



# Board of Trustees Handbook | June 2023



Bergen Essex Hudson Hunterdon Jersey City Middlesex Monmouth  
Morris Newark Ocean Passaic Somerset Sussex Union Warren



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# Board of Trustees Handbook | June 2023

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*Defining the Vision. Shaping the Future.*

## **North Jersey Transportation Planning Authority**

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***njtpa.org***



## NJTPA Board of Trustees

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**Ras J. Baraka**

*Mayor, Newark*

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**David W. Behrend**

*Executive Director*

*Defining the Vision. Shaping the Future.*



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(973) 639-8400 • fax (973) 639-1955 • [njtpa.org](http://njtpa.org)

*John W. Bartlett, Chair*  
*David W. Behrend, Executive Director*

June 19, 2023

Dear NJTPA Board Member:

I am pleased to present the updated North Jersey Transportation Planning Authority (NJTPA) Board of Trustees Handbook.

This is an exciting time for the NJTPA and all of us. The federal Infrastructure Investment and Jobs Act (IIJA) is bringing historic levels of investment in our nation's transportation system, including a host of significant projects in the NJTPA region. It has created exciting new transportation planning and improvement opportunities for our cities, counties, and municipalities. The NJTPA plays a key role in overseeing federal transportation funding, guided by our Long Range Transportation Plan, known as *Plan 2050: Transportation. People. Opportunity.*, which provides a strategic vision for transportation investment that will improve mobility, access to opportunity and quality of life in our region.

At the same time, the region, state and nation continue to rebound from the economic downturn of the pandemic. In part, the pandemic has created opportunities for us to embrace and expand innovative approaches to mobility. These include transit-oriented development, complete streets, micromobility and electric vehicles, while also emphasizing safety and sustainable growth in all our efforts.

You will find that this handbook provides essential information about the NJTPA, including an overview of our planning and capital programming processes; contact information for Board members, partner agencies, and others; the NJTPA by-laws; and other important material that will come in handy.

As an NJTPA Trustee, you have significant responsibility. You help formulate policies, guide investment decisions, and coordinate all aspects of regional transportation planning. The Board approves billions of dollars in transportation investment to improve roads, bridges, rail and bus transit, bicycle and pedestrian facilities, and more in our 13-county region. This work makes travel safer and more efficient while protecting our environment and creating a more resilient transportation system.

Our website, [njtpa.org](http://njtpa.org), is a vast resource that I encourage you to explore. We also update our social media regularly with information about our latest activities. Please share our posts and spread the word about how the NJTPA is improving our region under the Board's leadership.

I look forward to working with you. If you have any questions or want more information, please reach out to me at any time.

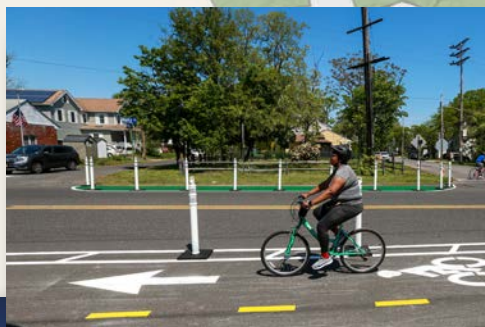
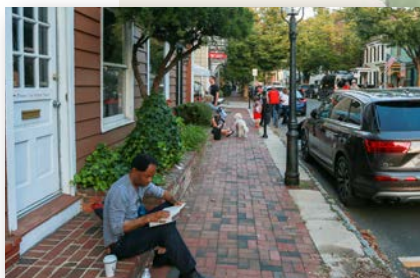
Sincerely,

A handwritten signature in blue ink, appearing to read "David W. Behrend". The signature is fluid and cursive, with a large initial "D" and "B".

David W. Behrend,  
Executive Director

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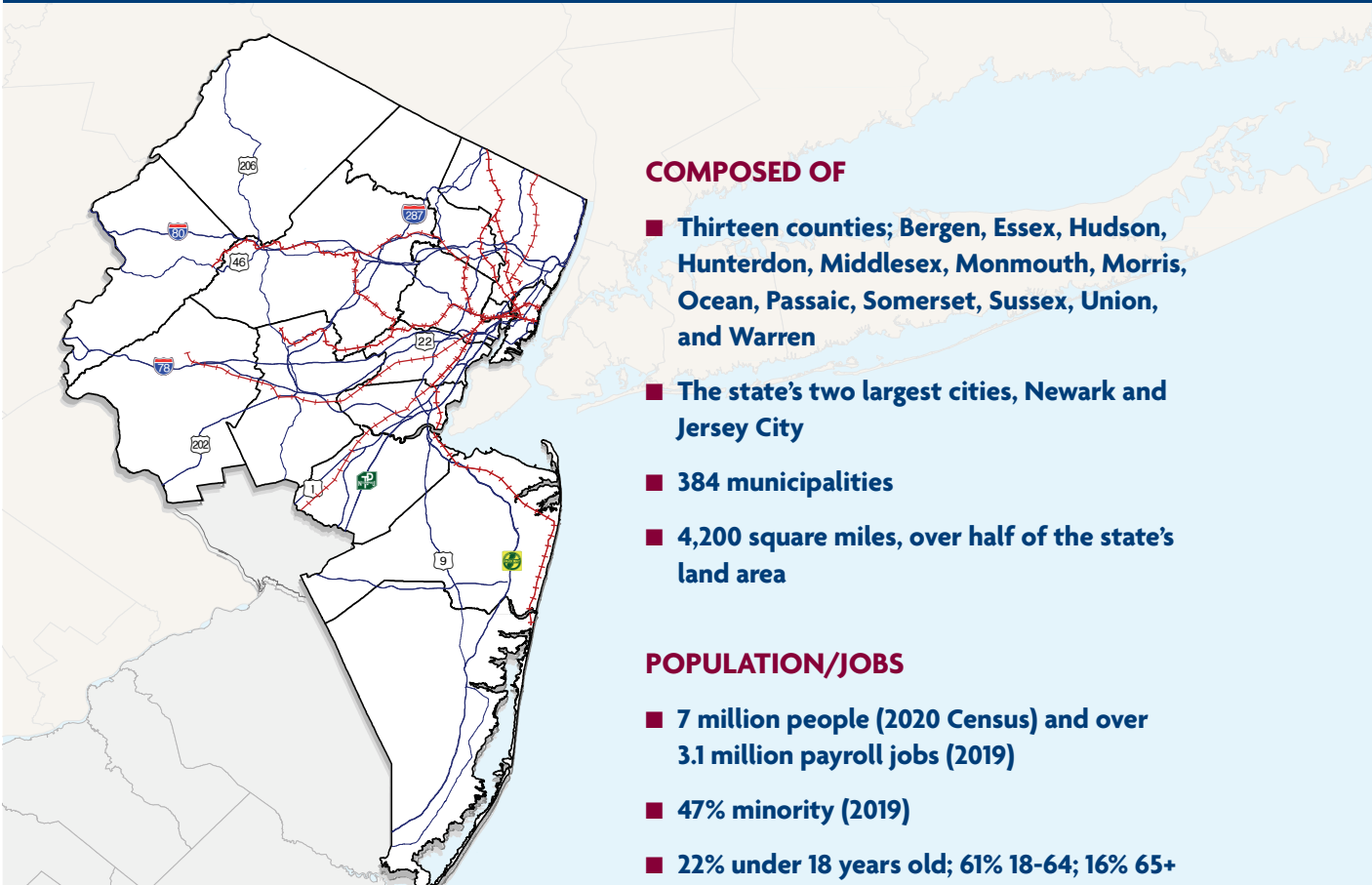
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# The NJTPA Region



## THE NJTPA REGION



## COMPOSED OF

- **Thirteen counties; Bergen, Essex, Hudson, Hunterdon, Middlesex, Monmouth, Morris, Ocean, Passaic, Somerset, Sussex, Union, and Warren**
- **The state's two largest cities, Newark and Jersey City**
- **384 municipalities**
- **4,200 square miles, over half of the state's land area**

## POPULATION/JOBS

- **7 million people (2020 Census) and over 3.1 million payroll jobs (2019)**
- **47% minority (2019)**
- **22% under 18 years old; 61% 18-64; 16% 65+**

## TRANSPORTATION SYSTEM

- 26,000 miles of roads: 2,300 state, 3,700 county, and 20,000 municipal—carrying 151 million vehicle miles each day
- NJ TRANSIT bus: 250 local and express bus routes—carrying 353 million trips annually
- NJ TRANSIT rail: 10 commuter rail lines with 150 stations and 390 miles of track and 2 light rail lines with 41 stations and 23 miles of track
- Amtrak: intercity service from Metropark, New Brunswick, Newark Penn Station, Newark International Airport
- PATH: 14-mile PATH commuter rail service connecting to Lower and Midtown Manhattan
- 4,900 bridges
- Three ferry companies operating up to 18 routes between New Jersey and New York City
- Freight: the largest container port in the US (in 2022); trucking industry handling 78% of freight tons; major freight rail terminals and several shortline railroads
- Newark Liberty International Airport: over 43 million passengers and nearly 760,000 tons of air cargo in 2022
- Over 200 miles of paths and trails shared by bicyclists and pedestrians



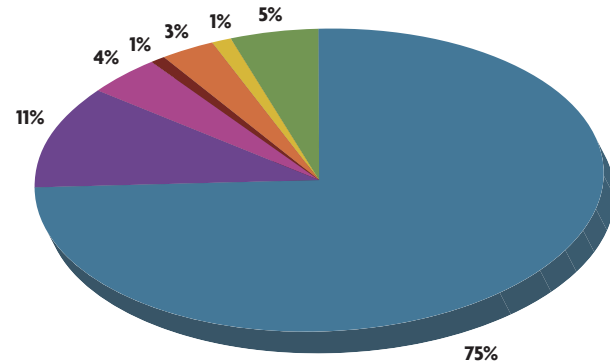
## THE NJTPA REGION

### TRIPS IN THE REGION

Average Trips per Household (per day)*	<b>10.5</b>
Average Trips per Person (per day)*	<b>4.1</b>
% Trips Using Transit*	<b>8%</b>
% Trips Work Related*	<b>23%</b>
Average Work Trip Duration*	<b>33 mins</b>
Average Non-Work Trip Duration*	<b>17 mins</b>

### 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

## TRENDS

### POPULATION


**7.7M**

PEOPLE IN **2050**  Up from **6.7M** in **2019**




### EMPLOYMENT

**3.4M** jobs in **2050**

 Up from **3.1M** in **2019**

### AGE

**18%** over **65 years old** in **2050**

 Up from **16%** in **2019**



### DIVERSITY

**47%** of the population are minorities in **2019** as compared to **36%** in **2000**

## FREIGHT

**431M**

TONS IN **2050**  Up **16%** from **372M** tons in **2020**

### BREAKDOWN OF HOW IT MOVES



**78%**  
by truck



**14%**  
by pipeline



**4%**  
by freight rail



**4%**  
by domestic maritime

## TRANSPORTATION MODE

Work commute trips by mode

SOURCE: ACS 2014-2018



### SINGLE OCCUPANT VEHICLE

**72%** vs. **80%** national average

### TRANSIT

**14%** vs. **5%** national average



### FOOT OR BIKE

**4%** vs. **3%** national average

### HIGH OCCUPANT VEHICLE

**8%** vs. **10%** national average



## CRASH DATA (2019)



**219,000**

MOTOR VEHICLE CRASHES IN THE NJTPA REGION



**361**

### FATALITIES

**144** drivers; **96** passengers;  
**109** pedestrians; **12** cyclists



## **I. Overview of the Metropolitan Planning Organization (MPO)**



### MPO Overview

The NJTPA is the seventh largest Metropolitan Planning Organization (MPO) in the nation, serving about 7 million people. Its 4,200-square-mile jurisdiction has a diverse geography encompassing urban, suburban and rural areas.

MPOs are regional transportation planning bodies mandated and funded by Congress. They are 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 planning process.

The NJTPA Board of Trustees includes 15 elected officials. They represent 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 President & CEO of NJ TRANSIT, the Chairman of the Port Authority of New York & New Jersey and a Citizens’ Representative appointed by the Governor.

Two other MPOs cover the remaining New Jersey counties. The Delaware Valley Regional Planning Commission (DVRPC) serves Mercer, Burlington, Camden and Gloucester counties (in addition to Philadelphia and four counties in Pennsylvania) and the South Jersey Transportation Planning Organization (SJTPO) covers Atlantic, Salem, Cumberland and Cape May counties.

The NJTPA also works with other MPOs through the Metropolitan Area Planning (MAP) Forum, a consortium of 10 MPOs and Councils of Governments comprised of the New York Metropolitan Transportation Council and Orange County Transportation Council in New York; Lehigh Valley Planning Commission in Pennsylvania; and Connecticut Metropolitan Council of Governments, South Central Regional Council of Governments, Lower Connecticut River Valley Council of Governments, Naugatuck Valley Council of Governments, Western Connecticut Council of Governments and Capitol Region Council of Governments in Connecticut.

### 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 Infrastructure Investment and Jobs Act (IIJA) signed into law in 2021 (see the Legislation section for more information).

Most importantly, Congress has empowered local government representatives—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 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 section for more information).

### Work Products

The NJTPA prepares and updates several federally required documents that detail investments and planning activities, oversees a variety of transportation programs and identifies location-specific mobility needs and strategies to address them.

The NJTPA seeks to ensure equal access for all citizens to its programs and services and actively promotes public involvement, providing opportunities for meaningful input into decision making.

Making travel safer is a top priority and it is factored into all aspects of the NJTPA's transportation planning and investment decision-making. The NJTPA addresses other key areas in its planning work, including technology, freight, bicycles and pedestrians, transit, climate change and resiliency, and alternative fuels.

In addition, the NJTPA analyzes data to assess the performance of the transportation system. As required under federal regulations, the NJTPA works

with its partners—including other MPOs, NJDOT and NJ TRANSIT—to set and track targets for measuring performance. To carry out its responsibilities, the NJTPA uses specialized computer systems including a travel demand model and Geographic Information Systems (GIS).

Below is additional information about the key products, programs and documents that guide the agency's work.

### Required Products

- **Long Range Transportation Plan (LRTP)**—Updated every four years, the plan includes an analysis of regional trends and sets a vision for planned transportation improvements during the next 25 to 30 years.
- **Transportation Improvement Program (TIP)**—This four-year agenda of transportation improvements with dedicated funding is updated every two years. Proposed projects must be included in the TIP, approved by the NJTPA Board, to be eligible for federal funding.
- **Air Quality Conformity Determination**—The NJTPA conducts an analysis of the air quality impacts of projects in the LRTP and TIP to demonstrate they adhere to state and federal air quality standards.
- **Unified Planning Work Program (UPWP)**—This annual document summarizes transportation planning activities that the NJTPA staff, member agencies and other transportation agencies in the region will carry out.

### Transportation Planning & Local Programs

- **Regional Studies**—From the adequacy of freight facilities to promising applications of new traffic control technologies to forecasts of future trends and conditions, the studies conducted through this program explore issues that affect the entire region.
- **Subregional Studies Program**—This competitive program provides two-year grants to individual subregions (or subregional teams) to help refine and develop transportation improvement strategies rooted in the LRTP.
- **Subregional Transportation Planning (STP) Program**—This program provides formula-based funding to each subregion for essential transportation planning, programming and administrative activities, including public participation.



- **Transportation Management Associations (TMAs)**—The state’s eight TMAs 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.
- **Street Smart NJ**—A statewide pedestrian safety campaign that aims to change the behaviors that contribute to crashes by combining public education and outreach with law enforcement efforts. Visit [BeStreetSmartNJ.org](https://www.beStreetSmartNJ.org) for additional information.
- **Planning for Emerging Centers**—From sustainable economic development plans, to complete streets and Transit Village planning, this competitive funding program supports municipal efforts to create more transit-supportive, walkable communities.
- **Freight Concept Development Program**—Advances projects identified in planning studies to concept development, which identifies needs and potential solutions for addressing them.
- **Transportation Clean Air Measures (TCAM)**—Through this program, the NJTPA works with partner agencies to develop transportation projects that will reduce harmful emissions and benefit air quality.
- **Performance Measures**—Data-driven targets are set and tracked, and projects are selected to help meet those goals. The measures focus on seven national goals: safety, infrastructure preservation, congestion reduction, system reliability, freight movement and economic vitality, environmental sustainability and reduced project delivery delays.
- **Local Capital Project Delivery Program**—This competitive program provides funding to 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 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 work is guided by the Public Engagement Plan and includes public meetings (in-person and virtual), formal public comment periods, special events, social media, the NJTPA and project websites, and more. The Public Engagement Plan describes the NJTPA's goals and objectives for public involvement while also identifying specific approaches, techniques, and opportunities for ongoing communication and interaction with the public. NJTPA's Committee meetings are held virtually; NJTPA's Board meetings are held in person (check NJTPA website calendar). All meetings are open to the public and Board meetings are livestreamed on the website.

The NJTPA's Public Outreach Liaison program supports efforts to include traditionally underrepresented groups in transportation planning. In addition, UpNext North Jersey, the NJTPA's young adults' advisory group, is open to residents ages 18-30 to learn about NJTPA-funded projects and studies and provide input.

### Civil Rights

The NJTPA conducts its programs, services and activities in compliance with Title VI of the 1964 Civil Rights Act and other federal non-discrimination policies and statutes, as required as a recipient of federal funds. These efforts are guided by the Title VI Implementation Plan, adopted by the Board in 2019 and updated in 2021. This policy prohibits discrimination based on race, disability, sex, age, income or national origin.

The NJTPA's planning and programming activities seek to ensure compliance by annually collecting data on the region's residents in terms of age, race, income, English proficiency, disabilities and zero-vehicle households. For additional information visit [njtpa.org/TitleVI](https://njtpa.org/TitleVI).

### Together North Jersey

Together North Jersey (TNJ) is a coalition of more than 100 diverse partners—non-profits, government agencies, educational institutions, businesses, elected officials, community activists and others. This group works to make the region more competitive, efficient, livable and resilient—four overarching themes identified in its 2015 Plan, which was updated in 2022. The NJTPA, together with Rutgers, the State University of New Jersey, and NJ TRANSIT, helps lead the organization.

Recommendations in the TNJ 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 partners on implementing plan recommendations. In addition, the NJTPA's long-range transportation plan builds on the TNJ Plan and helps to implement its recommendations. Visit [togethernorthjersey.com](https://togethernorthjersey.com) for additional information.

### The Mission of the NJTPA is to:

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

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

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

**Prioritize federal funding** assistance to make the plan a reality; and

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



## II. 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; County Commissioners 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 President and CEO 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 virtually on alternate months. All Board and committee meetings are open to the public. The NJTPA website ([njtpa.org](http://njtpa.org)) includes a meetings calendar.

### **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 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 held in person 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 MPOs, 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. Arrangements can be made for the public to offer comments virtually or by phone to Board meetings (see meeting notice on the NJTPA website calendar).



### **III. NJTPA Committee Assignments 2022-2023**

### **The Mission of the Planning and Economic Development Committee is:**

To oversee regional and corridor-based planning activities including the update of the Long Range Transportation Plan (LRTP) and NJTPA work related to promoting regional economic development. 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.

<b>Chair</b>	Charles Kenny, Commissioner	Middlesex County
<b>Vice Chair</b>	Susan Soloway, Commissioner	Hunterdon County
<b>Trustee Member</b>	Joseph DiVincenzo, County Executive	Essex County
<b>Trustee Member</b>	Steven M. Fulop, Mayor	Jersey City
<b>Trustee Member</b>	Stephen H. Shaw, Commissioner	Morris County
<b>Trustee Member</b>	Ras J. Baraka, Mayor	Newark
<b>Ex Officio Member</b>	John W. Bartlett, Commissioner	Passaic County
<b>Trustee Member</b>	Sara Sooy, Commissioner	Somerset County
<b>Trustee Member</b>	Jamie LeFrak	Citizens' Representative
<b>Trustee Member</b>	Noreen M. Giblin, Deputy Chief Counsel	Governor's Representative
<b>Trustee Member</b>	Diane Gutierrez-Scaccetti, Commissioner	NJDOT
<b>Trustee Member</b>	Kevin Corbett, President & CEO	NJ TRANSIT
<b>Trustee Member</b>	Kevin O'Toole, Chairman	PANYNJ

## 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 Roads and Local Capital Project Delivery programs, among others.

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

<b>Chair</b>	John P. Kelly, Commissioner	Ocean County
Vice Chair	Bette Jane Kowalski, Commissioner	Union County
Trustee Member	James J. Tedesco III, County Executive	Bergen County
Trustee Member	Thomas DeGise, County Executive	Hudson County
Trustee Member	Susan Soloway, Commissioner	Hunterdon County
Trustee Member	Thomas A. Arnone, Commissioner	Monmouth County
Ex Officio Member	John W. Bartlett, Commissioner	Passaic County
Trustee Member	Christopher Carney, Commissioner	Sussex County
Trustee Member	Jason Sarnoski, Commissioner	Warren County
Trustee Member	Jamie LeFrak	Citizens' Representative
Trustee Member	Noreen M. Giblin, Deputy Chief Counsel	Governor's Representative
Trustee Member	Diane Gutierrez-Scaccetti, Commissioner	NJDOT
Trustee Member	Kevin Corbett, President & CEO	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.

<b>Chair</b>	Jason Sarnoski, Commissioner	Warren County
Vice Chair	Sara Sooy, Commissioner	Somerset County
Trustee Member	Thomas DeGise, County Executive	Hudson County
Trustee Member	Charles Kenny, Commissioner	Middlesex County
Trustee Member	Ras J. Baraka, Mayor	Newark
Trustee Member	John P. Kelly, Commissioner	Ocean County
Ex Officio Member	John W. Bartlett, Commissioner	Passaic County
Trustee Member	Bette Jane Kowalski, Commissioner	Union County
Trustee Member	Jamie LeFrak	Citizens' Representative
Trustee Member	Noreen M. Giblin, Deputy Chief Counsel	Governor's Representative
Trustee Member	Diane Gutierrez-Scaccetti, Commissioner	NJDOT
Trustee Member	Kevin O'Toole, Chairman	PANYNJ
Trustee Member	Kevin Corbett, President & CEO	NJ TRANSIT

### **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.

<b>Chair</b>	John W. Bartlett, Commissioner	Passaic County
First Vice Chair	John P. Kelly, Commissioner	Ocean County
Second Vice Chair	Charles Kenny, Commissioner	Middlesex County
Third Vice Chair	Jason Sarnoski, Commissioner	Warren County
Secretary	Bette Jane Kowalski, Commissioner	Union County



#### **IV. NJTPA Board and Affiliated Agencies**

## NJTPA Board and Affiliated Agencies

### AFFILIATE

### BOARD MEMBER

### ALTERNATE MEMBER

#### BERGEN

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Flemington, NJ 08822  
T: (908) 788-1102  
jkuhl@co.hunterdon.nj.us

## NJTPA Board and Affiliated Agencies

### AFFILIATE

### BOARD MEMBER

### ALTERNATE MEMBER

#### JERSEY CITY

**Hon. Steven M. Fulop**  
Jersey City Mayor  
City Hall  
280 Grove Street, Room 223  
Jersey City, NJ 07302  
T: (201) 547-5200  
F: (973) 792-8712  
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**Mr. Michael Manzella**  
Director of Transportation Planning  
Department of Infrastructure  
Division of Transportation Planning  
13-15 Linden Avenue East, 2nd floor  
Jersey City, NJ 07305  
T: (201) 547-5069  
mmanzella@jcnj.org

#### MIDDLESEX\*

**Hon. Charles Kenny**  
County Commissioner  
Middlesex County Board of  
County Commissioners  
County Administration Building  
75 Bayard Street  
New Brunswick, NJ 08901  
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**Ms. Linda Weber**  
Planning Director  
Middlesex County Office of Planning  
Department of Transportation  
75 Bayard Street, 5th Floor  
New Brunswick, NJ 08901  
T: (732) 745-4269  
F: (732) 745-3812  
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#### MONMOUTH

**Hon. Thomas Arnone**  
County Commissioner  
Monmouth County Board of  
County Commissioners  
Hall of Records  
One East Main Street  
Freehold, NJ 07728  
T: (732) 431-7396  
F: (732) 431-6519  
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**Ms. Teri O'Connor**  
Monmouth County Administrator  
Hall of Records  
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Freehold, NJ 07728  
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F: (732) 409-4820  
teri.oconnor@co.monmouth.nj.us

#### MORRIS

**Hon. Stephen H. Shaw**  
County Commissioner  
Morris County Board of  
County Commissioners  
PO Box 900  
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**Mr. John J. Hayes**  
Principal Planner  
Morris County Department of Public Works, Division  
of Engineering  
and Transportation  
PO Box 900  
Morristown, NJ 07963-0900  
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F: (973) 539-3141  
jhayes@co.morris.nj.us

\*Indicates Board Members on the Executive Committee

## NJTPA Board and Affiliated Agencies

### AFFILIATE

### BOARD MEMBER

### ALTERNATE MEMBER

#### NEWARK

**Hon. Ras J. Baraka**  
Mayor  
City of Newark  
City Hall  
920 Broad Street, Room 200  
Newark, NJ 07102  
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F: (973) 733-3711  
taylorsa@ci.newark.nj.us

**Ms. Dolores Martinez Wooden**  
Director  
Department of Engineering  
City of Newark  
920 Broad Street, Room 412  
Newark, NJ 07102  
T: (973) 733-8520  
F: (973) 733-8880  
woodend@ci.newark.nj.us

#### OCEAN\*

**Hon. John P. Kelly**  
County Commissioner  
Ocean County Board of Commissioners  
101 Hooper Avenue  
PO Box 2191  
Toms River, NJ 08754  
T: (732) 929-2003  
F: (732) 506-5055  
jkelly@co.ocean.nj.us

**Mr. John N. Ernst**  
County Engineer  
Ocean County Department  
of Engineering  
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CN 2191  
Toms River, NJ 08754  
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#### PASSAIC\*

**Hon. John W. Bartlett**  
County Commissioner  
Passaic County Board of  
County Commissioners  
401 Grand Street  
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**Hon. Pasquale "Pat" Lepore**  
County Commissioner  
Passaic County Board of  
County Commissioners  
401 Grand Street  
2nd Floor, Room 223  
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#### SOMERSET

**Hon. Sara Sooy**  
County Commissioner  
Somerset County Board of  
County Commissioners  
County Administration Building  
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Somerville, NJ 08876  
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**Mr. Walter Lane**  
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Somerset County Office of Planning, Policy and Economic Development  
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F: (908) 707-1749

\*Indicates Board Members on the Executive Committee

## NJTPA Board and Affiliated Agencies

### AFFILIATE

### BOARD MEMBER

### ALTERNATE MEMBER

#### SUSSEX

**Hon. Christopher Carney**  
County Commissioner  
Sussex County Board of County Commissioners  
One Spring Street  
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ccarney@sussex.nj.us

**Mr. Tom Drabic**  
Principal Transportation Planner  
Sussex County Department of Planning  
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F: (973) 579-0513  
tdrabic@sussex.nj.us

#### UNION\*

**Hon. Bette Jane Kowalski**  
County Commissioner  
Union County Board of County Commissioners  
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10 Elizabethtown Plaza  
Elizabeth, NJ 07207  
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F: (908) 289-4143  
bkowalsk@ucnj.org

**Hon. James Baker Jr.**  
County Commissioner  
Union County Board of County Commissioners  
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jbaker@ucnj.org

#### WARREN\*

**Hon. Jason Sarnoski**  
County Commissioner  
Warren County Board of County Commissioners  
Wayne Dumont Jr.  
Administration Building  
165 County Route 519 South  
Belvidere, NJ 07823  
T: (908) 475-6519  
F: (908) 475-6528  
jsarnoski@co.warren.nj.us

**Mr. David Dech**  
Planning Director  
Warren County Planning Board  
Wayne Dumont Jr.  
Administration Building  
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F: (908) 475-6537  
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#### GOVERNOR'S REPRESENTATIVE

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\*Indicates Board Members on the Executive Committee



## NJTPA Board and Affiliated Agencies

### AFFILIATE

### BOARD MEMBER

### ALTERNATE MEMBER

#### NJDOT

**Ms. Diane Gutierrez-Scaccetti**  
Commissioner  
New Jersey Department of Transportation  
1035 Parkway Avenue  
PO Box 600  
Trenton, NJ 08625  
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**Mr. Michael Russo**  
Assistant Commissioner  
Planning, Multimodal and Grants  
Administration  
New Jersey Department of Transportation  
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#### NJ TRANSIT

**Mr. Kevin Corbett**  
President & CEO  
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#### PANYNJ

**Mr. Kevin O'Toole**  
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#### CITIZENS' REPRESENTATIVE

**Mr. Jamie LeFrak**  
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## NJTPA Board and Affiliated Agencies

### AFFILIATE

#### MPOs

##### NYMTC

**Ms. Debra Nelson**

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**Mr. Gerry Bogacz**

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Transportation Council  
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F: (212) 388-7266  
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www.nymtc.org

##### DVRPC

**Ms. Ariella Maron**

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Delaware Valley Regional  
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##### SJTPO

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Planning Organization  
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F: (856) 794-2549  
jmarandino@sjtpo.org  
www.sjtpo.org

### AFFILIATE

#### TMA's

##### Avenues in Motion

##### Mr. Dan Callas

President  
Avenues in Motion  
Two Ridgedale Avenue, Suite 200  
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T: (973) 267-7600  
F: (973) 267-6209  
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www.avenuesinmotion.org

##### Cross County Connection

##### Ms. Ronda R. Urkowitz

Executive Director  
Cross County Connection TMA  
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##### Greater Mercer TMA

##### Ms. Cheryl Kastrenakes

Executive Director  
Greater Mercer TMA  
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F: (609) 452-0028  
ckastrenakes@gmtma.org  
www.gmtma.org

##### goHunterdon TMA

##### Ms. Tara Shepherd

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tshepherd@gohunterdon.org  
www.gohunterdon.org

## NJTPA Board and Affiliated Agencies

### AFFILIATE

#### Hudson TMA

**Mr. Luis Delgado**  
Director  
Hudson TMA  
830 Bergen Avenue, 9th floor  
Jersey City, NJ 07306  
T: (201) 324-6222 ext. 3207  
F: (201) 324-6201  
luis@hudsontma.org  
www.hudsontma.org

#### Keep Middlesex Moving

**Mr. William Neary**  
Executive Director  
Keep Middlesex Moving  
100 Bayard Street, Suite 202  
New Brunswick, NJ 08901  
T: (732) 745-4465  
F: (732) 745-7482  
bneary@kmm.org  
www.kmm.org

#### EZ Ride TMA

**Mr. Krishna Murthy**  
President and CEO  
EZ Ride  
144 Park Place East  
Wood-Ridge, NJ 07075  
T: (201) 939-4242  
F: (201) 939-2630  
kmurthy@ezride.org  
www.ezride.org

#### RideWise TMA

**Ms. Donna Allison**  
Executive Director  
RideWise, Inc.  
360 Grove Street  
Bridgewater, NJ 08807  
T: (908) 704-1011 ext. 16  
donna@ridewise.org  
www.ridewise.org

## **V. NJTPA Board of Trustees Profiles**





**James J. Tedesco, III**

Bergen County Executive

**Alternate Voting Member**

Peter Botsolas  
Senior Advisor  
(201) 336-7307  
pbotsolas@co.bergen.nj.us

**Regional Transportation  
Advisory Committee Member**

Joseph Baladi  
Division Head—Planning  
Department of Planning and  
Engineering  
(201) 336-6428  
jbaladi@co.bergen.nj.us

**BIOGRAPHY**

**B**ergen County Executive James J. Tedesco, III was elected in 2014 and joined the NJTPA Board in 2015.

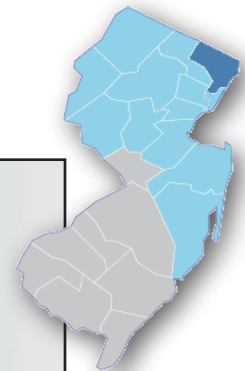
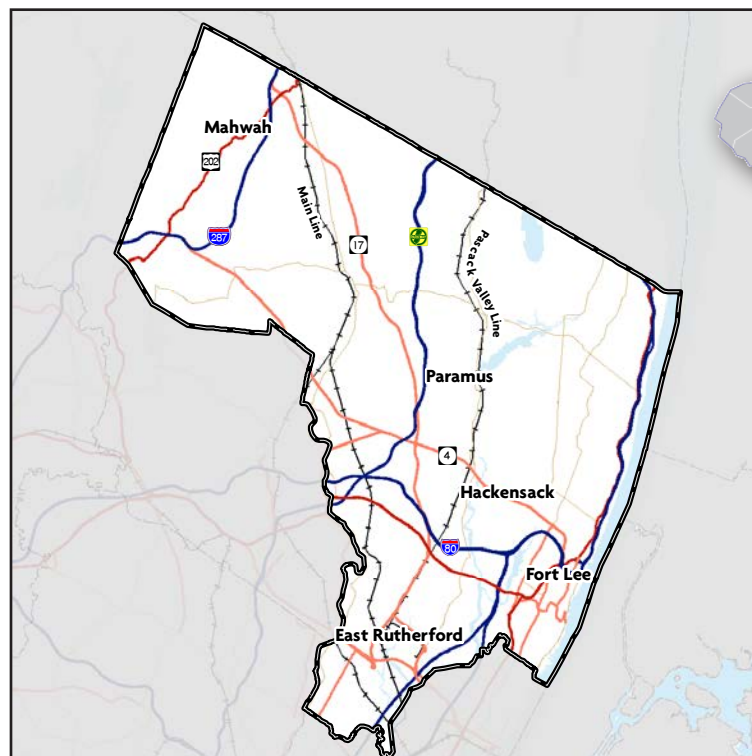
He previously served on the Bergen County Board of Commissioners (2014) and as the mayor of the Borough of Paramus (2003-2010). Prior to being elected mayor, he was a councilman (2000-2002).

County Executive Tedesco has been a longtime volunteer firefighter. He joined the Paramus Fire Department in 1976 and has twice served as Chief. He has also held several community volunteer leadership positions with emergency management, youth sports, and non-profits.

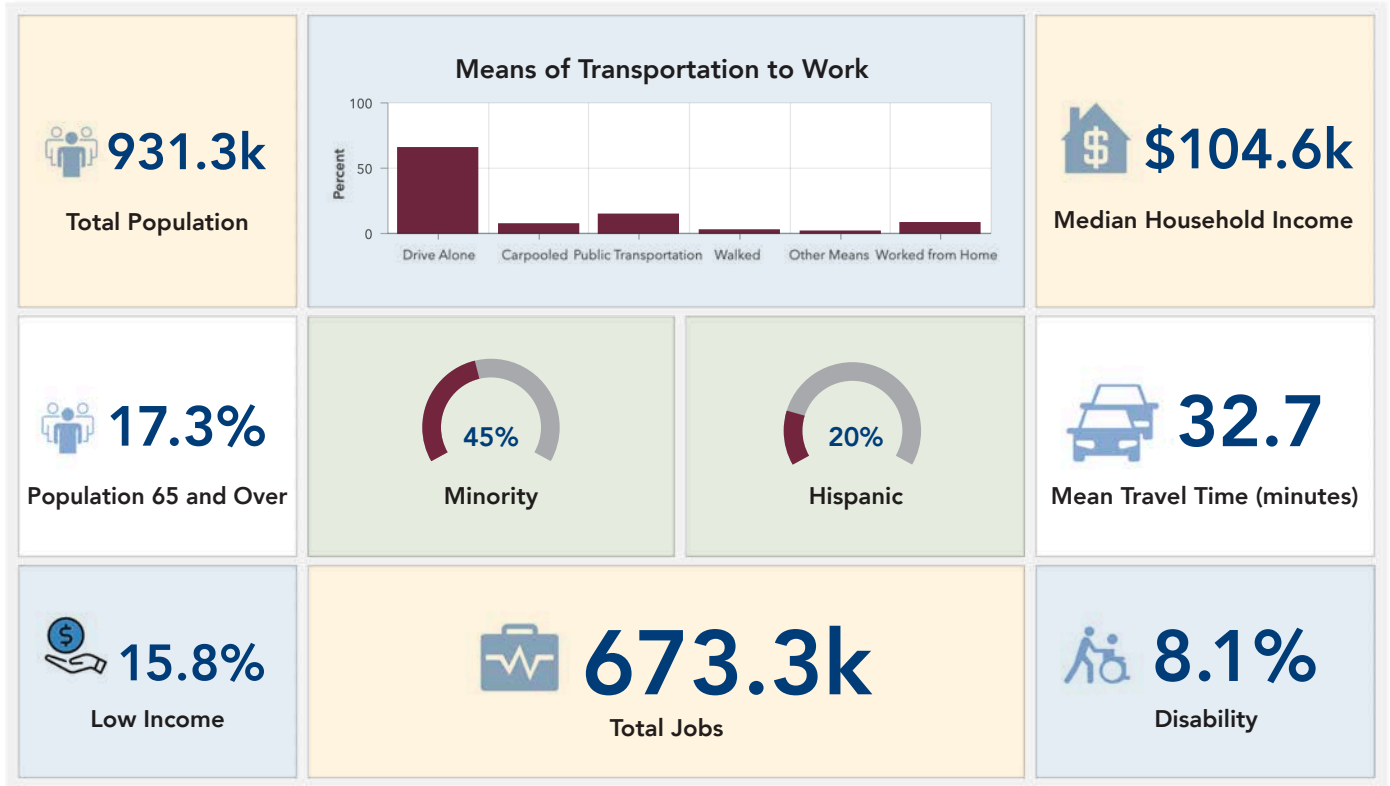
Since taking office, County Executive Tedesco, who was re-elected in 2018, has focused on improving quality of life and services for county residents while also creating greater efficiency and effectiveness throughout county government.

**NJTPA Committee Assignments**

- Project Prioritization Committee (Member)



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2016-2020) and the Bureau of Economic Analysis (2019)



## Joseph DiVincenzo

Essex County Executive

### Alternate Voting Member

Sanjeev Varghese  
County Engineer  
Essex County Department of  
Public Works  
(973) 226-8500 ext. 2660  
svarghese@essexcountynj.org

### Regional Transportation

#### Advisory Committee Member

David Antonio (RTAC Chair)  
Director of Planning  
County of Essex  
(973) 226-8500, ext. 2580  
dantonio@essexcountynj.org

## BIOGRAPHY

**E**ssex County Executive Joseph DiVincenzo was elected in 2002 and joined the NJTPA Board in 2003. He has served on the NJTPA Board's Executive Committee several times, most recently holding the position of secretary (2018-2020).

Previously, County Executive DiVincenzo served on the Essex County Commissioner Board, to which he was appointed in 1990. He successfully ran for the at-large seat that year, and was then re-elected to three successive terms.

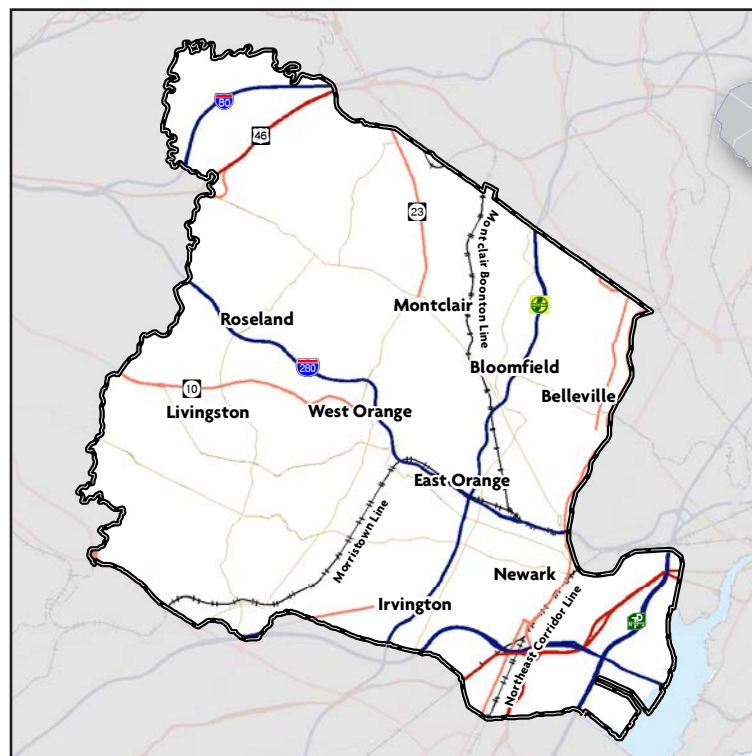
County Executive DiVincenzo also has worked as the athletics director of the Newark Public Schools and a volunteer recreation director for Project Pride. He is a past president of the New Jersey

Association of Counties and was honored in 2001 by the New Jersey Conference of Mayors as its "Outstanding Elected County Official."

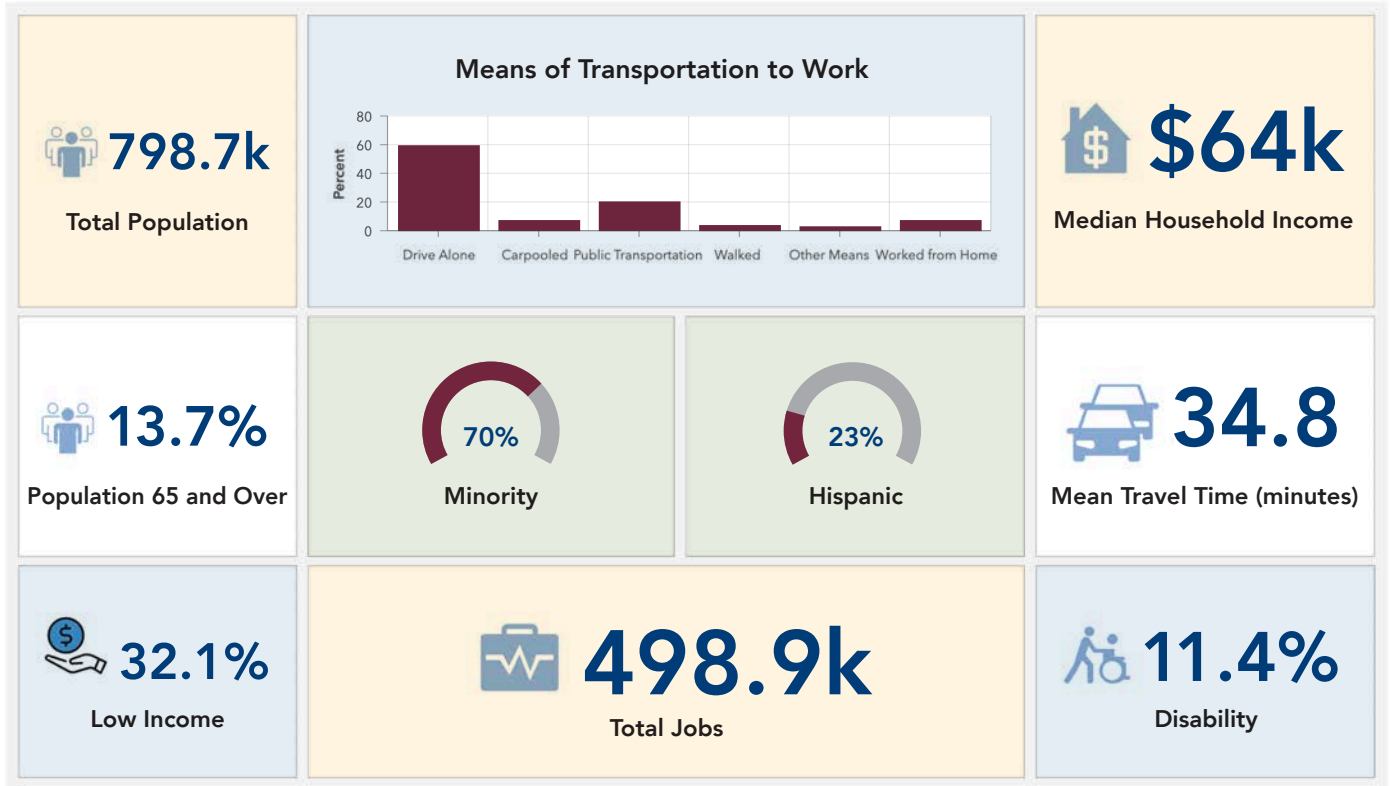
### NJTPA Committee Assignments

- Planning & Economic Development Committee (Member)

## ESSEX COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2016-2020) and the Bureau of Economic Analysis (2019)



**Thomas DeGise**

Hudson County Executive

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

Thomas Malavasi  
County Engineer  
Office of the County Engineer  
(201) 369-4340 ext. 4169  
tmalavasi@hcnj.us

## BIOGRAPHY

**H**udson County Executive Thomas DeGise took office after winning a special election in November 2002. He joined the NJTPA Board that year and its Executive Committee in 2006. He served as NJTPA Chair in 2014-2016. He also represented Jersey City on the Board during much of his tenure as the City Council president, holding that office from 1993-2001.

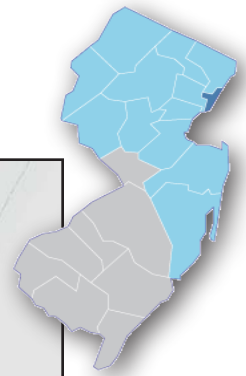
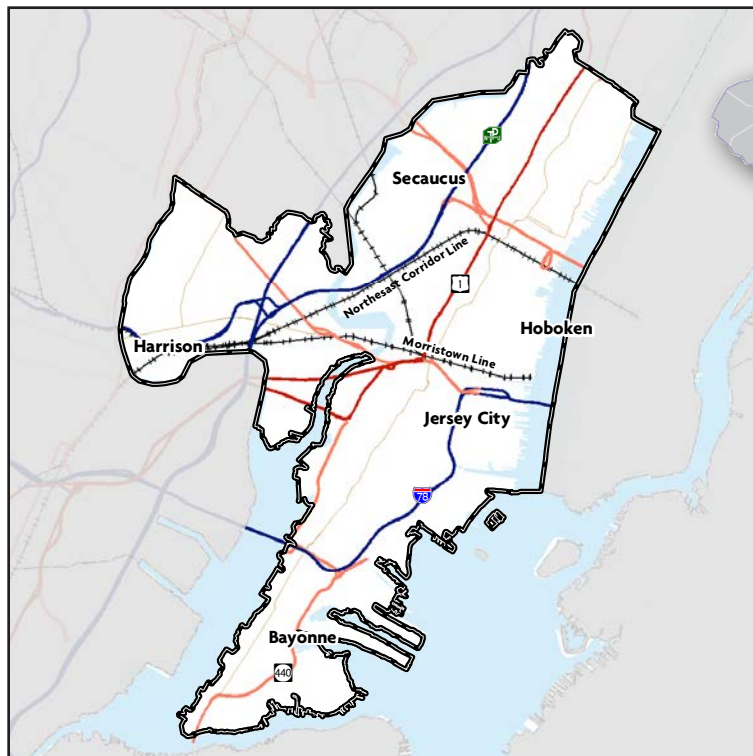
County Executive DeGise was Jersey City's longest serving City Council president, holding that office from 1993 to 2001. He served more than two decades as a Jersey City public schools teacher and administrator.

County Executive DeGise 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

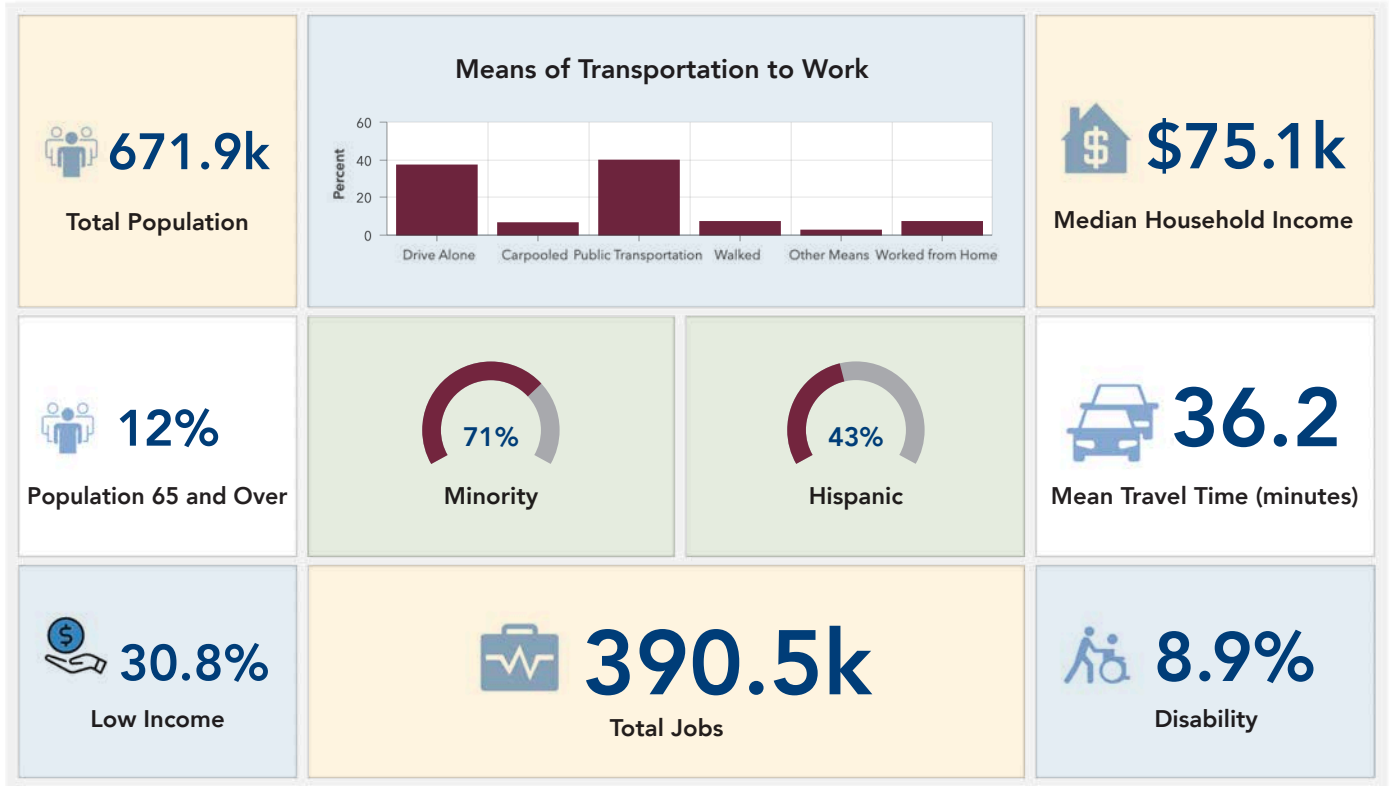
- Project Prioritization Committee (Member)
- Freight Initiatives Committee (Member)

## HUDSON COUNTY MAP





## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2016-2020) and the Bureau of Economic Analysis (2019)



## Susan Soloway

Hunterdon County  
Commissioner

### Alternate Voting Member

Jeff Kuhl  
County Commissioner  
Hunterdon County  
Commissioners Office  
(908) 788-1102  
jkuhl@co.hunterdon.nj.us

### Regional Transportation Advisory Committee Member

Katherine Fullerton  
Supervising Planner  
Hunterdon County  
Division of Planning  
(908) 788-1490  
kfullerton@co.hunterdon.nj.us

## BIOGRAPHY

Commissioner Susan Soloway was elected as a Hunterdon County Commissioner in 2018 after serving on Franklin Township Committee for three years (including twice as Mayor). She joined the NJTPA Board of Trustees in 2022 and currently vice chairs the Planning & Economic Development Committee.

Commissioner Soloway has been a dedicated public servant for much of her life. Whether serving on a Domestic Violence Response Team or volunteering at a local church she is consistently motivated by lending a helping hand and supporting the community.

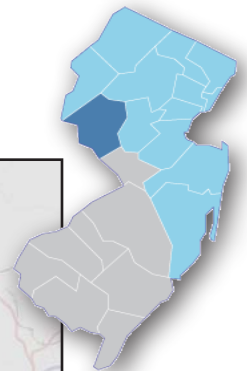
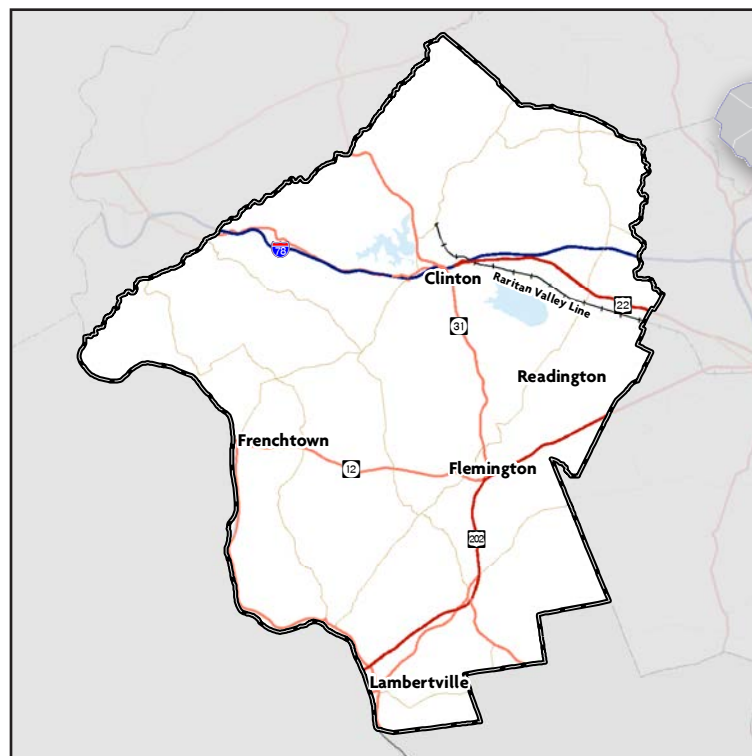
Commissioner Soloway has served on the 78/22 Coalition and instituted policies to improve care for the county's veterans.

Commissioner Soloway obtained her B.S. in accounting from the University of Scranton. She currently works at an accounting firm in Flemington.

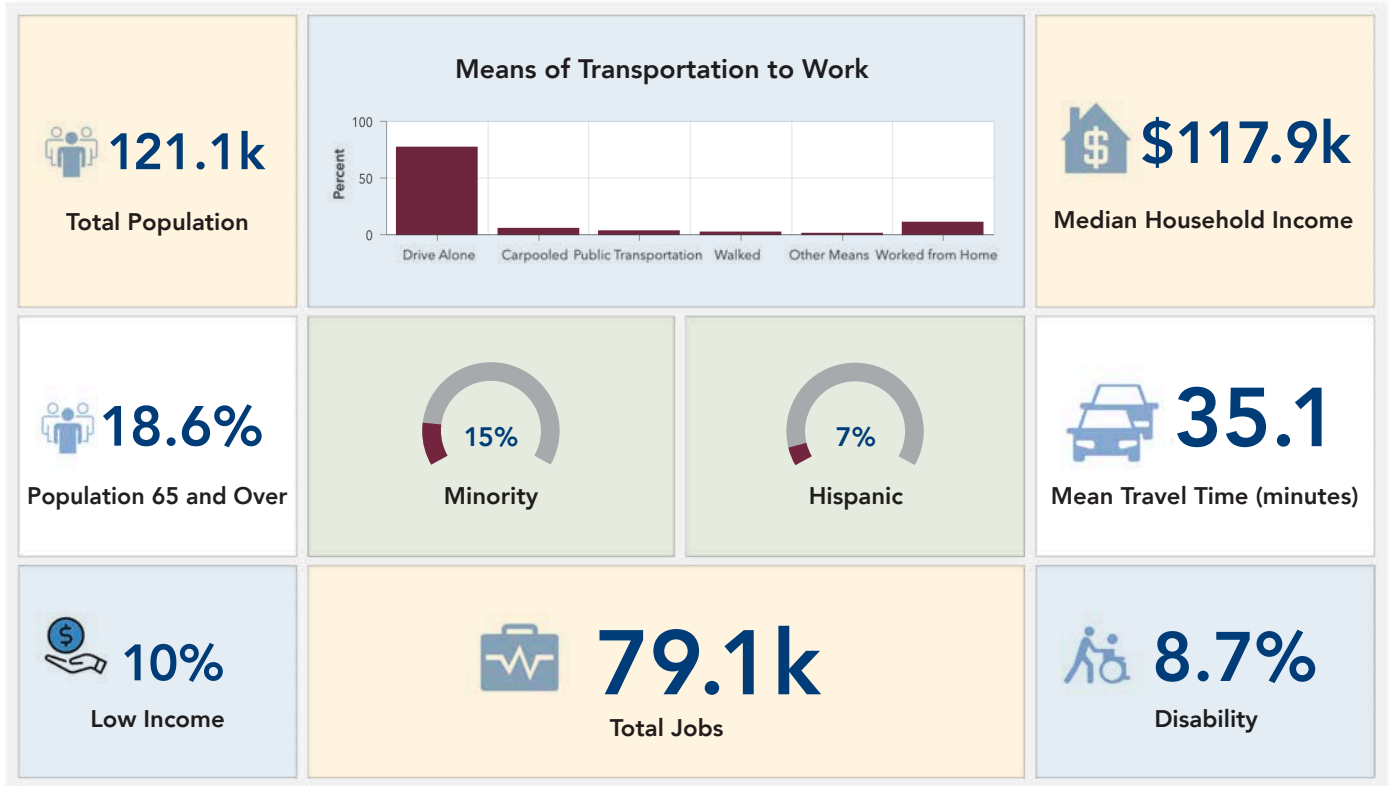
### NJTPA Committee Assignments

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

## HUNTERDON COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2016-2020) and the Bureau of Economic Analysis (2019)



**Steven M. Fulop**

Mayor, Jersey City

**Alternate Voting Member**

Michael Manzella  
Director of Transportation  
Planning  
Division of Transportation  
Planning  
(201) 547-5069  
mmanzella@jcnj.org

**Regional Transportation  
Advisory Committee Member**

Elias Guseman  
Senior Transportation Planner  
Jersey City Division of City  
Planning  
(201) 547-4922  
eguseman@jcnj.org

## BIOGRAPHY

**M**ayor Steven M. Fulop was elected Mayor of Jersey City in 2013 and joined the NJTPA Board that year.

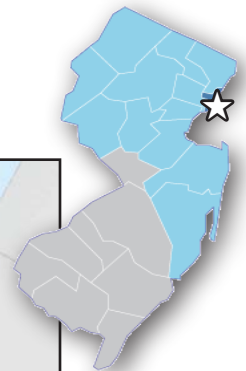
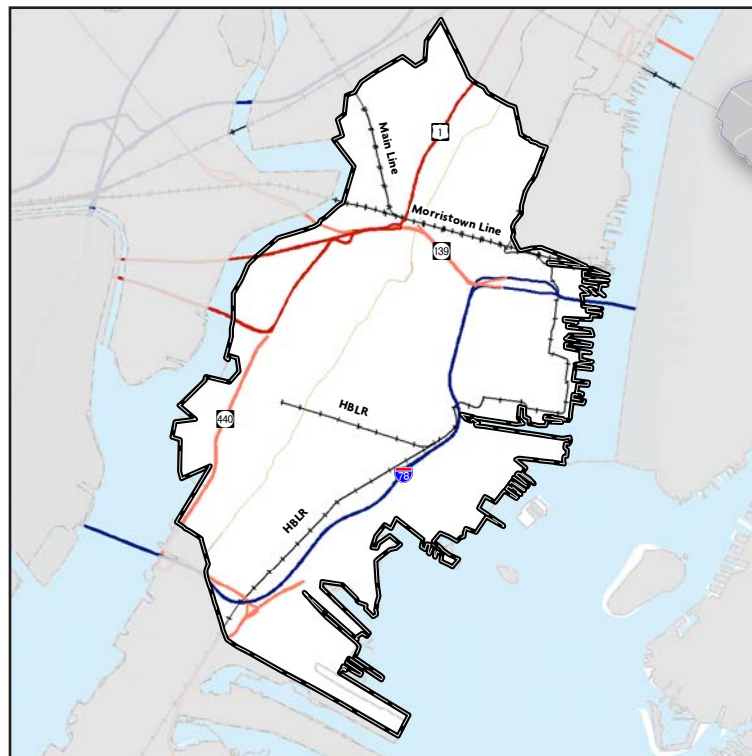
After starting his career at Goldman Sachs in Chicago, Mayor Fulop returned to New Jersey and moved to Jersey City. He enlisted in the United States Marine Corps following the September 11, 2001 terrorist attacks.

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

## NJTPA Committee Assignments

- Planning & Economic Development Committee (Member)

## JERSEY CITY MAP



## FACTS AT A GLANCE



**11.1%**

Population 65 and Over



**262.7k**

Total Population



**77.9%**

Minority Population

Sources: American Community Survey, 5-year estimates (2016-2020) and the Bureau of Economic Analysis (2019)



## Charles Kenny

Middlesex County  
Commissioner  
NJTPA Second Vice Chair

### Alternate Voting and Regional Transportation Advisory Committee Member

Linda Weber  
Planning Director  
Middlesex County Office  
of Planning  
(732) 745-3061  
linda.weber@  
co.middlesex.nj.us

## BIOGRAPHY

Commissioner Charles Kenny began his first term as Middlesex County Commissioner in 2013 and joined the NJTPA Board of Trustees in 2017. He was elected Second Vice Chair for the 2022-2023 term and also chairs the Planning & Economic Development Committee.

He previously served on the Woodbridge Township Council (1997-2013), including two terms as Council President in 2003 and 2013. During that time he helped develop the Pedestrian Safety Crossing Program and oversaw the development of “quiet zone crossings” among other things.

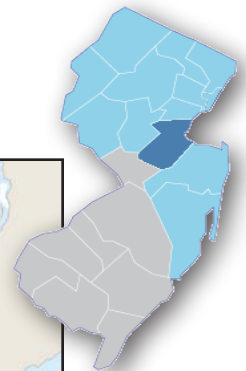
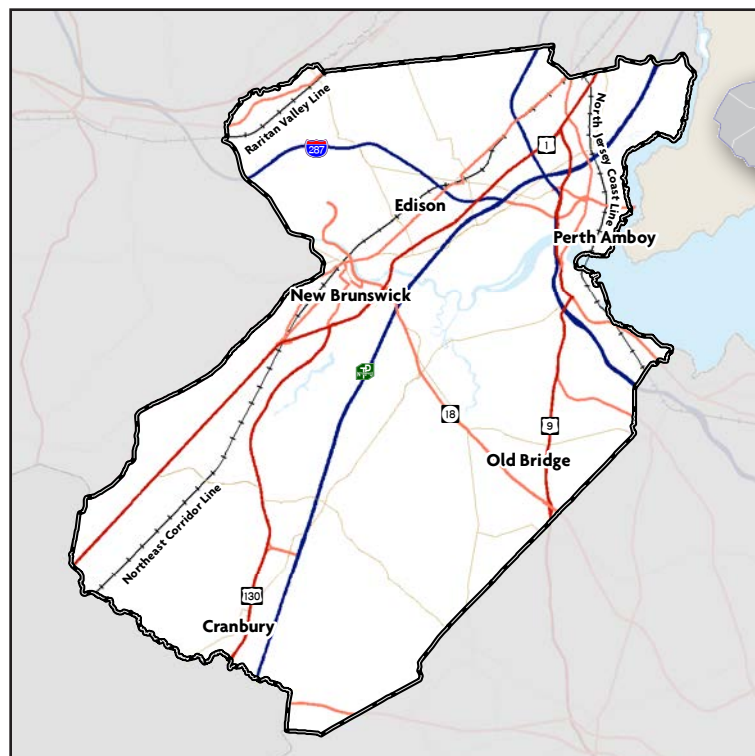
Commissioner Kenny is Chair of the County’s Transportation Committee and

previously served as Chair of the Infrastructure Management Committee. He is retired from his position as the Administrative Chief of the Woodbridge Fire Department.

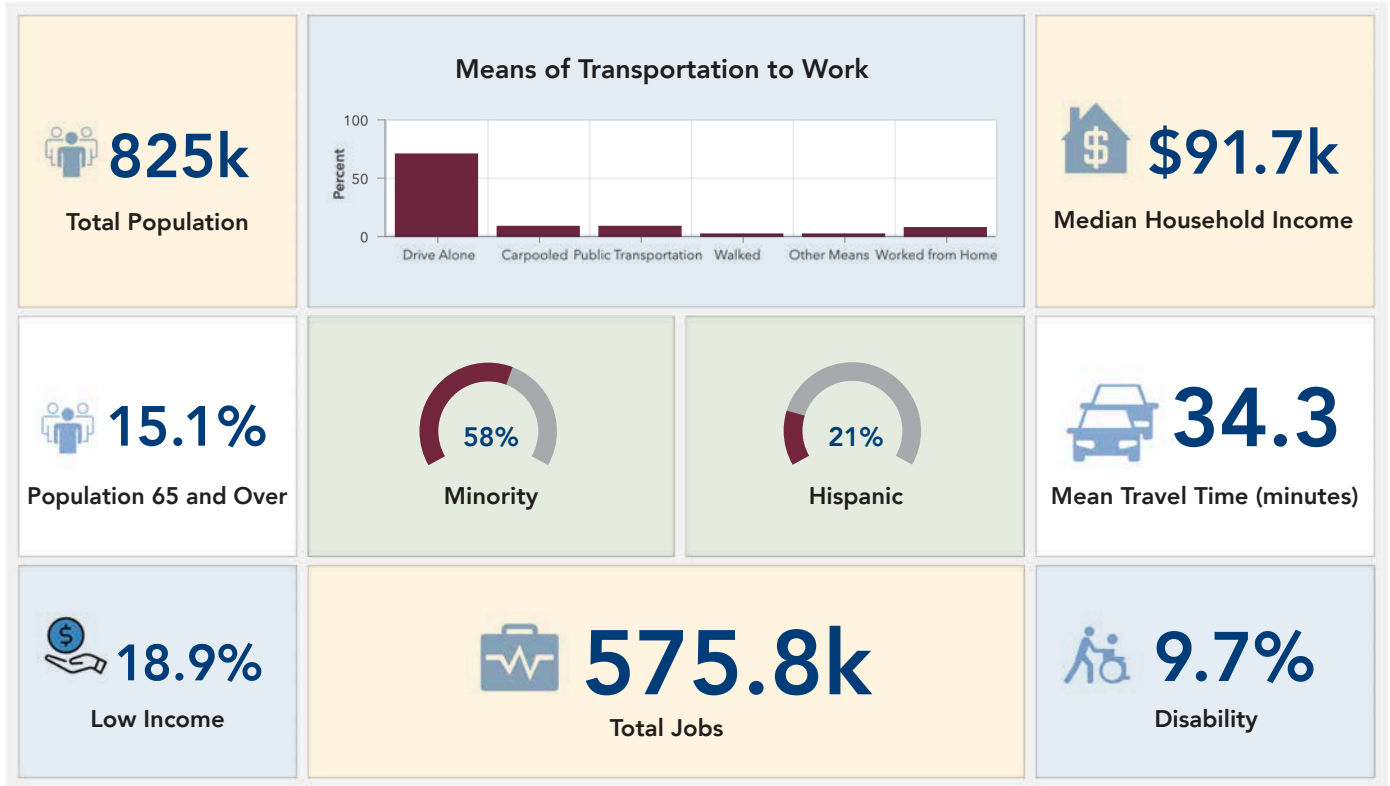
## NJTPA Committee Assignments

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

## MIDDLESEX COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2016-2020) and the Bureau of Economic Analysis (2019)





## Thomas A. Arnone

Monmouth County  
Commissioner

### Alternate Voting Member

Teri O'Connor  
Monmouth 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

Commissioner Thomas A. Arnone was elected in 2010 and joined the NJTPA Board in 2011. He previously served as mayor of Neptune City (2004-2010) and a council member (1997-2003).

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

He was president of the New Jersey Conference of Mayors in 2010 and served

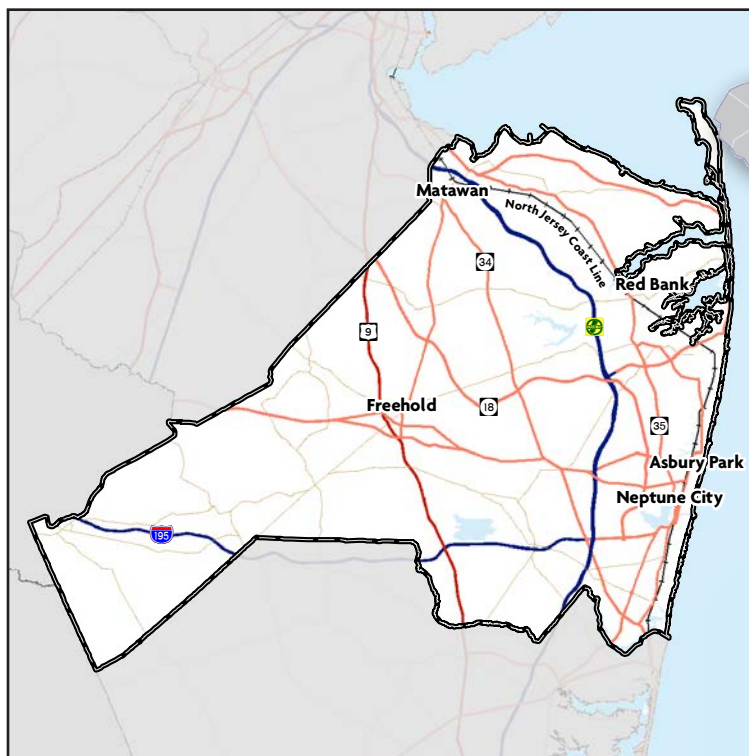
as the vice president prior to that. He has been an active member of the New Jersey State League of Municipalities.

Commissioner Arnone is Vice President of Property Management for PRC Group.

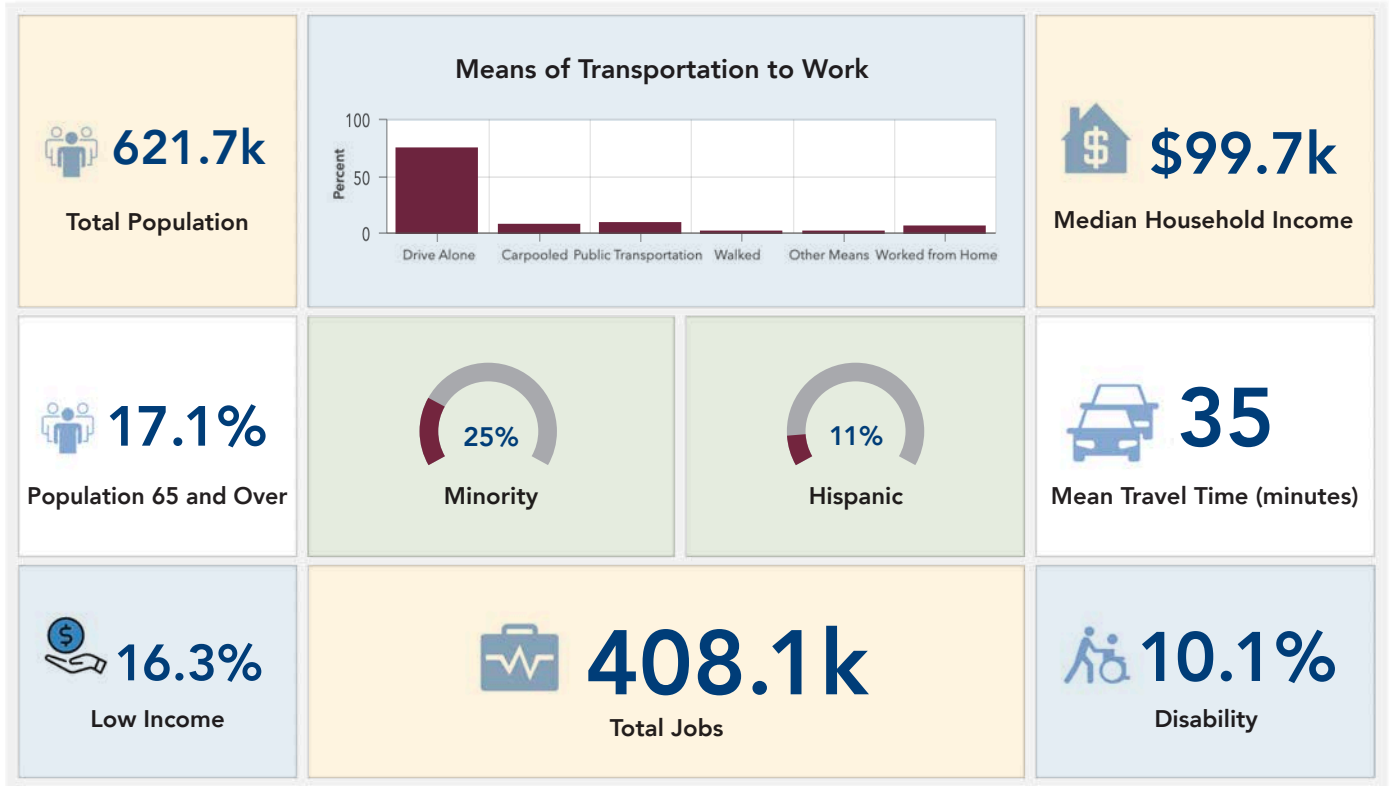
### NJTPA Committee Assignments

- Project Prioritization Committee (Member)

## MONMOUTH COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2016-2020) and the Bureau of Economic Analysis (2019)



## Stephen H. Shaw

Morris County  
Commissioner

### Alternate Voting and Regional Transportation Advisory Committee Member

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

## BIOGRAPHY

Commissioner Stephen H. Shaw joined the NJTPA Board of Trustees in 2023. He is serving his second term as Commissioner and was Commissioner Director in 2021.

The Commissioner also chairs the county's Capital Budget and Facilities Review Committee and the Strategic Planning Advisory Committee. He is a member of the Operating Budget Committee and liaison to the county Public Works.

Commissioner Shaw moved back to his hometown of Mountain Lakes 22 years ago and became active in public service, elected to the borough council for 12 years and selected by his peers as mayor for three of those years.

Commissioner Shaw was a member and Vice-Chair of the Morris County Open

Space Trust Fund Committee, assisting in the preservation of the Giralda Farms Preserve at Loantaka Brook Reservation in Chatham Township with a \$10 million Morris County Open Space grant.

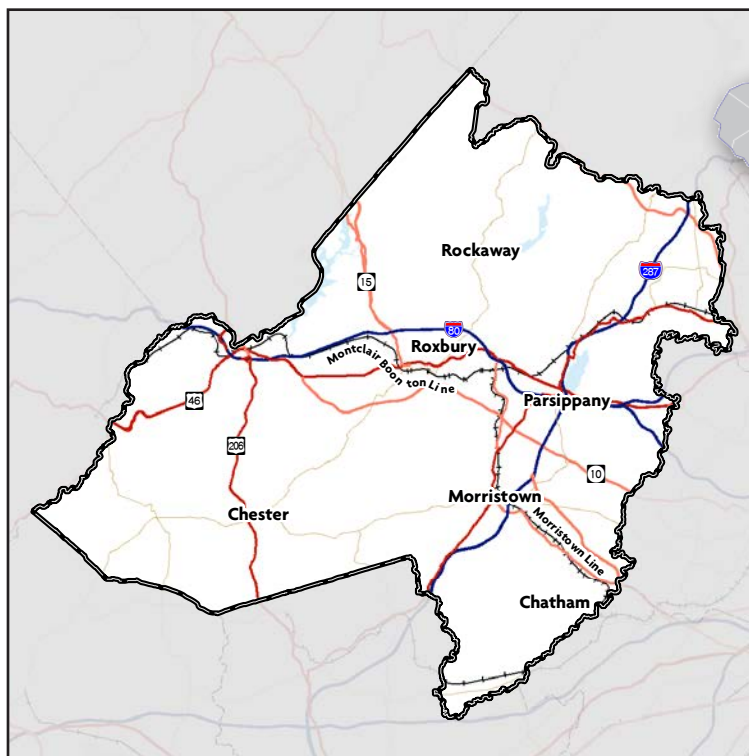
Professionally, Commissioner Shaw owns and operates a small family contracting business and has been president of his local and state builder's trade association.

He is a graduate of New Jersey Institute of Technology; Newark College of Engineering, with a B.S. in civil engineering.

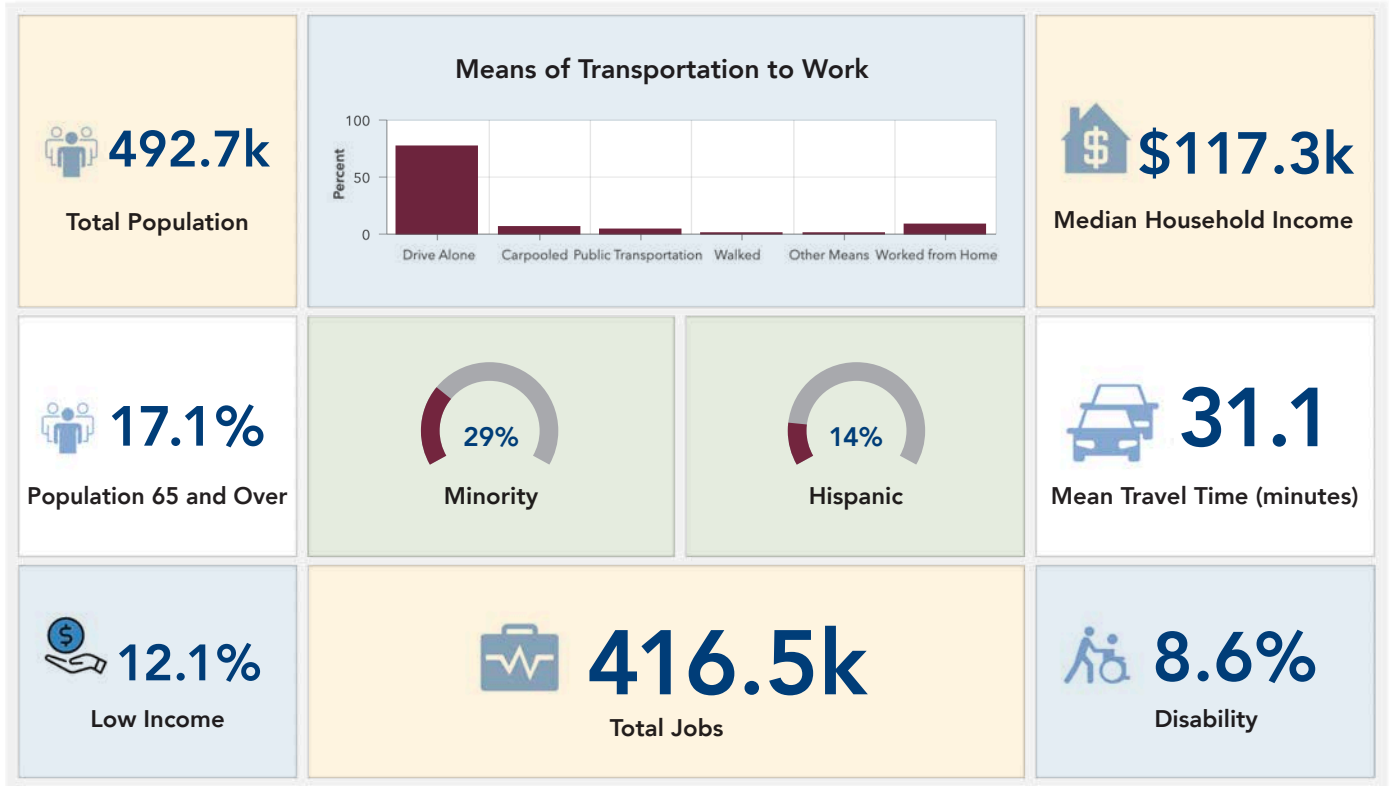
## NJTPA Committee Assignments

■ Planning & Economic Development  
Committee (Member)

## MORRIS COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2016-2020) and the Bureau of Economic Analysis (2019)



## Ras J. Baraka

Mayor, City of Newark

### Alternate Voting Member

Dolores Martinez Wooden  
Director  
Department of Engineering  
(973) 733-8520  
woodend@ci.newark.nj.us

### Regional Transportation Advisory Committee Member

Trevor Howard  
Principal Planner  
Department of Engineering  
Division of Traffic & Signals  
(973) 733-6452  
howardtr@ci.newark.nj.us

## BIOGRAPHY

**M**ayor Ras J. Baraka joined the NJTPA Board when he took office in 2014.

Mayor Baraka previously served as a South Ward councilman (2010-2014). Prior to that he was an at-large council member (2002-2005), during which time he also served as an appointed Deputy Mayor.

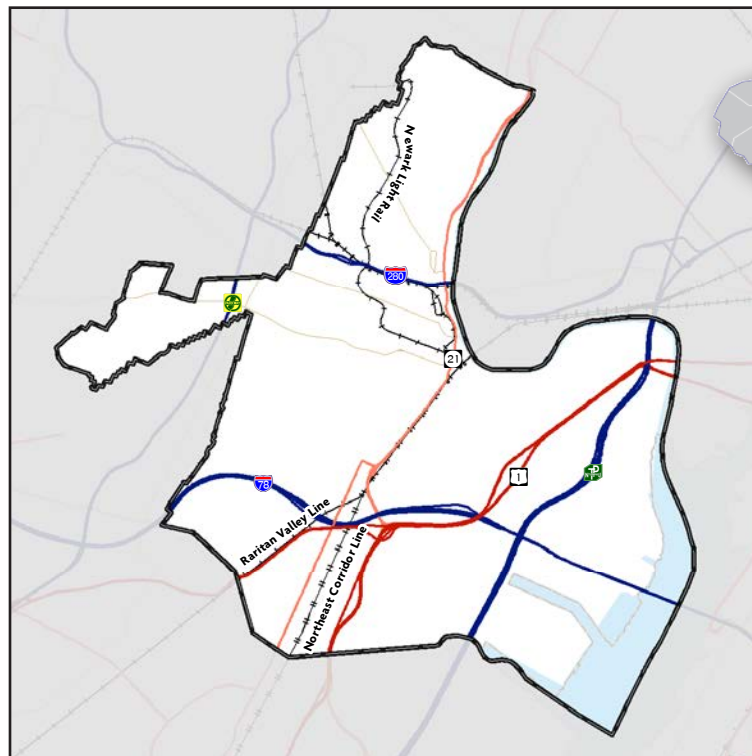
Mayor Baraka is credited with transforming Central High School, where he served as principal (2007-2014). He has supported initiatives geared toward youth development and he created the Senior Citizen's Committee, a group of committed residents addressing issues for seniors.

Mayor Baraka is a published author and appeared on the Grammy-award winning album, "The Miseducation of Lauryn Hill" in his role as an educator.

### NJTPA Committee Assignments

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

## NEWARK MAP



## FACTS AT A GLANCE



**10.6%**

Population 65 and Over



**281.9k**

Total Population



**89.1%**

Minority Population

Sources: American Community Survey, 5-year estimates (2016-2020) and the Bureau of Economic Analysis (2019)





## John P. Kelly

Ocean County  
Commissioner  
NJTPA First Vice Chair

### Alternate Voting Member

John N. Ernst  
County Engineer  
(732) 929-2130  
jernst@co.ocean.nj.us

### Regional Transportation Advisory Committee Member

Mark F. Jehnke  
Assistant County Engineer  
(732) 929-2130  
mjehnke@co.ocean.nj.us

## BIOGRAPHY

Commissioner John P. Kelly was elected in 1993 and joined the NJTPA Board of Trustees in 2016. He was elected First Vice-Chair for the 2022-2023 term and also chairs the Project Prioritization Committee.

Commissioner Kelly currently serves as Director of Law and Public Safety for the county. He served as Commissioner Director or Deputy Director for multiple terms.

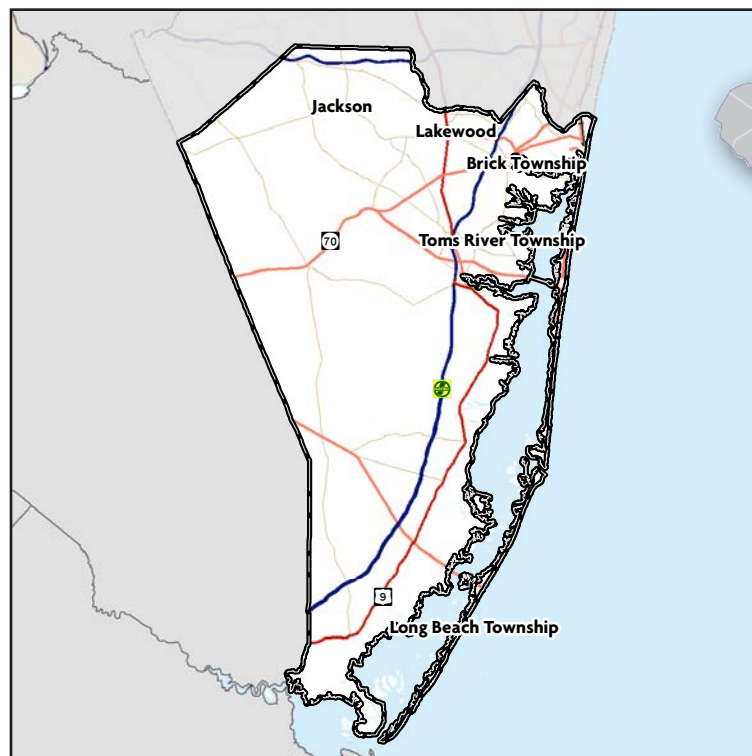
He is also chair of the Office of Engineering and works closely with the staff to oversee more than \$45 million in annual infrastructure improvements focused on roadway safety.

Commissioner Kelly has served as a member of the New Jersey Association of Counties since 1993. He was the association's president in 2004 and has also served as Secretary-Treasurer, Second Vice President and First Vice President.

### NJTPA Committee Assignments

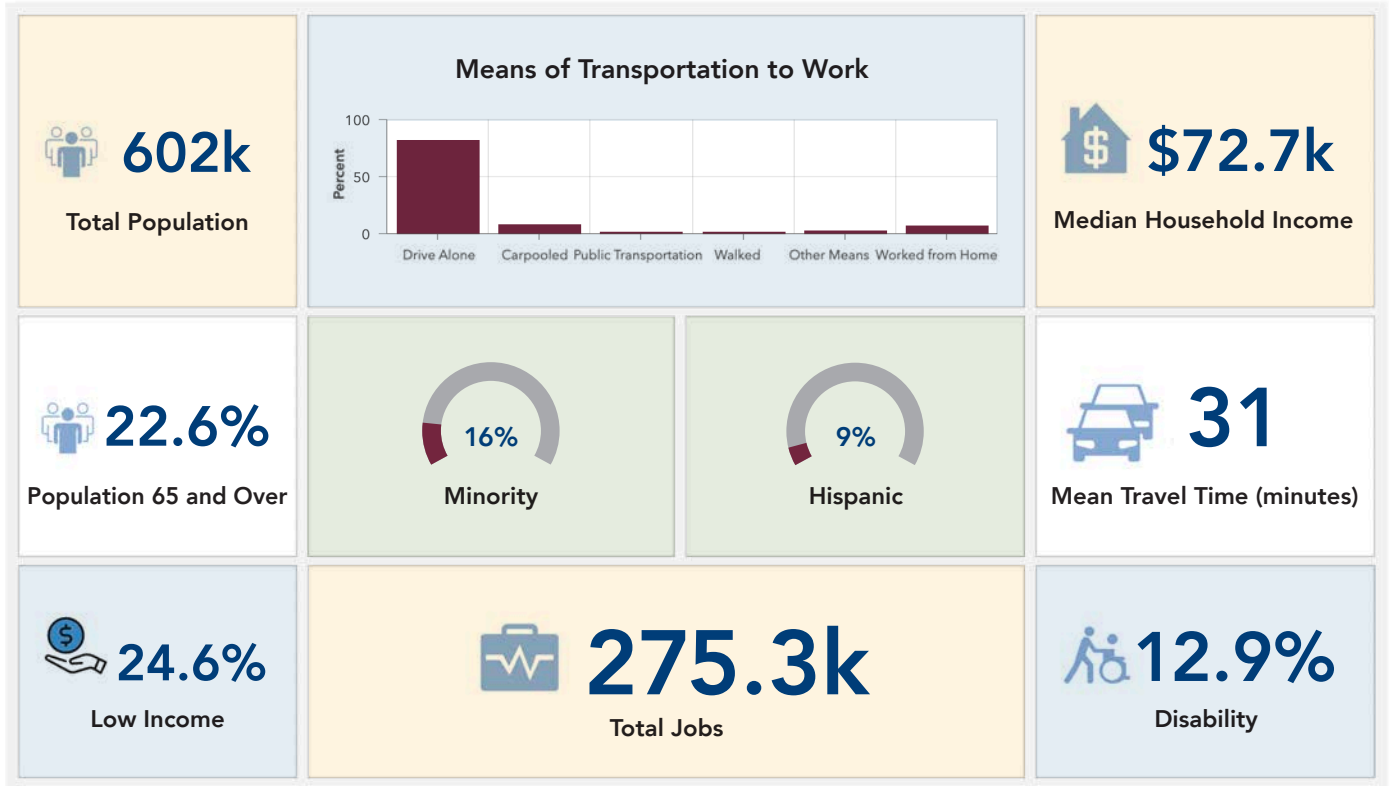
- Executive Committee (First Vice Chair)
- Project Prioritization Committee (Chair)
- Freight Initiatives Committee (Member)

## OCEAN COUNTY MAP





## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2016-2020) and the Bureau of Economic Analysis (2019)



## John W. Bartlett

Passaic County  
Commissioner  
NJTPA Chair

### Alternate Voting Member

Pasquale "Pat" Lepore  
County Commissioner Director  
(973) 881-4536  
plepore@passaiccountynj.org

### Regional Transportation Advisory Committee Member

Andras Holzmam (RTAC  
Vice Chair)  
Supervising Planner  
Department of Planning  
(973) 569-4045  
mlysicatos@passaiccountynj.org

## BIOGRAPHY

Commissioner John W. Bartlett was elected in 2012 and joined the NJTPA Board of Trustees in 2013. After serving for two years as First Vice-Chair, Commissioner Bartlett was elected NJTPA Chair for the 2022-2023 term.

Commissioner Bartlett served on the Passaic County Board of Social Services from 2013-2016. At his initiative, PCBSS launched an effort to make social services more accessible to immigrant communities by publishing information about social services in other languages, including Arabic, Bengali and Spanish, for the first time.

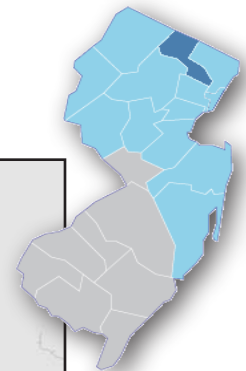
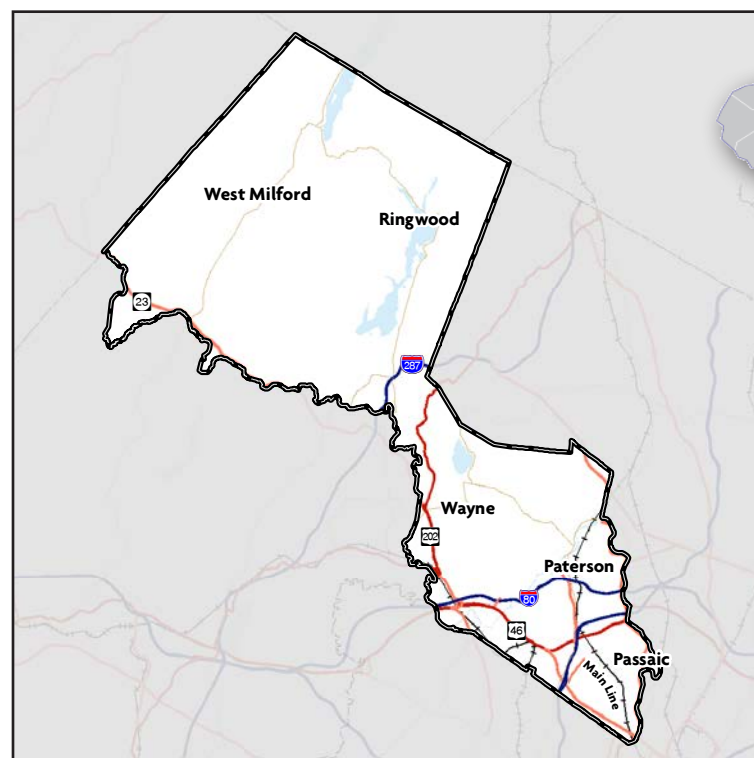
Prior to being elected, he served as the founding Chairman of the Board of Friends of Passaic County Parks (2009-

2013). Commissioner Bartlett is a practicing attorney and is a partner in Murphy Orlando LLC. Educated at Harvard Law School, Commissioner Bartlett received a B.A. degree with honors from Brown University and was a Raoul Wallenberg Scholar at the Hebrew University of Jerusalem.

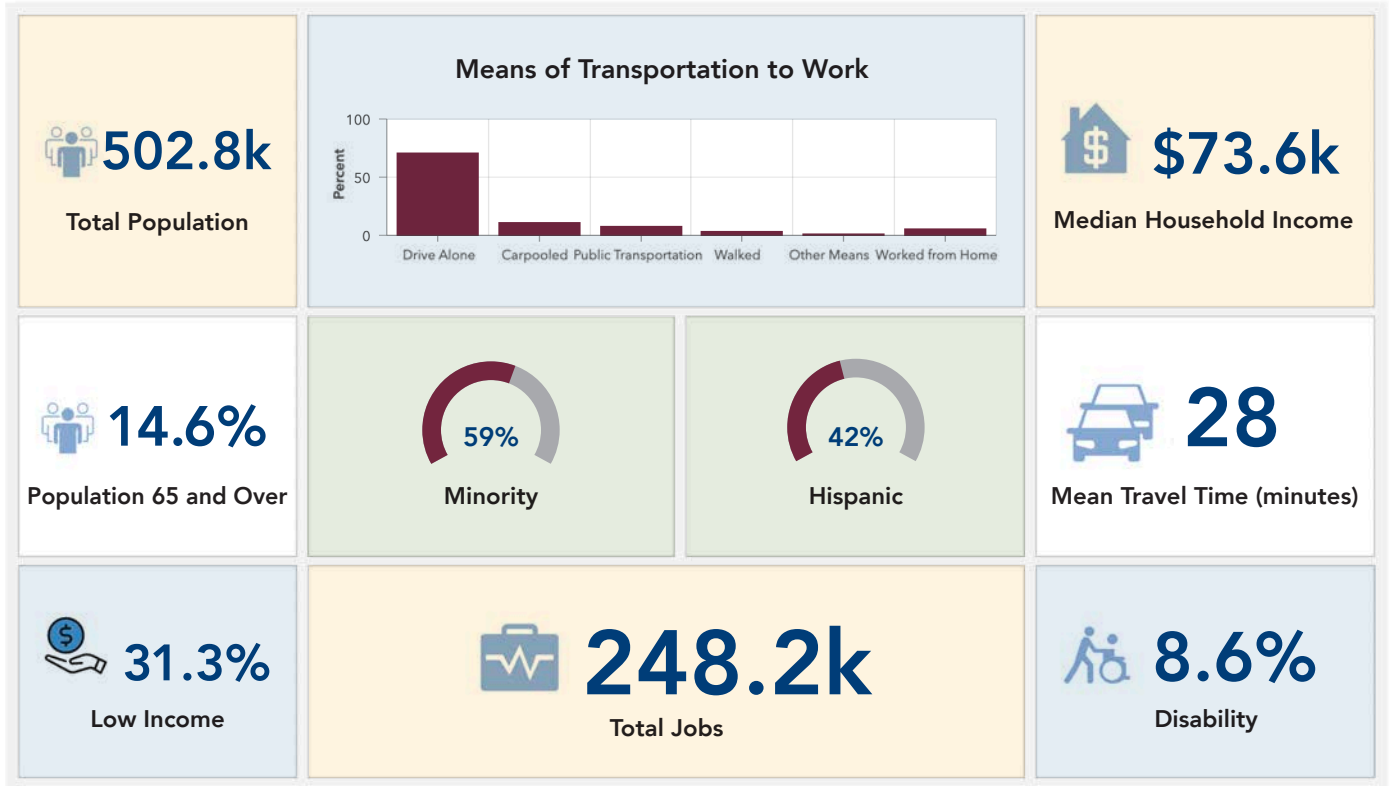
## NJTPA Committee Assignments

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

## PASSAIC COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2016-2020) and the Bureau of Economic Analysis (2019)



## Sara Sooy

Somerset County  
Commissioner

### Alternate Voting Member

Walter Lane  
Director  
Office of Planning, Policy and  
Economic Development  
(908) 231-7178  
lane@co.somerset.nj.us

### Regional Transportation Advisory Committee Member

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

## BIOGRAPHY

Commissioner Sara Sooy joined the Somerset County Board of Commissioners in 2019 and was appointed to the NJTPA Board in 2020. She currently serves as vice chair of the Freight Initiatives Committee.

Prior to being elected, she served on the Somerset Hills School District Board of Education (2015-2018).

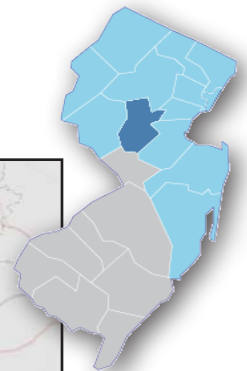
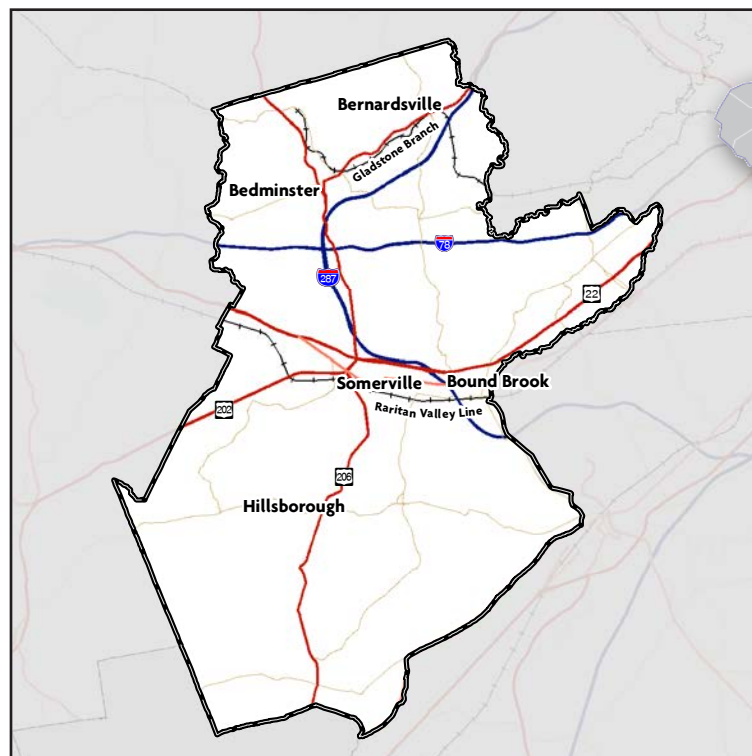
Commissioner Sooy is a member of the Somerset County Business Partnership, Heart Works and Kiwanis. She also volunteers with the Bernardsville Senior Center and Morristown Soup Kitchen.

A lifelong resident of Somerset County, Commissioner Sooy works in the commercial real estate industry.

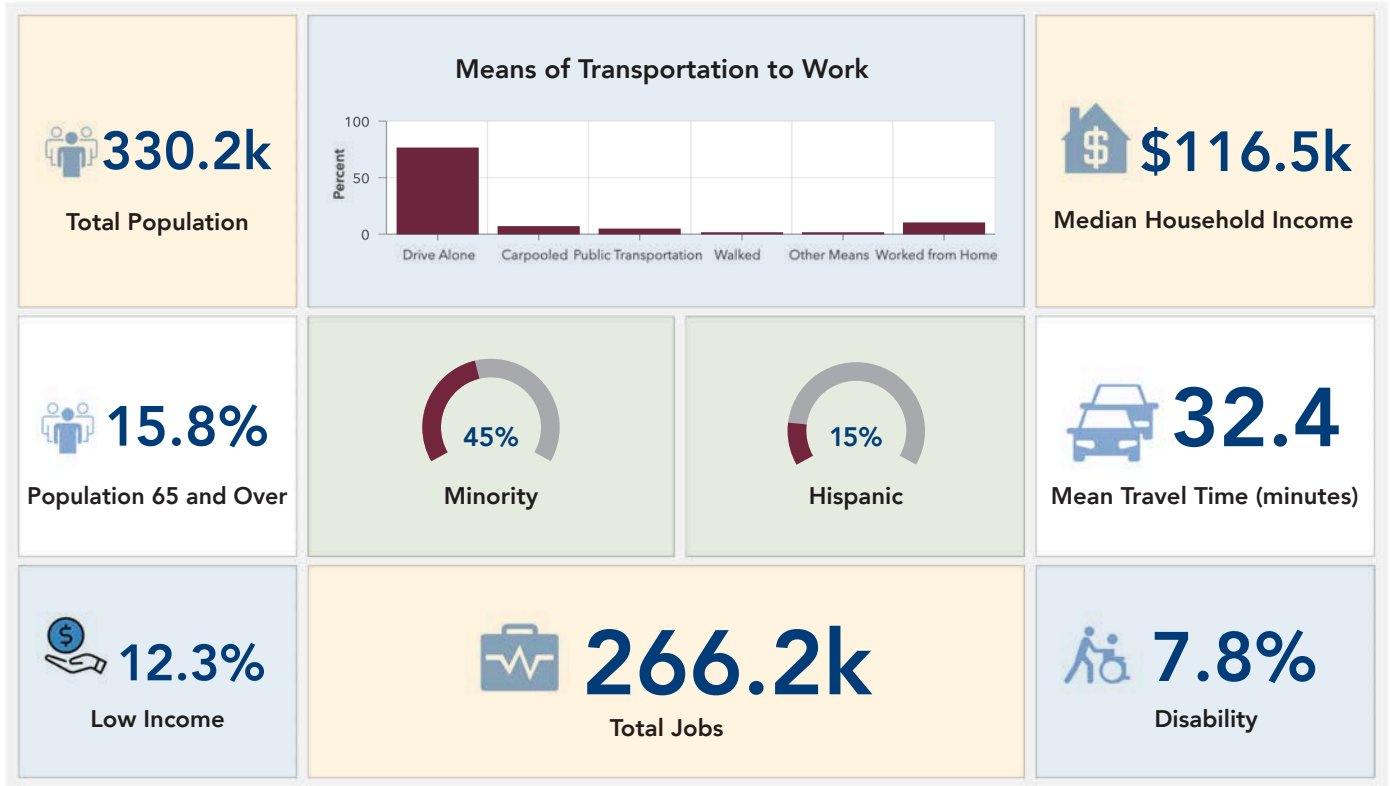
## NJTPA Committee Assignments

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

## SOMERSET COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2016-2020) and the Bureau of Economic Analysis (2019)



## Christopher Carney

Sussex County  
Commissioner

### 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

## BIOGRAPHY

Commissioner Christopher Carney joined the Board of Commissioners and the NJTPA Board in 2021. Prior to serving Sussex County, Commissioner Carney was the mayor of Frankford Township where he worked to keep local government efficient and spearheaded fundraising for and construction of the Frankford Veteran's Memorial.

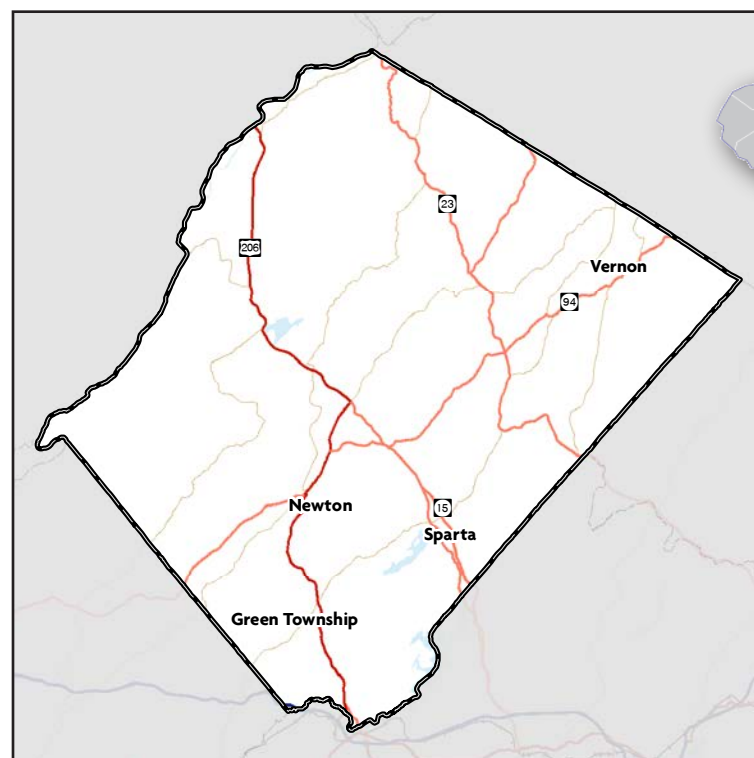
Raised in Vernon, Commissioner Carney grew up in Wantage, attended High Point Regional and then completed course work in the Mesa Arizona Community College System before returning back to Sussex County to start a family.

Prior to his elected service, Commissioner Carney served as a member of, and later chaired, the Park Commission and led efforts to protect local open space. Active in the community, when he is not working as a 20-year member of the International Union of Operating Engineers, Local 825, Commissioner Carney coaches local youth sports.

## NJTPA Committee Assignments

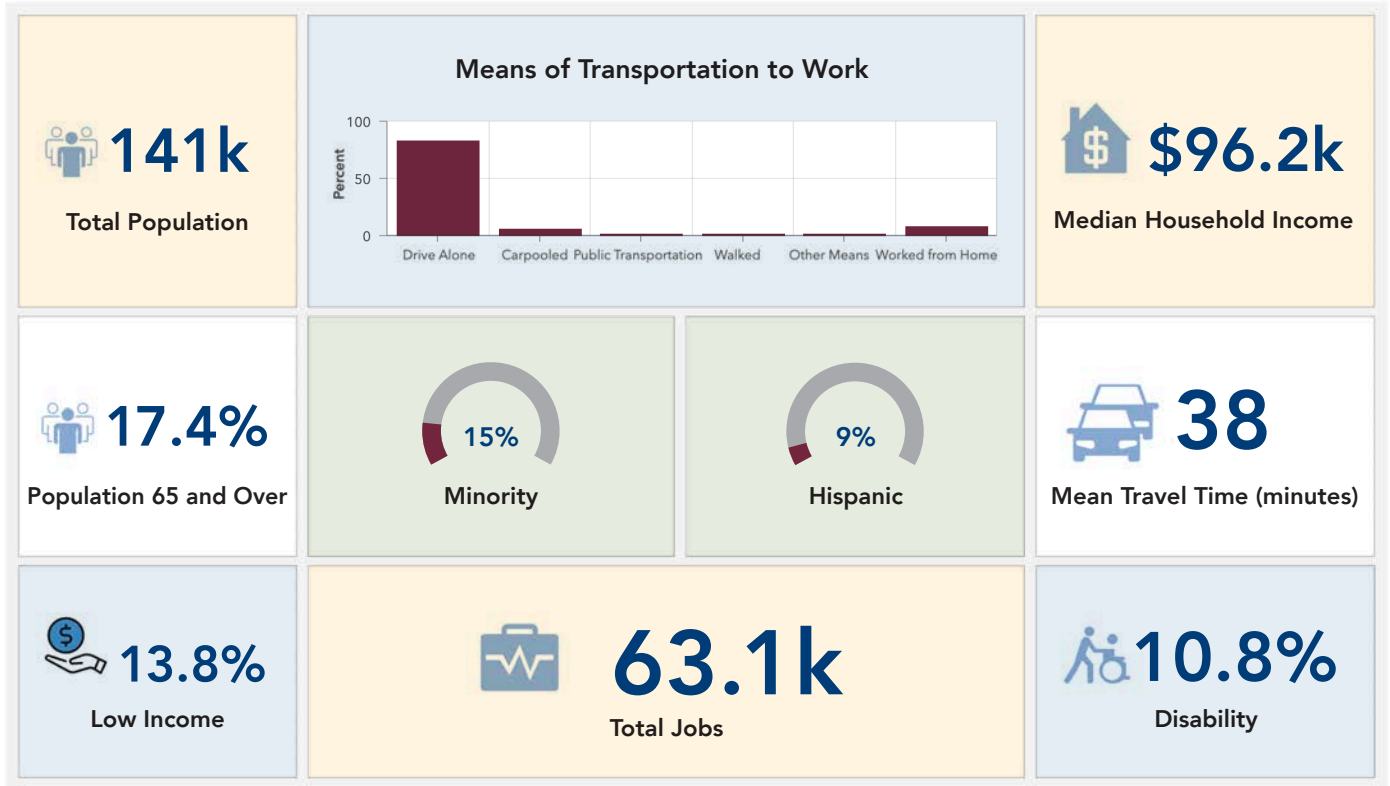
- Project Prioritization Committee (Member)

## SUSSEX COUNTY MAP



# SUSSEX COUNTY

## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2016-2020) and the Bureau of Economic Analysis (2019)





## Bette Jane Kowalski

Union County Commissioner  
NJTPA Secretary

### Alternate Voting Member

James Baker Jr.  
County Commissioner  
(908) 527-4118  
jbaker@ucnj.org

### Regional Transportation Advisory Committee Member

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

## BIOGRAPHY

Commissioner Bette Jane Kowalski joined the NJTPA Board in 2020, after previously serving as an alternate. Commissioner Kowalski was elected NJTPA Secretary for the 2022-2023 term. The commissioner currently vice chairs the Project Prioritization Committee. She has been a Union County Commissioner since 2004.

During her two terms as Chair, Commissioner Kowalski promoted initiatives for shared county-local services to reduce costs and increase efficiency. As a result of work by Commissioner Kowalski and her colleagues on the Raritan Valley Rail Coalition, NJ Transit began direct service to New York on the Raritan Valley Railroad line for weekday trains during off-peak hours.

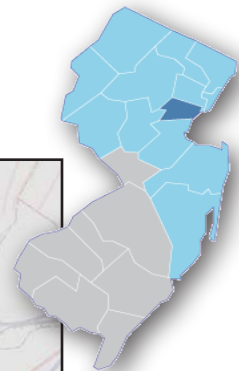
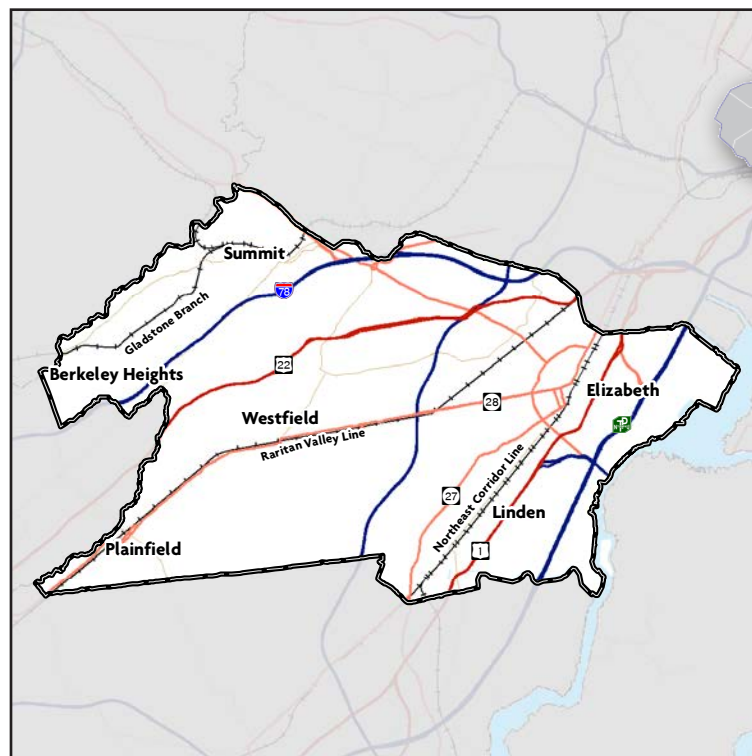
Commissioner Kowalski has served as the Commissioner liaison to the Human Services Advisory Council and member of the Open Space, Recreation, and Historic Preservation Trust Fund.

The Commissioner has a master's degree in Journalism from New York University, and a Bachelor of Arts from Hunter College, where she graduated summa cum laude and Phi Beta Kappa. She is a resident of Cranford.

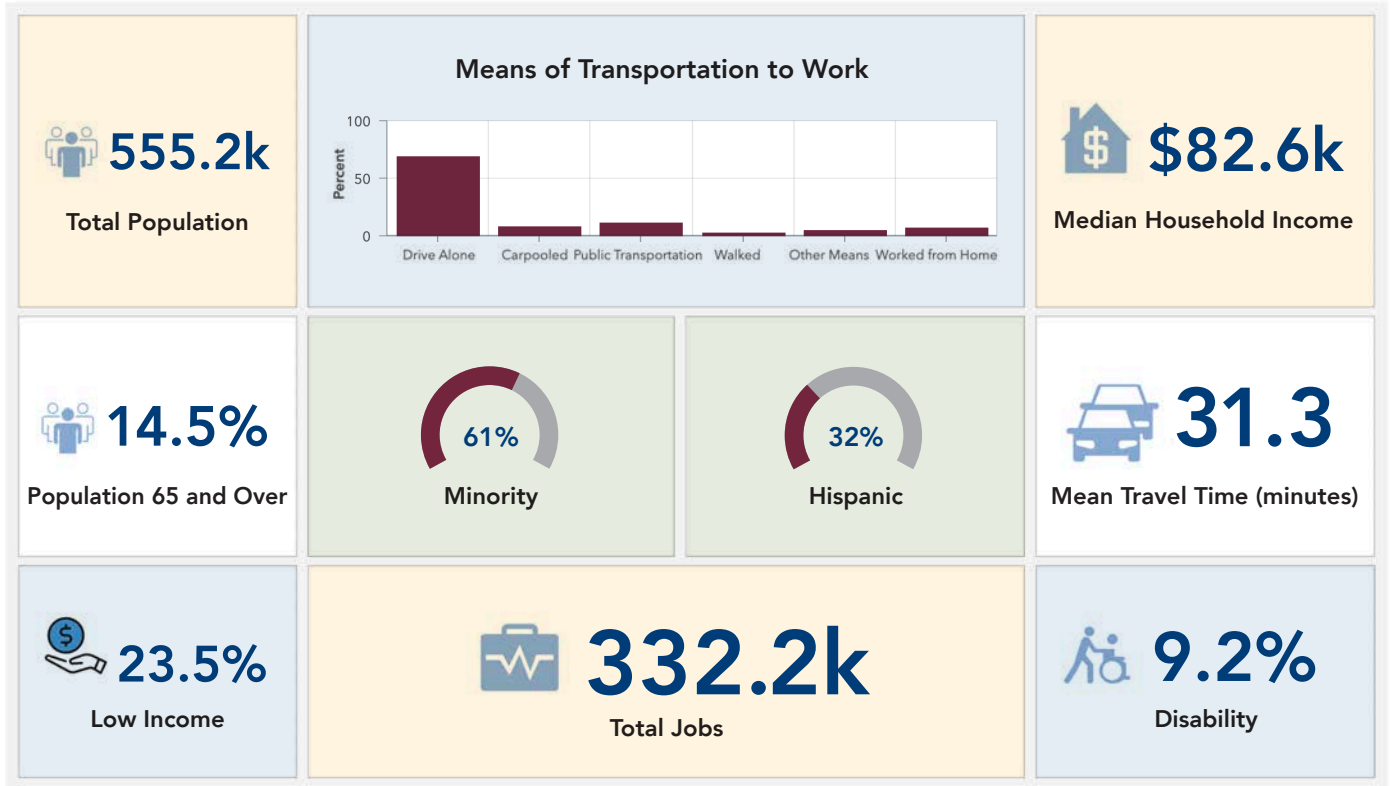
### NJTPA Committee Assignments

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

## UNION COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2016-2020) and the Bureau of Economic Analysis (2019)



## Jason Sarnoski

Warren County  
Commissioner  
NJTPA Third Vice Chair

## Alternate Voting and Regional Transportation Advisory Committee Member

David Dech  
Planning Director  
(908) 475-6530  
ddech@co.warren.nj.us

## BIOGRAPHY

Commissioner Jason Sarnoski was elected in 2010 and joined the NJTPA Board in 2011. He currently serves as Third Vice Chair and also chairs the Freight Initiatives Committee.

Commissioner Sarnoski is the county's liaison to the Public Works and Engineering Departments. He also serves as the Economic Development Committee liaison and as a Planning Board alternate, among many other duties.

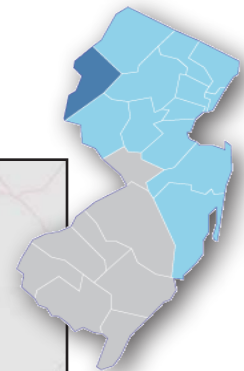
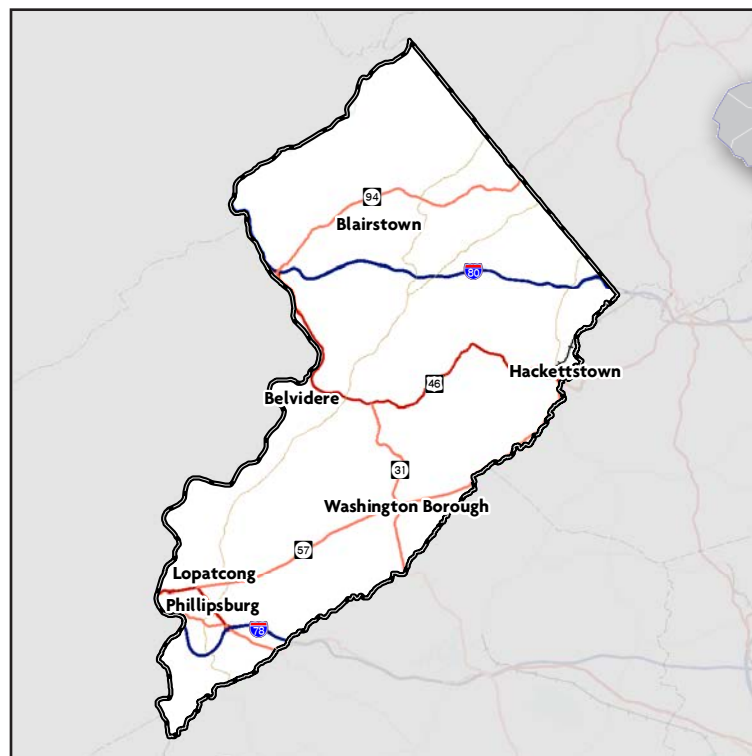
Commissioner Sarnoski works as an electrical engineer for First Energy and previously worked for PSE&G. His career has focused on improving electricity generation and delivery reliability. Commissioner Sarnoski and his family

also volunteer with the Special Olympics of New Jersey and various school and education organizations.

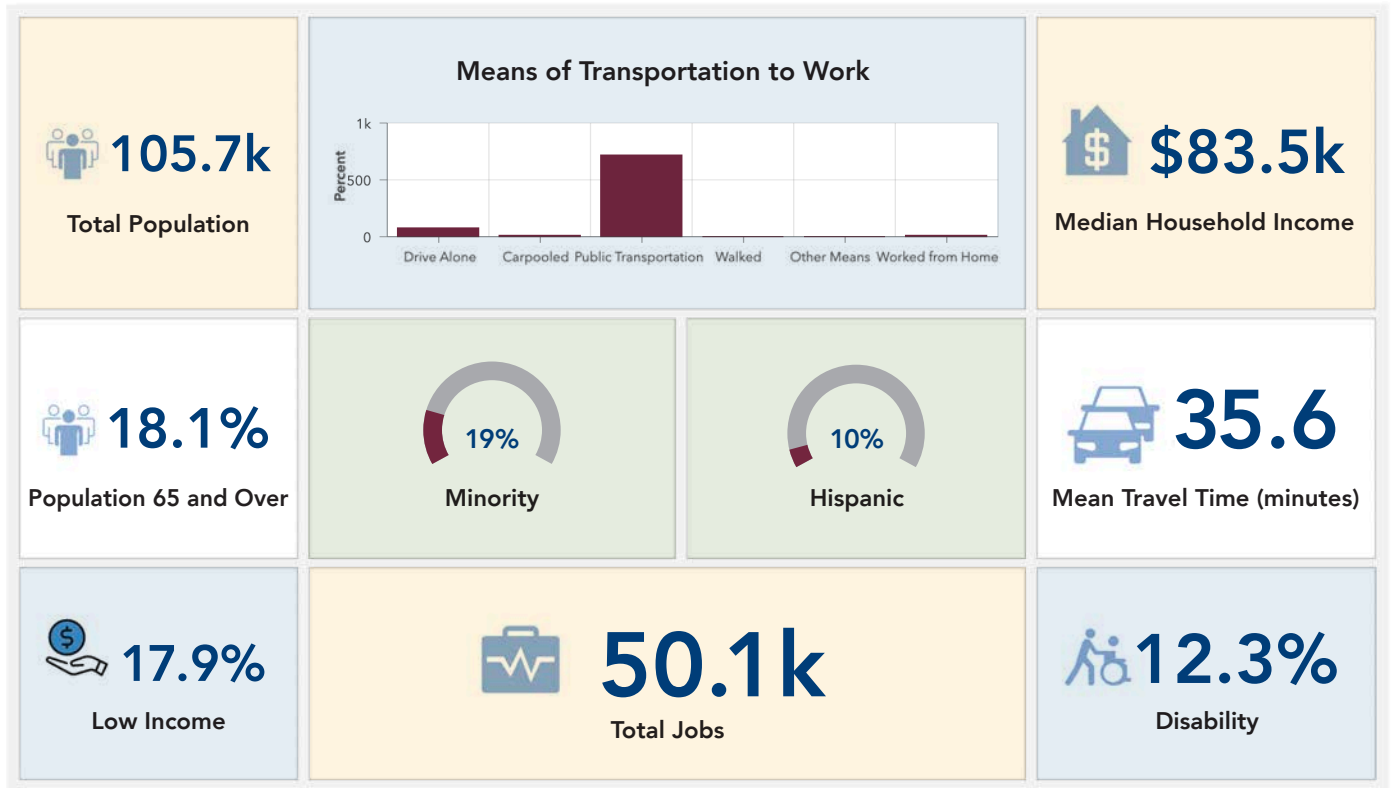
## NJTPA Committee Assignments

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

## WARREN COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2016-2020) and the Bureau of Economic Analysis (2019)



## Diane Gutierrez-Scaccetti

Commissioner  
New Jersey Department  
of Transportation

### Alternate Voting Member

Michael Russo  
Assistant Commissioner  
Planning, Multimodal and Grants  
Administration  
(609) 963-2225  
mike.russo@dot.nj.gov

### Regional Transportation Advisory Committee Member

Andrew Clark  
Section Chief  
Bureau of Statewide Strategies  
(609) 963-2180  
andrew.clark@dot.nj.gov

## BIOGRAPHY

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

She has worked as a transportation professional for more than 30 years and has 36 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.

Prior to that, 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 2008-2010. During her tenure, she managed the day-to-day administrative operations and was chief negotiator for the agency's several collective bargaining units.

She 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.

### NJTPA Committee Assignments

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



## Kevin Corbett

President & CEO  
NJ TRANSIT

### Alternate Voting Member

Jeremy Colangelo-Bryan  
Chief Planner  
(973) 491-7743  
jcolangelo-bryan@  
njtransit.com

### Regional Transportation Advisory Committee Member

Megan Massey  
Assistant Director, Transit  
Friendly Planning  
(973) 491-7359  
mmassey@njtransit.com

## BIOGRAPHY

**K**evin Corbett was appointed President & CEO of NJ TRANSIT in 2018, when he also joined the NJTPA Board.

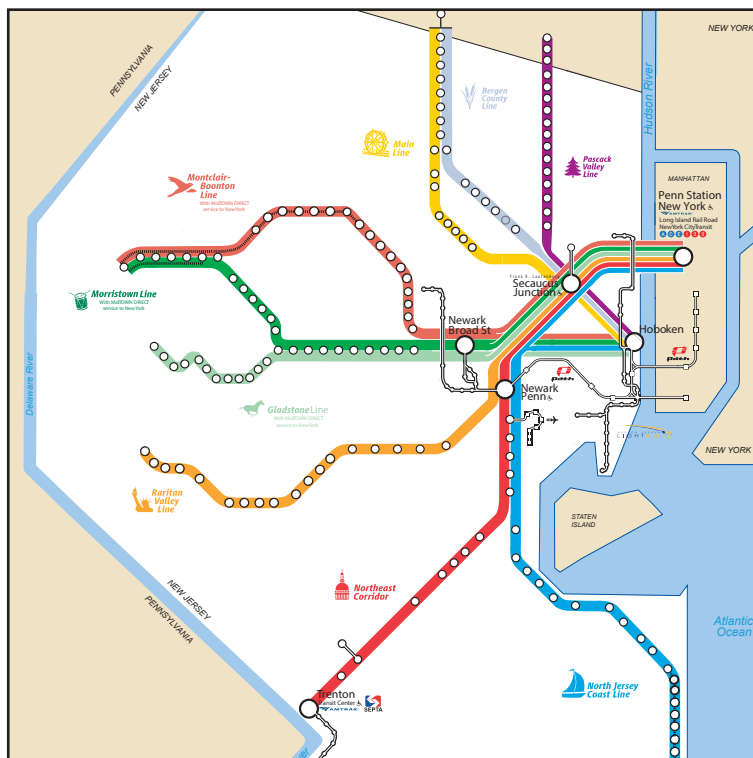
He serves as the Co-Chair of the Northeast Corridor Commission, is a Founding Member of the Commuter Rail Coalition, and was appointed North American Representative to the Policy Board of UITP, the International Association of Public Transport in June 2019.

He previously served as Vice President, Cross Services at AECOM, where he served as principal-in-charge or in a management role on key projects, including Moynihan Station Phase one, Amtrak's Gateway Program, Second Avenue Subway—Phase one, Penn Vision, Penn Station Critical Improvements,

One WTC Interim Loading Dock and Post-Sandy PATH Restoration, among others. Previously, he was responsible for the global marine and freight business for DMJM+HARRIS, a legacy AECOM company, as well as other AECOM subsidiaries.

### 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

Jay W. Shuffield, AICP  
Interagency Planning Manager  
(212) 435-4449  
jshuffield@panynj.gov

## BIOGRAPHY

**K**evin 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 Scrivo, 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 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)







## Noreen Giblin

Deputy Chief Counsel  
Governor's Authorities Unit

### Alternate Voting and Regional Transportation Advisory Committee Member

Dorian Smith  
Associate Counsel  
Governor's Authorities Unit  
(609) 777-2572  
dorian.smith@nj.gov

## BIOGRAPHY

**N**oreen Giblin joined the NJTPA Board in 2021. She serves as Deputy Chief Counsel/Director of the Authorities Unit for Governor Phil Murphy. A native of New Jersey, Noreen previously served as the Cabinet Secretary to the Governor, and at the New Jersey Board of Public Utilities, as Chief Counsel during the Murphy Administration. As Chief Counsel, Noreen worked on advancing the Governor's clean energy agenda, including the 2019 Energy Master Plan, the Offshore Wind inaugural solicitation, the establishment of the State's first community solar program and the transition of the state's solar market. Giblin has also served as Counsel at Gibbons P.C. representing businesses on legislative affairs, public policy, and government affairs matters.

During the Corzine Administration, Noreen served as Chief of Staff to the New Jersey Board of Public Utilities, and she was the Chief Advisor to the President of the Board. In this role, Noreen oversaw

the day-to-day management of the Board including core operational, financial, and human resources initiatives.

Noreen formerly served as Director of Executive Office Operations for Governor Corzine and, before that, as State Director to United States Senator Frank Lautenberg where she oversaw the staff and operations throughout New Jersey. She also served as Deputy Director of the Authorities Unit during the administration of Governor James McGreevey.

Giblin received her B.A. from Villanova University, and 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

Jeremy Farrell  
Managing Director  
LeFrak & Newport Associates  
(212) 299-8589  
jfarrell@lefrak.com

### 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 business, LeFrak served as Project Manager of "Hollywood & Highland," a real estate development of TrizecHahn Development Corp. in Los Angeles.

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)
- Freight Initiatives Committee (Member)

## **VI. Regional Transportation Advisory Committee (RTAC)**

The Regional Transportation Advisory Committee (RTAC) is 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)

### BERGEN

**Mr. Joseph Baladi**

Division Head—Planning  
Department of Planning and Engineering  
One Bergen County Plaza, 4th Floor  
Hackensack, NJ 07601  
T: (201) 336-6428  
F: (201) 336-6446  
jbaladi@co.bergen.nj.us

### ESSEX

**Mr. David Antonio (Chair)**

Director of Planning  
County of Essex  
900 Bloomfield Avenue  
Verona, NJ 07044  
T: (973) 226-8500 ext. 2580  
F: (973) 226-7469  
dantonio@essexcountynj.org

### HUDSON

**Mr. Thomas Malavasi**

County Engineer  
Hudson County Office of the County Engineer  
830 Bergen Avenue, Floor 6B  
Jersey City, NJ 07306  
T: (201) 369-4340 x4169  
tmalavasi@hcnj.us

### HUNTERDON

**Ms. Katherine Fullerton**

Supervising Planner  
Hunterdon County Division of Planning  
PO Box 2900  
Flemington, NJ 08822  
T: 908-788-1490  
kfullerton@co.hunterdon.nj.us

### JERSEY CITY

**Mr. Elias Guseman**

Senior Transportation Planner  
Jersey City Division of City Planning  
1 Jackson Square (AKA 360 MLK Drive)  
Jersey City, NJ 07305  
T: (201) 547-4922  
eguseman@jcnj.org

### MIDDLESEX

**Ms. Linda Weber**

Planning Director  
Middlesex County Office of Planning  
Department of Transportation  
75 Bayard Street, 5th Floor  
New Brunswick, NJ 08901  
T: (732) 745-4269  
F: (732) 745-3812  
linda.weber@co.middlesex.nj.us

### MONMOUTH

**Mr. Joseph M. Ettore**

County Engineer  
Monmouth County Department of Engineering  
Hall of Records Annex  
1 East Main Street  
Freehold, NJ 07728  
T: (732) 431-7760  
F: (732) 431-7765  
engineer@co.monmouth.nj.us

### MORRIS

**Mr. John J. Hayes**

Principal Planner  
Morris County Department of Public Works  
Division of Engineering & Transportation  
PO Box 900  
Morristown, NJ 07963-0900  
T: (973) 829-8111  
F: (973) 539-3141  
jhayes@co.morris.nj.us

### NEWARK

**Mr. Trevor Howard**

Principal Planner  
Dept. of Engineering  
Division of Traffic & Signals  
City of Newark  
255 Central Avenue  
Newark, NJ 07103  
T: (973) 733-6452  
F: (973) 733-8880  
howardtr@ci.newark.nj.us

### OCEAN

**Mr. Mark F. Jehnke**

Assistant County Engineer  
Ocean County Department of Engineering  
129 Hooper Avenue  
PO Box 2191  
Toms River, NJ 08754  
T: (732) 929-2130  
F: (732) 506-5182  
mjehnke@co.ocean.nj.us

### PASSAIC

**Mr. Andras Holzmann (Vice Chair)**

Supervising Planner  
Passaic County Department of Planning  
County Administration Building  
401 Grand St, Room 417  
Paterson, NJ 07505  
T: (973)-569-4045  
F: (973)-812-3450  
andrash@passaiccountynj.org

### SOMERSET

**Mr. Ken Wedeen**

Supervising Planner  
Somerset County Planning Division  
County Administration Building  
20 Grove Street  
PO Box 300  
Somerville, NJ 08876-1262  
T: (908) 541-5773  
wedeek@co.somerset.nj.us

### SUSSEX

**Mr. Tom Drabic**

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## **VII. NJTPA Meeting Calendar**

## 2023 Schedule of NJTPA Committee Meetings



RTAC	Standing Committees	Board
December 5, 2022*	December 12, 2022*	January 9, 2023
February 14, 2023	February 21, 2023**	March 13, 2023
April 10, 2023	April 17, 2023	May 8, 2023
June 12, 2023	June 20, 2023**	July 10, 2023
August 14, 2023	August 21, 2023	September 12, 2023***
October 10, 2023**	October 16, 2023	November 13, 2023
December 11, 2023*	December 18, 2023*	January 8, 2024

\*One week earlier due to holidays

\*\*Tuesday meetings (following holiday Mondays)

\*\*\* Tuesday meeting following September 11

NJTPA committee meetings will be conducted remotely until further notice;  
NJTPA Board meetings will be held in-person.

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](http://www.njtpa.org).

## VIII. 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 NJTPA's planning activities and three key elements of the capital programming process, often called the "project pipeline": the Long Range Transportation Plan (LRTP), the Study & Development (S&D) Program and the Transportation Improvement Program (TIP).

### **NJTPA Regional Planning**

As a planning agency, much of NJTPA's work focuses on assessing how the transportation system functions and exploring approaches to address problems. This includes analyzing data on where and how people travel, freight movement, accident rates, trends in housing and commercial development and a host of other measures. This often involves using computer models—essentially, desktop simulations of the transportation system—to understand and forecast regional travel and environmental impacts. Often data are arrayed on maps using Geographic Information Systems (GIS) to visualize trends and relationships

All NJTPA planning activities include opportunities for public review and comment, with a particular focus on involving traditionally underserved communities. Studies of transportation needs, at both the regional and local levels, are a key means for developing specific improvement projects to repair or improve roads, rails and bridges. The studies typically take a "multimodal" approach, examining a number of transportation alternatives—road, rail, bicycle, pedestrian and possibly more. Many of these studies are conducted in cooperation with the NJDOT and NJ TRANSIT. Others are initiated by city and county subregions, focusing on local needs, with funding and assistance from the NJTPA.

At the same time, NJTPA projects and programs directly help improve regional transportation—including promoting awareness of pedestrian safety through BeStreetSmartNJ.org; working with municipalities to make streets more accommodating to all users (complete streets); funding and supporting local shuttles and commuting services; funding small scale projects to address road / intersection hazards; and much more.

Partners in these efforts, in addition to state agencies and member subregions, include New Jersey's eight Transportation Management Associations, for which NJTPA provides administrative oversight, and the Together North Jersey consortium, in which NJTPA plays a leadership role along with Rutgers University to support achieving sustainable economic progress as part of a competitive, efficient, livable and resilient region.

### The Long Range Transportation Plan

*Plan 2050: Transportation. People. Opportunity.*, adopted in September 2021, is the current version of the NJTPA's federally required LRTP. Updated every four years, the LRTP is a blueprint for long- range transportation planning and investment in the region. Only projects and needs identified by the LRTP are eligible for federal funding.

The LRTP 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, described above, and includes a robust public participation process.

The LRTP provides guidance for cost-effective investments while laying out the NJTPA's regional priorities for the coming decades.

Plan 2050 calls for the investment of \$120.6 billion through 2050. Even with this investment, transportation needs will continue to far outstrip available resources. Among the priority strategies identified in Plan 2050: reduce the backlog of needed road and bridge improvements; increase funding for local needs; reduce crashes and ensure the safety of all travelers; support active transportation; support and improve North Jersey's extensive transit system; support local mobility services; help municipalities capitalize on their transit facilities; take advantage of transportation technology; respond to continued growth of freight; and protect open space and enhance environmental quality.

### Study and Development Program

Once a transportation need is identified in the LRTP, 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).

### Transportation Improvement Program

To be eligible for federal funds, a proposed project must address a need identified in the LRTP and be listed in the Board-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.

The NJTPA uses a project prioritization process, which includes criteria related to the LRTP goals, to score projects and consider them for inclusion in the TIP. For instance, projects that will improve safety in locations with high crash rates receive extra points, as do projects that help disadvantaged communities or prepare for climate change impacts.

The relative ranking of proposed projects is one consideration in determining project funding. Other factors include 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 complete an environmental impact assessment to comply with the National Environmental Policy Act (NEPA).
- **Final Design:** Detailed project specifications are developed and a consultant is selected. In addition, a utilities phase may occur during or after final design to move utilities, if necessary.
- **Right of Way:** This involves acquisition of property needed for the project. This phase can be time consuming and costly, as negotiations must take place and legal issues may need to be sorted out.
- **Construction:** This 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 must be fiscally constrained 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 are usually 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

The NJTPA is required to analyze the air quality impacts of both the TIP and LRTP because New Jersey has not met federal air quality standards. 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.



**IX. 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. This agreement was last updated in 2021.

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 Infrastructure Investment and Jobs 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.

**X. Central Staff and Organization Chart**

## Central Staff and Organization Chart

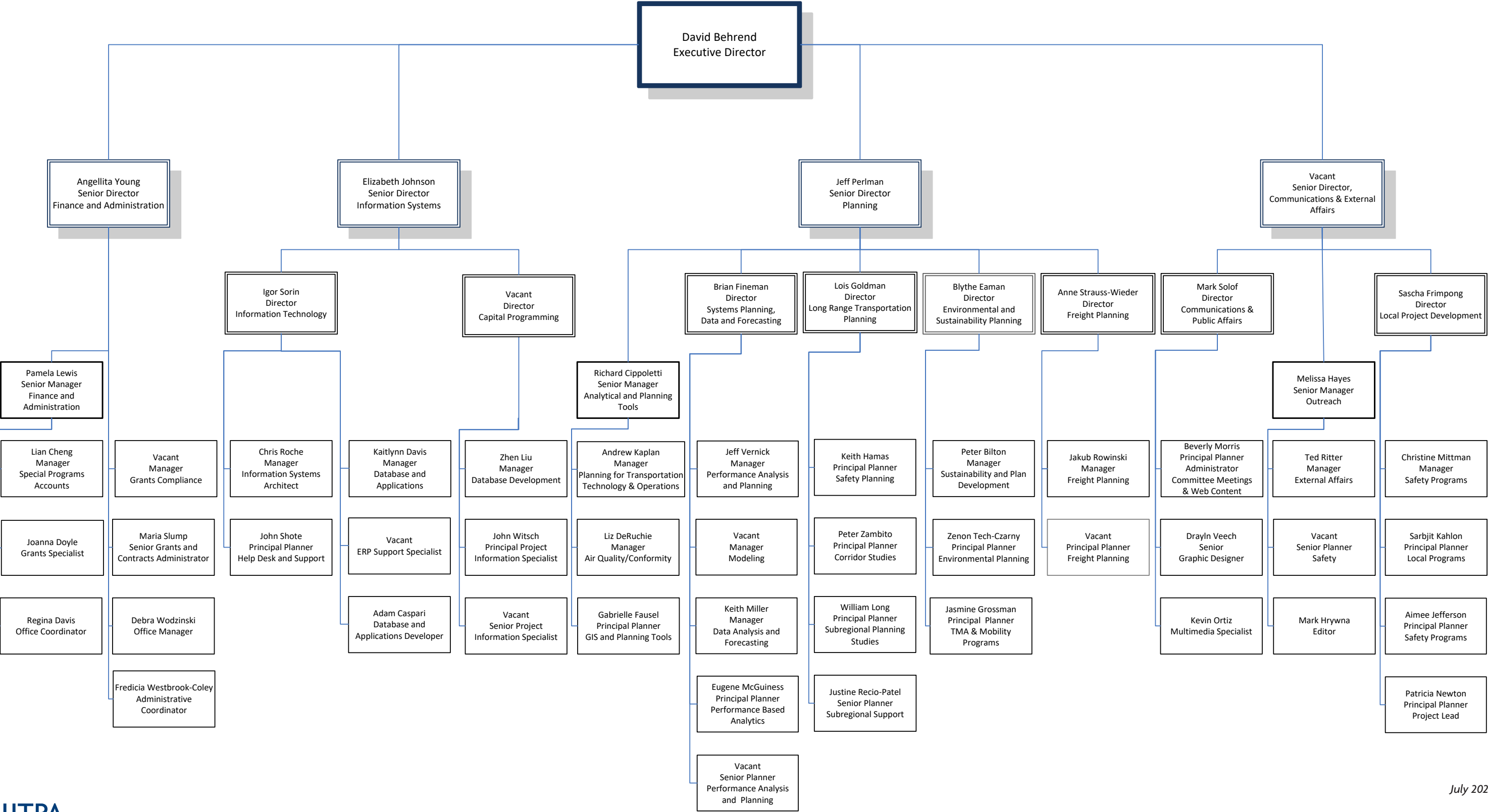
The work of the NJTPA is supported by a central staff numbering about 50 professionals including planners, programmers, engineers, administrators, and clerical personnel. Central staff operates in a support role to the NJTPA Board of Trustees.

Under the agreement explained in the Host Agency Overview section, 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, four Senior Directors, eight Division Directors, and three Senior Managers. 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 activities to be completed in the next one to two years 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. Chapter I of the four-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.

All the work tasks in the current UPWP flow from the NJTPA's Long Range Transportation Plan (LRTP), 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.

NJTPA Organization Chart—Central Staff



## **XI. NJTPA Sources of Revenue and Expenditures**

The following budget information is contained in the FY 2024 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 covers activities to be completed in the next one to two years and is updated annually. The FY 2024 UPWP was approved by the Planning and Economic Development Committee at its meeting on February 21, 2023, and was adopted at the March 13, 2023 Board of Trustees meeting. The FY 2024 work program will go into effect July 1, 2023.



# NJTPA Sources of Revenue and Expenditures

## NJTPA FY 2024 UPWP Budget Summary

Expenditures - FY 2024 UPWP Program Activities		UPWP Budget
<b>Central Staff Program Activities</b> (Chapter I)		
Personnel Expenditures <sup>1,2</sup>	\$	9,043,600
Non-Personnel Expenditures	\$	2,344,000
Indirect Costs <sup>3</sup>	\$	1,935,900
<b>Subtotal: Central Staff Activities</b>	<b>\$</b>	<b>13,323,500</b>
<b>Contractual\Consultant Subcontracts</b> (Chapter I)		
UPWP Consultant Projects	\$	4,749,000
UPWP Subrecipient Projects	\$	783,000
<b>Subtotal: Contractual\Consultant Subcontracts</b>	<b>\$</b>	<b>5,532,000</b>
<b>Pass-through Programs</b> (Chapters II & III)		
FY 2024 Subregional Transportation Planning Program	\$	2,307,000
FY 2024 STP Supplemental Support	\$	227,000
FY 2024 - FY 2025 Subregional Studies Program	\$	1,189,000
FY 2024 Transportation Management Association Program	\$	6,479,000
<b>Subtotal: Pass-through Program Subcontracts</b>	<b>\$</b>	<b>10,202,000</b>
<b>Total: FY 2024 UPWP Expenses</b>		<b>\$ 29,057,500</b>
<b>Revenues - FY 2024 UPWP Funding Authorizations</b> <sup>4</sup>		<b>UPWP Budget</b>
FHWA MPP PL Funds (IIJA FFY22 & FFY23, STIP DB# X30A)	\$	13,383,089
FHWA MPP Set-aside PL Funds -SATO (IIJA FFY22 & FFY23, STIP DB# X30A)	\$	513,410
FHWA MPP PL Funds, Reprogrammed (S-LU, MAP-21, FAST Act PL funds)	\$	5,152,706
Flexed FTA Section 5303/5305(d) MP Program Funds (IIJA 22 MP, STIP DB# X30A)	\$	732,723
FHWA Surface Transportation Block Grant Program (STBGP-NY/NWK) Funds (FFY23, STIP DB# X30A)	\$	2,148,296
FHWA STBGP-NY/NWK Funds for TMA Program (FFY23, STIP DB# 11383)	\$	4,450,000
FHWA STBGP-PHILA Funds for TMA Program (DVRPC TMA, FFY23, STIP DB# 11383)	\$	1,985,000
Local Share - Subregional Transportation Planning and Subregional Studies Programs	\$	692,275
<b>Total: FY 2024 UPWP Revenues</b>	<b>\$</b>	<b>29,057,500</b>

### Notes:

(1) The FY 2024 budget assumes the salaries of 58 full-time Central Staff employees, plus part-time staff for additional support. A total of 67.1 full time equivalent (FTE) employees are assumed with part-time staff counted as 0.65 FTE. The FY 2024 budget also assumes a merit pool of 2.75%.

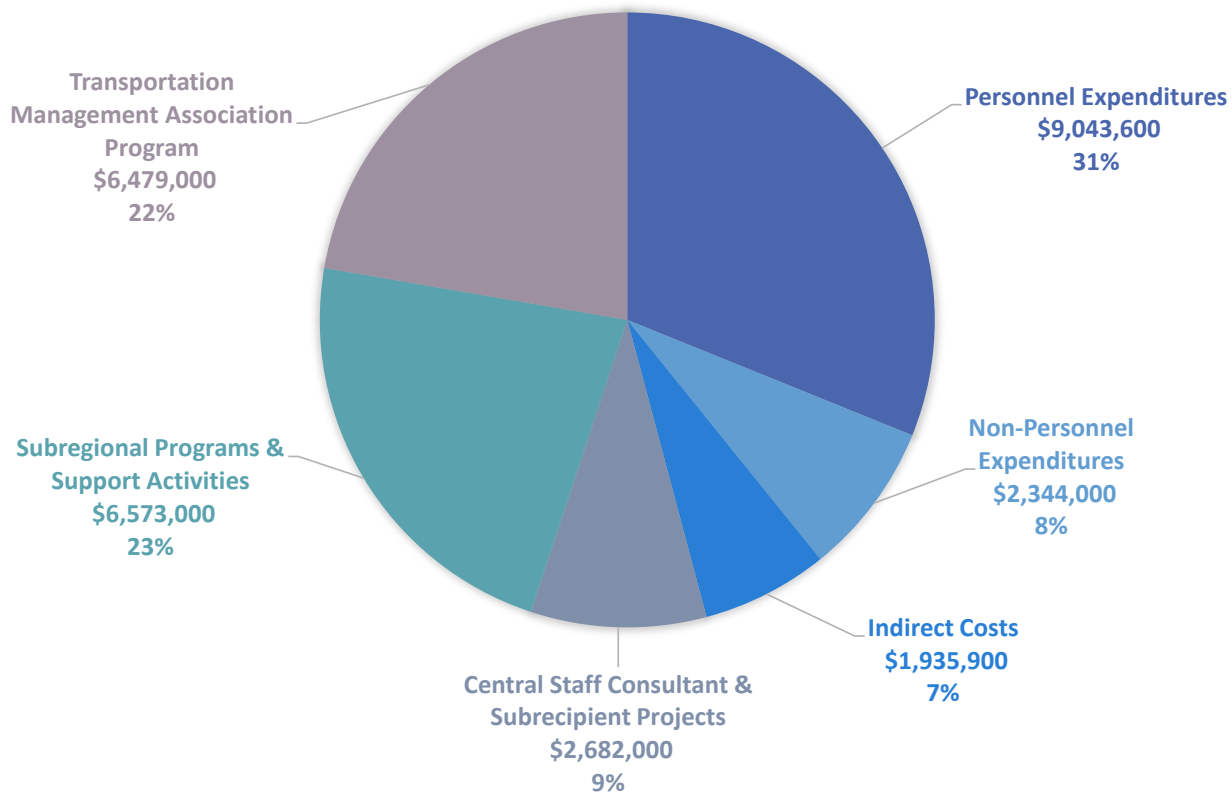
(2) FY24 Budget assumes provisional FY24 fringe benefit rates of 35.1% for full time staff and 8.3% for hourly part time staff, as agreed to by NJIT (the NJTPA's Host Agency) and U.S. Department of Health & Human Services. Actual FY 2024 rates will be subject to audit.

(3) The FY 2024 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. 2021-NJIT-001), calculated from a rate based on past fiscal years' audited costs that is applied to projected FY24 total operating costs.

(4) Funding to be authorized for the FY 2024 program assumes FFY22 and FFY23 FHWA MPP PL funds (IIJA apportionments, including 2.5% of PL funds set-aside for Safe and Accessible Transportation Options); reprogrammed FHWA MPP and Flexed FTA MP PL funds from prior apportionments (unobligated\available S-LU, MAP-21 and FAST Act balances, including funds released from NJTPA Task Orders PL-NJ-19-01, PL-NJ-20-01, PL-NJ-21-01 and PL-NJ-22-01); FTA 22MP PL funds flexed to FHWA; STBGP-NY/NWK and STBGP-PHILA funds (STIP DB Nos. X30A and 11383); and a local share (in-kind match).

(5) For details of the central staff budget expenses, and consultant and subrecipient subcontracts, see pages 10, 11, and 12.

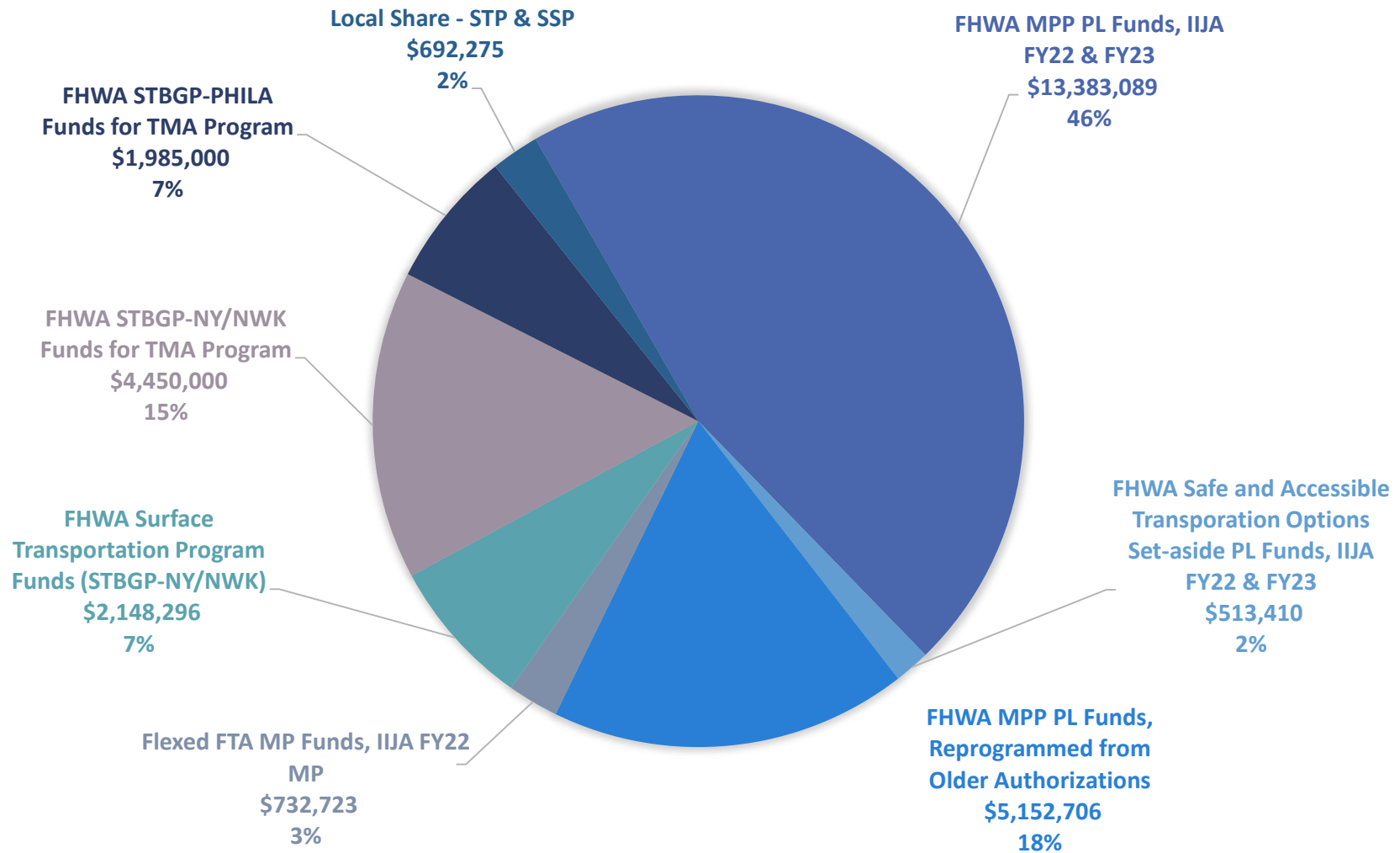
### NJTPA FY 2024 UPWP BUDGET TOTAL EXPENDITURES \$29,057,500



*Note: Subregional Support Activities include select Central Staff projects outlined in Chapter I, which provide direct support to local agencies*

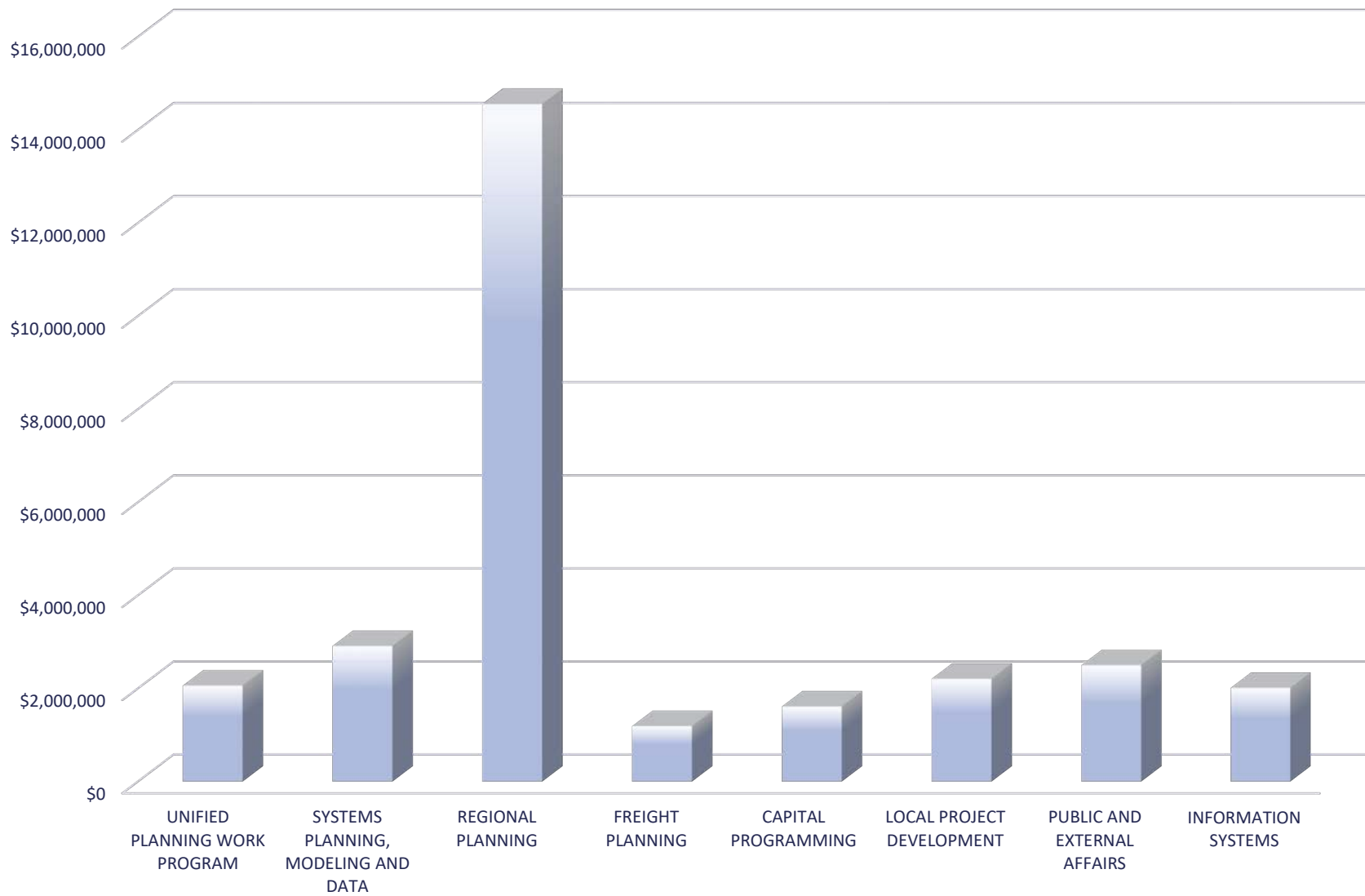
## NJTPA Sources of Revenue and Expenditures

### NJTPA FY 2024 UPWP BUDGET TOTAL REVENUES \$29,057,500



## NJTPA Sources of Revenue and Expenditures

### NJTPA FY 2024 UPWP Expenditures by Program Areas



## NJTPA Sources of Revenue and Expenditures

### NJTPA FY 2024 UPWP Budget Central Staff Activities - Budget Detail

Expenditures	UPWP Total
<b>Direct Labor - Salaries</b>	
Full-Time Staff	\$ 6,073,900
Hourly Part-Time Staff	\$ 773,700
<b>Sub-total Salaries</b>	<b>\$ 6,847,600</b>
<b>Direct Labor - Fringe Benefits</b>	
Full-Time (assuming FY24 provisional rate of 35.10% )	\$ 2,132,000
Hourly (assuming FY24 provisional rate of 8.3%)	\$ 64,000
<b>Sub-total Fringe Benefits</b>	<b>\$ 2,196,000</b>
<b>Subtotal Personnel Expenditures</b>	<b>\$ 9,043,600</b>
<b>Direct Expenses</b>	
Advertisements - Legal Notices and Recruitment	\$ 13,000
Computer Hardware/Software/Data Maintenance and Licenses	\$ 435,000
Equipment Repairs and Maintenance	\$ 15,000
Guest Speaker Presentations	\$ 20,000
IT System and Technical Support Services	\$ 85,000
Leasing - Copiers	\$ 45,000
Leasing - Facility and Maintenance	\$ 815,000
Legal Services and Risk Management	\$ 200,000
Memberships	\$ 65,000
Other	\$ 20,000
Postage	\$ 5,000
Printing & Freelance (General and inTransition)	\$ 50,000
Professional Service Agreements (Limited Scope)	\$ 80,000
Subscriptions	\$ 1,500
Supplies, including Office and Computer Supplies	\$ 70,000
Telephone/Internet	\$ 110,000
Training and Professional Development	\$ 140,000
Travel & Registrations	\$ 40,000
UPWP Audit	\$ 35,000
<b>Sub-total Direct Expenses</b>	<b>\$ 2,244,500</b>
<b>Equipment</b>	
Computer Equipment ≥ \$5,000 (Firewall Security System Upgrade)	\$ 10,000
Office Equipment ≥ \$5,000	\$ -
Other Equipment ≥ \$5,000	\$ -
Furniture ≥ \$5,000	\$ 7,500
Computer Equipment < \$5,000 (PCs, Laptops)	\$ 60,000
Other Equipment < \$5,000 (Conference Room AV Upgrades)	\$ 20,000
Furniture < \$5,000	\$ 2,000
<b>Sub-total Equipment</b>	<b>\$ 99,500</b>
<b>Subtotal Non-Personnel Expenditures</b>	<b>\$ 2,344,000</b>
<b>Indirect Costs</b>	
NJIT Facilities and Administrative Support Services	\$ 1,935,900
<b>Sub-total Indirect Costs</b>	<b>\$ 1,935,900</b>
<b>Total Central Staff Activities</b>	<b>\$ 13,323,500</b>

# NJTPA Sources of Revenue and Expenditures

## NJTPA FY 2024 UPWP Budget New Contractual/Consultant Projects

### NEW FY 2024 UPWP Projects - Task Order PL-NJ-24-01

Task No.	Task Activity	Contract Budget	Total Project Budget <sup>1</sup>	Effective Funding Period
<b>UPWP Consultant Projects (Chapter I)</b>				
24/203-01	Accessibility and Mobility Regional Reassessment	\$ 250,000	\$ 253,000	7/1/23 - 6/30/25
24/205-01	Air Quality SIP and GHG Inventory Updates	\$ 175,000	\$ 177,000	7/1/23 - 6/30/25
24/303-01	Local Safety Action Plans	\$ 1,650,000	\$ 1,667,000	7/1/23 - 6/30/25
24/401-01	2050 Freight Industry Level Forecasts Update	\$ 550,000	\$ 556,000	7/1/23 - 6/30/25
24/501-01	Criteria Development and Project Scoring Update	\$ 475,000	\$ 480,000	7/1/23 - 6/30/26
24/602-01	FY 2024 Consultant Assistance with LSP - Studies and Analyses	\$ 1,000,000	\$ 1,010,000	7/1/23 - 6/30/26
24/701-01	Long Range Transportation Plan Public Outreach	\$ 300,000	\$ 303,000	7/1/23 - 6/30/26
23/802-01	FY 2024 UPWP Management System Support	\$ 300,000	\$ 303,000	7/1/23 - 6/30/25
<b>Subtotal - UPWP Consultant Projects</b>		<b>\$ 4,700,000</b>	<b>\$ 4,749,000</b>	
<b>UPWP Subrecipient Projects (Chapter I)</b>				
24/202-01	Trans Hudson Bus Survey Phase IV	\$ 250,000	\$ 253,000	7/1/23 - 6/30/24
24/307-01	FY 2024 TNJ Initiative	\$ 225,000	\$ 227,000	7/1/23 - 6/30/24
24/307-02	FY 2024 Complete Streets Technical Assistance	\$ 200,000	\$ 202,000	7/1/23 - 6/30/25
24/701-02	FY 2024 Innovative Public Engagement	\$ 100,000	\$ 101,000	7/1/23 - 6/30/24
<b>Subtotal - UPWP Subrecipient Projects</b>		<b>\$ 775,000</b>	<b>\$ 783,000</b>	
<b>UPWP Pass-Through Programs (Chapters II &amp; III) <sup>2</sup></b>				
24/304-01	FY 2024 Subregional Transportation Planning Program	\$ 2,283,875	\$ 2,307,000	7/1/23 - 6/30/24
24/304-02	FY 2024 STP Supplemental Support	\$ 225,000	\$ 227,000	7/1/23 - 6/30/24
24/304-03	FY 2024 - FY 2025 Subregional Studies Program	\$ 1,177,500	\$ 1,189,000	7/1/23 - 6/30/25
24/305-01	FY 2024 Transportation Management Association Program	\$ 6,415,000	\$ 6,479,000	7/1/23 - 6/30/24
<b>Subtotal - UPWP Pass-Through Programs</b>		<b>\$ 10,101,375</b>	<b>\$ 10,202,000</b>	
<b>Total</b>		<b>\$ 15,576,375</b>	<b>\$ 15,734,000</b>	

#### Notes:

- (1) Includes 1% NJTPA Administration Fee, to be added to the subcontract costs for the federal budget and funding agreements.
- (2) A detailed list of subcontracts for the pass-through programs are provided on page 11.
- (3) The following Central Staff contractual activities (Chapter I) provide direct support to local agencies: 24/303-01, 24/602-01, and 24/307-03.

## NJTPA Sources of Revenue and Expenditures

### NJTPA FY 2024 UPWP Budget Pass-Through Programs Subcontracts

FY 2024 Subregional Transportation Planning Program, Chapter II	Federal Share	Local Share	Total Program Budget	STP Supplemental Support	Effective Funding Period
Bergen County STP Program	\$ 198,164.00	\$ 49,541.00	\$ 247,705.00	\$ 15,000	7/1/23- 6/30/24
Essex County STP Program	\$ 132,966.00	\$ 33,241.50	\$ 166,207.50	\$ 15,000	7/1/23- 6/30/24
Hudson County STP Program	\$ 113,296.00	\$ 28,324.00	\$ 141,620.00	\$ 15,000	7/1/23- 6/30/24
Hunterdon County STP Program	\$ 71,010.00	\$ 17,752.50	\$ 88,762.50	\$ 15,000	7/1/23- 6/30/24
Jersey City STP Program	\$ 90,530.00	\$ 22,632.50	\$ 113,162.50	\$ 15,000	7/1/23- 6/30/24
Middlesex County STP Program	\$ 182,571.00	\$ 45,642.75	\$ 228,213.75	\$ 15,000	7/1/23- 6/30/24
Monmouth County STP Program	\$ 153,190.00	\$ 38,297.50	\$ 191,487.50	\$ 15,000	7/1/23- 6/30/24
Morris County STP Program	\$ 130,583.00	\$ 32,645.75	\$ 163,228.75	\$ 15,000	7/1/23- 6/30/24
City of Newark STP Program	\$ 95,367.00	\$ 23,841.75	\$ 119,208.75	\$ 15,000	7/1/23- 6/30/24
Ocean County STP Program	\$ 144,381.00	\$ 36,095.25	\$ 180,476.25	\$ 15,000	7/1/23- 6/30/24
Passaic County STP Program	\$ 132,048.00	\$ 33,012.00	\$ 165,060.00	\$ 15,000	7/1/23- 6/30/24
Somerset County STP Program	\$ 102,946.00	\$ 25,736.50	\$ 128,682.50	\$ 15,000	7/1/23- 6/30/24
Sussex County STP Program	\$ 74,434.00	\$ 18,608.50	\$ 93,042.50	\$ 15,000	7/1/23- 6/30/24
Union County STP Program	\$ 137,822.00	\$ 34,455.50	\$ 172,277.50	\$ 15,000	7/1/23- 6/30/24
Warren County STP Program	\$ 67,792.00	\$ 16,948.00	\$ 84,740.00	\$ 15,000	7/1/23- 6/30/24
<b>Total STP Program</b>	<b>\$ 1,827,100.00</b>	<b>\$ 456,775.00</b>	<b>\$ 2,283,875.00</b>	<b>\$ 225,000</b>	<b>7/1/23- 6/30/24</b>

In addition, a total maximum budget of \$225,000 has been allocated in the FY 2024 UPWP's STP Program for supplemental support, with a \$15,000 allotment to each subregion (Task 24/304-02 FY 2024 STP Supplemental Support; there is no local share requirement for these funds).

FY 2024 - FY 2025 Subregional Studies Program, Chapter II	Federal Share	Local Share	Total Program Budget	Effective Funding Period
Hudson County: West Hudson Circulation Plan	\$ 300,000.00	\$ 75,000.00	\$ 375,000.00	7/1/23 - 6/30/25
Middlesex County: Middlesex County Road Safety Audit	\$ 450,000.00	\$ 112,500.00	\$ 562,500.00	7/1/23 - 6/30/25
Warren County: Comprehensive Complete Street Policy	\$ 192,000.00	\$ 48,000.00	\$ 240,000.00	7/1/23 - 6/30/25
<b>Total FY 2024-FY 2025 SSP Program</b>	<b>\$ 942,000.00</b>	<b>\$ 235,500.00</b>	<b>\$ 1,177,500.00</b>	<b>7/1/23 - 6/30/25</b>
<b>Total Chapter II - Subregional Programs</b>	<b>\$ 2,769,100.00</b>	<b>\$ 692,275.00</b>	<b>\$ 3,461,375.00</b>	

FY 2024 Transportation Management Association (TMA) Program, Chapter III	Federal Share	Local Share	Total Program Budget	Effective Funding Period
FY24 TMA Work Program: Avenues in Motion	\$ 955,000.00	\$ -	\$ 955,000.00	7/1/23- 6/30/24
FY24 TMA Work Program: Cross County Connection TMA	\$ 1,100,000.00	\$ -	\$ 1,100,000.00	7/1/23- 6/30/24
FY24 TMA Work Program: EZRide	\$ 1,405,000.00	\$ -	\$ 1,405,000.00	7/1/23- 6/30/24
FY24 TMA Work Program: goHunterdon	\$ 460,000.00	\$ -	\$ 460,000.00	7/1/23- 6/30/24
FY24 TMA Work Program: Greater Mercer TMA	\$ 865,000.00	\$ -	\$ 865,000.00	7/1/23- 6/30/24
FY24 TMA Work Program: Hudson TMA	\$ 520,000.00	\$ -	\$ 520,000.00	7/1/23- 6/30/24
FY24 TMA Work Program: Keep Middlesex Moving	\$ 620,000.00	\$ -	\$ 620,000.00	7/1/23- 6/30/24
FY24 TMA Work Program: RideWise	\$ 490,000.00	\$ -	\$ 490,000.00	7/1/23- 6/30/24
<b>Total TMA Program</b>	<b>\$ 6,415,000.00</b>	<b>\$ -</b>	<b>\$ 6,415,000.00</b>	<b>7/1/23- 6/30/24</b>
<b>Total Chapter III - TMA Program</b>	<b>\$ 6,415,000.00</b>	<b>\$ -</b>	<b>\$ 6,415,000.00</b>	



## **XII. Federal Transportation Legislation and Regulations**

### Federal Transportation Legislation

Surface transportation laws periodically reauthorized by Congress establish the requirements for the more than 400 MPOs across the country, including the NJTPA. The laws are implemented through regulations issued by the U.S. Department of Transportation. The most recent law, signed by the President on November 15, 2021, is the Infrastructure Investment and Jobs Act (IIJA). It is also known as the Bipartisan Infrastructure Law (BIL). It expires in September 2026. The NJTPA has established a website to provide updates on funding opportunities through IIJA at [NJTPA.org/IIJA](https://NJTPA.org/IIJA).

Among the benefits of the law to New Jersey, according to the USDOT:

- Repair and rebuild roads and bridges with a focus on climate change mitigation, resilience, equity, and safety for all users, including cyclists and pedestrians. Based on formula funding alone, New Jersey would expect to receive approximately \$8 billion over five years in Federal highway formula funding for highways and bridges.
- Improve the safety of our transportation system. The law invests \$13 billion over previous funding levels directly into improving roadway safety.
- Improve healthy, sustainable transportation options for millions of Americans. Based on formula funding alone, New Jersey would expect to receive about \$4.5 billion over five years under the law to improve public transportation options across the state.
- Build a network of electric vehicle (EV) chargers to facilitate long-distance travel and provide convenient charging options. New Jersey is receiving about \$104 million over five years to support the expansion of an EV charging network in the state.
- Modernize and expand passenger rail and improve freight rail efficiency and safety. The law includes \$66 billion above baseline to eliminate the Amtrak maintenance backlog and modernize the Northeast Corridor.
- Improve our nation's airports. Under the law, airports in New Jersey would receive approximately \$272 million for infrastructure development for airports over five years..

According to the National Association of Regional Councils, state and local governments are benefiting from these new and expanded competitive grant programs under the law:

- Federal Transit Administration (FTA) Low and No Emission Bus Programs (\$5.6B, expanded)
- FTA Buses + Bus Facilities Competitive Program (\$2.0B, expanded)
- Capital Investment Grants (CIG) Program (\$23B, expanded)
- Federal Aviation Administration (FAA) Terminal Program (\$5B, new)
- MEGA Projects (\$15B, new) support multi-modal, multi-jurisdictional projects of national or regional significance.
- Promoting Resilient Operations for Transformative, Efficient, and Cost-saving
- Transportation (PROTECT) Program (\$8.7B, new)
- Port Infrastructure Development Program (\$2.25B, expanded)
- 5307 Ferry Program (\$150M, existing)
- Rural Ferry Program (\$2B, new)
- Federal Highway Administration (FHWA) competitive grants for nationally significant bridges and other bridges (\$12.5B, new)
- FTA All Station Accessibility Program (\$1.75B, new)
- Charging and fueling infrastructure discretionary grants (Up to \$2.5B, new)
- Reconnecting Communities Pilot Program (\$1B, new)
- FHWA Nationally Significant Federal Lands and Tribal Projects (\$1.5B, expanded)
- Strengthening Mobility and Revolutionizing Transportation (SMART)
- Rural Surface Transportation Grant Program (\$2B, new)

### Previous laws

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

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

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)

### **XIII. 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

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.

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 chose 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 Bylaws 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 Bylaws 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.



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Peter S. Palmer, Secretary

DATED: November 19, 2012

#### **XIV. 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.

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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,



GOVERNOR

FILED

JAN 21 1994

CERTIFICATE OF INCORPORATION  
OF THE

CONNA 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,

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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  
583 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.

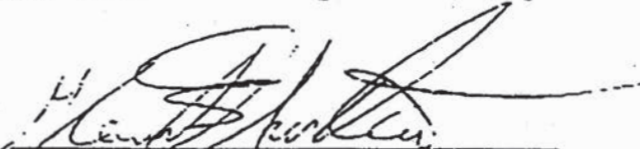
ELEVENTH: Upon the dissolution of the corporation, assets shall be distributed for one or more exempt purposes within the



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

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