustees (when not in session) for administrative matters, but not for matters relating to transit, highway planning or project selection. Three members of the Executive Committee constitute a quorum.

Involvement of Local Government Officials

As noted, 15 of the 20 Trustees are local elected officials. The NJTPA's federal sponsors have repeatedly cited the level of involvement by these officials as a "best practice." Sustained direct involvement by elected officials—through attendance and participation at Board and Committee meetings—is essential to ensure that funding and planning decisions are accountable to the public. Each Trustee is responsible to see that this principle is upheld.

Board Meetings Are a Public Forum

NJTPA Board of Trustees meetings are open to the public and often attended by planners, engineers, business and labor leaders, environmental advocates, academics, commuter groups, concerned citizens, state and federal agency representatives, neighboring Metropolitan Planning Organizations, and media representatives, among others. The public is given the opportunity to comment before any action at Board meetings and a public comment period on other matters is held at the end of each meeting.

IV. NJTPA Committee Assignments 2018-2019

The Mission of the Planning and Economic Development Committee is:

To oversee regional and corridor-based planning activities including: the update of the Regional Transportation Plan (RTP) and NJTPA work related to Together North Jersey. The Committee also reviews and approves funding for the annual Unified Planning Work Program (UPWP), which includes all Central Staff activities; the Study & Development (S&D) Program, which includes future projects in various stages of planning; and the Subregional Transportation Planning and Subregional Studies programs.

Meeting Schedule Every other month, three weeks prior to Board meetings.

Chair	John W. Bartlett , Freeholder	Passaic County
Vice Chair	Matthew Holt, Freeholder	Hunterdon County
Trustee Member	Steven M. Fulop, Mayor	Jersey City
Trustee Member	Ras J. Baraka, Mayor	Newark
Trustee Member	John P. Kelly, Freeholder	Ocean County
Trustee Member	Brian D. Levine, Freeholder	Somerset County
Trustee Member	Jason Sarnoski, Freeholder	Warren County
Ex Officio Member	Angel G. Estrada, Freeholder	Union County
Trustee Member	Jamie LeFrak	Citizens’ Representative
Trustee Member	Brian T. Wilton, Deputy Chief Counsel	Governor’s Representative
Trustee Member	Diane Gutierrez-Scaccetti, Commissioner	NJDOT
Trustee Member	Kevin Corbett, Executive Director	NJ TRANSIT
Trustee Member	Kevin O’Toole, Chairman	PANYNJ

Project Prioritization Committee

The Mission of the Project Prioritization Committee is:

To oversee all activities related to the annual development and management of the Transportation Improvement Program (TIP), including modifications and amendments, as well as negotiations with the New Jersey Department of Transportation and NJ TRANSIT in the development of the State’s annual Transportation Capital Program. The Committee also reviews and approves funding for the NJTPA’s Local Safety, High Risk Rural Road and Local Capital Project Delivery programs, among others.

Meeting Schedule Every other month, three weeks prior to Board meetings.

Chair	Kathryn A. DeFillippo, Freeholder	Morris County
Vice Chair	Joseph DiVincenzo, County Executive	Essex County
Trustee Member	James J. Tedesco III, County Executive	Bergen County
Trustee Member	Thomas DeGise, County Executive	Hudson County
Trustee Member	Matthew Holt, Freeholder	Hunterdon County
Trustee Member	Charles Kenny, Freeholder	Middlesex County
Trustee Member	Thomas A. Arnone, Freeholder	Monmouth County
Trustee Member	John W. Bartlett, Freeholder	Passaic County
Trustee Member	Joshua L. Hertzberg, Freeholder	Sussex County
Ex Officio Member	Angel G. Estrada, Freeholder	Union County
Trustee Member	Jamie LeFrak	Citizens’ Representative
Trustee Member	Brian T. Wilton, Deputy Chief Counsel	Governor’s Representative
Trustee Member	Diane Gutierrez-Scaccetti, Commissioner	NJDOT
Trustee Member	Kevin Corbett, Executive Director	NJ TRANSIT

The Mission of the Freight Initiatives Committee is:

To support the economically vital regional goods movement industry as mandated by federal legislation. This includes recommendations on strategic transportation investments and policies to keep the region globally competitive. The Committee serves as a forum for dialogue on freight issues between the public and private sectors.

Meeting Schedule Every other month, three weeks prior to Board meetings.

Chair	Charles Kenny, Freeholder	Middlesex County
Vice Chair	John P. Kelly, Freeholder	Ocean County
Trustee Member	Thomas DeGise, County Executive	Hudson County
Trustee Member	Kathryn A. DeFillippo, Freeholder	Morris County
Trustee Member	Ras J. Baraka, Mayor	Newark
Trustee Member	Brian D. Levine, Freeholder	Somerset County
Ex Officio Member	Angel G. Estrada, Freeholder	Union County
Trustee Member	Brian T. Wilton, Deputy Chief Counsel	Governor's Representative
Trustee Member	Diane Gutierrez-Scaccetti, Commissioner	NJDOT
Trustee Member	Kevin Corbett, Executive Director	NJ TRANSIT
Trustee Member	Kevin O'Toole, Chairman	PANYNJ

Executive Committee

The Mission of the Executive Committee is:

to provide direction, oversight and final sign-off on all administrative, personnel and financial matters; to coordinate MPO issues needing priority attention; and to take “interim actions” (as necessary) on behalf of the NJTPA Board of Trustees (subject to the latter’s concurrence).

Meeting Schedule As necessary.

Chair	Angel G. Estrada, Freeholder	Union County
First Vice Chair	Matthew Holt, Freeholder	Hunterdon County
Second Vice Chair	John W. Bartlett, Freeholder	Passaic County
Third Vice Chair	Kathryn A. DeFillippo, Freeholder	Morris County
Secretary	Joseph DiVincenzo, County Executive	Essex County

V. NJTPA Board and Affiliated Agencies

NJTPA Board and Affiliated Agencies

AFFILIATE

BOARD MEMBER

ALTERNATE MEMBER

BERGEN

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*Indicates Board Members on the Executive Committee

NJTPA Board and Affiliated Agencies

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ALTERNATE MEMBER

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*Indicates Board Members on the Executive Committee

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VI. NJTPA Board of Trustees Profiles



James J. Tedesco

Bergen County Executive

Alternate Voting Member

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 Advisory Committee Member**

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BIOGRAPHY

Bergen County Executive James J. Tedesco, III was elected in 2014 and joined the NJTPA Board of Trustees in 2015.

Tedesco was elected to the Bergen County Board of Chosen Freeholders in 2013 after serving as the mayor of the Borough of Paramus (2003-2010). Prior to being elected mayor, he was a councilman (2000-2002). Before seeking public office in Paramus, County Executive Tedesco served as the recreation commissioner and as a volunteer youth coach.

County Executive Tedesco has been a Paramus volunteer firefighter for nearly 40 years and twice was selected to serve as the department’s chief. He also served two

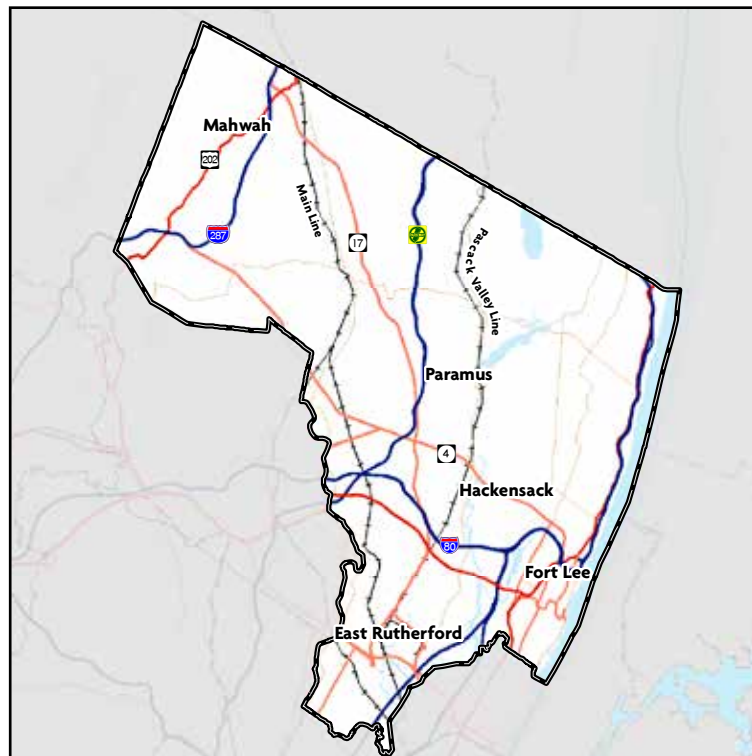
years on the Board of Directors for the Red Cross of Northern New Jersey.

For nearly 40 years, County Executive Tedesco worked for PSE&G, finishing his career as a regional manager. Prior to joining the management ranks, he was a union representative and member of Pipefitters Local 274 and UA Local 855 AFL-CIO and also served as an instructor at the Bergen County Technical schools, EMS/HAZ MAT section teaching HAZ MAT courses.

NJTPA Committee Assignments

- Project Prioritization Committee (Member)

BERGEN COUNTY MAP

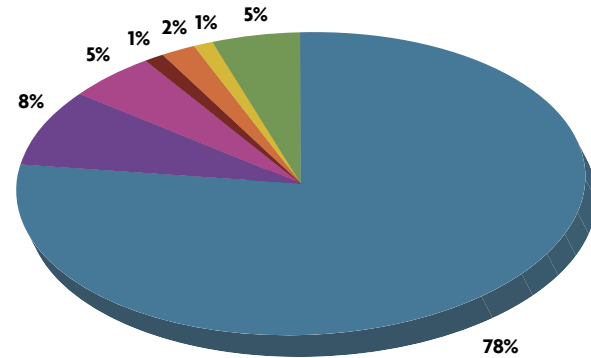


FACTS AT A GLANCE

2010 Census: Households	335,730
2010 Census: Population	905,116
Average Trips per Household (per day)*	11.8
Average Trips per Person (per day)*	4.6
% Trips Using Transit*	6%
% Trips Work Related*	22%
Average Work Trip Duration*	32 mins
Average Non-Work Trip Duration*	16 mins

WHERE WE TRAVEL

Percentage of weekday trip distribution*



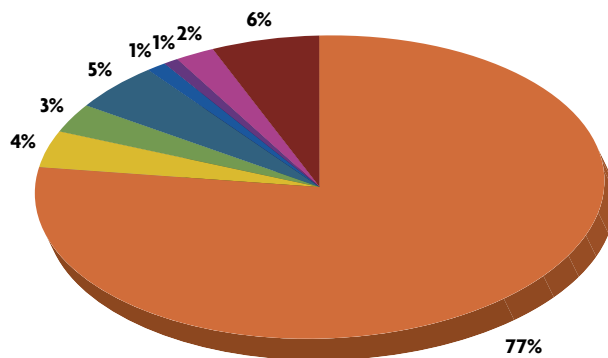
- Within county (Bergen County)
- To/from adjoining county (not NYC)
- To/from Manhattan
- To/from other NYC
- To/from other NJTPA county
- To/from elsewhere in metro area
- Entirely outside county**

To/from outside of metro area (< 0.5%)

**Trips that both begin and end outside the resident's home county

HOW WE TRAVEL

Percentage work travel by mode*



- Auto driver
- Auto passenger
- Commuter rail
- Express bus
- Local bus
- Other bus
- Subway and PATH
- Walk

Modes 0.5% or less:

- Bike
- Ferry
- Light rail
- Others
- School bus
- Taxi or group ride



Joseph DiVincenzo

Essex County Executive
NJTPA Secretary

Alternate Voting Member

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BIOGRAPHY

Essex County Executive Joseph DiVincenzo was elected in 2002 and joined the NJTPA Board of Trustees in 2003. He was elected as a member of the Board’s Executive Committee in 2010.

Previously, County Executive DiVincenzo served on the Essex County Freeholder Board, to which he was appointed in 1990. County Executive DiVincenzo successfully ran for the at-large seat that year, and was then re-elected to three successive terms. He served as Essex County freeholder president (1995-2002).

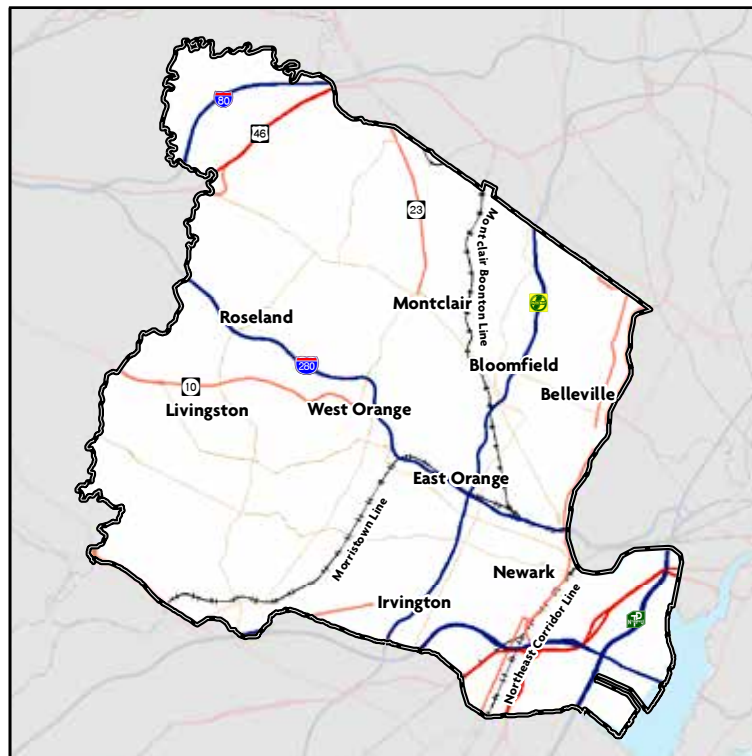
County Executive DiVincenzo also has worked as the athletics director of the Newark Public Schools and a volunteer recreation director for Project Pride. He

is a past president of the New Jersey Association of Counties and was honored in 2001 by the New Jersey Conference of Mayors as its “Outstanding Elected County Official.”

NJTPA Committee Assignments

- Executive Committee (Secretary)
- Project Prioritization Committee (Vice Chair)

ESSEX COUNTY MAP

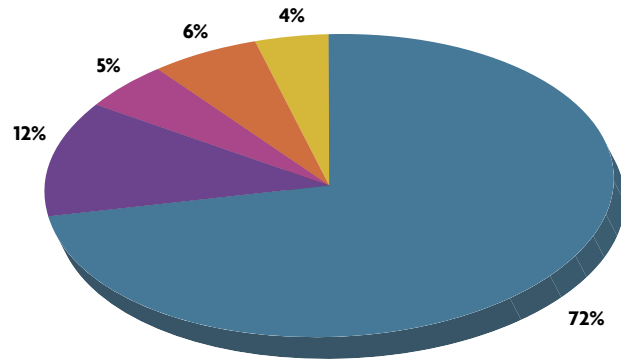


FACTS AT A GLANCE

2010 Census: Households	283,712
2010 Census: Population	783,969
Average Trips per Household (per day)*	9.8
Average Trips per Person (per day)*	4.0
% Trips Using Transit*	11%
% Trips Work Related*	22%
Average Work Trip Duration*	33 mins
Average Non-Work Trip Duration*	20 mins

WHERE WE TRAVEL

Percentage of weekday trip distribution*



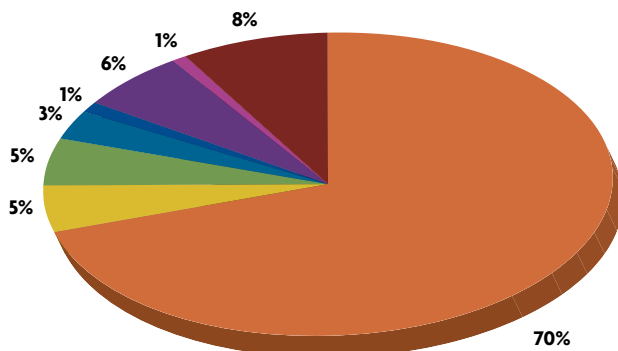
- Within county (Essex County)
- To/from adjoining county (not NYC)
- To/from Manhattan
- To/from other NJTPA county
- Entirely outside county**

To/from other NYC (< 0.5%)
 To/from elsewhere in metro area (< 0.5%)
 To/from outside of metro area (< 0.5%)

**Trips that both begin and end outside the resident's home county

HOW WE TRAVEL

Percentage work travel by mode*



- Auto driver
- Auto passenger
- Commuter rail
- Express bus
- Light rail
- Local bus
- Subway and PATH
- Walk

Modes 0.5% or less:

- Bike
- Ferry
- Other bus
- Others
- School bus
- Taxi or group ride

Source : * NJTPA Regional Household Travel Survey 2010-11



Thomas DeGise

Hudson County Executive

Alternate Voting and Regional Transportation Advisory Committee Member

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BIOGRAPHY

Hudson County Executive Thomas DeGise took office after winning a special election in November 2002. He joined the NJTPA Board of Trustees that year and its Executive Committee in 2006. He served as NJTPA Chair in 2014-2015. He also represented Jersey City on the Board during much of his tenure as the City Council president.

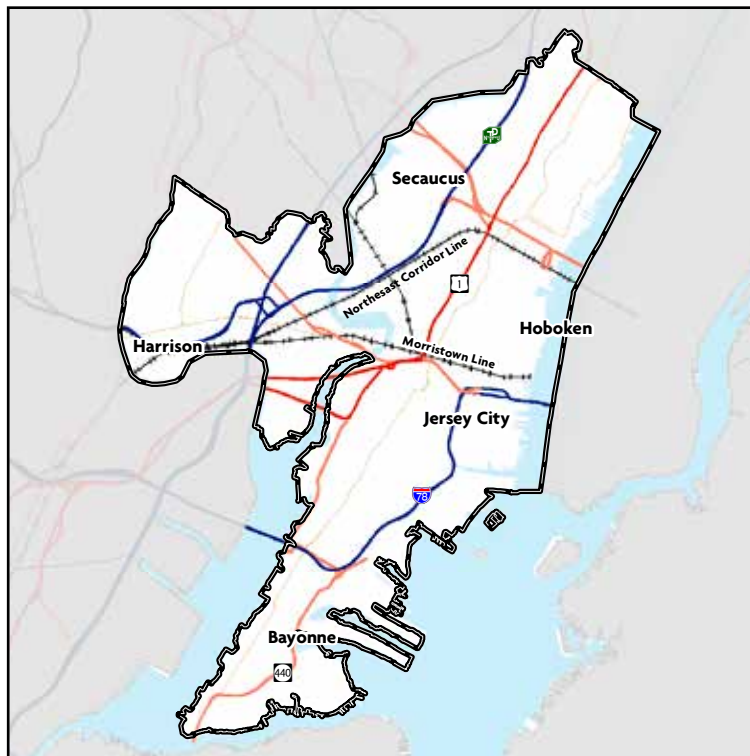
County Executive DeGise—a lifelong Jersey City resident—previously was Jersey City’s longest serving City Council president, holding that office from 1993 to 2001. He was a teacher and administrator in the Jersey City school system since 1975 and entered public life as a community

leader during the 1980s, founding a school neighborhood association and eventually chairing the Heights Coalition of Neighborhood Associations, a group dedicated to improving quality of life in the city’s Heights section.

NJTPA Committee Assignments

- Project Prioritization Committee (Member)
- Freight Initiatives Committee (Member)

HUDSON COUNTY MAP

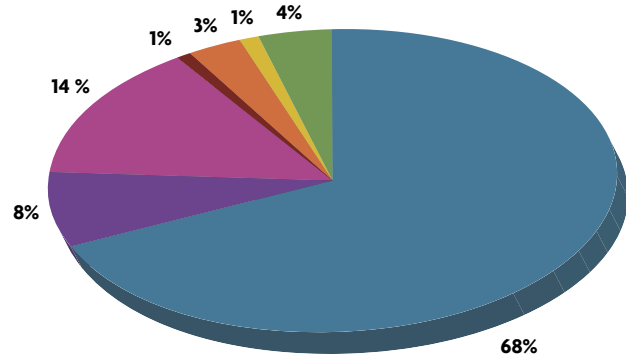


FACTS AT A GLANCE

2010 Census: Households	246,442
2010 Census: Population	634,277
Average Trips per Household (per day)*	8.1
Average Trips per Person (per day)*	3.4
% Trips Using Transit*	20%
% Trips Work Related*	30%
Average Work Trip Duration*	39 mins
Average Non-Work Trip Duration*	22 mins

WHERE WE TRAVEL

Percentage of weekday trip distribution*



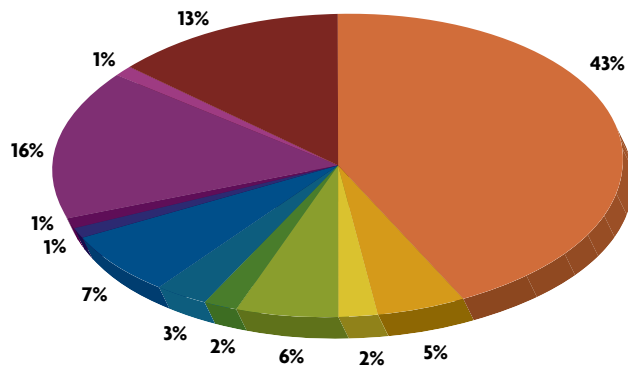
- Within county (Hudson County)
- To/from adjoining county (not NYC)
- To/from Manhattan
- To/from other NYC
- To/from other NJTPA county
- To/from elsewhere in metro area
- Entirely outside county**

To/from outside of metro area (< 0.5%)

**Trips that both begin and end outside the resident's home county

HOW WE TRAVEL

Percentage work travel by mode*



- Auto driver
- Auto passenger
- Commuter rail
- Express bus
- Ferry
- Light rail
- Local bus
- Other bus
- Others
- Subway and PATH
- Taxi or group ride
- Walk

Modes 0.5% or less:

Bike

School bus



Matthew Holt

Hunterdon County
Freeholder
NJTPA First Vice Chair

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BIOGRAPHY

Freeholder Matthew Holt was elected in 2007 and joined the NJTPA Board of Trustees in 2008. He became a member of its Executive Committee in 2009. He served as NJTPA Chair for the 2012-2013 term.

In 2013, Freeholder Holt received the National Association of Regional Council's (NARC) Tom Bradley Leadership Award and was elected to NARC's national Board of Directors.

A strong supporter of investment in transportation, Freeholder Holt has long advocated for a return of rail service to Hampton and Flemington. He also is a member of the Raritan Valley Rail Coalition, an organization of Raritan Valley Line riders, elected officials, and

representatives from the counties of Hunterdon, Somerset, Middlesex and Union.

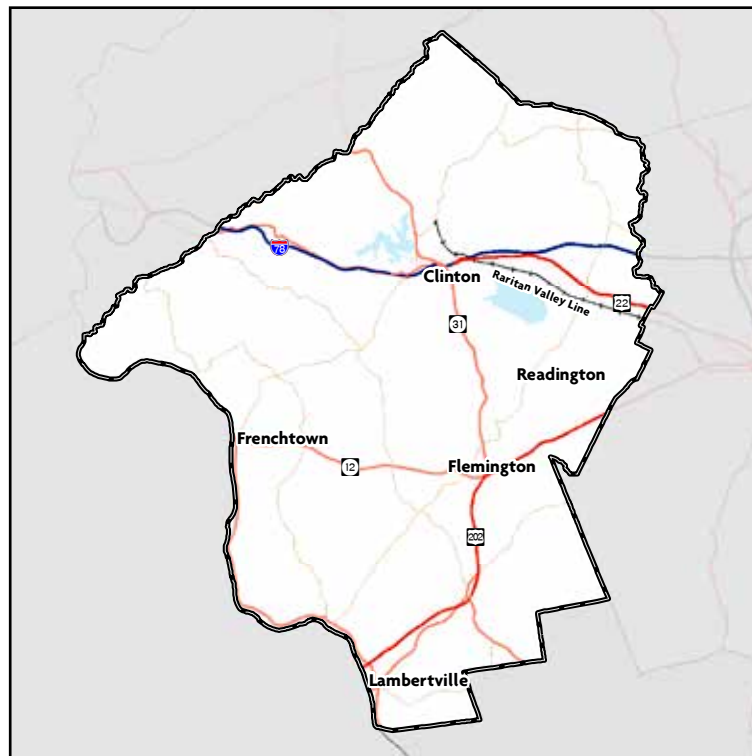
Freeholder Holt served as mayor of the Town of Clinton (2004–2005), after previously serving for eight years on the Town Council and one year on the Clinton Board of Education.

Freeholder Holt is National New Business Manager for Arena Americas.

NJTPA Committee Assignments

- Executive Committee (First Vice Chair)
- Planning and Economic Development Committee (Vice Chair)
- Project Prioritization Committee (Member)

HUNTERDON COUNTY MAP

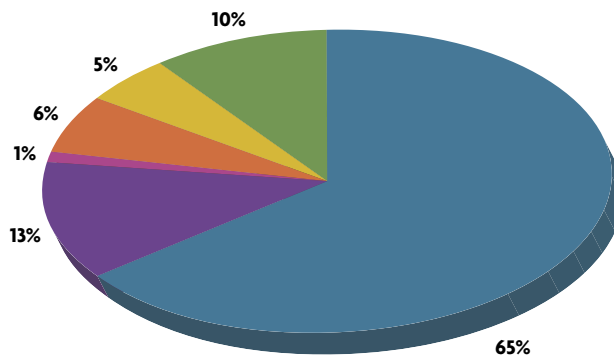


FACTS AT A GLANCE

2010 Census: Households	47,169
2010 Census: Population	127,351
Average Trips per Household (per day)*	8.8
Average Trips per Person (per day)*	3.4
% Trips Using Transit*	8%
% Trips Work Related*	22%
Average Work Trip Duration*	33 mins
Average Non-Work Trip Duration*	23 mins

WHERE WE TRAVEL

Percentage of weekday trip distribution*



- Within county (Hunterdon County)
- To/from adjoining county (not NYC)
- To/from Manhattan
- To/from other NJTPA county
- To/from out of metro area
- Entirely outside county**

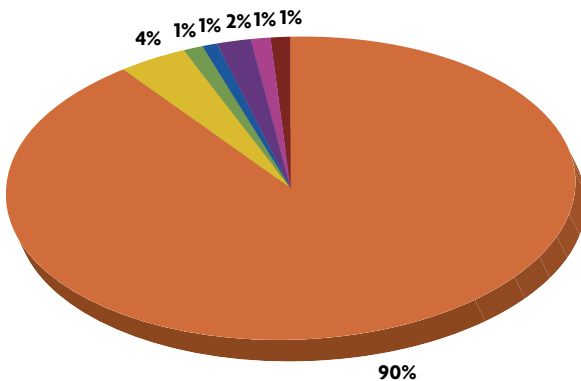
To/from other NYC (< 0.5%)

To/from elsewhere in metro area (< 0.5%)

**Trips that both begin and end outside the resident's home county

HOW WE TRAVEL

Percentage work travel by mode*



- Auto driver
- Auto passenger
- Bike
- Commuter rail
- Express bus
- Local bus
- Walk

Modes 0.5% or less:

- Ferry
- Light rail
- Other bus
- Others
- School bus
- Subway and PATH
- Taxi or group ride

Source : * NJTPA Regional Household Travel Survey 2010-11



Steven M. Fulop

Mayor, Jersey City

Alternate Voting and Regional Transportation Advisory Committee Member

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BIOGRAPHY

Mayor Steven M. Fulop was elected Mayor of Jersey City and joined the NJTPA Board of Trustees in 2013.

After starting his career at Goldman Sachs in Chicago, Mayor Fulop returned to New Jersey and moved to Jersey City. Upon witnessing the devastating attacks of September 11, 2001, Mayor Fulop left his job at Goldman Sachs and enlisted in the United States Marine Corps.

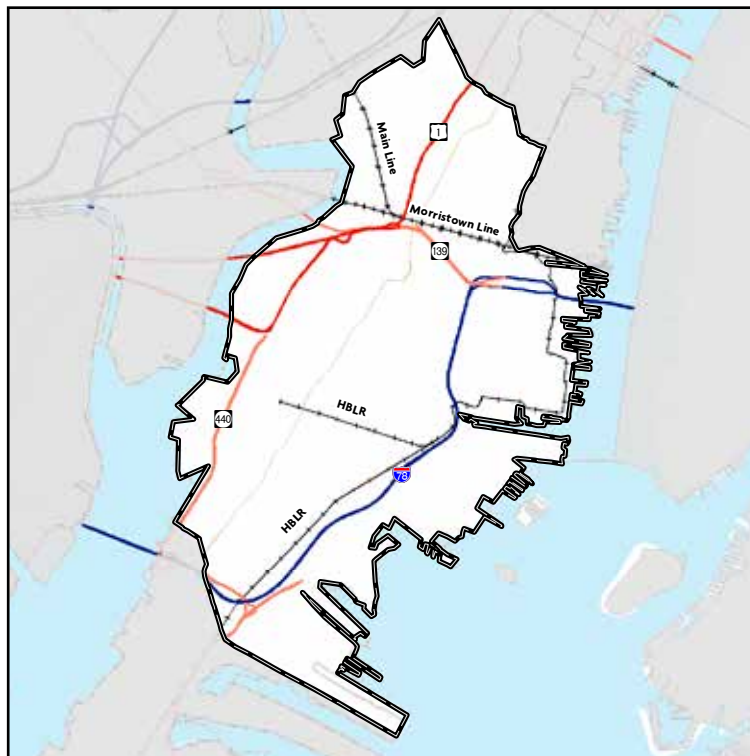
Mayor Fulop returned from military service and focused on his community, where he became president of both the Historic Paulus Hook Association and the Downtown Coalition of Neighborhood Associations. He ran successfully for City Council in 2005.

During his first council term, he earned a master’s degree in business administration from New York University’s Stern School of Business and a master’s degree in public administration from Columbia University’s School of International and Public Affairs. Fulop earned his bachelor’s degree from Binghamton University and also studied at Oxford University in England.

NJTPA Committee Assignments

- Planning & Economic Development Committee (Member)

JERSEY CITY MAP

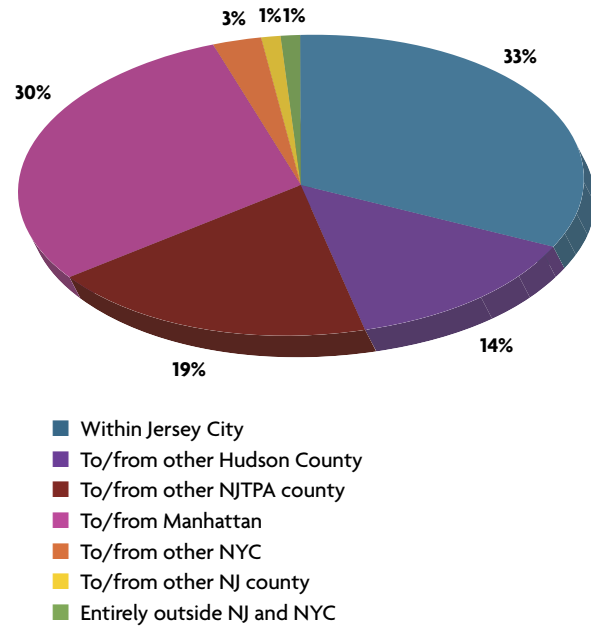


FACTS AT A GLANCE

2010 Census: Households	96,859
2010 Census: Population	247,597
% Work Trips Using Transit *	49%
% of Work Trips with Duration < 30 minutes *	39%
Average Work Trip Duration *	36 mins

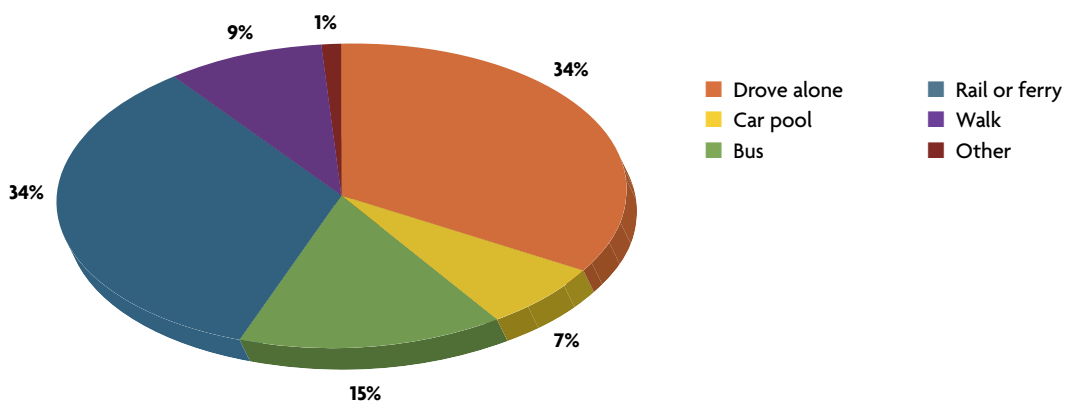
WHERE WE TRAVEL

Percentage of weekday trip distribution**



HOW WE TRAVEL

Percentage work travel by mode*



Sources: * 2010-2014 American Community Survey, ** 2006-2010 Census Transportation Planning Product.



Charles Kenny

Middlesex County
Freeholder

Alternate Voting Member

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Advisory Committee Member**

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BIOGRAPHY

Freeholder Charles Kenny began his first term as Middlesex County Freeholder in 2013 and joined the NJTPA Board of Trustees in 2017. He has dedicated his time to improving the quality of life for all residents, including helping to bring quality programs and services to residents at costs they can afford.

Prior to his election as a Freeholder, he served as Woodbridge Councilman (1997-2013). During that time he helped develop new small businesses, assisted in creating emergency service systems, expanded off-street parking and changed parking restrictions to improve Woodbridge’s Business District, developed

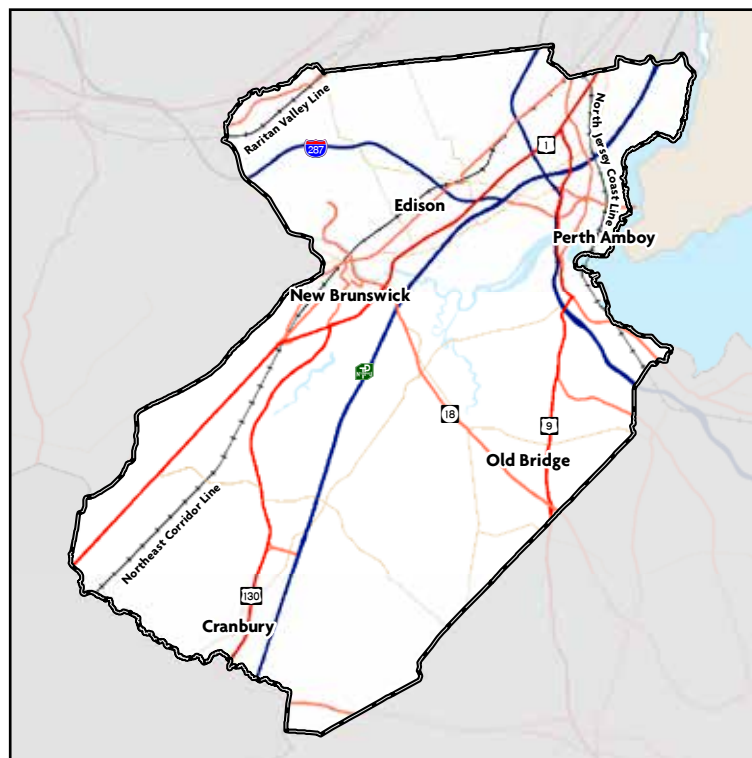
the Pedestrian Safety Crossing Program and oversaw the development of “quiet zone crossings.”

Freeholder Kenny is Chair of the County’s Infrastructure Management Committee and is a Woodbridge Fireman since 1985, serving as Captain from 1995. He was a member of the Local Assistance Board (1995-1998) and is a member of the Sewer Utility Review Board since 1999. Freeholder Charles Kenny is a graduate of Middlesex County College.

NJTPA Committee Assignments

- Freight Initiatives Committee (Chair)
- Project Prioritization Committee (Member)

MIDDLESEX COUNTY MAP

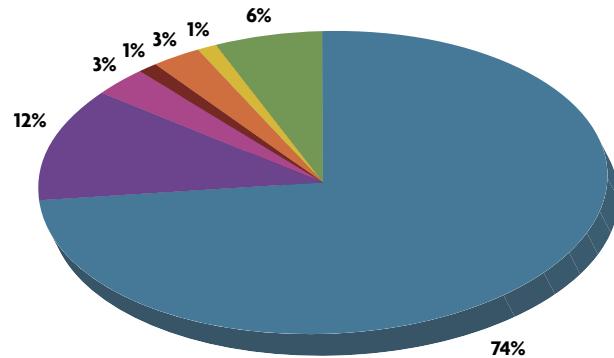


FACTS AT A GLANCE

2010 Census: Households	281,186
2010 Census: Population	809,858
Average Trips per Household (per day)*	10.5
Average Trips per Person (per day)*	3.9
% Trips Using Transit*	8%
% Trips Work Related*	25%
Average Work Trip Duration*	33 mins
Average Non-Work Trip Duration*	17 mins

WHERE WE TRAVEL

Percentage of weekday trip distribution*



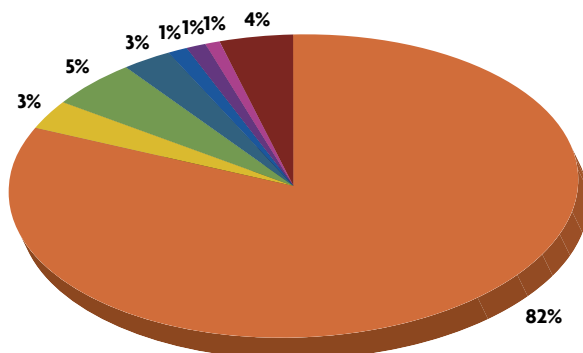
- Within county (Middlesex County)
- To/from adjoining county (not NYC)
- To/from Manhattan
- To/from other NYC
- To/from other NJTPA county
- To/from outside of metro area
- Entirely outside county**

To/from elsewhere in metro area (< 0.5%)

**Trips that both begin and end outside the resident's home county

HOW WE TRAVEL

Percentage work travel by mode*



- Auto driver
- Auto passenger
- Commuter rail
- Express bus
- Local bus
- School bus
- Taxi or group ride
- Walk

Modes 0.5% or less:

- Bike
- Ferry
- Light rail
- Other bus
- Others
- Subway and PATH



Thomas A. Arnone

Monmouth County
Freeholder

Alternate Voting Member

Teri O'Connor
County Administrator
(732) 431-7384
teri.oconnor@
co.monmouth.nj.us

**Regional Transportation
Advisory Committee Member**

Joseph Ettore
County Engineer
Monmouth County
Department of Engineering
(732) 431-7760
engineer@co.monmouth.nj.us

BIOGRAPHY

Freeholder Thomas A. Arnone was elected in 2010 and joined the NJTPA Board of Trustees in 2011. Prior to his election as a Freeholder, he served as a council member (1997-2003) and mayor (2004-2010) in Neptune City.

During his tenure in Neptune, Freeholder Arnone also served as the director of the Neptune City Office of Emergency Management, among many other duties. Freeholder Arnone also has been active in statewide professional organizations.

He became president of the New Jersey Conference of Mayors in 2010 after serving a term as the vice president. He is

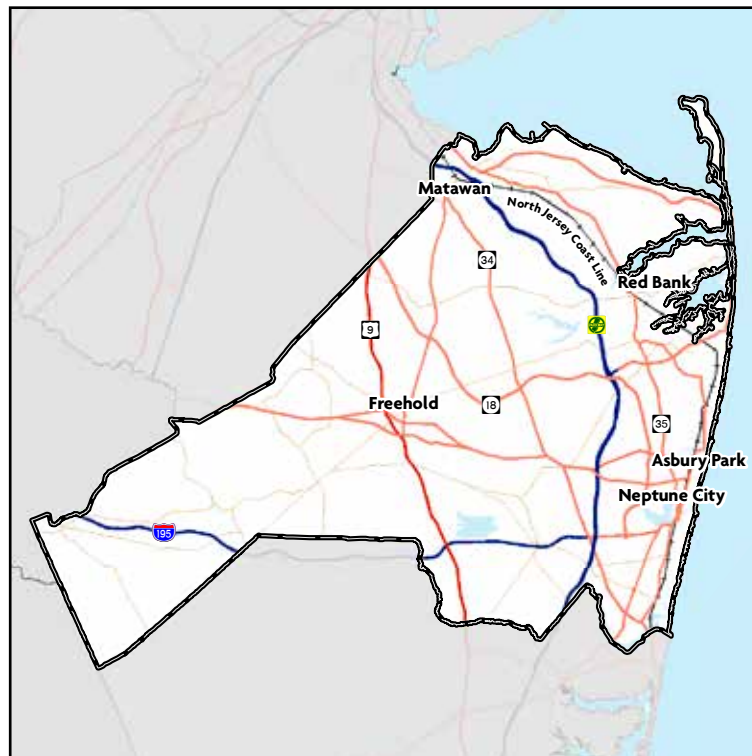
also an active member of the New Jersey State League of Municipalities.

Freeholder Arnone is a graduate of Neptune High School and attended Brookdale Community College. Since 1983 he has owned and operated T. Arnone’s Landscaping.

NJTPA Committee Assignments

- Project Prioritization Committee (Member)

MONMOUTH COUNTY MAP

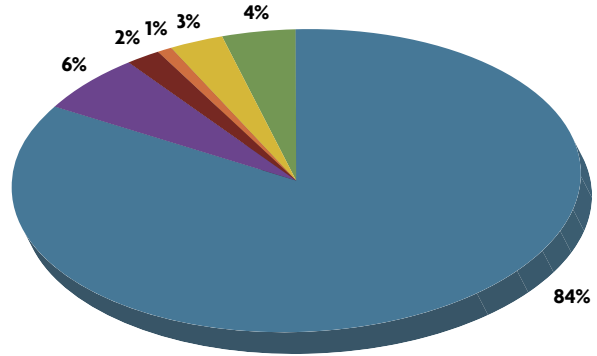


FACTS AT A GLANCE

2010 Census: Households	233,983
2010 Census: Population	630,380
Average Trips per Household (per day)*	11.5
Average Trips per Person (per day)*	4.5
% Trips Using Transit*	6%
% Trips Work Related*	21%
Average Work Trip Duration*	33 mins
Average Non-Work Trip Duration*	17 mins

WHERE WE TRAVEL

Percentage of weekday trip distribution*



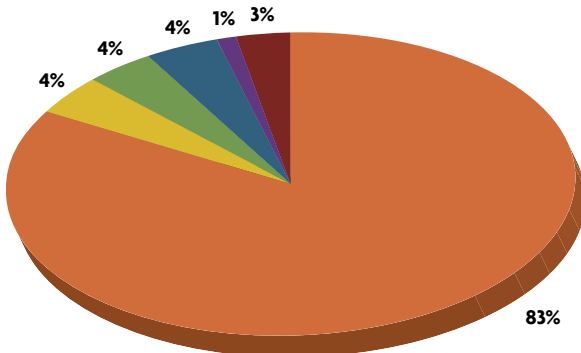
- Within county (Monmouth County)
- To/from adjoining county (not NYC)
- To/from Manhattan
- To/from other NYC
- To/from other NJTPA county
- Entirely outside county**

To/from elsewhere in metro area (< 0.5%)
 To/from outside of metro area (< 0.5%)

**Trips that both begin and end outside the resident's home county

HOW WE TRAVEL

Percentage work travel by mode*



- Auto driver
- Auto passenger
- Commuter rail
- Express bus
- Ferry
- Walk

Modes 0.5% or less:

- Bike
- Light rail
- Local bus
- Other bus
- Others
- School bus
- Subway and PATH
- Taxi or group ride



Kathryn A. DeFillippo

Morris County Freeholder
NJTPA Third Vice Chair

Alternate Voting Member

Gerald Rohsler
Director, Transportation
Engineering and Transportation
(973) 829-8109
grohsler@co.morris.nj.us

Regional Transportation Advisory Committee Member

John J. Hayes
Principal Planner
Engineering and Transportation
(973) 829-8111
jhayes@co.morris.nj.us

BIOGRAPHY

Freeholder Kathryn A. DeFillippo was elected in 2013 and joined the NJTPA Board of Trustees in 2014. Freeholder DeFillippo was a councilwoman in Roxbury Township (2006-2013), mayor in 2009, deputy mayor in 2008 and 2012-13, and was a member of the town's Zoning Board of Adjustment.

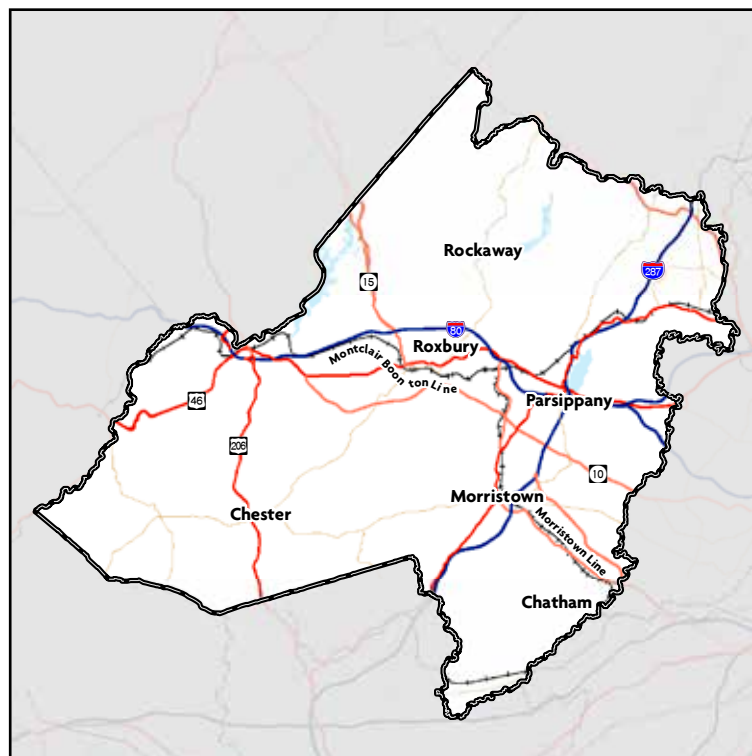
Freeholder DeFillippo has a long history of public and community service. She is a past president of the Roxbury Area Chamber of Commerce and is currently on the board of the NJ Metro Chapter of the National MS Society.

A graduate of SUNY New Paltz with a bachelor's degree in education and special education, Freeholder DeFillippo is a retired certified vocational rehabilitation counselor.

NJTPA Committee Assignments

- Executive Committee (Third Vice Chair)
- Project Prioritization Committee (Chair)
- Freight Initiatives Committee (Member)

MORRIS COUNTY MAP

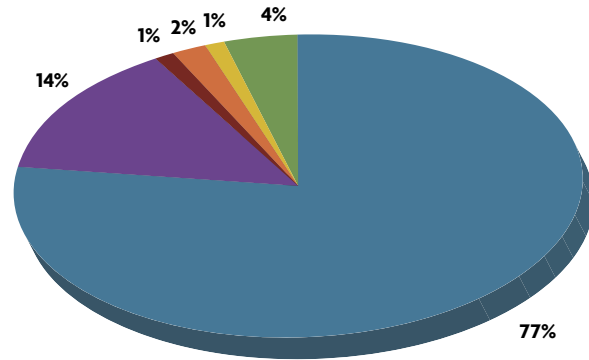


FACTS AT A GLANCE

2010 Census: Households	180,534
2010 Census: Population	492,276
Average Trips per Household (per day)*	10.8
Average Trips per Person (per day)*	4.1
% Trips Using Transit*	5%
% Trips Work Related*	24%
Average Work Trip Duration*	30 mins
Average Non-Work Trip Duration*	15 mins

WHERE WE TRAVEL

Percentage of weekday trip distribution*



- Within county (Morris County)
- To/from adjoining county (not NYC)
- To/from Manhattan
- To/from other NJTPA county
- To/from elsewhere in metro area
- Entirely outside county**

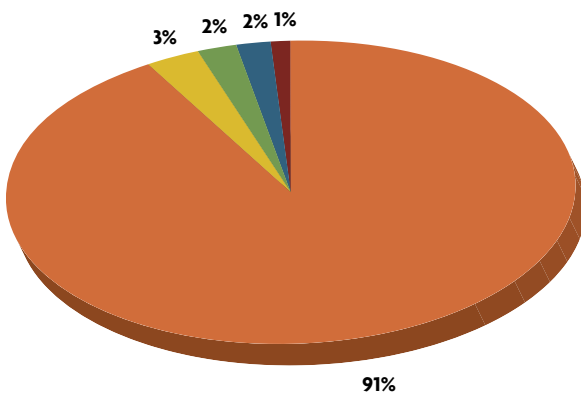
To/from other NYC (< 0.5%)

To/from outside of metro area (< 0.5%)

**Trips that both begin and end outside the resident's home county

HOW WE TRAVEL

Percentage work travel by mode*



- Auto driver
- Auto passenger
- Commuter rail
- Express bus
- Walk

Modes 0.5% or less:

- Bike
- Ferry
- Light rail
- Local bus
- Other bus
- Others
- School bus
- Subway and PATH
- Taxi or group ride



Ras J. Baraka

Mayor, City of Newark

Alternate Voting Member

Phillip Scott
 Director, Department of
 Engineering
 (973) 733-8520
 scottp@ci.newark.nj.us

**Regional Transportation
 Advisory Committee Member**

Uzoma Anukwe
 Transportation Planner
 Department of Traffic
 and Signals
 (973) 733-6452
 anukweu@ci.newark.nj.us

BIOGRAPHY

Mayor Ras J. Baraka joined the NJTPA Board of Trustees when he took office as mayor in 2014. Previously, he served as South Ward councilman and deputy mayor.

Mayor Baraka is credited with transforming Central High School, where he served as principal since 2007 until he became mayor. As councilman, Mayor Baraka was instrumental in enacting legislation recognizing violence as a public health issue and the Homestead/ Abandoned Properties ordinance, among other achievements.

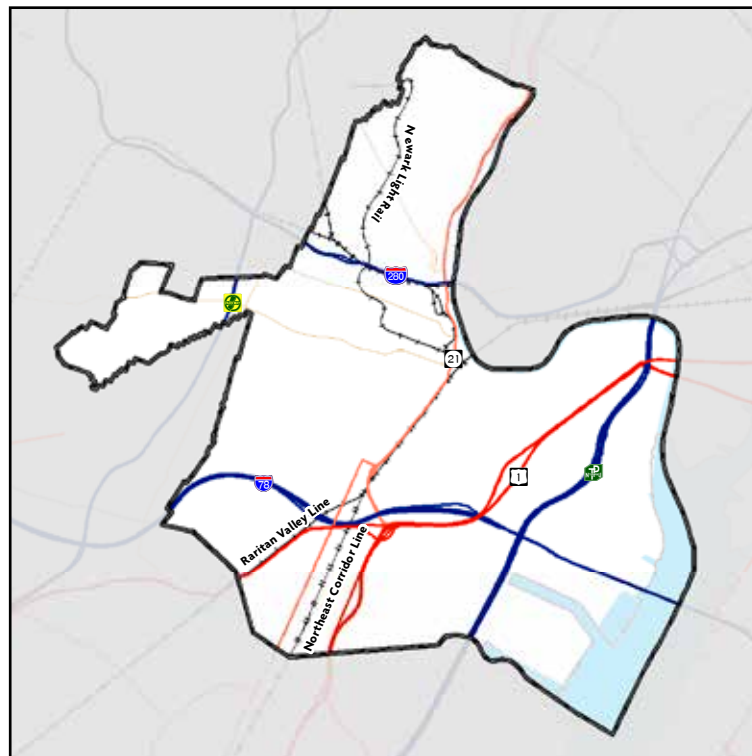
He has also supported initiatives geared toward youth development and he created the Senior Citizen’s Committee, a group of committed residents addressing issues for seniors.

Mayor Baraka is a published author and is a founding member and served as chairman of the first National Hip Hop Political Convention. Mayor Baraka was educated in the Newark Public Schools and went on to receive a bachelor’s degree in political science from Howard University in Washington, D.C., and a master’s degree in education supervision from St. Peters University in Jersey City.

NJTPA Committee Assignments

- Planning & Economic Development Committee (Member)
- Freight Initiatives Committee (Member)

NEWARK MAP

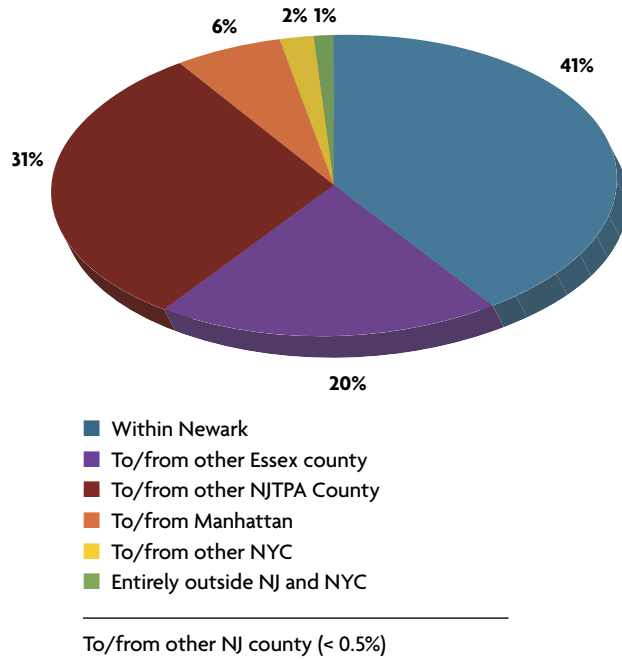


FACTS AT A GLANCE

2010 Census: Households	94,542
2010 Census: Population	277,140
% Work Trips Using Transit *	27%
% of Work Trips with Duration < 30 minutes *	50%
Average Work Trip Duration *	34 mins

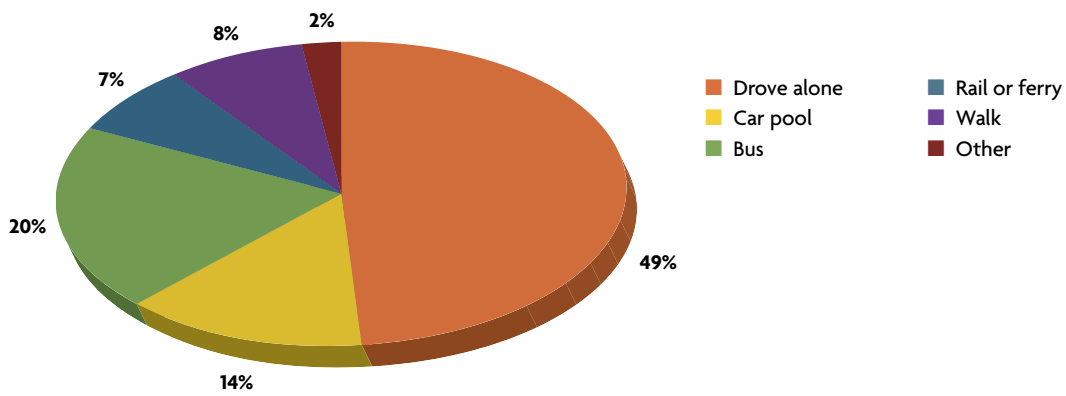
WHERE WE TRAVEL

Percentage of weekday trip distribution**



HOW WE TRAVEL

Percentage work travel by mode*



Sources: * 2010-2014 American Community Survey, ** 2006-2010 Census Transportation Planning Product.



John P. Kelly

Ocean County Freeholder

Alternate Voting Member

Virginia E. Haines
 Freeholder
 (732) 244-2121
 vhaines@co.ocean.nj.us

**Regional Transportation
 Advisory Committee Member**

Mark Jehnke (RTAC Chair)
 Supervising Engineer
 Department of Engineering
 (732) 929-2130
 mjehnke@co.ocean.nj.us

BIOGRAPHY

Freeholder John P. Kelly was elected in 1993 and joined the NJTPA Board of Trustees in 2016.

Freeholder Kelly currently serves as Director of Law and Public Safety for the county. He served as Freeholder Director in 1995, 2001, 2007 and 2013 and as Deputy Director in 1998, 2004, and 2010.

Freeholder Kelly has closely worked with the Ocean County Security Department, the Corrections Department and the Juvenile Services Department in implementing programs for Ocean County youngsters including bicycle safety programs, Internet safety programs and anti-gang programs.

Freeholder Kelly is also liaison to the Office of Engineering, and works closely with the engineering staff.

Freeholder Kelly has served as a member of the New Jersey Association of Counties, and in 2004 he served as its President.

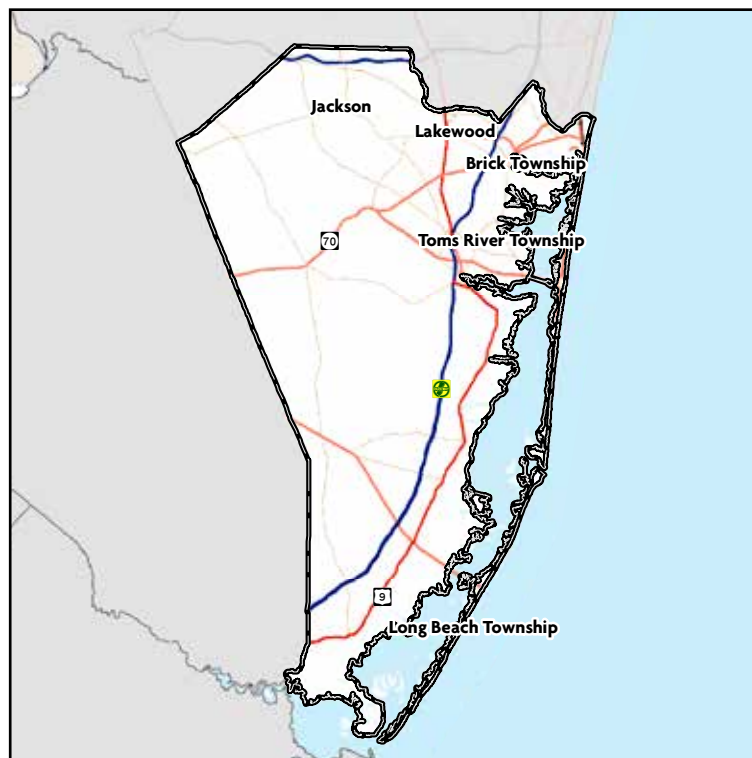
Freeholder Kelly began his work in public service more than 30 years ago when he was first elected to the Eagleswood Township Committee.

He served as the municipality’s mayor for 11 of the 17 years he was on the Committee.

NJTPA Committee Assignments

- Freight Initiatives Committee (Vice Chair)
- Planning & Economic Development Committee (Member)

OCEAN COUNTY MAP

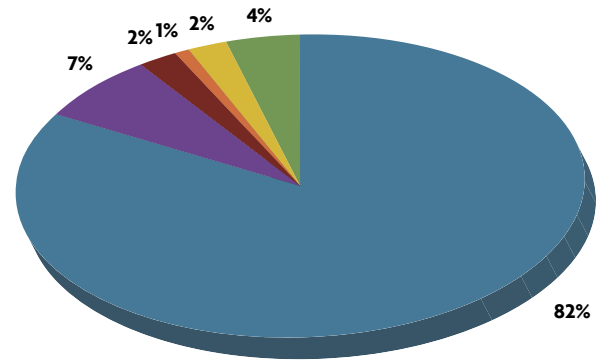


FACTS AT A GLANCE

2010 Census: Households	221,111
2010 Census: Population	576,567
Average Trips per Household (per day)*	10.2
Average Trips per Person (per day)*	4.1
% Trips Using Transit*	5%
% Trips Work Related*	21%
Average Work Trip Duration*	31 mins
Average Non-Work Trip Duration*	16 mins

WHERE WE TRAVEL

Percentage of weekday trip distribution*



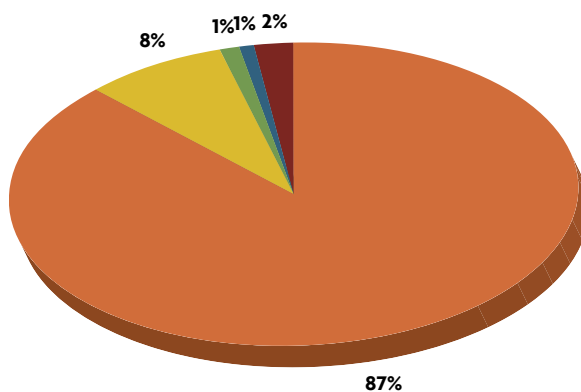
- Within county (Ocean County)
- To/from adjoining county (not NYC)
- To/from other NJTPA county
- To/from elsewhere in metro area
- To/from outside of metro area
- Entirely outside county**

To/from Manhattan (< 0.5%)
To/from other NYC (< 0.5%)

**Trips that both begin and end outside the resident's home county

HOW WE TRAVEL

Percentage work travel by mode*



- Auto driver
- Auto passenger
- Express bus
- Subway and PATH
- Walk

Modes 0.5% or less:

- Bike
- Commuter rail
- Ferry
- Light rail
- Local bus
- Other bus
- Others
- School bus
- Taxi or group ride



John W. Bartlett

Passaic County Freeholder
NJTPA Second Vice Chair

Alternate Voting Member

Assad R. Akhter
Freeholder
(973) 881-4417
aakhter@passaiccountynj.org

**Regional Transportation
Advisory Committee Member**

Michael Lysicatos
Assistant Director
Department of Planning
(973) 569-4047
mlysicatos@passaiccountynj.org

BIOGRAPHY

Freeholder John W. Bartlett was elected in 2012 and joined the NJTPA Board of Trustees in 2013.

Freeholder Bartlett was the founding chair of the non-profit Friends of Passaic County Parks, where he advocated for improving county park facilities and raised funds to provide new recreational, educational, and cultural activities in the county’s parks.

He served from 2013-2016 on the Passaic County Board of Social Services, whose programs provide essential support the county’s neediest children, families, and seniors.

Freeholder Bartlett is a partner at Murphy Orlando LLC. He graduated from Harvard Law School and also holds a degree in international relations from Brown University.

He is a trial attorney with experience in a broad range of litigation areas, including corporate governance and fiduciary duties, redevelopment law and public bidding practices, tort claims, business divorce, and criminal defense. He advises numerous non-profit boards and executives.

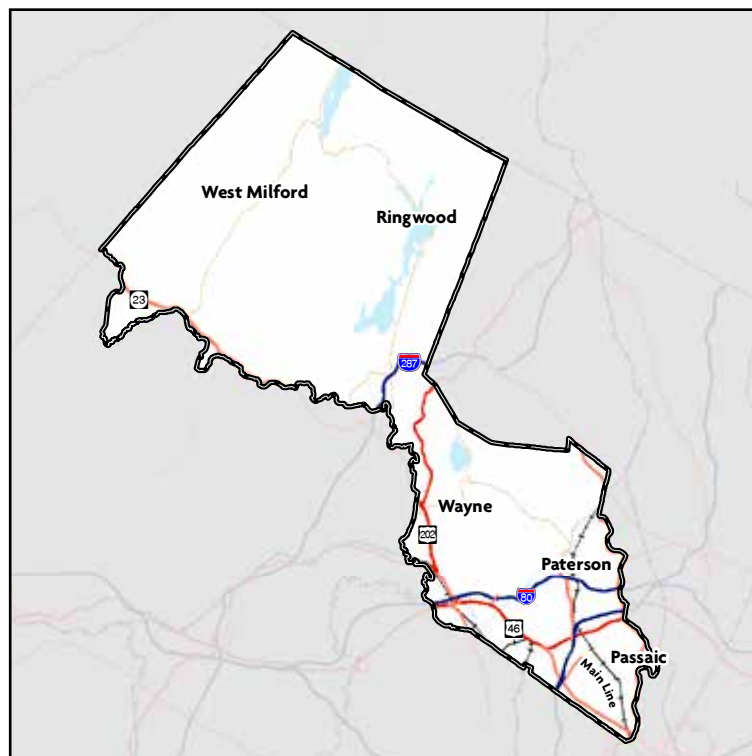
He is also a trustee and past president of the Harvard Law School Association of New Jersey.

In 2010, he was recognized as one of the New Jersey Law Journal’s “Forty Under 40” promising young attorneys.

NJTPA Committee Assignments

- Executive Committee (Second Vice Chair)
- Planning & Economic Development Committee (Chair)
- Project Prioritization Committee (Member)

PASSAIC COUNTY MAP

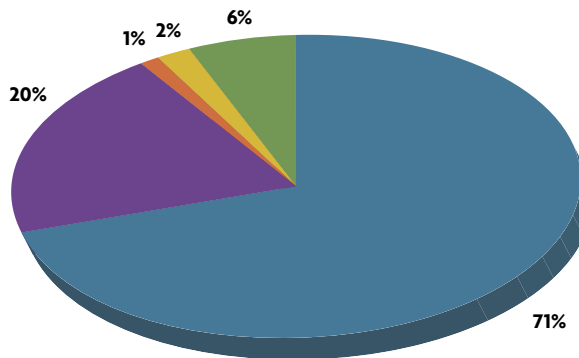


FACTS AT A GLANCE

2010 Census: Households	166,785
2010 Census: Population	501,226
Average Trips per Household (per day)*	12.1
Average Trips per Person (per day)*	4.5
% Trips Using Transit*	4%
% Trips Work Related*	20%
Average Work Trip Duration*	29 mins
Average Non-Work Trip Duration*	16 mins

WHERE WE TRAVEL

Percentage of weekday trip distribution*



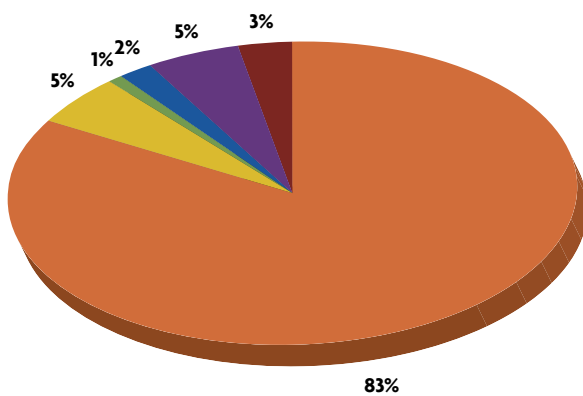
- Within county (Passaic County)
- To/from adjoining county (not NYC)
- To/from Manhattan
- To/from other NJTPA county
- Entirely outside county**

To/from other NYC (< 0.5%)
 To/from elsewhere in metro area (< 0.5%)
 To/from outside of metro area (< 0.5%)

**Trips that both begin and end outside the resident's home county

HOW WE TRAVEL

Percentage work travel by mode*



- Auto driver
- Auto passenger
- Commuter rail
- Express bus
- Local bus
- Walk

Modes 0.5% or less:

- Bike
- Ferry
- Light rail
- Other bus
- Others
- School bus
- Subway and PATH
- Taxi or group ride

Source : * NJTPA Regional Household Travel Survey 2010-11



Brian D. Levine

Somerset County
Freeholder

Alternate Voting Member

Walter Lane
Director
Planning Division
(908) 231-7021
lane@co.somerset.nj.us

**Regional Transportation
Advisory Committee Member**

Ken Wedeen
Supervising Planner
Planning Division
(908) 541-5773
wedeen@co.somerset.nj.us

BIOGRAPHY

Freeholder Director Brian D. Levine was elected to the Somerset County Board of Freeholders in 2015 and joined the NJTPA Board of Trustees in 2019.

Freeholder Director Levine served as Deputy Director in 2018; Human Services Chairman, 2015, 2016, 2017, 2018; Franklin Township Mayor, 2004-2014, Franklin Township Council Member, 1998-2003.

The Freeholder Director’s affiliations and community service have included the Somerset Community Action Program, Board of Directors, Member, 2006-2015; Franklin Township Community Foundation, Board of Directors, Member, 1998-2015; Governor’s Red Tape Review Commission, Member, 2010-present; Building One New Jersey, Board of Directors, Member, 2013-present; Kateri

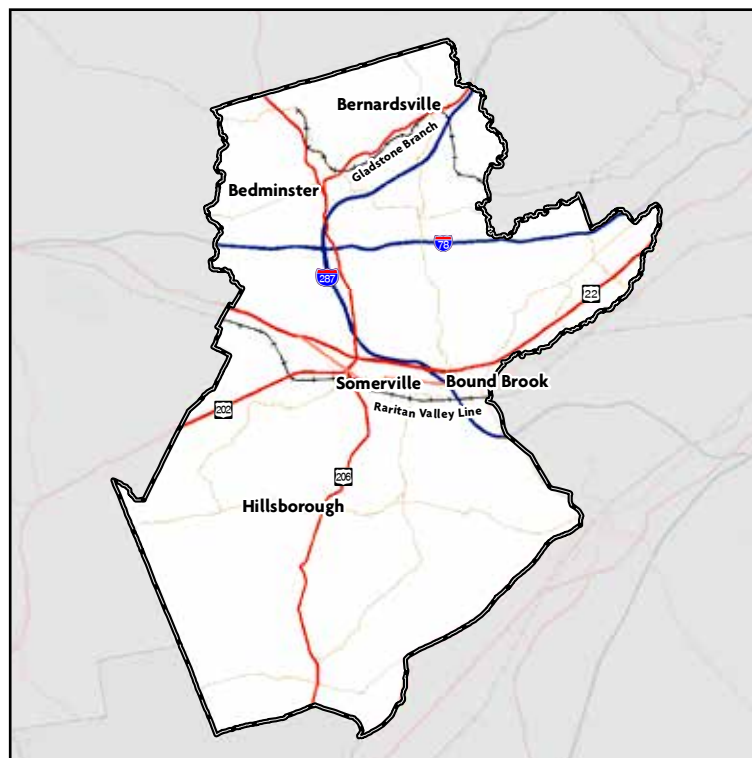
Environmental Education Center, Volunteer, 1988-present; and United Way of Central New Jersey, Board of Trustees.

Freeholder Director Levine has an accounting and financial consulting practice in Somerset, NJ. He earned a B.A. in economics from Rutgers University and a M.B.A. in management with a concentration in finance from Rutgers Graduate School of Management. The Freeholder Director was awarded Freeholder of the Year, at the 2017 New Jersey Conference of Mayors.

NJTPA Committee Assignments

- Freight Initiatives Committee (Member)
- Planning & Economic Development Committee (Member)

SOMERSET COUNTY MAP



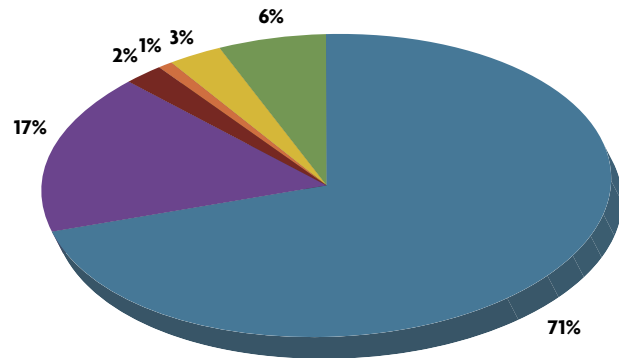
SOMERSET COUNTY

FACTS AT A GLANCE

2010 Census: Households	117,759
2010 Census: Population	323,444
Average Trips per Household (per day)*	9.8
Average Trips per Person (per day)*	3.7
% Trips Using Transit*	7%
% Trips Work Related*	27%
Average Work Trip Duration*	30 mins
Average Non-Work Trip Duration*	17 mins

WHERE WE TRAVEL

Percentage of weekday trip distribution*



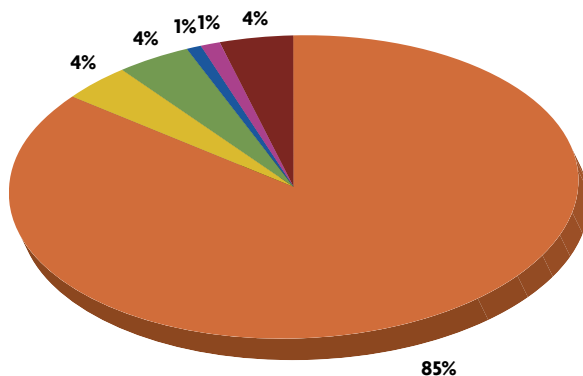
- Within county (Somerset County)
- To/from adjoining county (not NYC)
- To/from Manhattan
- To/from other NYC
- To/from other NJTPA county
- Entirely outside county**

To/from elsewhere in metro area (< 0.5%)
To/from outside of metro area (< 0.5%)

**Trips that both begin and end outside the resident's home county

HOW WE TRAVEL

Percentage work travel by mode*



- Auto driver
- Auto passenger
- Commuter rail
- School bus
- Taxi or group ride
- Walk

Modes 0.5% or less:

- Bike
- Express bus
- Ferry
- Light rail
- Local bus
- Other bus
- Others
- Subway and PATH

Source : * NJTPA Regional Household Travel Survey 2010-11



Joshua L. Hertzberg

Sussex County Freeholder

BIOGRAPHY

Freeholder Joshua L. Hertzberg was elected in 2019 and joined the NJTPA Board of Trustees the same year.

As Freeholder his is liaison to the Sussex County Division of Health, Department of Health and Human Services, Prosecutor, Municipal Utilities Authority, and Economic Development Partnership. He

is also Freeholder Alternate—Planning Board, Technical School Board of School Estimate, and River Management Council..

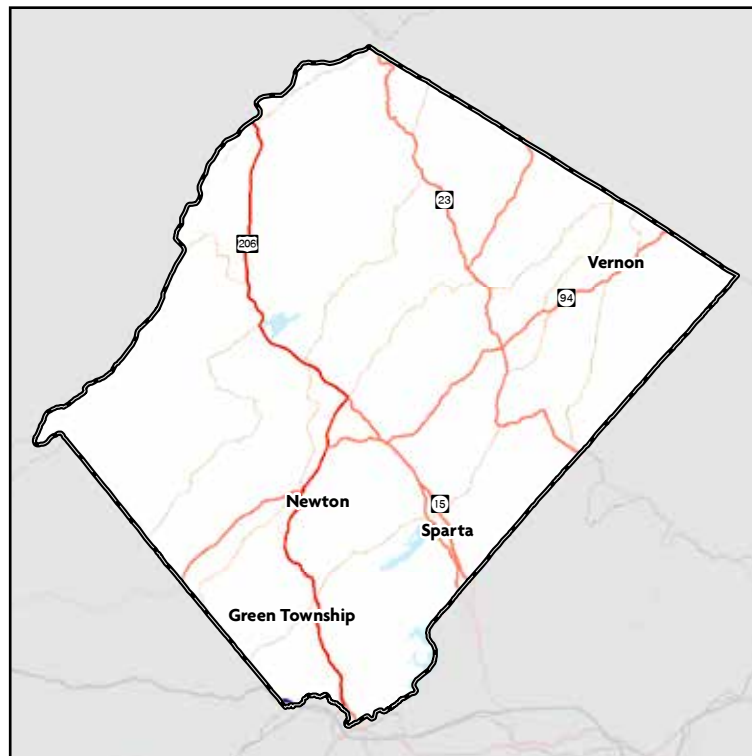
NJTPA Committee Assignments

- Project Prioritization Committee (Member)

Alternate Voting and Regional Transportation Advisory Committee Member

Tom Drabic
Principal Transportation Planner
Department of Planning
(973) 579-0500 ext. 3
tdrabic@sussex.nj.us

SUSSEX COUNTY MAP

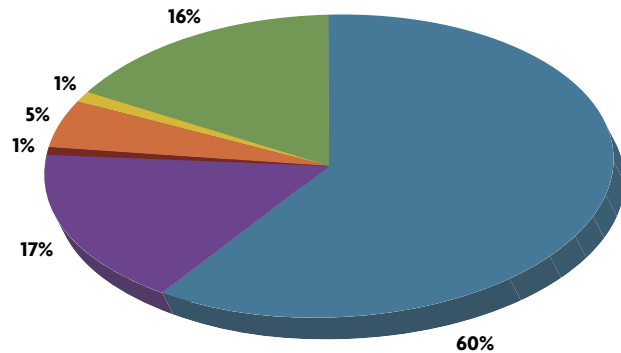


FACTS AT A GLANCE

2010 Census: Households	54,752
2010 Census: Population	149,265
Average Trips per Household (per day)*	10.6
Average Trips per Person (per day)*	4.1
% Trips Using Transit*	5%
% Trips Work Related*	32%
Average Work Trip Duration*	33 mins
Average Non-Work Trip Duration*	20 mins

WHERE WE TRAVEL

Percentage of weekday trip distribution*



- Within county (Sussex County)
- To/from adjoining county (not NYC)
- To/from Manhattan
- To/from other NJTPA county
- To/from outside of metro area
- Entirely outside county**

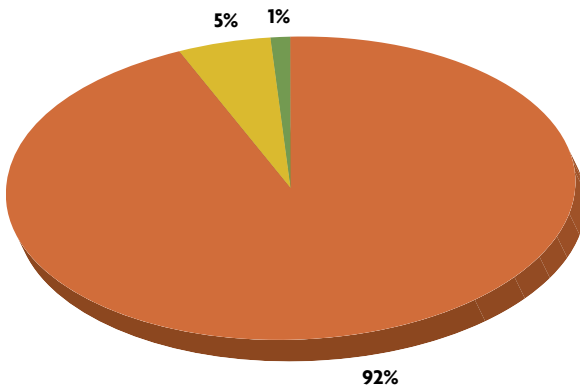
To/from other NYC (< 0.5%)

To/from elsewhere in metro area (< 0.5%)

**Trips that both begin and end outside the resident's home county

HOW WE TRAVEL

Percentage work travel by mode*



- Auto driver
- Auto passenger
- Walk

Modes 0.5% or less:

- Bike
- Commuter rail
- Express Bus
- Ferry
- Light rail
- Local bus
- Other bus
- Others
- School bus
- Subway and PATH
- Taxi or group ride

Source : * NJTPA Regional Household Travel Survey 2010-11



Angel G. Estrada

Union County Freeholder
NJTPA Chair

Alternate Voting Member

Bette Jane Kowalski
Freeholder
(908) 527-4113
bkowalski@ucnj.org

Regional Transportation Advisory Committee Member

Liza Betz
Transportation Planning
Manager
Department of Economic
Development
(908) 558-2273
lbetz@ucnj.org

BIOGRAPHY

Freeholder Angel G. Estrada joined the NJTPA Board of Trustees in 2012, after previously serving as an alternate. He was elected NJTPA Chair for the 2018-2019 term.

Chairman Estrada was first elected as a freeholder in 1999 and has more than 30 years of business and public service experience. He also is currently a board member at EZ Ride, a Transportation Management Association.

At the county level, Freeholder Estrada has worked to expand shared county-local services; the Workforce Competitiveness Project; and open space preservation. Freeholder Estrada also worked with the United Way to help bring the 211 information line to Union County. A long-time education advocate,

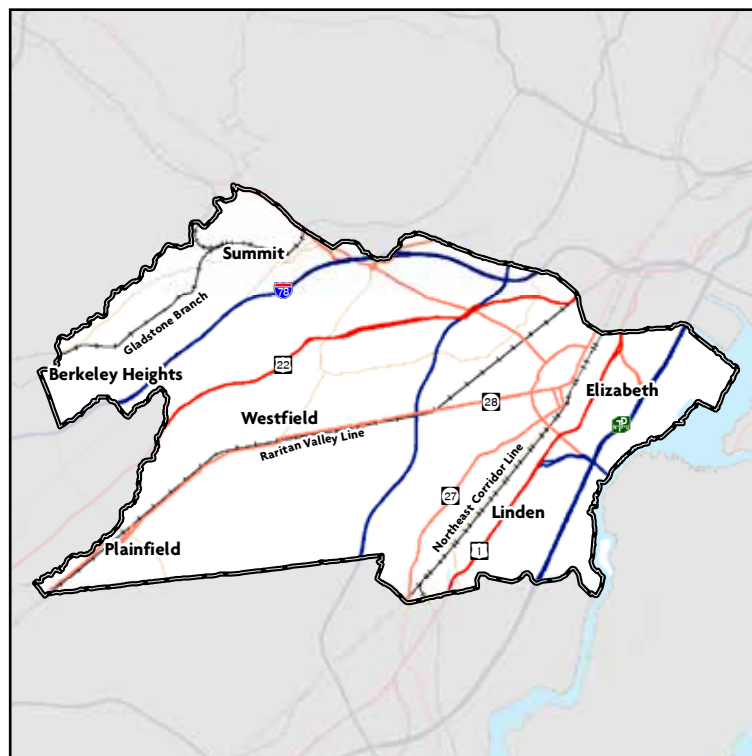
Freeholder Estrada previously served on the Elizabeth Board of Education. He also previously served on the Elizabeth Housing Authority and is a former vice president of the National Association of Hispanic County Officials.

Freeholder Estrada emigrated from Cuba 50 years ago and has made Elizabeth his home ever since. He earned a bachelor's degree in history and Spanish from Kean University.

NJTPA Committee Assignments

- Executive Committee (Chair)
- Project Prioritization Committee (Ex Officio)
- Planning & Economic Development Committee (Ex Officio)
- Freight Initiatives Committee (Ex Officio)

UNION COUNTY MAP

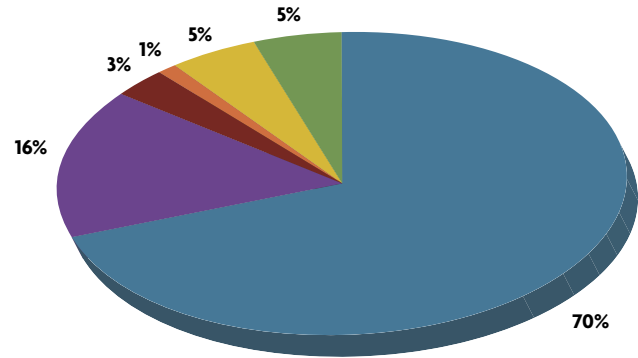


FACTS AT A GLANCE

2010 Census: Households	188,118
2010 Census: Population	536,499
Average Trips per Household (per day)*	11.3
Average Trips per Person (per day)*	4.3
% Trips Using Transit*	7%
% Trips Work Related*	24%
Average Work Trip Duration*	33 mins
Average Non-Work Trip Duration*	16 mins

WHERE WE TRAVEL

Percentage of weekday trip distribution*



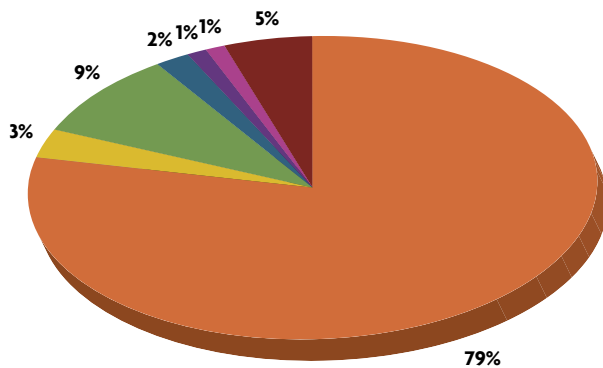
- Within county (Union County)
- To/from adjoining county (not NYC)
- To/from Manhattan
- To/from other NYC
- To/from other NJTPA county
- Entirely outside county**

To/from elsewhere in metro area (< 0.5%)
 To/from outside of metro area (< 0.5%)

**Trips that both begin and end outside the resident's home county

HOW WE TRAVEL

Percentage work travel by mode*



- Auto driver
- Auto passenger
- Commuter rail
- Express bus
- Local bus
- Subway and PATH
- Walk

Modes 0.5% or less:

- Bike
- Ferry
- Light rail
- Other bus
- Others
- School bus
- Taxi or group ride



Jason Sarnoski

Warren County
Freeholder

Alternate Voting Member

David Dech
Planning Director
Planning Department
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Regional Transportation Advisory Committee Member

Brian Appezato
Senior Planner
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BIOGRAPHY

Freeholder Jason Sarnoski was elected in 2010 and joined the NJTPA Board of Trustees in 2011. As Freeholder, he is the liaison to the county's Economic Development Advisory Council among many other duties.

Freeholder Sarnoski has worked as an electrical engineer for the New Jersey power industry, first for PSE&G and currently with First Energy. His career has focused on improving electricity generation and delivery reliability. Freeholder Sarnoski and his family also volunteer with the Special Olympics

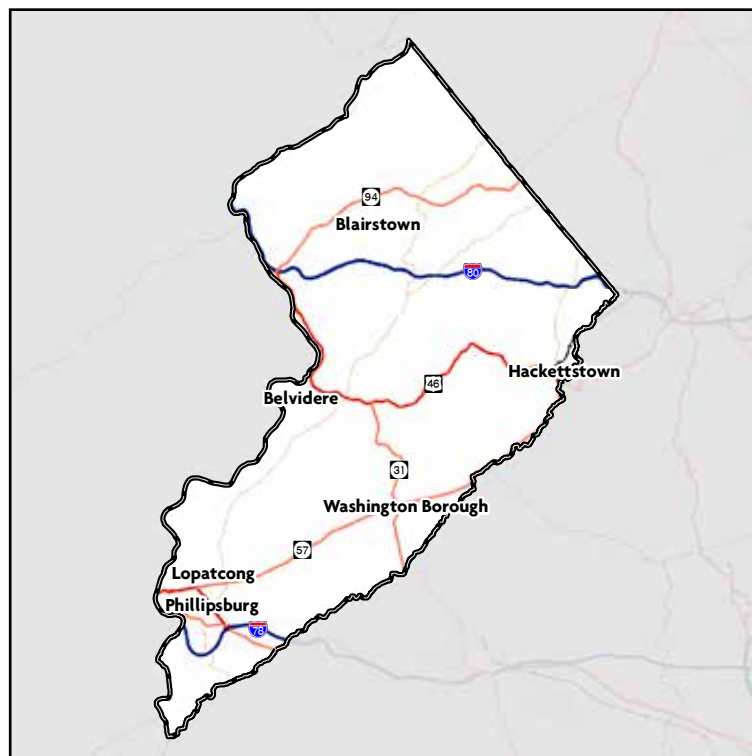
of New Jersey and various school and education organizations.

Freeholder Sarnoski holds a bachelor's degree in electrical engineering and a master's degree in technology management from Stevens Institute of Technology.

NJTPA Committee Assignments

- Planning & Economic Development Committee (Member)

WARREN COUNTY MAP

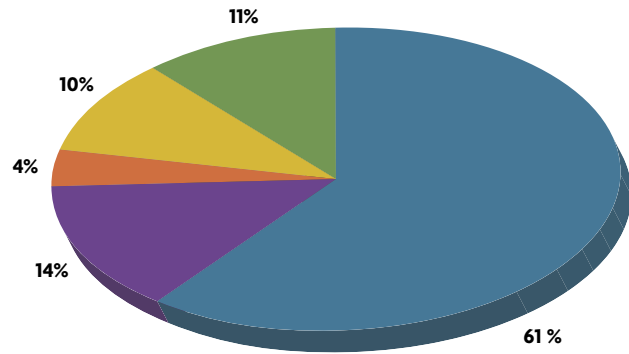


FACTS AT A GLANCE

2010 Census: Households	41,480
2010 Census: Population	108,692
Average Trips per Household (per day)*	9.6
Average Trips per Person (per day)*	3.8
% Trips Using Transit*	4%
% Trips Work Related*	21%
Average Work Trip Duration*	33 mins
Average Non-Work Trip Duration*	18 mins

WHERE WE TRAVEL

Percentage of weekday trip distribution*



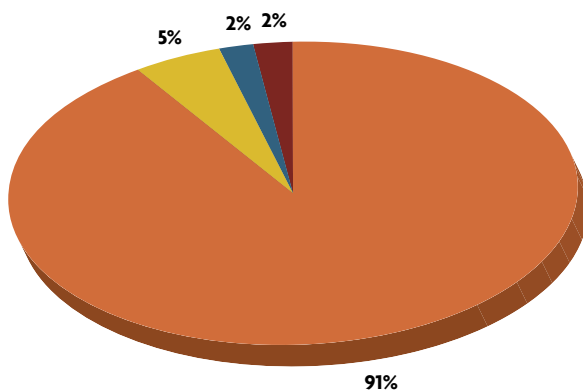
- Within county (Warren County)
- To/from adjoining county (not NYC)
- To/from other NJTPA county
- To/from outside of metro area
- Entirely outside county**

To/from Manhattan (< 0.5%)
 To/from other NYC (< 0.5%)
 To/from elsewhere in metro area (< 0.5%)

**Trips that both begin and end outside the resident's home county

HOW WE TRAVEL

Percentage work travel by mode*



- Auto driver
- Auto passenger
- Express bus
- Walk

Modes 0.5% or less:

- Bike
- Commuter rail
- Ferry
- Light rail
- Local bus
- Other bus
- Others
- School bus
- Subway and PATH
- Taxi or group ride

Source : * NJTPA Regional Household Travel Survey 2010-11



Diane Gutierrez-Scaccetti

Commissioner
New Jersey Department
of Transportation

Alternate Voting Member

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**Regional Transportation
Advisory Committee Member**

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BIOGRAPHY

Diane Gutierrez-Scaccetti was appointed Commissioner of the New Jersey Department of Transportation in 2017 when she also joined the NJTPA Board.

A native New Jerseyan, Gutierrez-Scaccetti is a transportation professional with more than 28 years in the industry, and 34 years in government service.

Most recently, the Commissioner served as the Executive Director and CEO at Florida’s Turnpike Enterprise, a part of the Florida Department of Transportation. Under her leadership, Florida’s Turnpike Enterprise managed more than 460 centerline miles and a 5-year capital program in excess of \$6 billion, supported by \$1 billion in revenues. As Executive Director and CEO, she was a member of the Executive Committee of the Florida Department of Transportation, a policy setting body that reports to the Secretary of Transportation.

Prior to the Commissioner’s Florida experience, she spent 21 years at the New Jersey Turnpike Authority, working her way up from a Contract Administrator to the post of Executive Director, a position she held from 2008 to 2010. During her tenure, she managed the day-to-day administrative operations and was chief negotiator for the agency’s several collective bargaining units.

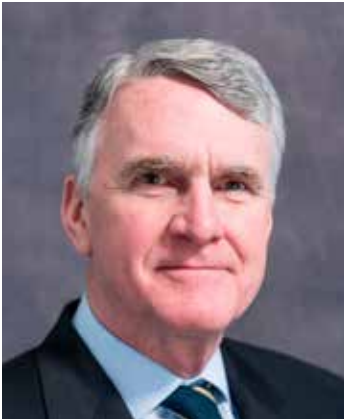
Ms. Gutierrez-Scaccetti participated in several major agency initiatives, including the remediation of the E-ZPass System and the financial and operational consolidation of the New Jersey Turnpike Authority and New Jersey Highway Authority. A major undertaking was the development and financing of a 10-year, \$7 billion capital program that kicked off the widening of the New Jersey Turnpike from Interchange 6 to Interchange 9. This transformational project provided significant congestion relief to a major portion of the I-95 Corridor.

The Commissioner’s accomplishments and leadership have been recognized by the Executive Women of New Jersey, WTS Central Florida Woman of the Year, and Orlando Business Journal’s 2015 CEO of the Year for the Public Sector.

Commissioner Gutierrez-Scaccetti holds degrees from the University of Connecticut (B.S.) and Rutgers, The State University of New Jersey (M.S.).

NJTPA Committee Assignments

- Project Prioritization Committee (Member)
- Planning & Economic Development Committee (Member)
- Freight Initiatives Committee (Member)



Kevin Corbett

Executive Director
NJ TRANSIT

Alternate Voting Member

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Regional Transportation Advisory Committee Member

Vivian Baker
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BIOGRAPHY

Kevin Corbett joined the NJTPA Board of Trustees in 2018 when he became Executive Director of NJ TRANSIT.

Corbett previously served as vice president, Cross Services at AECOM. AECOM projects for which Corbett served as principal-in-charge or in a management role included Moynihan Station Phase one, Amtrak’s Gateway Program, Second Avenue Subway—Phase one, Penn Vision, Penn Station Critical Improvements, One WTC Interim Loading Dock, Post-Sandy PATH Restoration and other related regional resiliency and restoration projects.

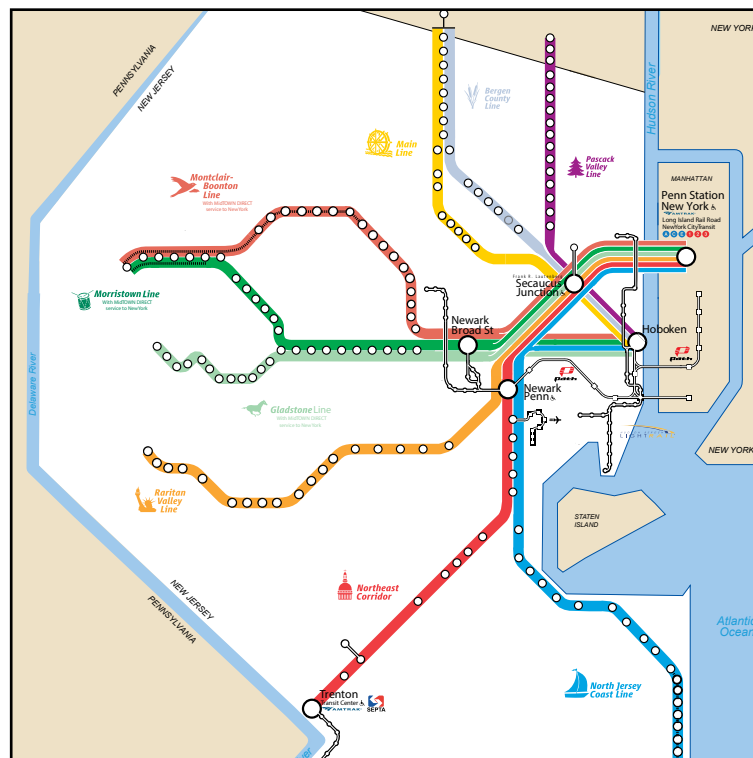
Previously, Corbett was responsible for the global marine and freight business for DMJM+HARRIS as well as other AECOM subsidiaries. Corbett currently

serves on the Executive Committee of the Regional Plan Association (RPA) and is co-chair of its Transportation Committee. He also serves on the board of the Maritime Association of the Port of New York & New Jersey (president), Tri-State Transportation Campaign and The New York League of Conservation Voters (chairman).

Corbett is a graduate of Georgetown University and serves as a Blue & Gold Officer for the U.S. Naval Academy.

NJTPA Committee Assignments

- Project Prioritization Committee (Member)
- Planning & Economic Development Committee (Member)
- Freight Initiatives Committee (Member)





Kevin O'Toole

Chairman
Port Authority of New York
and New Jersey

**Alternate Voting and
Regional Transportation
Advisory Committee Member**

Steve Brown
Manager, Regional
Transportation Planning &
Regional Development
(212) 435-4411
sbrown@panynj.gov

BIOGRAPHY

Kevin J. O'Toole was nominated to the Port Authority of New York & New Jersey Board of Commissioners by former Governor Christie. He joined the Board of Commissioners and was elected Chairman in 2017, when he also joined the NJTPA Board.

As the founding and managing partner of O'Toole Scervo, O'Toole's law practice encompasses toxic tort, environmental law, risk management, class actions, complex litigation, and corporate investigations. O'Toole has served as both National Coordinating Counsel for corporate clients and operational leader of multi-jurisdictional litigation teams.

O'Toole earned his bachelor's degree in political science and public administra-

tion from Seton Hall University and his juris doctorate from Seton Hall University School of Law.

O'Toole has had a long and distinguished career in public service at the local and state level. He served on the Cedar Grove Town Council and as Mayor. He also served several terms in the New Jersey General Assembly and State Senate. O'Toole retired as a State Senator in 2017 to begin his term at the Port Authority.

NJTPA Committee Assignments

- Planning & Economic Development Committee (Member)
- Freight Initiatives Committee (Member)





Brian T. Wilton

Governor's Representative

Alternate Voting and Regional Transportation Advisory Committee Member

Lauren Nathan-LaRusso
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BIOGRAPHY

Brian T. Wilton serves as Deputy Chief Counsel of the Authorities Unit, which provides oversight of the governance and operations of more than 50 independent State and bi-state agencies on behalf of the Governor.

Prior to joining state government, Wilton was a practicing civil litigation attorney and municipal prosecutor. In addition to legal practice he served as a councilman and Mayor in the Borough of Lake Como from 2005 until 2018. In conjunction with his municipal service Wilton was an active member of the New Jersey League of

Municipalities legislative committee.

He holds a B.A. in History with a minor in Political Science from the University of Scranton and a J.D. from Seton Hall University School of Law.

NJTPA Committee Assignments

- Project Prioritization Committee (Member)
- Planning & Economic Development Committee (Member)
- Freight Initiatives Committee (Member)



Jamie LeFrak
Citizens' Representative

**Alternate Voting and
Regional Transportation
Advisory Committee Member**

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BIOGRAPHY

Jamie LeFrak is a Vice-Chairman of LeFrak, sharing responsibility for the ongoing development and management of the firm's extensive real estate portfolio as well as managing its various other lines of business and over 1,000 employees.

Over the past 20 years he has undertaken and overseen the creation, occasional acquisition and long term operation of thousands of housing units, millions of square feet of class A office space, several hotels and a variety of retail and other real estate assets located primarily in Newport (Jersey City), New York, Los Angeles and Seattle.

Prior to joining his family's eponymous business, Jamie served as Project Manager of "Hollywood & Highland,"

a real estate development of TrizecHahn Development Corp. in Los Angeles.

After growing up in New York City, Jamie graduated from Princeton University and later earned a master's degree in civil engineering from M.I.T.

He has previously served on the board of Liberty Healthcare System (Jersey City Medical Center).

NJTPA Committee Assignments

- Project Prioritization Committee (Member)
- Planning & Economic Development Committee (Member)

VII. Regional Transportation Advisory Committee (RTAC)

The Regional Transportation Advisory Committee (RTAC) serves as an advisory committee composed of county and municipal planners and engineers and state agency representatives who mirror the composition of the NJTPA Board of Trustees.

The RTAC provides a forum for presentation and discussion on regional issues. It also performs a vital function in reviewing and disseminating information, and making recommendations to the NJTPA Board and its individual Trustees to aid in decision making.

Additionally, RTAC members complement the work of and assist central staff by providing local input on a variety of issues of regional importance. RTAC members also serve an important role in advising central staff on the localized impacts of projects and programs.

Regional Transportation Advisory Committee (RTAC)

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Regional Transportation Advisory Committee (RTAC)

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Regional Transportation Advisory Committee (RTAC)

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GOVERNOR'S OFFICE

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CITIZENS' REPRESENTATIVE

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VIII. NJTPA Meeting Calendar

2019 Schedule of NJTPA Committee Meetings



RTAC	Standing Committees	Board
December 3, 2018*	December 10, 2018*	January 14, 2019
February 11, 2019	Joint PPC/PEDC February 19, 2019**	March 11, 2019
	FIC February 25, 2019	
April 8, 2019	April 15, 2019	May 13, 2019
June 10, 2019	June 17, 2019	July 8, 2019
August 12, 2019	August 19, 2019	September 9, 2019
October 15, 2019**	October 21, 2019	November 12, 2019**
December 2, 2019*	December 9, 2019*	January 13, 2019

*One week earlier due to holidays

**Tuesday meetings (following holiday Mondays)

Please note that all meetings are subject to change. Contact the NJTPA for confirmation at (973) 639-8400 or check the agency's website at www.njtpa.org.

IX. Planning and Capital Programming Process

As a member of the NJTPA Board of Trustees, one of your most important responsibilities is helping to determine how transportation funding should be invested to improve mobility, safety, and quality of life in the NJTPA region.

In recent years, more than \$2 billion in federal and state funding has been invested annually in the region's transportation system. This funding supports construction of highway improvements, resurfacing of roads, rehabilitation or reconstruction of bridges, acquisition of new transit equipment, enhancement of goods movement facilities and a host of other projects and programs.

Decisions about how and where funding should be invested are made through the NJTPA's planning and capital programming process. The process is conducted in cooperation with the subregions, the New Jersey Department of Transportation (NJDOT), NJ TRANSIT, the Port Authority of New York & New Jersey and other regional partners, with input from the public. This section describes three key elements of this process, often called the "project pipeline": the Regional Transportation Plan (RTP), the Study & Development (S&D) Program and the Transportation Improvement Program (TIP).

The Regional Transportation Plan

Plan 2045: Connecting North Jersey, adopted in November 2017, is the current version of the NJTPA's federally required RTP. Updated every four years, the RTP is a blueprint for long-range transportation planning and investment in the region. Only projects and needs identified by the RTP are eligible for federal funding.

The RTP is developed under the guidance of the Board of Trustees, through the Planning and Economic Development Committee. Plan preparation draws upon the NJTPA's ongoing planning activities, including regional and subregional studies, analysis of data about the transportation system's performance and forecasts about future conditions. Plan development includes a robust public participation process.

The RTP provides guidance for cost-effective investments while laying out the NJTPA's regional priorities for the coming decades, such as repairing and maintaining infrastructure, enhancing public transit, supporting walking/ bicycling, achieving more resilient infrastructure, promoting economic growth and protecting the environment.

Plan 2045 calls for the investment of \$112.8 billion from FY 2018 to FY 2045. Even with this investment, transportation needs will continue to far outstrip available resources. Adding to the costs is the need to rehabilitate and replace aging infrastructure and to construct projects in a densely developed, environmentally sensitive region. This RTP was guided by the recommendations of the plan developed in 2015 by Together North Jersey, a consortium of government, private sector and non-profit organizations. Plan 2045 incorporates the four themes of the 2015 Together North Jersey Plan — Competitive, Efficient, Livable and Resilient — and works to advance many of its strategies. The NJTPA continues to play a leadership role in Together North Jersey, working with Rutgers University to support and guide the four TNJ task forces, and organize workshops that advance the plan's recommendations..

Study and Development Program

Once a transportation need is identified in the RTP, the next step in the project pipeline is the S&D Program. Addressing some needs, such as enhancing access to a growing regional center, requires in-depth study of a variety of strategies and alternatives. Others, such as repairing bridges, involve more straightforward engineering alternatives.

The S&D Program lists all project-specific transportation planning work underway. It covers the following phases of work, in sequence:

- ***Problem Screening:*** This phase investigates a potential transportation deficiency and develops a thorough Problem Statement.
- ***Concept Development:*** During this phase, project alternatives and strategies are analyzed and a preliminary preferred alternative is developed. A well-defined and well-justified Purpose and Need Statement is drafted. Key stakeholders are identified and engaged. Projects are scored and ranked using project prioritization criteria (see below).

Once projects have completed these phases of work as part of the S&D Program, they can be considered for funding through the NJTPA's TIP.

Transportation Improvement Program

To be eligible for federal funds, a proposed project must address a need identified in the RTP and be listed in the NJTPA-approved TIP. The TIP is developed under the guidance of the NJTPA Project Prioritization Committee in consultation with the subregions, NJDOT and NJ TRANSIT.

The TIP covers a four-year span and is updated every two years. The TIP is coordinated with the Transportation Capital Program developed by NJDOT and NJ TRANSIT each year for submission to the New Jersey Legislature. Under the New Jersey Transportation Trust Fund legislation approved in 2016, the Governor and leadership of the state Legislature must establish a four-member Annual Transportation Capital Program Approval Committee whose consensus would be required for allocating state funding to projects. This Committee, once in operation, may affect the NJTPA TIP development process.

To help decide which projects should be included in the TIP, the NJTPA makes use of a "Project Prioritization Process." This process scores projects on a series of criteria relating to goals for transportation in the RTP. For instance, projects that will improve safety in locations with high accident rates receive extra points, as do projects that help redevelop abandoned industrial sites or channel growth to planning areas designated by the state.

The relative ranking of proposed projects is one consideration in determining project funding. Other considerations include factors such as the feasibility of project delivery, scheduling and funding availability. Projects must also meet federal eligibility requirements.

The finalized TIP specifies funding and schedules for the following phases of work, which culminate with a completed project:

- **Preliminary Engineering:** Projects are further developed and refined to a level of detail necessary to secure the approval of the environmental document. This is also known as the NEPA process, from the National Environmental Policy Act.
- **Final Design:** During this phase, detailed project specifications are developed and a consultant is selected. In addition, a utilities phase may occur during or after final design in which utilities are moved, if necessary.
- **Right of Way:** This phase involves acquisition of property needed for the project. This can be time consuming and costly, as negotiations must take place and legal issues may need to be sorted out.

- **Construction:** This phase can last two or more years on major projects and it is usually the most expensive phase of work.

In addition to funding projects at specific locations, the TIP also funds transportation programs, which typically involve ongoing activities such as bridge painting and rail track maintenance.

The TIP is required to be fiscally constrained. That is, it must be based on reasonable estimates of available federal funding. The vast majority of funding allocated through the TIP—whether for highways, bridges or transit—goes toward maintaining or upgrading existing facilities rather than expanding the transportation system. This reflects a “fix it first” approach to investments. Transit projects and programs normally are allocated about \$1 billion annually, reflecting the NJTPA’s commitment to safeguarding the environment and providing increased travel choices for residents.

Air Quality Conformity Analysis

Because New Jersey has been designated as in “non-attainment” of federal air quality standards, the NJTPA is required to analyze the air quality impacts of both the TIP and RTP. This analysis, called a conformity determination, demonstrates that projects and programs will have a net positive impact on air quality and conform to the New Jersey State Implementation Plan for meeting and maintaining National Ambient Air Quality Standards. To conduct the analysis, NJTPA uses computer modeling to estimate the emissions impact of approved projects and programs. The NJTPA also administers programs and studies to help achieve state goals for reducing greenhouse gases and for improving energy efficiency.

X. Overview of the NJTPA/NJIT Host-Agency Agreement

A host-agency arrangement was established in 1993 with the New Jersey Institute of Technology (NJIT), a state-funded university. Under a Memorandum of Understanding (MOU) which governs all aspects of the agreement, the NJTPA is an affiliate of the university. NJTPA staff members are employees of NJIT with the same health, education, leave accrual, collective bargaining, and pension benefits. The agreement was just recently updated, effective January 1, 2017 and set to expire January 2022.

Since all federal funds are reimbursable, of paramount consideration was that the host-agency have an available cash flow large enough to handle the NJTPA's annual expenses. All funds flow from the U.S. Department of Transportation to the New Jersey Department of Transportation (NJDOT), and from NJDOT they flow to NJIT. Federal transportation funds, including applicable metropolitan planning funds authorized by the "Fixing America's Surface Transportation Act" (FAST Act), are first allocated to state departments of transportation.

For an organization to receive federal funds, it first must document that its accounting, auditing and control procedures confirm that federal monies are spent for the purposes intended. NJIT has been audited and reviewed successfully by the Department of Health and Human Services.

NJIT receives an annual administrative fee for providing NJTPA services such as payroll, human resources administration, purchasing and grants management. In addition, NJIT's grants management and accounting systems furnish accurately detailed records of allowable expenditures for "pass through" grants from the NJTPA to county and city members, known as subregions. Such records are required by federal funding agencies.

XI. Central Staff and Organization Chart

Central Staff and Organization Chart

The work of the NJTPA is supported by a central staff numbering about 50 professionals including planners, programmers, engineers, administrators, and clerical personnel. Central staff operates in a support role to the NJTPA Board of Trustees.

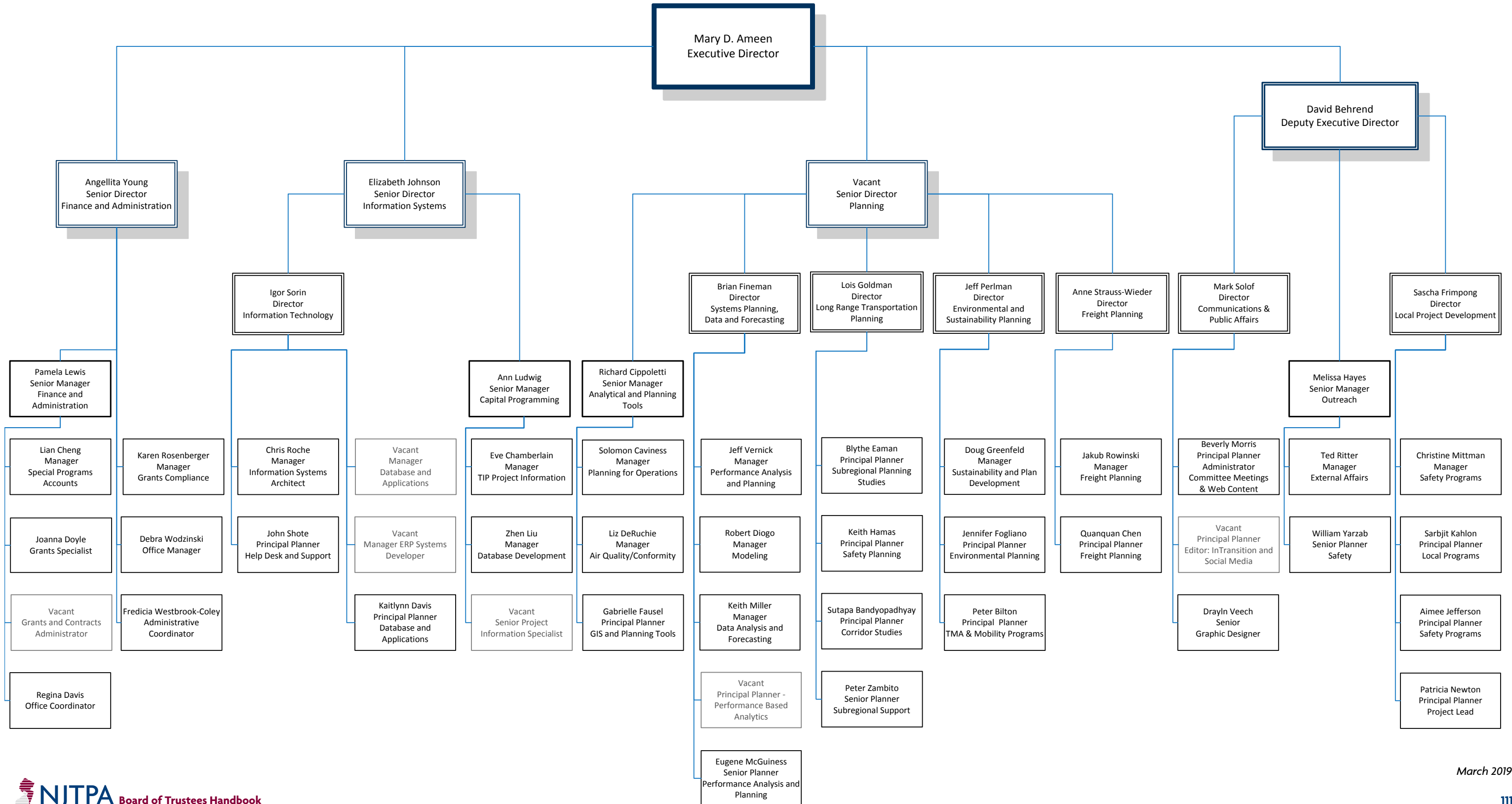
Under the agreement explained under the Host Agency Overview tab, central staff members are employees of the New Jersey Institute of Technology under the supervision of an Executive Director who coordinates management responsibility through a Deputy Executive Director, two Department Directors, a Senior Director and seven Division Directors. The Executive Director is selected by the NJTPA Board of Trustees and is the Chief Operating Officer of the NJTPA.

Central staff activity related to the MPO's legislatively mandated responsibilities is documented in a Unified Planning Work Program (UPWP) that typically covers a two-year period and is updated annually. The UPWP is reviewed and approved by the NJTPA Board of Trustees. The UPWP summarizes and guides the transportation planning activities of the NJTPA staff, its member agencies and other transportation agencies in the region. Volume I of the eight-volume UPWP lists the task goals outlined for each division of central staff and the budget necessary to complete each task. Once the UPWP is approved, any amendments must be voted on by the Board. Guidance for the annual update of the UPWP is provided by the NJTPA Strategic Business Plan.

All the work tasks in the current UPWP flow from the NJTPA's long-range Regional Transportation Plan (RTP), which is updated every four years. The plan offers a vision of the future of transportation in the region and identifies numerous regional needs and issues to be addressed. The current RTP, *Plan 2045*, was adopted by the NJTPA Board of Trustees in November 2017..

Central Staff and Organization Chart

NJTPA Organization Chart—Central Staff



XII. NJTPA Sources of Revenue and Expenditures

The following budget information is contained in the Draft FY 2020 Unified Planning Work Program (UPWP). The UPWP summarizes and guides the transportation planning activities of the NJTPA staff, its member agencies and other transportation agencies in the region. It typically covers two years and is updated annually. The Draft FY 2020 UPWP was approved by the Planning and Economic Development Committee at its meeting on February 19, 2019 and was subject to be adopted at the March 11, 2019 Board of Trustees meeting. The FY 2020 work program will go into effect July 1, 2019.

NJTPA Sources of Revenue and Expenditures

NJTPA FY 2020 UPWP Budget Summary

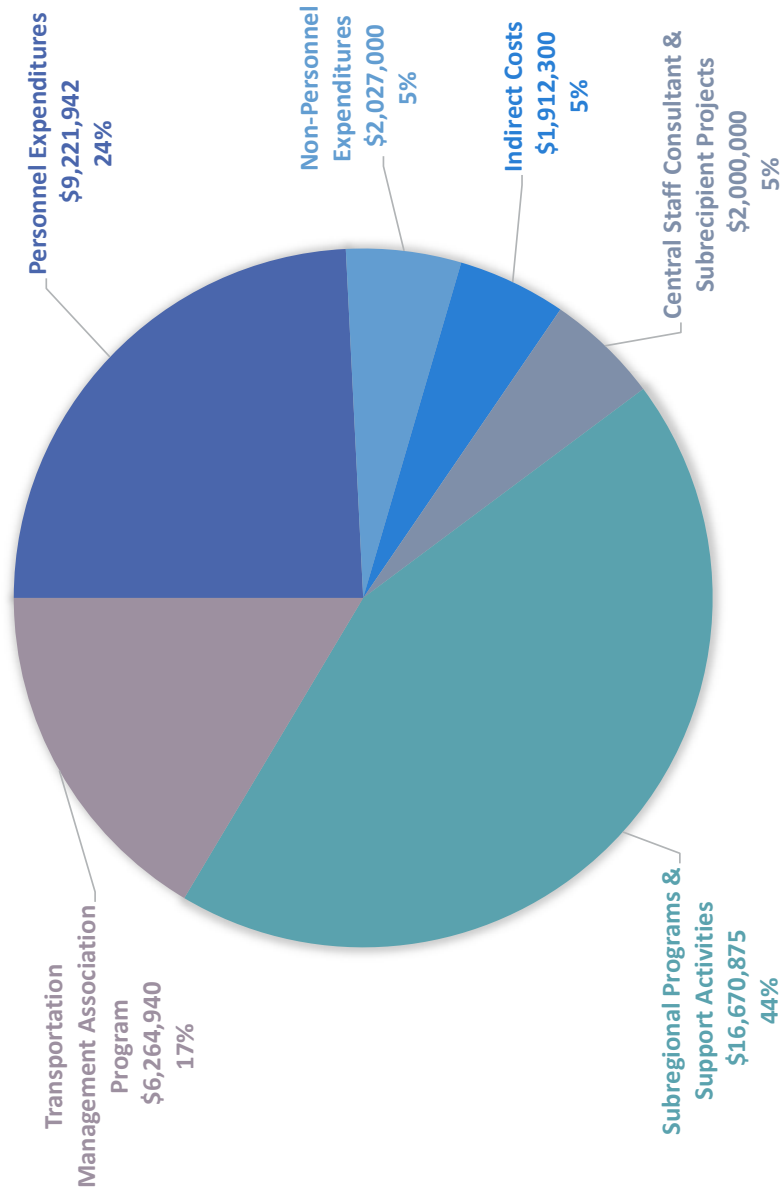
Expenditures - FY 2020 UPWP Program Activities	UPWP Total
Central Staff Program Activities (Chapter I)	
Personnel Expenditures ^{1,2}	\$ 9,221,942
Non-Personnel Expenditures	\$ 2,027,000
Indirect Costs ³	\$ 1,912,300
Subtotal: Central Staff Activities	\$ 13,161,242
Contractual\Consultant Subcontracts (Chapter I)	
UPWP Consultant Projects	\$ 6,830,000
UPWP Subrecipient Projects	\$ 805,000
HSIP Local Safety Engineering Assistance Program	\$ 7,000,000
Subtotal: Contractual\Consultant Subcontracts	\$ 14,635,000
Pass-through Programs (Chapters II & III)	
FY 2020 Subregional Transportation Planning Program	\$ 2,283,875
FY 2020 STP Supplemental Support	\$ 225,000
FY 2020 - FY 2021 Subregional Studies Program	\$ 1,527,000
FY 2020 Transportation Management Association Program	\$ 6,264,940
Subtotal: Pass-through Program Subcontracts	\$ 10,300,815
Total: FY 2020 UPWP Expenses	\$ 38,097,057

Revenues - FY 2020 UPWP Funding Authorizations ⁴	UPWP Total
FHWA PL Funds, new funding appropriations (FFY19 STIP DB# X30A)	\$ 9,660,000
FHWA PL Funds, reprogrammed funds (released from prior task order agreements)	\$ 2,748,500
FHWA Flexed FTA Section 5303 Planning Funds (FFY19 STIP DB# X30A)	\$ 2,921,000
FHWA Surface Transportation Block Grant Program (STBGP-NJ) Funds (FFY19 STIP DB# X30A)	\$ 8,740,442
FHWA STBGP-NJ Funds for TMA Program (FFY19 STIP DB# 11383)	\$ 4,360,000
FHWA STBGP-STU Funds for TMA Program (DVRPC TMA, FFY19 STIP DB# 11383)	\$ 1,904,940
FHWA HSIP Funds for the FY20 LSEAP (FFY 20 & 21 STIP DB# 04314)	\$ 7,000,000
Local Match - Subregional Transportation Planning and Subregional Studies Programs	\$ 762,175
Total: FY 2020 UPWP Revenues	\$ 38,097,057

Notes:

- (1) The FY20 budget assumes Salaries for 58 full-time employees, and part-time employees for central staff support. Part-time staff are counted as 0.65 FTE. The budget assumes a merit pool of 2.0% for existing PSA and non-aligned employees.
- (2) Fringe Benefits budget assumes U.S. DH&HS approved FY19 fringe benefit rates; actual FY20 rates are subject to audit.
- (3) The FY20 budget for NJIT's Facilities and Administration Costs assumes a fixed amount, as stated in the current NJDOT Basic Agreement with NJTPA and NJIT (Agreement No. 2016-NJIT-001), calculated from a rate based on past fiscal years' audited costs that is applied to projected FY20 total operating costs.
- (4) New funding to be authorized for the FY20 program assumes FFY19 FHWA PL, FTA flexed PL funds, STBGP-NJ, and STBGP-STU funds (STIP DB Nos. X30A, and 11383), FHWA HSIP (STIP DB No. 04314), reprogrammed FHWA PL funds to be released from prior FY task order authorizations (Task Order PL-NJ-16-01), and a local match (in-kind).

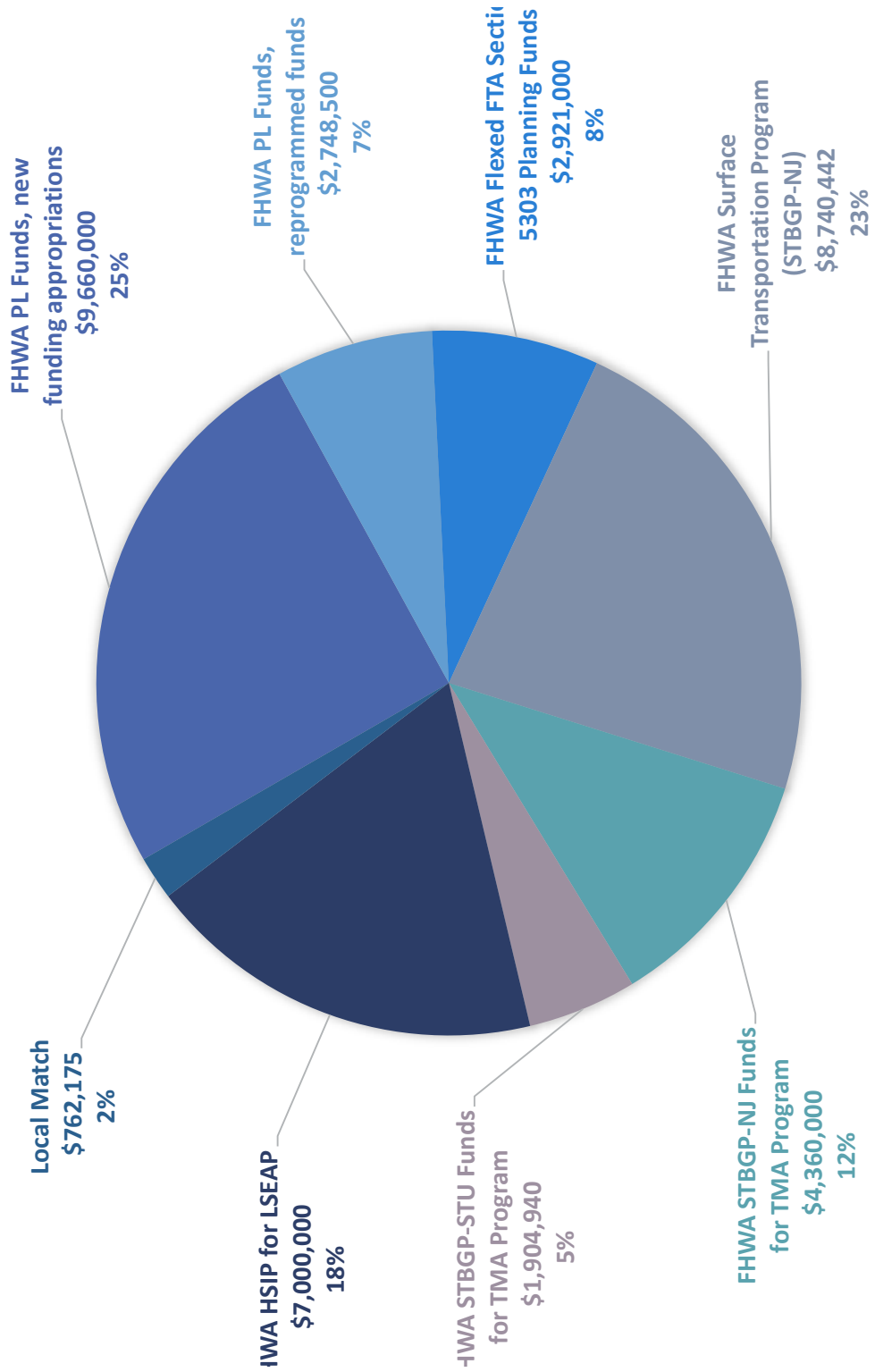
NJTPA FY 2020 UPWP BUDGET TOTAL EXPENDITURES \$38,097,057



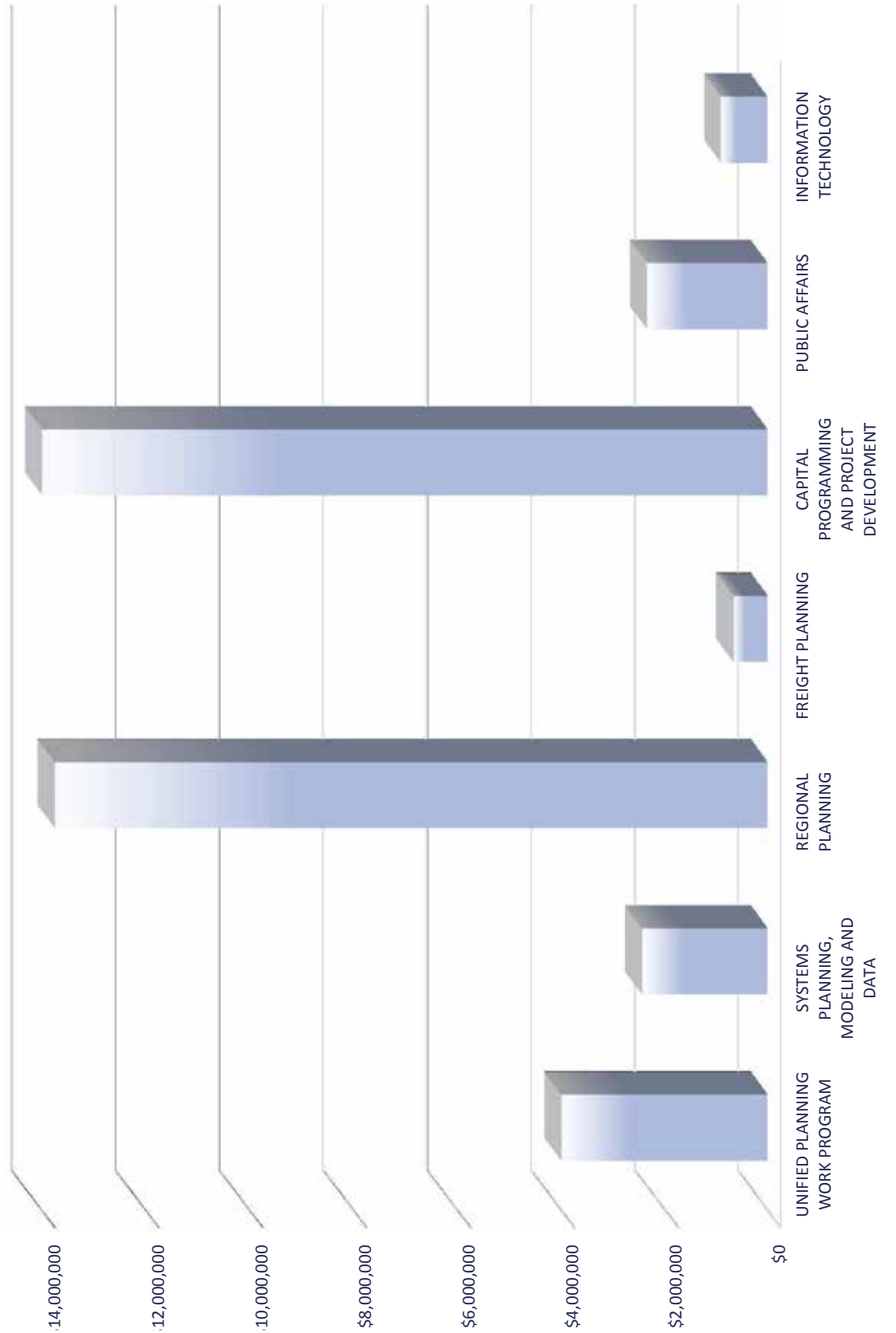
Note: Subregional Support Activities include select Central Staff subregional support projects outlined in Chapter I

NJTPA Sources of Revenue and Expenditures

NJTPA FY 2020 UPWP BUDGET TOTAL REVENUES \$38,097,057



**NJTPA FY 2020 UPWP
Expenditures by Program Areas**



NJTPA Sources of Revenue and Expenditures

NJTPA FY 2020 UPWP Budget Central Staff Activities - Budget Detail

Expenditures	UPWP Total
Direct Labor - Salaries	
Full-Time Staff	\$ 5,637,469
Hourly Part-Time Staff	\$ 624,920
Sub-total Salaries	\$ 6,262,389
Direct Labor - Fringe Benefits	
Full-Time (assuming FY19 approved rate of 51.6%)	\$ 2,908,934
Hourly (assuming FY19 approved rate of 8.1%)	\$ 50,618
Sub-total Fringe Benefits	\$ 2,959,553
Subtotal Personnel Expenditures	\$ 9,221,942
Direct Expenses	
Supplies, including Office and Computer Equipment < \$5,000 each	\$ 100,000
Travel & Registrations	\$ 60,000
Printing & Freelance (General and 2 issues of <i>inTransition</i>)	\$ 100,000
Postage	\$ 10,000
Subscriptions	\$ 4,000
Telephone/Internet	\$ 80,000
Computer Hardware/Software/Data Maintenance/Licenses	\$ 350,000
Leasing - Facility	\$ 778,000
Leasing - Copiers	\$ 45,000
Legal Services and Risk Management	\$ 60,000
UPWP Audit	\$ 35,000
Training and Professional Development	\$ 130,000
Guest Speaker Presentations	\$ 20,000
IT System and Technical Support Services	\$ 70,000
Equipment Repairs and Maintenance	\$ 15,000
Advertisements - Legal Notices and Recruitment	\$ 15,000
Memberships	\$ 65,000
Other	\$ 20,000
Sub-total Direct Expenses	\$ 1,957,000
Equipment	
Central Staff Hardware (> \$5,000) and Specialized Software (> \$50,000)	\$ 40,000
Office Equipment (> \$5,000)	\$ 30,000
Sub-total Equipment	\$ 70,000
Subtotal Non-Personnel Expenditures	\$ 2,027,000
Indirect Costs	
NJIT Facilities and Administrative Support Services	\$ 1,912,300
Sub-total Indirect Costs	\$ 1,912,300
Total Central Staff Activities	\$ 13,161,242

NJTPA Sources of Revenue and Expenditures

NJTPA FY 2020 UPWP Budget New Contractual/Consultant Projects

NEW FY 2020 UPWP Projects - Task Order PL-NJ-20-01

Task No.	Task Activity	Budget	Effective Funding Period
UPWP Consultant Projects (Chapter I)			
20/101-01	UPWP Grant Management System Support	\$ 650,000	7/1/19 - 6/30/21
20/202-01	Accessibility and Mobility Strategy Synthesis	\$ 350,000	7/1/19 - 6/30/21
20/306-02	Transportation Demand Management and Mobility Plan	\$ 250,000	7/1/19 - 6/30/21
20/308-01	FY 2020 Planning for Emerging Centers *	\$ 480,000	7/1/19 - 6/30/21
20/502-01	FY 2020 Local Concept Development Program *	\$ 4,800,000	7/1/19 - 6/30/22
20/601-01	Regional Transportation Plan Public Outreach	\$ 300,000	7/1/19 - 6/30/22
Subtotal - UPWP Consultant Projects		\$ 6,830,000	
UPWP Subrecipient Projects (Chapter I)			
20/103-01	Transportation Data Analytical Tools Phase II	\$ 100,000	7/1/19 - 6/30/20
20/204-01	Trans-Hudson Bus Survey Phase I	\$ 250,000	7/1/19 - 6/30/20
20/308-02	Complete Streets Technical Assistance Phase II *	\$ 175,000	7/1/19 - 6/30/21
20/308-03	TNJ Advancement Phase IV *	\$ 180,000	7/1/19 - 6/30/20
20/601-02	FY 2020 Innovative Public Outreach Support	\$ 100,000	7/1/19 - 6/30/20
Subtotal - UPWP Subrecipient Projects		\$ 805,000	
HSIP Local Safety Engineering Assistance Program (Chapter I) ¹			
20/503-01	FY 2020 Local Safety Engineering Assistance Program *	\$ 7,000,000	7/1/19 - 12/31/22
Subtotal - HSIP Local Safety Engineering Assistance Program		\$ 7,000,000	
UPWP Pass-Through Programs (Chapters II & III)			
20/304-01	FY 2020 Subregional Transportation Planning Program	\$ 2,283,875	7/1/19 - 6/30/20
20/304-02	FY 2020 STP Supplemental Support	\$ 225,000	7/1/19 - 6/30/20
20/305-01	FY 2020-FY 2021 Subregional Studies Program	\$ 1,527,000	7/1/19 - 6/30/21
20/306-01	FY 2020 TMA Program	\$ 6,264,940	7/1/19 - 6/30/20
Subtotal - UPWP Pass-Through Programs		\$ 10,300,815	
Total		\$ 24,935,815	

* Subtotal Chapter I - Central Staff Subregional Support Activities \$ 12,635,000

Notes: (1) Funding for the HSIP FY 2020 LSEAP (Task 20/503-01) will be authorized and scheduled separate from the FY 2020 UPWP task order.

NJTPA Sources of Revenue and Expenditures

NJTPA FY 2020 UPWP Budget Summary

Expenditures - FY 2020 UPWP Program Activities	UPWP Total
Central Staff Program Activities (Chapter I)	
Personnel Expenditures ^{1,2}	\$ 9,221,942
Non-Personnel Expenditures	\$ 2,027,000
Indirect Costs ³	\$ 1,912,300
Subtotal: Central Staff Activities	\$ 13,161,242
Contractual\Consultant Subcontracts (Chapter I)	
UPWP Consultant Projects	\$ 6,830,000
UPWP Subrecipient Projects	\$ 805,000
HSIP Local Safety Engineering Assistance Program	\$ 7,000,000
Subtotal: Contractual\Consultant Subcontracts	\$ 14,635,000
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- (2) Fringe Benefits budget assumes U.S. DH&HS approved FY19 fringe benefit rates; actual FY20 rates are subject to audit.
- (3) The FY20 budget for NJIT's Facilities and Administration Costs assumes a fixed amount, as stated in the current NJDOT Basic Agreement with NJTPA and NJIT (Agreement No. 2016-NJIT-001), calculated from a rate based on past fiscal years' audited costs that is applied to projected FY20 total operating costs.
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XIII. Selective Chronology of Federal Transportation Legislation and Regulations

Federal Transportation Legislation

Surface transportation laws periodically reauthorized by Congress establish the requirements for the 405 MPOs across the country, including the NJTPA. The laws are implemented through regulations issued by the U.S. Department of Transportation. Key provisions of the two most recent transportation laws are below:

2015: Fixing America's Surface Transportation Act (FAST)

- Authorizes \$305 billion over five years and is the first long-term transportation authorization act in more than a decade.
- The FAST Act is contains no new dedicated revenue for transportation. In addition to ongoing revenues from the federal gas tax, it transfers \$70 billion from the general fund to fill the gap between projected gas tax revenues and the amount authorized.
- The act provided a 5 percent increase to highway funding and an 8 percent increase to mass transit funding in FY 2016. Funding for highways then grows between 2.1 and 2.4 percent per year for FYs 2017-2020. Mass transit funding will grow about 2.1 percent per year over the same period.
- MPOs must consider “intermodal facilities that support intercity transportation, including intercity buses and intercity bus facilities, and commuter vanpool providers.”
- MPOs are to consider two new planning factors—system resiliency and reliability, and reduction/mitigation of stormwater impacts on transportation.
- A new freight program provides \$4.5 billion over the life of the bill for Nationally Significant Freight and Highway Projects.
- Intelligent Transportation Systems are supported, including \$100 million per year for ITS research and \$60 million per year for a new Advanced Transportation and Congestion Management Technologies Deployment Program.
- Federal share for new transit projects (New Starts) is reduced to 60 percent. A new transit grant program was established to fund capital projects to reduce the backlog of state of good repair rail projects.
- Transportation Infrastructure Finance and Innovation Act (TIFIA) Funding, which provides low-cost, federally backed financing for infrastructure projects, has been reduced from \$1 billion to around \$300 million over the life of the bill.

- The Transportation Investment Generating Economic Recovery (TIGER) competitive grant program was not authorized in the FAST Act. The popular program now is at the mercy of the annual appropriations process.

2012: Moving Ahead for Progress in the 21st Century Act (MAP-21)

- Funded surface transportation for two years through September 30, 2014 and was extended by Congress through May 2015.
- The \$105 billion in funding for the first two years included \$18.8 billion drawn from the general fund due to the shortfall in the Highway Trust Fund.
- Consolidated hundreds of categorical programs into six core program areas.
- Eliminated all Congressional earmarks in favor of formula allocations.
- Established national goals in seven areas: Safety; Infrastructure Condition; Congestion Reduction; System Reliability; Freight Movement and Economic Vitality; Environmental Sustainability; Reduced Project Delivery Delays.
- Required the Metropolitan Planning Organization (MPO) planning process to take a performance-based approach to transportation decision-making. MPOs will coordinate the selection of performance targets with state and public transportation providers and will track progress towards their attainment.
- Streamlined project delivery by providing exemptions from environmental reviews for smaller projects and some upgrades to existing facilities.
- Substantially increased funding for the Transportation Infrastructure Finance and Innovation Act (TIFIA) credit program to help states finance large-scale projects.
- Merged several smaller funding programs including those for bicycle/pedestrian investments and various transportation enhancements into a Transportation Alternatives program.

Previous laws

2005: The Safe, Affordable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)

1998: The Transportation Equity Act for the 21st Century (TEA-21)

1991: Intermodal Surface Transportation Efficiency Act (ISTEA)

XIV. By-Laws of the NJTPA

BY-LAWS

OF

NORTH JERSEY TRANSPORTATION PLANNING AUTHORITY, INC.

(Incorporated under the Laws of the State of New Jersey)

ARTICLE I

POWERS OF THE CORPORATION

The Corporation shall have perpetual succession by its corporate name; may sue or be sued, complain and defend in any court; make and use a common seal and alter same at pleasure; choose such officers, managers, agents and employees as the business of the Corporation may require; promulgate and from time to time amend or repeal by-laws for the management of its property and the regulation of its affairs; may contract and be contracted with; take and hold by lease grant, gift, purchase, devise or bequest, any property, real or personal, necessary or desirable for attaining the objects and carrying into effect the purposes of the Corporation, subject, however, to any alteration or modification hereafter made by general law as to the amount of real and personal property to be held by the Corporation; may transfer and convey its real or personal property; may borrow money for the purposes of the Corporation and issue bonds therefore, and secure the same by mortgage, trust deed or other lien; may invest and re-invest its funds; and may exercise any corporate powers necessary or incidental to the exercise of the powers above enumerated.

ARTICLE II

AIMS AND PURPOSES OF THE CORPORATION

The purpose of the Corporation shall be those set forth in its Certificate of Incorporation. These may include, not by way of limitation or enlargement but solely for purposes of illustration, the development of transportation systems embracing various modes of transportation in a manner which will efficiently maximize mobility of people and goods within and through urbanized areas in northern New Jersey and minimize transportation-related fuel consumption and air pollution through a continuous, cooperative and comprehensive transportation planning process and to serve as the forum for cooperative decision making, on regional transportation issues, by principal elected officials of general purpose local government in Bergen, Essex, Hudson, Hunterdon, Middlesex, Monmouth, Morris, Ocean, Passaic, Somerset, Sussex, Union and Warren counties; the cities of Newark and Jersey City; and, the State or regional agencies or representatives responsible for transportation. The efforts of the Corporation shall be designed to primarily benefit the thirteen above mentioned counties and two Cities and not necessarily the Trustees or Officers of the Corporation. In furtherance of the

forementioned purpose, the Corporation may exercise any and all of the powers enumerated in N.J.S.A. 15A:3-1, as supplemented and amended.

Notwithstanding any other provision of this Certificate, the Corporation shall not carry on any other activities not permitted to be carried on by a corporation exempt from Federal income tax under section 501 (c)(4) of this Internal Revenue Code of 1992 (or the corresponding provision of any future United States Internal Revenue Law).

ARTICLE III

OFFICE - REGISTERED OFFICE; RESIDENT AGENT

SECTION 1. Registered Office; Resident Agent. The Corporation shall have and continuously maintain a registered office at One Gateway Center, City of Newark, County of Essex, State of New Jersey and a resident agent upon whom service of process against the Corporation can be made in accordance with the laws of the State of New Jersey (N.J.S.A. 15A:1-5). The initial registered agent shall be Glenn F. Scotland, Esq., at the law firm of McManimon & Scotland, Esqs. The registered agent may be changed as the Board of Trustees, hereafter referred to as the “Board”, may designate from time to time.

ARTICLE IV

BOARD OF TRUSTEES

SECTION 1. General. The business, affairs and properties of the Corporation shall be managed by a Board of Trustees which shall exercise all of the powers of the Corporation. The Corporation shall have no members.

SECTION 2. Number, Qualifications and Terms of Trustees. The number of Trustees shall be twenty (20). All Trustees shall be of legal age. The qualifications and terms of trustees are as follows:

1) One (1) Trustee shall be the Commissioner of the New Jersey Department of Transportation for the period that the Commissioner remains in office and, upon cessation of duty as Commissioner, the Trusteeship shall automatically pass to the new Department of Transportation Commissioner.

2) One (1) Trustee shall be from each of the following counties: Bergen, Essex, Hudson, Hunterdon, Middlesex, Monmouth, Morris, Ocean, Passaic, Somerset, Sussex, Union and Warren (“County Trustees”). For counties that do not operate under the County Executive form of government, the Board of Chosen Freeholders in each of the counties shall choose one of its members to serve as Trustee. For counties that operate under the County Executive form of government, the Trustee to the Corporation shall be a local elected official and shall be appointed by the County Executive and confirmed by the Board of Chosen Freeholders. County Trustees

shall serve while they remain local elected officials. For purposes of this subparagraph 2), “local elected official” shall mean the County Executive or any freeholder within the County.

3) One (1) Trustee from the City of Newark and one (1) Trustee from the City of Jersey shall be appointed by the mayor of the city and confirmed by the governing body (“City Trustees”). City Trustees shall be local elected officials and shall serve while they remain local elected officials. For purposes of this subparagraph 3), “local elected official” shall mean the Mayor or any councilperson within the City.

4) One (1) Trustee shall be the Executive Director of the New Jersey Transit Corporation. The Executive Director of New Jersey Transit Corporation shall serve as a Trustee only while holding the position of Executive Director. Upon cessation of term as Executive Director, the new Executive Director shall immediately replace the former Executive Director as Trustee to the Corporation.

5) One (1) Trustee shall be the Governor of the State of New Jersey (“Governor”) or a representative from the Governor’s Office appointed by the Governor who shall serve at the pleasure of the Governor for so long as the Governor shall remain the chief elected officer in the State.

6) One (1) Trustee shall be a citizen representative appointed by the Governor who shall serve at the pleasure of the Governor.

7) One (1) Trustee shall be the Deputy Executive Director of the Port Authority of New York and New Jersey. The Deputy Executive Director of the Port Authority of New York and New Jersey shall serve as a Trustee only while holding the position of Deputy Executive Director. Upon cessation of term as Deputy Executive Director, the new Deputy Executive Director shall immediately replace the former Deputy Executive Director as a Trustee to the Corporation.

The Initial Board shall consist of the persons set forth in the Certification of Incorporation of the Corporation. All Trustees shall serve until the expiration of their terms of office as a Trustee or until their successor is appointed. All Trustees shall have full and equal voting rights and responsibilities as members of the Board.

SECTION 3. Attendance at Meetings. Each Trustee or alternate Trustee (designated by such Trustee in accordance with Section 4 of this Article IV), in aggregate, shall attend not less than four (4) regular meetings per year and, in aggregate, shall not fail to attend three (3) consecutive regular meetings during his or her term of office. Failure to comply with the requirements of this provision shall result in automatic disqualification as a Trustee and a successor Trustee shall be selected or appointed in the manner provided in Section 2 of this Article IV.

SECTION 4. Alternates. Each Trustee may designate in writing to the Secretary of the Corporation one alternate Trustee (the “Trustee”) who shall be empowered to attend meetings and act in the Trustee’s behalf; provided, that no Alternate shall be qualified to serve as an Officer of the Corporation.

SECTION 5. Vacancies.

(a) Elected Officials: Any vacancy, occurring by reason of death, resignation, refusal to serve, removal or otherwise, of a Trustee who was an elected local official shall be filled by an elected local official chosen or appointed in the same manner the vacating Trustee was chosen or appointed under section 2 of this article. The successor Trustee shall serve for as long as he/she remains an elected local official.

(b) Others: Any vacancy, occurring by reason of death, resignation, refusal to serve, removal or otherwise, of a Trustee who was not an elected local official shall be filled in accordance with the Article IV, section 2 procedure that the vacating Trustee was appointed under and the successor Trustee shall serve for the remainder of the vacating Trustee’s term, with the exception that, in the event of a vacancy in the office of Deputy Executive Director of the Port Authority of New York and New Jersey, the Trustee shall be the Chairman of the Port Authority of New York and New Jersey.

ARTICLE V

OFFICERS

SECTION 1. Number. The Officers of the Corporation shall be a Chairperson, a First Vice-Chairperson, Second Vice-Chairperson, a Third Vice-Chairperson, a Secretary, and such other Officers as may be designated by the Board from time to time to perform such duties as may be designated by the Board. Only Trustees (not alternates) of the Corporation shall serve as Officers of the Corporation.

SECTION 2. Election and Term of Office.

(a) The Officers shall be Trustees (not alternates). The offices of Chairperson, First Vice-Chairperson, Second Vice-Chairperson and Secretary shall be elected by a majority of the Trustees to serve a two (2) year term (the “Elected Officers”). The office of the Third Vice-Chairperson shall be selected by the Chairperson in his or her sole discretion, provided that if the Elected Officers are all comprised of representatives of the same political party, then the Chairperson shall select a Third Vice-Chairperson representing a different political party.

(b) The Chairperson shall select a Nominating Committee that shall be responsible for selecting a slate of Officers to be presented to the Trustees for consideration. The Nominating

Committee shall consist of three (3) Trustees (not alternates) and different political parties shall be represented among its members.

(c) The election and selection of Officers shall take place at the regular annual meeting (as defined in Section 1 of Article VIII) of the Board in alternate years. If the election of Officers shall not be held at such meeting, such election shall be made as soon thereafter as conveniently may be. Each officer shall hold office until the next election and selection of Officers or until his or her successor shall have been elected or selected. Except as otherwise provided in these Bylaws, any vacancy occurring in any office shall be filled by the Trustees or the Chairperson, as the case may be, in the manner that the original position was filled for the unexpired term of the office so vacated. Elected Officers shall be replaced by a vote of the Trustees at a regular or special meeting of the Corporation.

SECTION 3. Removal of Officers and Agents by Trustees. Any officer or agent of the Corporation elected or appointed by the Board may be removed at any time by a 66 2/3 vote of the then membership of the Board whenever in its judgment the best interests of the Corporation will be served thereby. Such removal, however, shall be without prejudice to and shall not be in derogation of the contract rights, if any, of the person so removed. The appointment of a person to the position of officer of the Corporation shall not in and of itself create any contract rights.

SECTION 4. Duties. The duties of the Officers of the Corporation shall be those as usually pertain to such Officers of corporations generally, except as may be otherwise prescribed by these Bylaws or by the Board.

SECTION 5. Chairperson. The Chairperson shall:

(a) preside at all meeting of the members of the Board and have the power to appoint all subcommittees, designate the chairperson of subcommittees, to call meetings and serve as an ex-officio member of all subcommittees.

(b) approve the addition of items to the agenda for consideration where such items have not been submitted in accordance with the requirements of Section 3 of Article VIII.

(c) in general, perform all duties incident to the office of the Chairperson and such other duties as may be prescribed by the Board from time to time.

(d) have the power to sign and seal deeds, mortgages, deeds of trusts, notes, bonds, contracts or other instruments authorized by the Board to be executed, except in cases in which the signing and execution thereof shall be expressly delegated by the Board or by these Bylaws to some other officer or agent of the Corporation, or shall be required by law to be otherwise signed or executed.

SECTION 6. Vice-Chairpersons. The Vice-Chairpersons shall:

(a) In the absence of the Chairperson or in the event of the Chairperson's death, inability or refusal to act, in the order of their designation, perform the duties of the Chairperson, and who so acting shall have the powers of and be subject to all the restrictions upon the Chairperson; and

(b) in general perform such other duties as may be prescribed by the Board or the Chairperson from time to time.

SECTION 7. Secretary. The Secretary shall:

(a) keep the minutes of the meetings of the Board in one or more books provided for that purpose;

(b) see that all notices are duly given in accordance with these Bylaws or as required by law;

(c) be custodian of the corporate records and seal of the Corporation, an impression of which appears below, and affix the seal of the Corporation to documents, the execution of which on behalf of the Corporation under its seal is duly authorized in accordance with the provisions of these Bylaws;

[SEAL]

(d) keep a register of the names and post office addresses of all Trustees;

(e) have general charge of the books of the Corporation;

(f) keep on file at all times a complete copy of the Certificate of Incorporation and By-laws of the Corporation containing all amendments thereto (which copy shall always be open to the inspection of any Trustee), and at the expense of the Corporation forward a copy of the By-laws and of all amendments thereto to each Trustee;

(g) in general, perform all duties incident to the office of Secretary, and such other duties as from time to time may be assigned to him by the Board; and

(h) also serve as Treasurer of the Corporation.

SECTION 8. Executive Director. The Trustees, after hearing the recommendation of the Executive Committee, shall elect an Executive Director to serve upon such terms as shall be determined by the Board and as may be reflected in the terms of an agreement between the Executive Director and the Board. The Executive Director shall be the chief operating officer of the Corporation, shall attend all meetings of the Board, and shall be empowered with such authority and have such duties as shall be given to the Executive Director by the Trustees. The

Executive Director shall make staffing and technical advisory recommendations to the Executive Committee for its further review and approval. For purposes of Article VII, Article X and Article XI, the Executive Director shall be deemed to be an officer of the Corporation.

SECTION 9. Expense Reimbursement. The Trustees shall be entitled to reimbursement for all costs reasonably incurred by the Trustees in the performance of their duties as Trustees of the Corporation.

ARTICLE VI

Committees

SECTION 1. Executive Committee. The Officers of the Corporation shall constitute the Executive Committee. The Executive Committee may act on behalf of the Corporation in any administrative matter when the Board of Trustees is not in session including the power to hire or contract for administrative and technical services as may be required for the Corporation to carry out its corporate purposes. The Executive Committee shall not have the power to act on behalf of the Corporation in any matter related to transit or highway planning or project selection and funding. Three members shall constitute a quorum for the transaction of business. Meetings may be called by the Chairperson or by any three members of the Executive Committee. If practicable, the Secretary shall provide Executive Committee members with seven (7) days prior notice of any Executive Committee meeting.

SECTION 2. Subcommittees. The Chairperson may, at any time appoint other subcommittees on any subject for which there are no standing committees. The members of the subcommittees shall be appointed by the Chairperson and shall be given such duties and powers as necessary, and such subcommittees shall report their findings to the full Board for review and approval.

SECTION 3. Subcommittee Vacancies. The Chairperson shall have the power to fill subcommittee vacancies.

ARTICLE VII

RIGHTS AND LIABILITIES OF TRUSTEES AND OFFICERS

SECTION 1. Property Interest of Trustees and Officers. No Trustee or Officer of the Corporation shall have any right, title or interest in or to any property or assets of the Corporation either prior to or at the time of any liquidation or dissolution of the Corporation.

SECTION 2. Non-Liability for Debts. The private property of the Corporation shall be exempt from execution or other liability for any debts of the Corporation and no Trustee or Officer shall be liable or responsible for any debts or liabilities of the Corporation.

ARTICLE VIII

MEETINGS OF THE BOARD

SECTION 1. Regular Annual Meeting. The regular annual meeting of the Board for the election of Officers shall be held on the second Monday in January (or within seven (7) days of that date) unless at the preceding meeting another date is selected. Failure to hold the annual meeting at the time designated shall not work a forfeiture or dissolution of the Corporation and in the event of such failure the annual meeting shall be held within a reasonable time thereafter.

SECTION 2. Regular Meetings. Regular meetings shall be held on the second Monday of every month (or within seven (7) days of that day) unless at the preceding meeting another date is selected.

SECTION 3. Regular Meeting Agenda. Any Trustee shall have the right to submit any items related to the business of the Corporation to the Executive Director for inclusion on the agenda at any regular meeting provided that any such item must be submitted not later than the Wednesday next preceding the regular meeting date. Any item failing to be submitted in accordance with the timing requirements specified herein may be added by the Chairperson in accordance with Section 5(b) of Article V or by a 3/5 vote of the full membership of the Board of Trustees.

SECTION 4. Special Meetings. Special meetings of the Board may be called by the Chairperson or by a majority of the Trustees and it shall thereupon be the duty of the Secretary to cause notice of such meeting to be given as hereinafter provided. The Chairperson or the Trustees calling the meeting shall fix the time and place for the holding of the meeting.

SECTION 5. Notice of Board Meetings. Notice of the time and place of the regular annual meeting and of the time, place and purpose of the regular meetings shall be in writing or printed and delivered to each Trustee not less than seven (7) days previous thereto, either personally or by mail, by or at the direction of the Secretary or by or at the direction of the Chairperson or the Trustees calling the meeting. All notices of a special meeting shall state the matter to be considered at the meeting; no other business, other than that stated in the notice, shall be transacted. If delivered personally, the notice shall be deemed to be delivered when actually received by the Trustee. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail addressed to each Trustee at his address as it appears on the records of the Corporation with postage thereon prepaid. Notice may be waived before, at or after any meeting.

SECTION 6. Waiver of Notice. Any Trustee may waive in writing any notice of a meeting required to be given to that Trustee by these Bylaws. The attendance of a Trustee at any meeting shall constitute a waiver by such Trustee of any defects in the notice of such meeting except in case a Trustee shall attend a meeting for the express purpose of objecting to the transaction of any business on the ground that the meeting has not been lawfully called or convened.

SECTION 7. Open Public Meetings Act. All regular and special meetings of the Board shall be open to the public and press and shall be conducted in compliance with the Open Public Meetings Act.

SECTION 8. Quorum. A majority of the then members of the Board of Trustees shall constitute a quorum. The subsequent withdrawal of any Trustees such that the number of remaining Trustees shall constitute less than a quorum shall result in the dissolution of the organized meeting and no formal action may be taken by the Board. The act of a majority of the Trustees present at a meeting at which a quorum is determined to exist shall be the act of the Board.

SECTION 9. Votes. Action may be taken and motions and resolutions adopted by the Board at any meetings by the affirmative vote of a majority of the Trustees present.

SECTION 10. Minutes, Gubernatorial Veto. The Secretary shall prepare minutes of every meeting held by the Corporation. Certified copies of the minutes of each meeting shall be sent to the Governor within ten (10) days of the meeting. The vote on any resolution may be vetoed and canceled by the Governor within ten (10) days, Saturdays, Sundays, and legal state holidays excepted, after receipt by the Governor of the certified copy of the minutes of the meeting at which the vote was cast.

ARTICLE IX

NONPROFIT CORPORATION

The Corporation shall at all times be operated as a nonprofit corporation, and no income or profit of the Corporation, shall be paid or payable by the Corporation to any Trustee or Officer as such and shall be operated for the corporate purposes for which said Corporation was created.

ARTICLE X

FINANCIAL TRANSACTIONS

SECTION 1. Contracts. Except as otherwise provided in these Bylaws the Board, by resolution, may authorize any officer or Officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name and on behalf of the Corporation, and such authority may be general or confined to specific instances.

SECTION 2. Checks, Drafts, Etc. Except as otherwise provided in these Bylaws, all checks, drafts or other orders for payment of money, and all notes, bonds or other evidences of indebtedness issued in the name of the Corporation shall be signed by such Officers, agent or agents, employee or employees of the Corporation and in such manner as shall from time to time be determined by resolution of the Board.

SECTION 3. Deposits. All funds of the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as the Board by Resolution may select or as may be designated by any officer or Officers, agent or agents of the Corporation to whom such power is delegated by Resolution of the Board.

SECTION 4. Acceptance of Gifts. the Board, any Trustee or any officer or Officers, agent or agents of the Corporation to whom such authority is delegated by resolution of the Board may accept on behalf of the Corporation any contribution, gift, grant, bequest or devise for the general purposes or for any special purpose of the Corporation.

SECTION 5. Fiscal Year. The fiscal year of the Corporation shall begin on the first day of July of each and every year and shall end on the last day of June of each and every year.

ARTICLE XI

LIABILITY AND INDEMNIFICATION OF TRUSTEES AND OFFICERS

SECTION 1. General Right to Indemnification. The Corporation shall indemnify, defend and hold harmless each Trustee (including any Alternate Trustee and for purposes of this Article, hereinafter “Trustee”) and officer of the Corporation (and his heirs, executors and administrators), now or hereafter serving on the Board or on behalf of the Corporation, against all costs, expenses and liabilities reasonably incurred by him or her in connection with or arising out of any claim, action, suit or proceeding in which he or she may be involved by reason of being or having been a Trustee or Officer of the Corporation (whether or not such person continues to be a Trustee or officer at the time of incurring such costs, expenses or liabilities). The term “costs, expenses and liabilities” shall include, but shall not be limited to, court costs, counsel fees and the amount of judgments against, or amounts paid in reasonable settlement by, any such Trustee or Officer.

SECTION 2. Conditions For Indemnification. The Corporation shall not indemnify such Trustee or Officer: (1) with respect to matters as to which such Trustee or Officer shall be finally adjudged in any action, suit or proceeding to have been liable for willful default or gross negligence, consisting of individual misfeasance, malfeasance or nonfeasance, in the performance of his duties as such Trustee or Officer; or (2) in the event that a settlement or compromise of any such claim, action, suit or proceeding is effected, unless (a) the Board of Trustees shall have been furnished with an opinion of counsel for the Corporation to the effect that such settlement or compromise is in the best interests of the Corporation, and that there is no reasonable grounds for liability for willful default or gross negligence, consisting of individual misfeasance, malfeasance or nonfeasance, in the performance of the duties entrusted to such Trustee or Officer on the part of such Trustee or Officer; and (b) the Board of Trustees shall have adopted a resolution approving the terms of such settlement or compromise; and (c) such settlement or compromise shall be approved by the court having jurisdiction of such claim, action, suit or proceeding, with knowledge of the indemnification provided for hereby.

SECTION 3. Right To Indemnification Not Exclusive. The foregoing rights of indemnification shall not be deemed exclusive of any other rights to which any Trustee or Officer or their heirs, executors and administrators may be entitled as a matter of law.

SECTION 4. LIABILITY OF TRUSTEES AND OFFICERS. Notwithstanding the above, neither a Trustee nor an Officer shall be personally liable to the Corporation for damages for any breach of any duty owed to the Corporation, except a breach of duty based upon an act or omission (a) in breach of such person's duty of loyalty to the Corporation; (b) not in good faith or involving a knowing violation of law or (c) resulting in receipt by such person of an improper personal benefit.

ARTICLE XII

MISCELLANEOUS

SECTION 1. Rules and Regulations. The Board shall have power to make and adopt such rules and regulations not inconsistent with law, the Articles of Incorporation, or these Bylaws, as it may deem advisable for the management of the business, affairs and property of the Corporation.

SECTION 2. Staff Support. The Chairperson may request such staff and technical support services from member agencies as necessary to assist the Board in carrying out its responsibilities.

SECTION 3. Books and Records. The Corporation shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of its Board of Trustees. All books and records of the Corporation may be inspected by any Trustee for any proper purpose.

SECTION 4. Meeting Procedures. Unless specified otherwise, the latest annotated Revision of Robert's Rules of Order will govern the procedural conduct of the meetings.

SECTION 5. Waiver of Notice, Lapse of Time. Whenever under these Bylaws or the provisions of applicable law the Board or any committee thereof is authorized to take any action after notice to any person or persons or after the lapse of a prescribed period of time, such action may be taken without such notice and without the lapse of such period of time, if at any time before or after such action is completed the person or persons entitled to such notice, or entitled to participate in the action to be taken, submits a signed waiver of notice of such requirement.

ARTICLE XIII

AMENDMENTS

These Bylaws may be altered, amended or repealed by Resolution adopted by the affirmative vote of 66 2/3% of the Trustees present at the regular or special meeting, provided a quorum, as provided in these Bylaws, be present and provided the notice of such meeting shall have contained a copy of the proposed alteration, amendment or repeal.

CERTIFICATE

I, the undersigned Secretary of the North Jersey Transportation Planning Authority, hereby certify that the above is a true copy of the Bylaws of said Corporation duly adopted and in full force and effect.



Peter S. Palmer, Secretary

DATED: November 19, 2012

XV. NJTPA Historical Documents

- **1982 Letter From Governor Kean Designating NJTCC (the precursor agency of the NJTPA)**
- **1994 NJTPA Certificate of Incorporation**



STATE OF NEW JERSEY
OFFICE OF THE GOVERNOR
TRENTON
08625

THOMAS H. KEAN
GOVERNOR

April 21, 1982

Mr. John G. Bestgen, Jr.
Regional Administrator, USDOT
FHWA-Region I
Leo W. O'Brien Federal Building
Room 729
Clinton Avenue & North Pearl Street
Albany, New York 12207

Dear Mr. Bestgen:

The present Metropolitan Planning Organization for Northeastern New Jersey, the Tri-State Regional Planning Commission (Tri-State), was formed by a compact among the states of New Jersey, New York and Connecticut. This compact provided that upon the withdrawal of any of the member states, the commission would automatically dissolve. On May 1, 1982, pursuant to its law, Connecticut will withdraw from Tri-State and thereby cause the dissolution of the Tri-State organization. It is, therefore, necessary for me to designate a successor MPO for our portion of the Tri-State region in order to meet federal requirements.

For several years, the Northeast New Jersey Transportation Coordinating Committee (NENJTCC) has been serving as the policy committee of local elected officials to provide policy input to Tri-State for our portion of the region. Both the New Jersey Department of Transportation and the Statewide agency responsible for public transportation, NJ TRANSIT, are members of this Committee. NENJTCC has closely followed the impending dissolution of Tri-State and has worked with the Department of Transportation and NJ TRANSIT to prepare a successor MPO.

On March, 1, 1982, the NENJTCC passed a resolution calling on me to designate it as New Jersey's successor MPO. Since the NENJTCC is a forum for cooperative transportation decision making by principal elected officials of general purpose local government, and State transportation agencies, and because the NENJTCC has shown a substantial commitment to improving the transportation system of Northeast New Jersey, I am designating it, as of April 19, 1982, the MPO and the lead planning agency for transportation air quality planning for this region.

Mr. John G. Bestgen, Jr.

Page 2

April 21, 1982

Finally, the NENJTCC does not currently have the facilities to receive federal funds or enter into contracts. Therefore, the New Jersey Department of Transportation has agreed, at the request of the NENJTCC, to be the applicant and recipient of federal planning funds for the MPO and to assume responsibility for the administrative functions related to these grants.

Sincerely,



Handwritten signature of the Governor, consisting of a stylized 'R' followed by a horizontal line and a 'K'.

GOVERNOR

FILED

JAN 21 1994

CERTIFICATE OF INCORPORATION
OF THE

MONNA R. HOONORTH JERSEY TRANSPORTATION PLANNING AUTHORITY, INC.
Secretary of State

I, the undersigned being of full age, acting as incorporator of a corporation under and by virtue of the provisions of the New Jersey Non Profit Corporation Act, entitled Title 15A of the Revised Statutes, do hereby associate into a corporation, and hereby adopt the following Certificate of Incorporation for such corporation:

FIRST: The name of the corporation is:

NORTH JERSEY TRANSPORTATION PLANNING AUTHORITY, INC.

SECOND: The principal office of the corporation shall be located at 153 Halsey Street, 7th floor; Newark, New Jersey.

THIRD: The primary purpose of the corporation is to bring about civic betterments and social improvements in thirteen counties in northern New Jersey by promoting the development of transportation systems embracing various modes of transportation in a manner which will efficiently maximize mobility of people and goods within and through urbanized areas in northern New Jersey and minimize transportation-related fuel consumption and air pollution through a continuous, cooperative and comprehensive transportation planning process and to serve as the forum for cooperative decision making, on regional transportation issues, by principal elected officials of general purpose local government in Bergen, Essex, Hudson, Hunterdon, Middlesex, Monmouth, Morris, Ocean, Passaic,

61256-001 44793.7

Somerset, Sussex, Union and Warren counties; the cities of Newark and Jersey City; and, State or regional agencies or representatives responsible for transportation. The efforts of the corporation shall be designed to primarily benefit the citizens of northern New Jersey and not the trustees or officers of the corporation. In furtherance of the aforementioned purpose, the corporation may exercise any and all of the powers enumerated in N.J.S.A. 15A:3-1, as supplemented and amended. This Corporation is not engaged in professional planning.

FOURTH: The corporation shall have no members.

FIFTH: The method of electing the Trustees shall be as set forth in the bylaws of the corporation.

SIXTH: The location of the initial registered office of this corporation is McManimon & Scotland, Esqs., One Gateway Center, Newark, New Jersey 07102 and the registered Agent of this corporation is Glenn F. Scotland.

SEVENTH: The number of Trustees of this corporation shall initially be six (6). The number of Trustees may be increased or decreased as provided in the bylaws of the corporation.

EIGHTH: The names and addresses of the initial Board of Trustees are:

Honorable J. William Van Dyke
Freeholder, Bergen County
Board of Chosen Freeholders
Administration Building
21 Main Street, Court Plaza S.
Hackensack, NJ 07601-7000

Honorable James A Cavanaugh
Freeholder, Essex County
Hall of Records - Room 558
Newark, NJ 07102

Honorable Robert C. Janiszewski
Hudson County Executive
563 Newark Ave.
Jersey City, NJ 07306

Honorable Paul Sauerland
Freeholder, Hunterdon County
County Administration Building
One East Main Street
Flemington, NJ 08822-1200

Honorable Richard DuHaime
Freeholder, Passaic County
Passaic County Board of Chosen Freeholders
317 Pennsylvania Ave.
Paterson, NJ 07503

Honorable Frank Lehr
Freeholder, Union County
Board of Chosen Freeholders
County Administration Bldg.
Elizabethtown Plaza
Elizabeth, NJ 07207

NINTH: The name and address of the incorporator of the corporation is:

Glenn F. Scotland, Esq.
McManimon & Scotland
One Gateway Center
Suite 1800
Newark, NJ 07102
(201) 622-1800

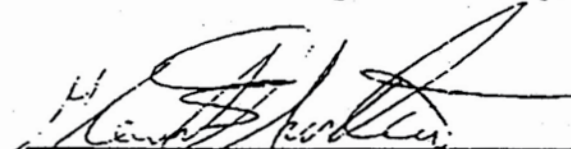
TENTH: The duration of the corporation shall be perpetual.

ELEVENTH: Upon the dissolution of the corporation, assets shall be distributed for one or more exempt purposes within the

meaning of Section 501(c) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a Court of Competent Jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

TWELFTH: A trustee or officer shall not be personally liable to the corporation for damages for breach of any duty owed to the corporation, except that this Article twelfth shall not relieve a trustee or officer from liability for any breach of duty based upon an act or omission (1) in breach of such person's duty of loyalty to the corporation, (2) not in good faith or involving a knowing violation of law or (3) resulting in receipt by such person of an improper personal benefit.

IN TESTIMONY WHEREOF, each individual incorporator, being over eighteen years of age, has signed this certificate; or if the incorporator be a corporation, has caused this certificate to be signed by its duly authorized officer this 19th day of January, 1994.


Glenn F. Scotland
Incorporator