

Board of Trustees Handbook | March 2025



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Defining the Vision. Shaping the Future.

North Jersey Transportation Planning Authority

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

973-639-8400 • Fax: 973-639-1953

njtpa.org



NJTPA Board of Trustees

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(973) 639-8400 • fax (973) 639-1955 • njtpa.org

John P. Kelly, Chair
Charles Kenny, First Vice Chair
David W. Behrend, Executive Director

March 7, 2025

Dear Board Member:

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

As an NJTPA Trustee, you have significant responsibility. You help formulate policies, guide federal transportation investment decisions, and coordinate regional transportation planning. The Board plans and programs billions of dollars in transportation investments to improve roads, bridges, rail and bus transit, bicycle and pedestrian facilities, freight 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.

Over the past year the NJTPA has been updating our Long Range Transportation Plan, called Connecting Communities, which the Board will be asked to adopt in September. This federally required plan provides a vision for our transportation investments, seeking to improve mobility, safety, and quality of life, while also providing access to opportunities.

There's been a great deal of change since the Board adopted the current plan in 2021. While some things have returned to the way they were before the COVID-19 pandemic, we're also seeing lasting impacts that changes in work and retail have had on commuting, public transit, and local trips.

This plan will also incorporate guidance from the new administration in Washington. Transportation Secretary Sean Duffy has said safety will be a top priority – just as it has long been at the NJTPA. Over the past year, we've been working with eight subregions to create Local Safety Action Plans that will be completed in June. Our other subregions already have plans in place or are completing their own with federal funding they received directly. These plans will help prioritize projects and identify strategies and potential improvements. The NJTPA looks forward to working with all our partners to implement these plans and make travel safer for everyone in our region.

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 I hope you will find useful.

I encourage you to explore our website, njtpa.org, a vast resource of information. We also update our social media regularly with news about our latest activities. Please follow us and share our posts to help spread the word about how the NJTPA is improving our region under the Board's leadership.

I look forward to working with you throughout 2025 and beyond. If you have questions or want more information, please contact me at any time.

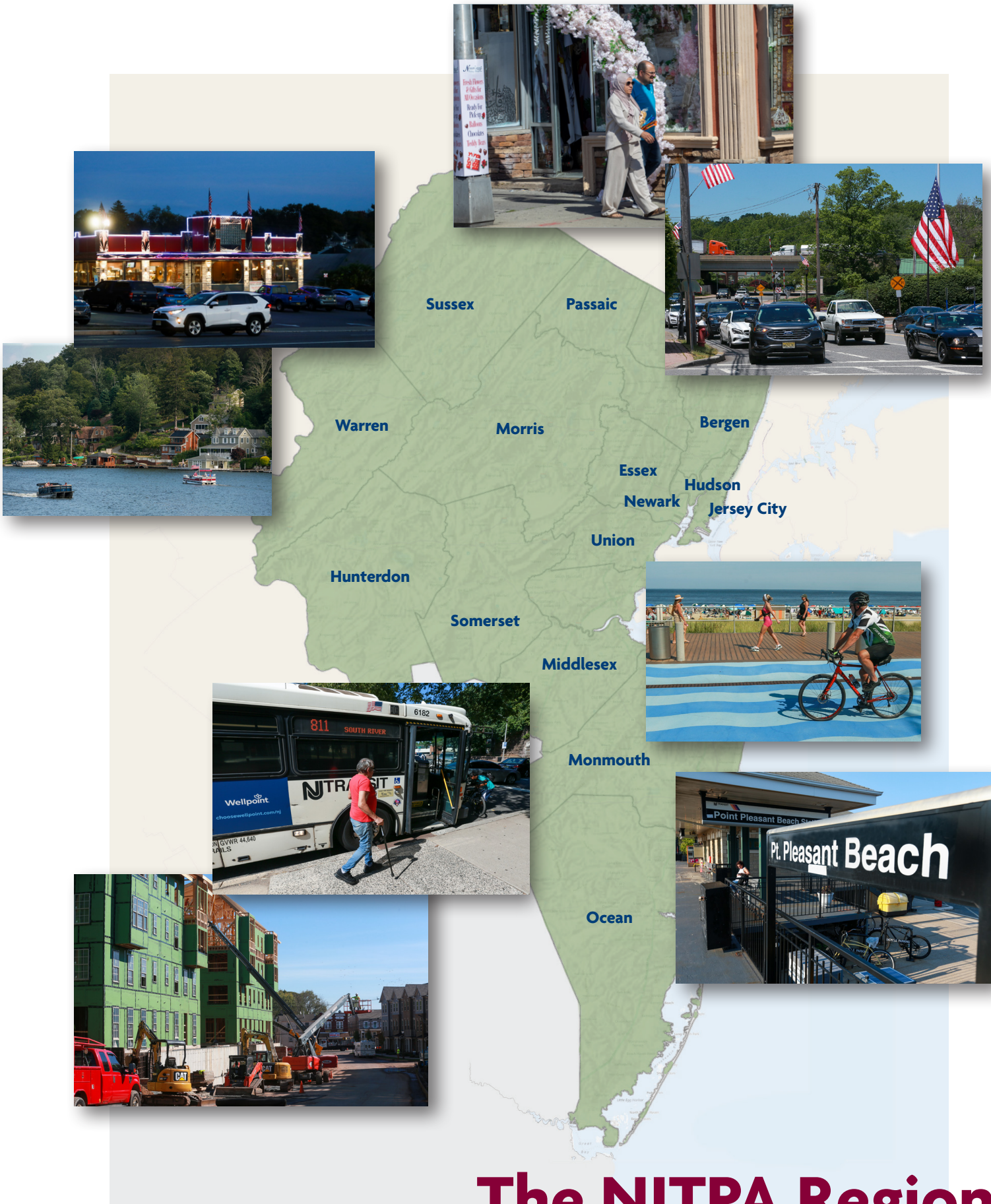
Sincerely,

A handwritten signature in blue ink, appearing to read "David W. Behrend". The signature is fluid and cursive, with the first name "David" being the most prominent.

David W. Behrend,
Executive Director

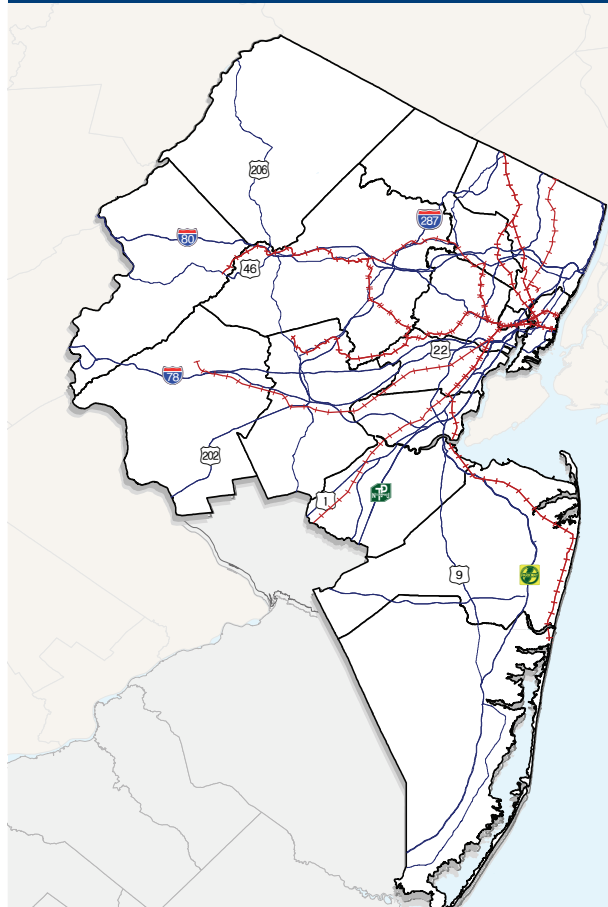
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The NJTPA Region

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/JOB

- 7 million people (2022 Census) and over 3.4 million payroll jobs (2022)
- 51% minority (2022 ACS)
- 22% under 18 years old; 61% 18-64; 17% 65+

TRANSPORTATION SYSTEM

- 26,000 miles of roads: 2,300 state, 3,700 county, and 20,000 municipal—carrying 154 million vehicle miles each day
- NJ TRANSIT bus: 263 local and express bus routes—carrying 421,000 trips daily
- 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 second largest container port in the US (2023); 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 750,000 tons of air cargo in 2022
- Over 200 miles of paths and trails shared by bicyclists and pedestrians

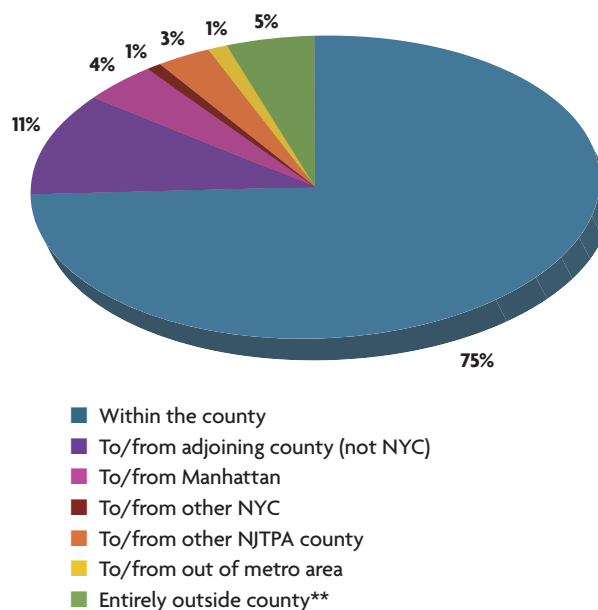
THE NJTPA REGION

TRIPS IN THE REGION

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

WHERE WE TRAVEL

Percentage of weekday trip distribution*



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


7.9M

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



EMPLOYMENT

3.5M jobs in **2050**

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

AGE

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

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



DIVERSITY

49% of the population are minorities in **2019** as compared to **36%** in **2000**



TRANSPORTATION MODE

Work commute trips by mode

SOURCE: ACS 2022 1-year



SINGLE OCCUPANT VEHICLE

59% vs. **69%** national average

TRANSIT

10% vs. **3%** national average



FOOT

3% vs. **2%** national average




CARPPOOL

8% vs. **9%** national average



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

CRASH DATA (2021)



175,000

MOTOR VEHICLE CRASHES IN THE NJTPA REGION



392

FATALITIES

211 drivers; **50** passengers;
116 pedestrians; **15** 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.
- **NJTPA Municipal Programs**—The NJTPA funds several competitive grant programs that provide free technical assistance to municipalities in our 13-county region. These include the Complete Streets Technical Assistance program, Planning for Emerging Centers, Vibrant Places Program, and Transit Hub Planning Program.
- **Federal Funding Opportunities**—NJTPA staff is also available to assist in coordinating and helping with federal grant applications, including for programs under the Infrastructure Investment and Jobs Act (IIJA). This includes providing letters of support for applications consistent with our long-range transportation plan and supplying data on regional travel.
- **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 20-30 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.

Vibrant Communities Initiative

The Vibrant Communities Initiative provides targeted support to municipalities, counties, and community organizations in the NJTPA region through technical assistance, placemaking projects, information resources, and applied research continuing the mission of municipal capacity building originally advanced through the Together North Jersey Initiative. This work is supported by a partnership with the Voorhees Transportation Center (VTC) at Rutgers University along with The Center for Community Systems and the Hillier College of Architecture and Design at NJIT. The Vibrant Communities Initiative promotes economic development, highlights cultural and historic resources, and engages communities in opportunities to enhance the quality of life for all residents. The Initiative advances goals from the NJTPA's Long Range Transportation Plan while building strong, vibrant communities.

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) 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 2025-2026

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.

Chair	Jason Sarnoski, Commissioner	Warren County
Vice Chair	Bette Jane Kowalski, Commissioner	Union County
Trustee Member	Ras J. Baraka, Mayor	Newark
Trustee Member	Joseph DiVincenzo, County Executive	Essex County
Trustee Member	Steven M. Fulop, Mayor	Jersey City
Ex Officio Member	John P. Kelly, Commissioner	Ocean County
Trustee Member	Stephen H. Shaw, Commissioner	Morris County
Trustee Member	Sara Sooy, Commissioner	Somerset County
Trustee Member	Aaron Creuz, Senior Counsel	Governor's Representative
Trustee Member	Francis K. O'Conner, Commissioner	NJDOT
Trustee Member	Kris Kolluri, President & CEO	NJ TRANSIT
Trustee Member	Kevin O'Toole, Chairman	PANYNJ
Trustee Member	Jamie LeFrak	Citizens' Representative

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.

Chair	Charles Kenny, Commissioner	Middlesex County
Vice Chair	Zachary Rich, Commissioner	Hunterdon County
Trustee Member	Thomas A. Arnone, Commissioner	Monmouth County
Trustee Member	John W. Bartlett, Commissioner	Passaic County
Trustee Member	Jack DeGroot, Commissioner	Sussex County
Trustee Member	Craig Guy, County Executive	Hudson County
Ex Officio Member	John P. Kelly, Commissioner	Ocean County
Trustee Member	Jason Sarnoski, Commissioner	Warren County
Trustee Member	James J. Tedesco III, County Executive	Bergen County
Trustee Member	Aaron Creuz, Senior Counsel	Governor's Representative
Trustee Member	Francis K. O'Conner, Commissioner	NJDOT
Trustee Member	Kris Kolluri, President & CEO	NJ TRANSIT
Trustee Member	Jamie LeFrak	Citizens' Representative

The Mission of the Freight Initiatives Committee is:

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

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

Chair	Stephen H. Shaw, Commissioner	Morris County
Vice Chair	Sara Sooy, Commissioner	Somerset County
Trustee Member	Ras J. Baraka, Mayor	Newark
Trustee Member	Craig Guy, County Executive	Hudson County
Ex Officio Member	John P. Kelly, Commissioner	Ocean County
Trustee Member	Charles Kenny, Commissioner	Middlesex County
Trustee Member	Bette Jane Kowalski, Commissioner	Union County
Trustee Member	Aaron Creuz, Senior Counsel	Governor's Representative
Trustee Member	Francis K. O'Conner, Commissioner	NJDOT
Trustee Member	Kevin O'Toole, Chairman	PANYNJ
Trustee Member	Kris Kolluri, President & CEO	NJ TRANSIT
Trustee Member	Jamie LeFrak	Citizens' Representative

The Mission of the Executive Committee is:

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

Meeting Schedule As necessary.

Chair	John P. Kelly, Commissioner	Ocean County
First Vice Chair	Charles Kenny, Commissioner	Middlesex County
Second Vice Chair	Jason Sarnoski, Commissioner	Warren County
Third Vice Chair	Bette Jane Kowalski, Commissioner	Union County
Secretary	Stephen H. Shaw, Commissioner	Morris County

IV. NJTPA Board and Affiliated Agencies

NJTPA Board and Affiliated Agencies

AFFILIATE

BOARD MEMBER

ALTERNATE MEMBER

BERGEN

Hon. James J. Tedesco, III
 Bergen County Executive
 One Bergen County Plaza
 5th Floor
 Hackensack, NJ 07601
 T: (201) 336-7300
 F: (201) 336-7304
countyexecutive@co.bergen.nj.us

Mr. Peter Botsolas
 Senior Advisor
 One Bergen County Plaza
 5th Floor
 Hackensack, NJ 07601
 T: (201) 336-7307
 F: (201) 336-7304
pbotsolas@co.bergen.nj.us

ESSEX

Hon. Joseph DiVincenzo
 Essex County Executive
 Hall of Records
 465 Martin Luther King Boulevard
 Room 405
 Newark, NJ 07102
 T: (973) 621-4400
 F: (973) 621-6343
asantos@admin.essexcountynj.org

Mr. Sanjeev Varghese
 County Engineer
 Essex County Department of Public Works
 900 Bloomfield Avenue
 Verona, NJ 07044
 T: (973) 226-8500 ext. 2660
svarghese@essexcountynj.org

HUDSON

Hon. Craig Guy
 Hudson County Executive
 William J. Brennan Court House
 583 Newark Avenue
 Jersey City, NJ 07306
 T: (201) 795-6200
 F: (201) 714-4825
cguy@hcnj.us

Mr. Thomas Malavasi
 County Engineer
 Hudson County
 Office of the County Engineer
 830 Bergen Ave, Floor 6B
 Jersey City, NJ 07306
 T: (201) 369-4340 x 4169
tmalavasi@hcnj.us

HUNTERDON

Hon. Zachary Rich
 County Commissioner
 Hunterdon County Commissioners Office
 71 Main Street, Building 1
 Flemington, NJ 08822
 T: (908) 788-1102
 C: (908) 581-0022
zrich@co.hunterdon.nj.us

Hon. Susan Soloway
 County Commissioner
 Hunterdon County Commissioners Office
 71 Main Street, Building 1
 Flemington, NJ 08822
 T: (908) 788-1102
ssoloway@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
jayla.velazquez@jcnj.org

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
T: (732) 296-6941
charles.kenny@co.middlesex.nj.us

Mr. Vijayant Rajvanshi
Interim Planning Director
Middlesex County Office of Planning
Department of Transportation
75 Bayard Street, 5th Floor
New Brunswick, NJ 08901
T: (732) 745-3812
vijayant.rajvanshi@co.middlesex.nj.us

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
thomas.arnone@co.monmouth.nj.us

Ms. Teri O'Connor
Monmouth County Administrator
Hall of Records
One East Main Street
Freehold, NJ 07728
T: (732) 431-7384
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
Morristown, NJ 07963-0900
C: (973) 285-6010
sshaw@co.morris.nj.us

Mr. John J. Hayes
Principal Planner
Morris County Department of
Public Works, Division of Engineering
and Transportation
PO Box 900
Morristown, NJ 07963-0900
T: (973) 829-8111
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
T: (973) 733-6412
F: (973) 733-3711
taylor@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. Mark Jehnke
County Engineer
Ocean County Department of Engineering
129 Hooper Avenue
CN 2191
Toms River, NJ 08754
T: (732) 929-2130
F: (732) 506-5182
mjehnke@co.ocean.nj.us

PASSAIC

Hon. John W. Bartlett
County Commissioner
Passaic County Board of
County Commissioners
401 Grand Street
2nd Floor, Room 223
Paterson, NJ 07505
T: (973) 225-5415
F: (973) 742-3746
jbartlett@passaiccountynj.org

Hon. Pasquale "Pat" Lepore
County Commissioner
Passaic County Board of
County Commissioners
401 Grand Street
2nd Floor, Room 223
Paterson, NJ 07505
T: (973) 881-4536
F: (973) 742-3746
plepore@passaiccountynj.org

SOMERSET

Hon. Sara Sooy
County Commissioner
Somerset County Board of
County Commissioners
County Administration Building
20 Grove Street, PO Box 3000
Somerville, NJ 08876
T: (908) 231-7030
F: (908) 231-8754
sooy@co.somerset.nj.us

Mr. Paul Drake
Director
Somerset County Office of Planning,
Policy and Economic Development
County Administration Building
20 Grove Street
PO Box 3000
Somerville, NJ 08876-1262
T: (908) 231-7178
pdrake@co.somerset.nj.us

*Indicates Board Members on the Executive Committee

NJTPA Board and Affiliated Agencies

AFFILIATE

BOARD MEMBER

ALTERNATE MEMBER

SUSSEX

Hon. Jack DeGroot
County Commissioner Deputy Director
Sussex County Board of County
Commissioners
One Spring Street
Newton, NJ 07860
T: 201-317-2200
jdegroot@sussex.nj.us

Mr. Tom Drabic
Principal Transportation Planner
Sussex County Department of Planning
One Spring Street
Newton, NJ 07860
T: (973) 579-0500 ext. 3
F: (973) 579-0513
tdrabic@sussex.nj.us

UNION*

Hon. Bette Jane Kowalski
County Commissioner
Union County Board of County Commissioners
County Administration Building
10 Elizabethtown Plaza
Elizabeth, NJ 07207
T: (908) 527-4111
F: (908) 289-4143
bkowalsk@ucnj.org

Hon. Michèle Delisfort
Union County Board of
County Commissioners
County Administration Building
10 Elizabethtown Plaza
Elizabeth, NJ 07207
T: (908) 527-4118
T2: (908) 527-2387
michele.delisfort@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
165 County Road 519 South
Belvidere, NJ 07823
T: (908) 475-6530
F: (908) 475-6537
ddech@co.warren.nj.us

GOVERNOR'S REPRESENTATIVE

Mr. Aaron Creuz
Deputy Chief Counsel/Director
Governor's Authorities Unit
Office of the Governor
State of New Jersey
PO Box 001
Trenton, NJ 08625
T: (609) 777-2675
F: (609) 777-1250
aaron.creuz@nj.gov

Mr. Dorian Smith
Senior Counsel
Governor's Authorities Unit
Office of the Governor
State of New Jersey
PO Box 001
Trenton, NJ 08625
T: (609) 777-2572
F: (609) 777-1250
dorian.smith@nj.gov

*Indicates Board Members on the Executive Committee

NJTPA Board and Affiliated Agencies

AFFILIATE

BOARD MEMBER

ALTERNATE MEMBER

NJDOT

Mr. Francis K. O'Connor
Commissioner
New Jersey Department of Transportation
1035 Parkway Avenue
PO Box 600
Trenton, NJ 08625
T: (609) 963-1940
fran.oconnor@dot.nj.gov

Mr. Eric Powers
Assistant Commissioner of Statewide
Planning, Safety and Capital Investment
New Jersey Department of Transportation
1035 Parkway Avenue
PO Box 600
Trenton, NJ 08625
T: (609) 963-2255
eric.powers@dot.nj.gov

NJ TRANSIT

Mr. Kris Kolluri
President & CEO
NJ TRANSIT
283-299 Market Street
Suite 1800
Newark, NJ 07102
kkolluri@njtransit.com

Mr. Jeremy Colangelo-Bryan
Chief Planner
NJ TRANSIT Corporation
283-299 Market Street
Suite 1100
Newark, NJ 07102
T: (973) 491-7743
F: (973) 206-6297
jcolangelo-bryan@njtransit.com

PANYNJ

Mr. Kevin O'Toole
Chairman
Port Authority of New York & New Jersey
4 World Trade Center, 23rd Floor
150 Greenwich Street
New York, NY 10007
T: (212) 435-4449
F: (212) 435-4172
kevotoole@panynj.gov

Mr. Jay W. Shuffield
Interagency Planning Manager
Port Authority of New York & New Jersey
Planning & Regional Development Department
4 World Trade Center, 16th Floor
150 Greenwich Street
New York, NY 10007
(212) 435-4449
jshuffield@panynj.gov

CITIZENS' REPRESENTATIVE

Mr. Jamie LeFrak
Vice Chairman
LeFrak
40 West 57th Street, 15th Floor
New York, NY 10019
T: (212) 708-6670
jlefrak@lefrak.com

Mr. Charles Burton
Manager, Community Relations
LeFrak & Newport Associates
Development Company
40 West 57th Street, 15th Floor
New York, NY 10019
T: (212) 708-6255
cburton@lefrak.com

NJTPA Board and Affiliated Agencies

AFFILIATE

MPOs

NYMTC

Mr. Adam Levine
Executive Director
New York Metropolitan
Transportation Council
25 Beaver Street #201
New York, NY 10004
T: (212) 383-7237
adam.levine@dot.ny.gov
nymtc.org

DVRPC

Ms. Ariella Maron
Executive Director
Delaware Valley Regional
Planning Commission
190 North Independence Mall West
8th Floor
Philadelphia, PA 19106
T: (215) 238-2831
F: (215) 592-9125
amaron@dvrpc.org
dvrpc.org

SJTPO

Ms. Jennifer Marandino
Executive Director
South Jersey Transportation
Planning Organization
817 East Landis avenue, 2nd Floor
Vineland, NJ 08360
T: (856) 794-1941
F: (856) 794-2549
jmarandino@sjtpo.org
sjtpo.org

NJTPA Board and Affiliated Agencies

AFFILIATE

TMA's

Avenues in Motion

Mr. Dan Callas

President

Avenues in Motion

Two Ridgedale Avenue, Suite 200

Cedar Knolls, NJ 07972

T: (973) 267-7600

dcallas@avenuesinmotion.org

avenuesinmotion.org

Cross County Connection

Ms. Ronda R. Urkowitz

Executive Director

Cross County Connection TMA

10,000 Lincoln Drive East, Suite 102

Marlton, NJ 08053

T: (856) 596-8228

urkowitz@driveless.com

driveless.com

Greater Mercer TMA

Ms. Cheryl Kastrenakes

Executive Director

Greater Mercer TMA

15 Roszel Road, Suite 101

Princeton, NJ 08540

T: (609) 452-1491

F: (609) 452-0028

ckastrenakes@gmtma.org

gmtma.org

goHunterdon TMA

Ms. Tara Shepherd

Executive Director

goHunterdon

146 Route 31 North, Suite 400

Flemington, NJ 08822

T: (908) 788-5553

tshepherd@gohunterdon.org

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
hudsontma.org

Keep Middlesex Moving

Mr. Brian Tobin
Executive Director
Keep Middlesex Moving
100 Bayard Street, Suite 202
New Brunswick, NJ 08901
T: (732) 745-4465 ext. 101
rkarpinecz@kmm.org
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 ext. 117
F: (201) 939-2630
kmurthy@ezride.org
ezride.org

RideWise TMA

Ms. Donna Allison
Executive Director
RideWise, Inc.
360 Grove Street
Bridgewater, NJ 08807
T: (908) 704-1011 ext. 6
donna@ridewise.org
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
jbaldi@co.bergen.nj.us

BIOGRAPHY

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

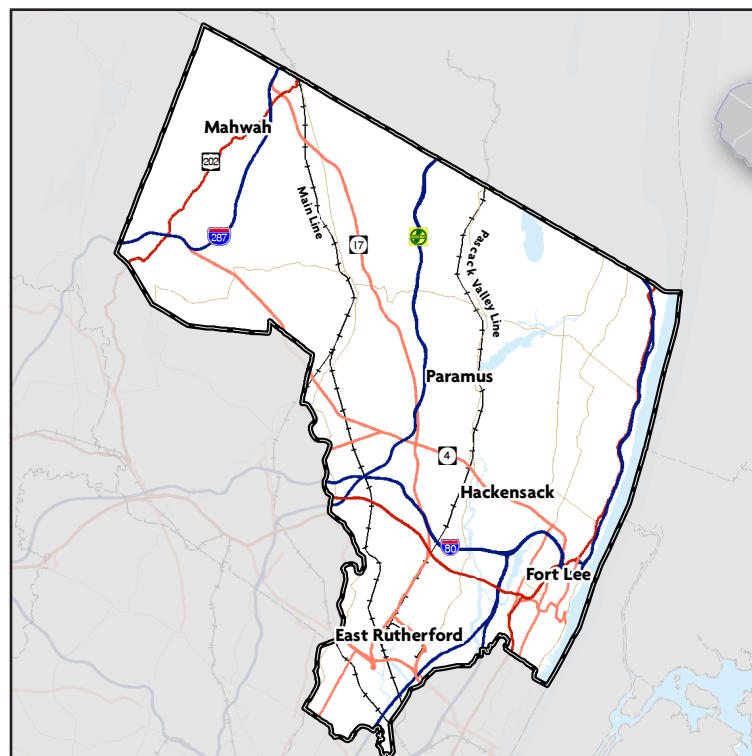
He previously served on the Bergen County Board of Commissioners (2014) and as the mayor of the Borough of Paramus (2003-2010). Prior to being elected mayor, he was a councilman (2000-2002).

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.

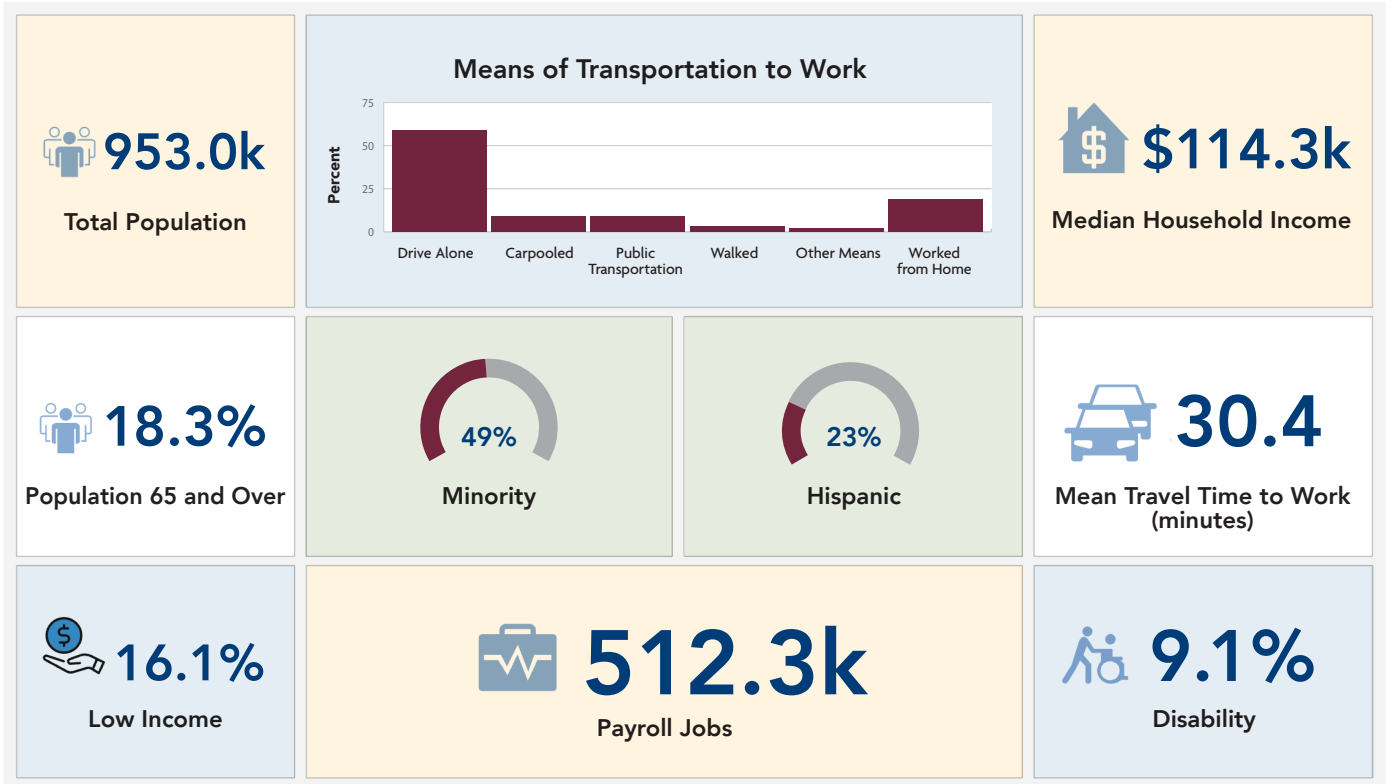
Since taking office, County Executive Tedesco has focused on improving quality of life and services for county residents while also creating greater efficiency and effectiveness throughout county government.

NJTPA Committee Assignments

- Project Prioritization Committee (Member)



FACTS AT A GLANCE



Sources: American Community Survey 1-year estimates (2022), Bureau of Labor Statistics Quarterly Census of Employment and Wages (2022), Census Employment Survey (2022), Census ACS place of work employment (2021), Bureau of Economic Analysis Proprietors (2021).



Joseph DiVincenzo

Essex County Executive

Alternate Voting Member

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

Regional Transportation Advisory Committee Member

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

BIOGRAPHY

Essex 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.

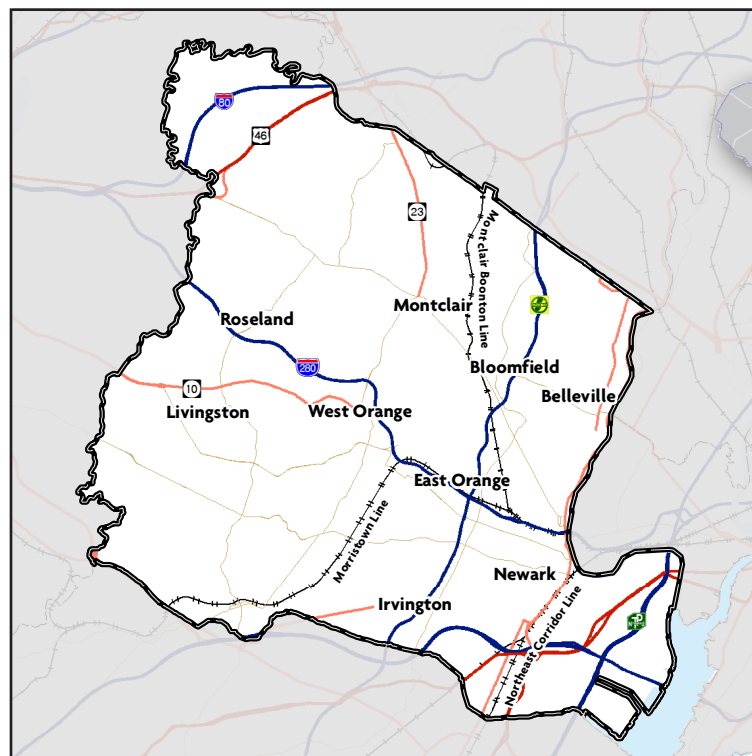
County Executive DiVincenzo also has worked as the athletics director of the Newark Public Schools and a volunteer recreation director for Project Pride. He is a past president of the New Jersey

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

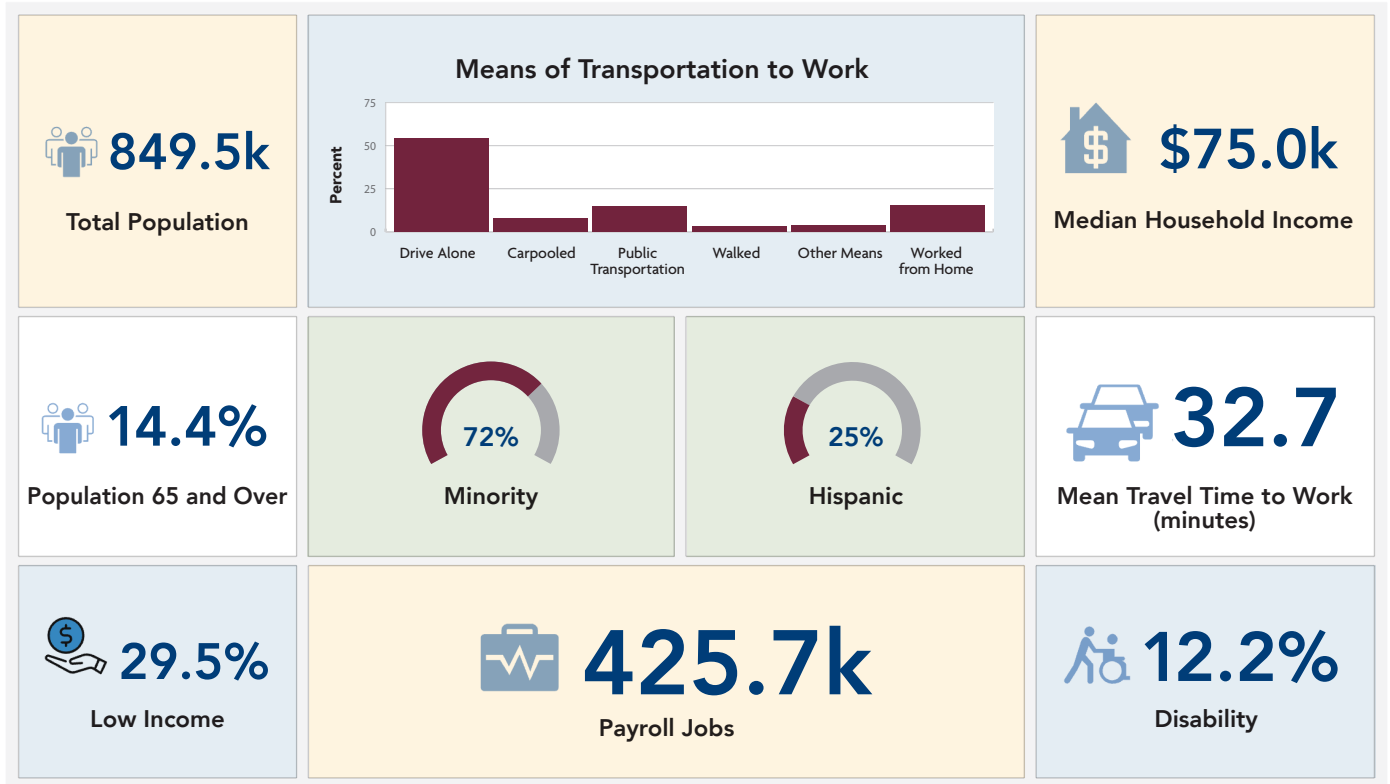
NJTPA Committee Assignments

- Planning & Economic Development Committee (Member)

ESSEX COUNTY MAP



FACTS AT A GLANCE



Sources: American Community Survey 1-year estimates (2022), Bureau of Labor Statistics Quarterly Census of Employment and Wages (2022), Census Employment Survey (2022), Census ACS place of work employment (2021), Bureau of Economic Analysis Proprietors (2021).



Craig Guy

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

Hudson County Executive Craig Guy joined the NJTPA Board in 2024. The County Executive has spent his entire life in Hudson County and has dedicated his life to public service. He was a Jersey City police officer for more than 25 years, rising to the rank of lieutenant, working closely with community groups and civic leaders.

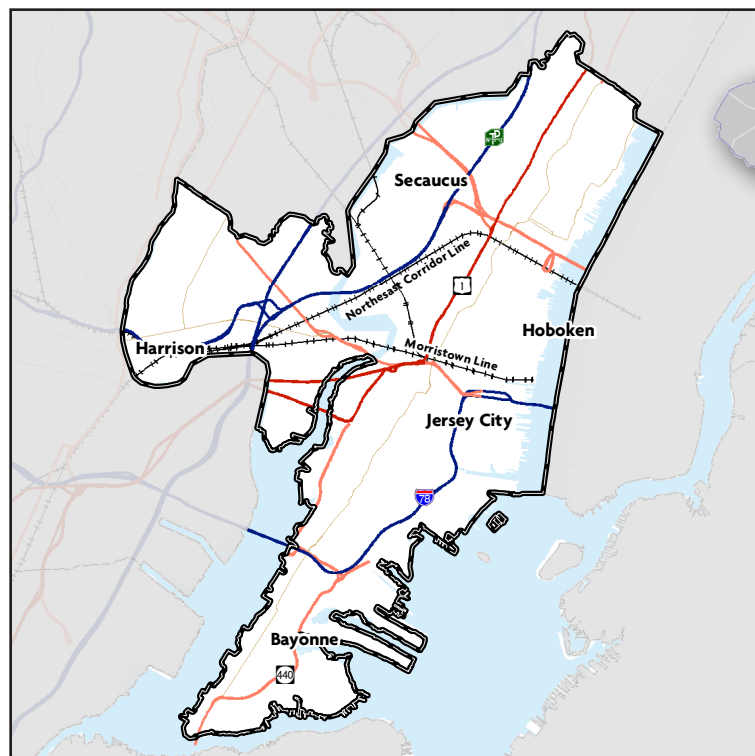
County Executive Guy then served as Chief of Staff to his predecessor, working to improve public education, expand parks and open space, spur economic development, and enhance senior and veterans' services.

As President of Hudson County Schools of Technology Board of Education for 16 years, he spearheaded construction of a new state-of-the-art High Tech High School campus in Secaucus and was a leader in the creation of Liberty Science Center High School. County Executive Guy has committed his administration to the goal of extending opportunity for every resident.

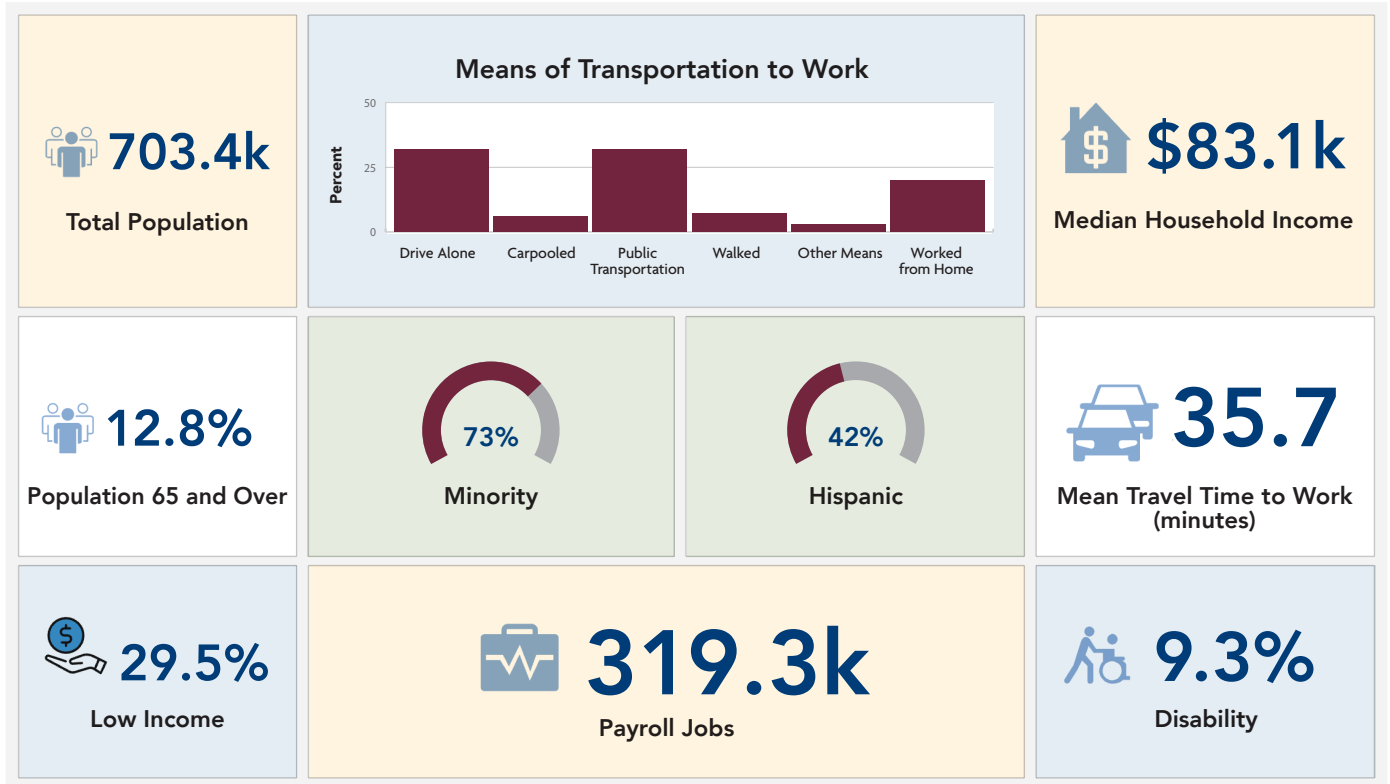
NJTPA Committee Assignments

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

HUDSON COUNTY MAP



FACTS AT A GLANCE



Sources: American Community Survey 1-year estimates (2022), Bureau of Labor Statistics Quarterly Census of Employment and Wages (2022), Census Employment Survey (2022), Census ACS place of work employment (2021), Bureau of Economic Analysis Proprietors (2021).



Zachary Rich

Hunterdon County
Commissioner

Alternate Voting Member

Susan Soloway
County Commissioner
Commissioners Office
(908) 788-1102
ssoloway@co.hunterdon.nj.us

Regional Transportation Advisory Committee Member

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

BIOGRAPHY

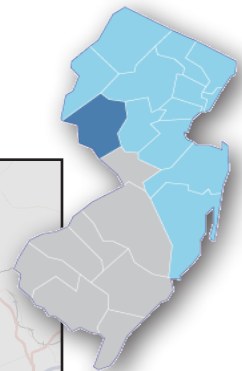
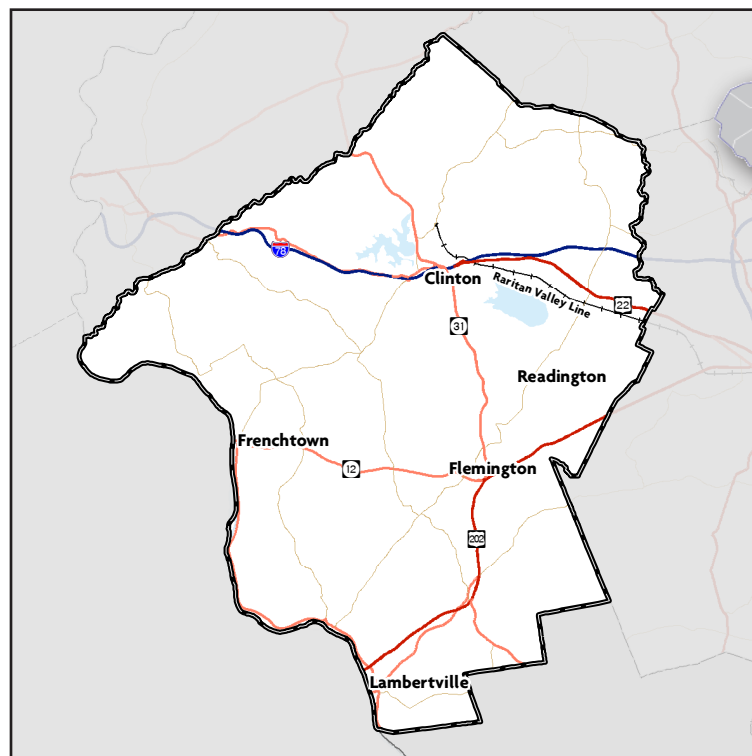
Commissioner Rich was first elected to the Hunterdon County Board of Commissioners in 2020. He previously served on the NJTPA Board of Trustees, rejoining the Board in 2025. Commissioner Rich began his public service by volunteering locally in West Amwell, where he went to serve on the Township County and as mayor for two terms. The Commissioner also serves on the county's planning board, among several other duties at the county.

Commissioner Rich holds a Bachelor of Science degree in marketing from Clemson University. He is the Director of Concrete Promotion/Sales for the Silvi Group Companies and previously was an adjunct professor in the concrete management program at NJIT.

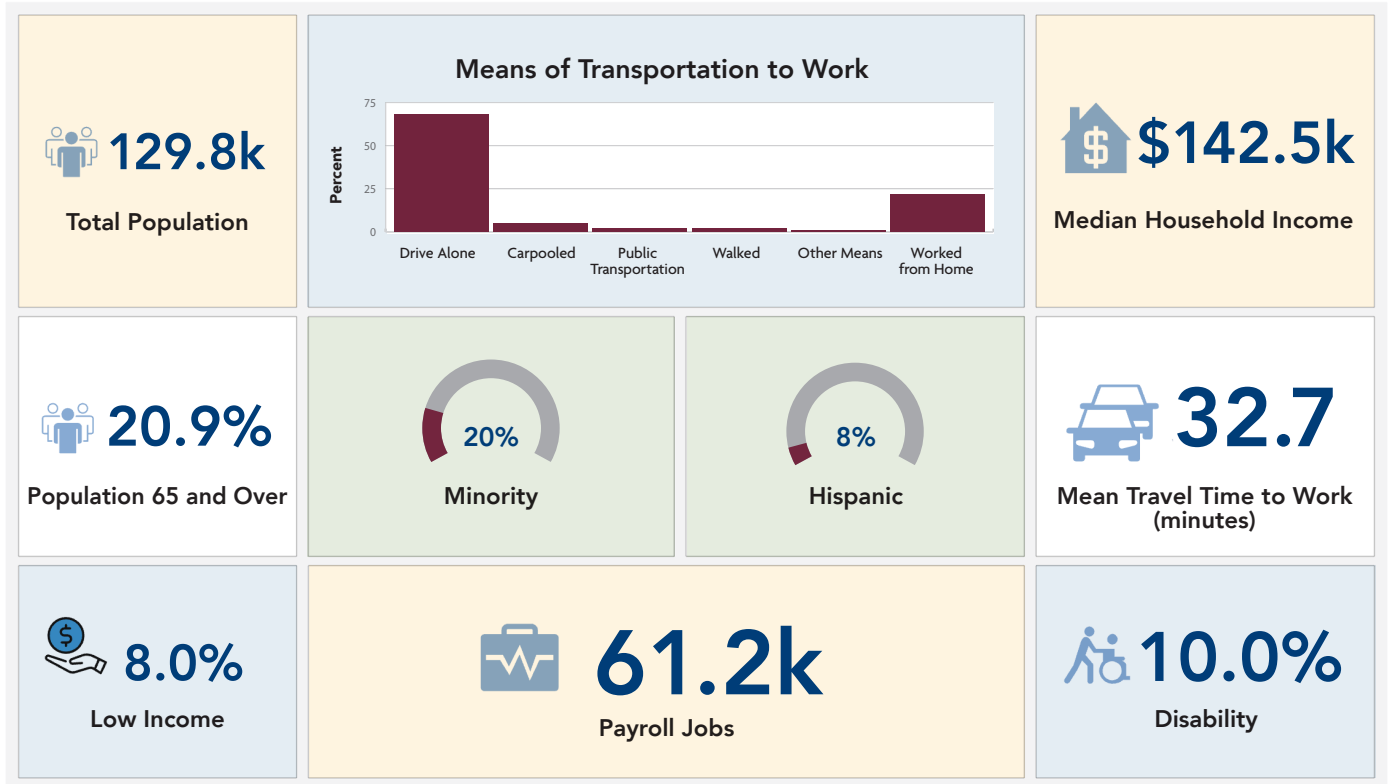
NJTPA Committee Assignments

- Project Prioritization Committee (Vice Chair)

HUNTERDON COUNTY MAP



FACTS AT A GLANCE



Sources: American Community Survey 1-year estimates (2022), Bureau of Labor Statistics Quarterly Census of Employment and Wages (2022), Census Employment Survey (2022), Census ACS place of work employment (2021), Bureau of Economic Analysis Proprietors (2021).



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
 Department of Infrastructure
 Division of Transportation
 Planning
 (201) 547-4922
eguseman@jcnj.org

BIOGRAPHY

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

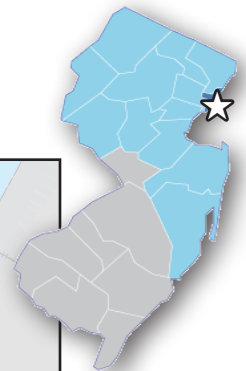
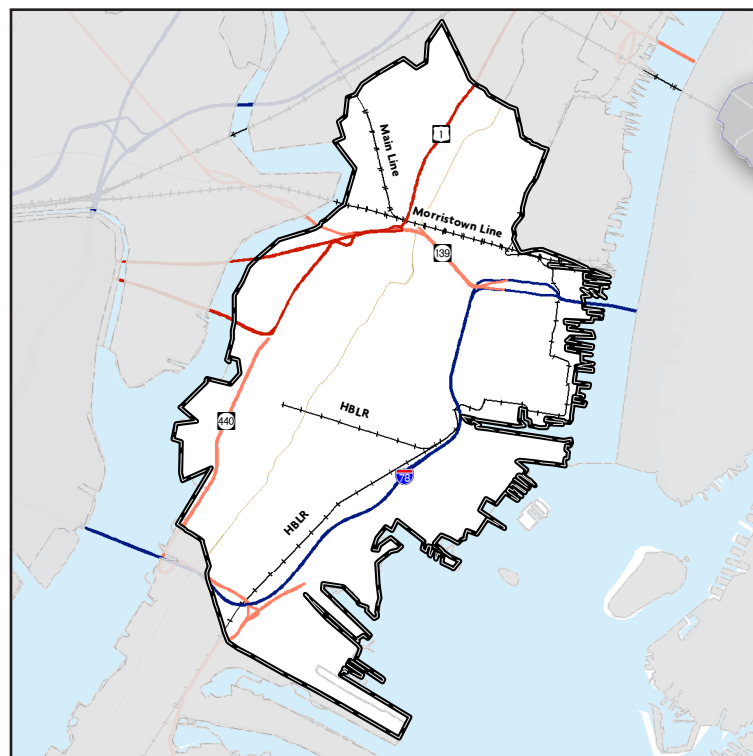
After starting his career at Goldman Sachs in Chicago, Mayor Fulop returned to New Jersey and moved to Jersey City. He enlisted in the United States Marine Corps following the September 11, 2001 terrorist attacks.

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.

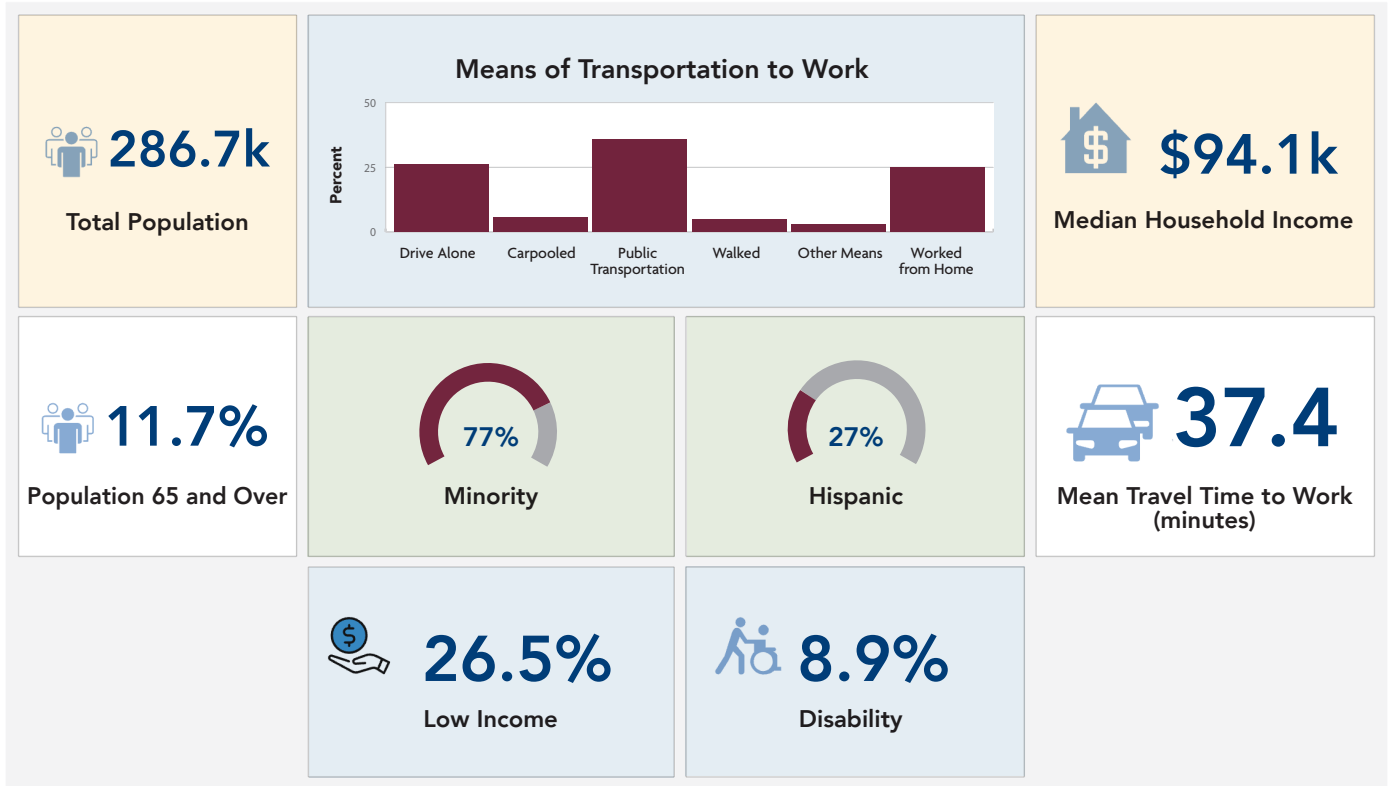
NJTPA Committee Assignments

- Planning & Economic Development Committee (Member)

JERSEY CITY MAP



FACTS AT A GLANCE



Sources: American Community Survey 1-year estimates (2022)



Charles Kenny

Middlesex County
Commissioner
NJTPA First Vice Chair

Alternate Voting and Regional Transportation Advisory Committee Member

Vijayant Rajvanshi
Interim Planning Director
(732) 745-3812
vijayant.rajvanshi@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 First Vice Chair for the 2024-2025 term and also chairs the Project Prioritization 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.

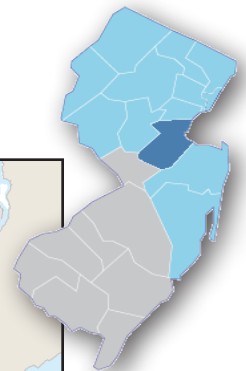
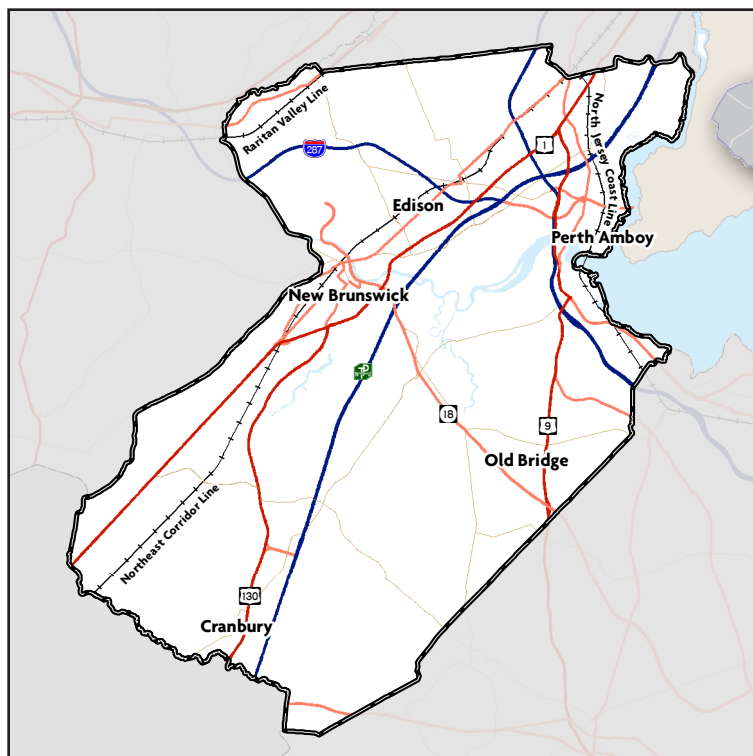
Commissioner Kenny is Chair of the County’s Transportation Committee and previously served as Chair of the

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

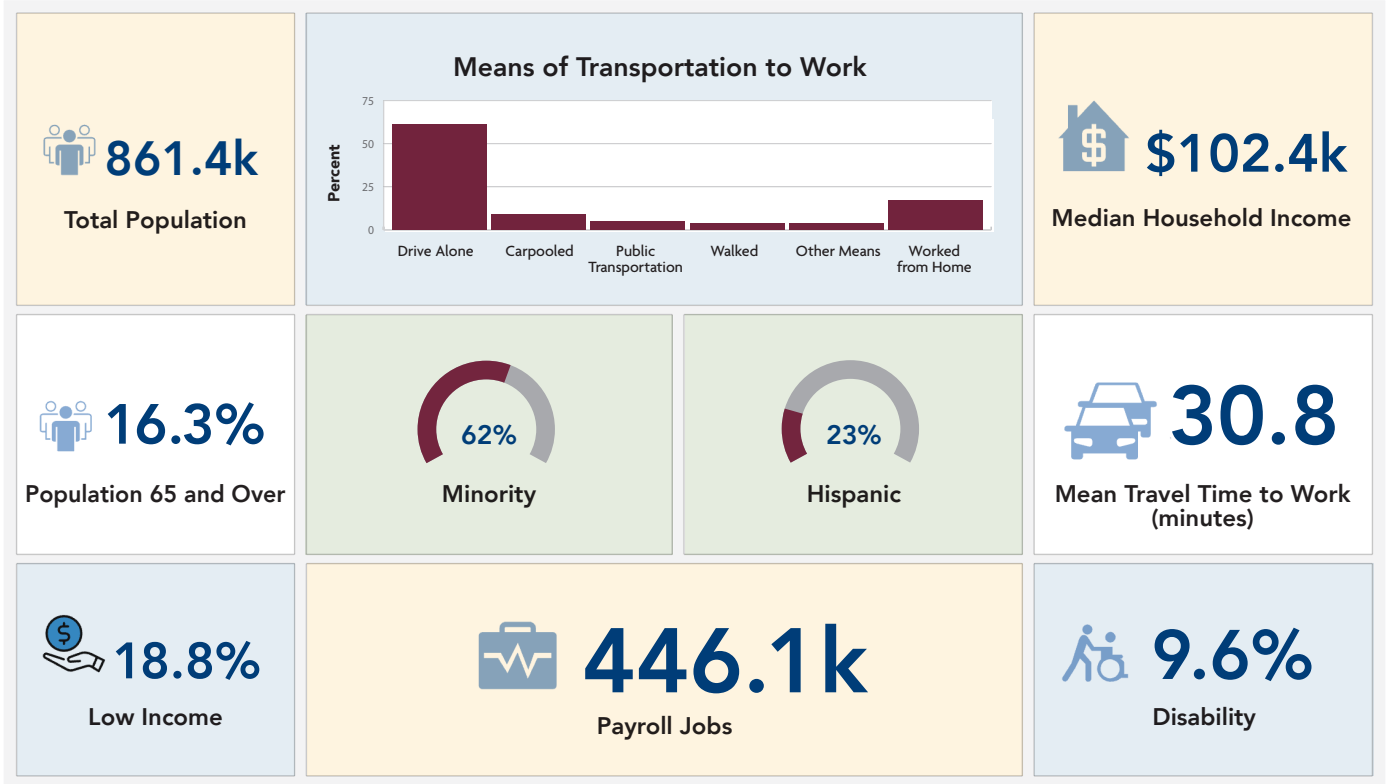
NJTPA Committee Assignments

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

MIDDLESEX COUNTY MAP



FACTS AT A GLANCE



Sources: American Community Survey 1-year estimates (2022), Bureau of Labor Statistics Quarterly Census of Employment and Wages (2022), Census Employment Survey (2022), Census ACS place of work employment (2021), Bureau of Economic Analysis Proprietors (2021).



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
Division 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

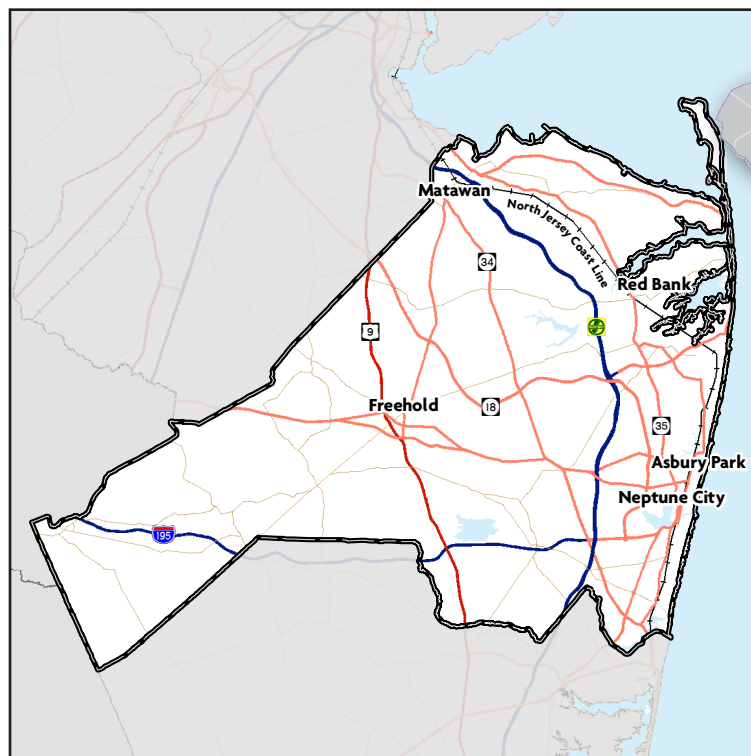
as the vice president prior to that. He has been an active member of the New Jersey State League of Municipalities.

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

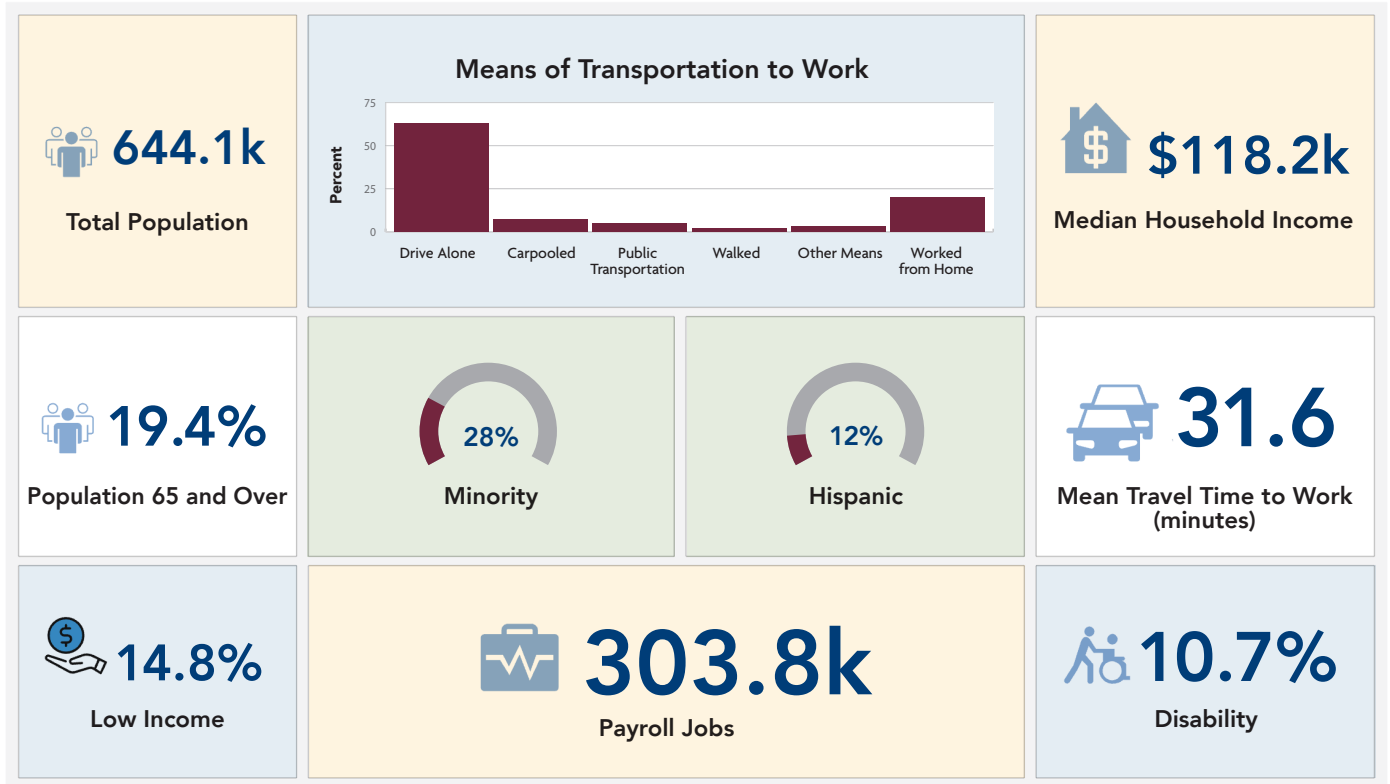
NJTPA Committee Assignments

- Project Prioritization Committee (Member)

MONMOUTH COUNTY MAP



FACTS AT A GLANCE



Sources: American Community Survey 1-year estimates (2022), Bureau of Labor Statistics Quarterly Census of Employment and Wages (2022), Census Employment Survey (2022), Census ACS place of work employment (2021), Bureau of Economic Analysis Proprietors (2021).



Stephen H. Shaw

Morris County
Commissioner
NJTPA Secretary

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 was elected to the Board's Executive Committee as Secretary for the 2024-2025 term and also chairs the Freight Initiatives Committee.

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.

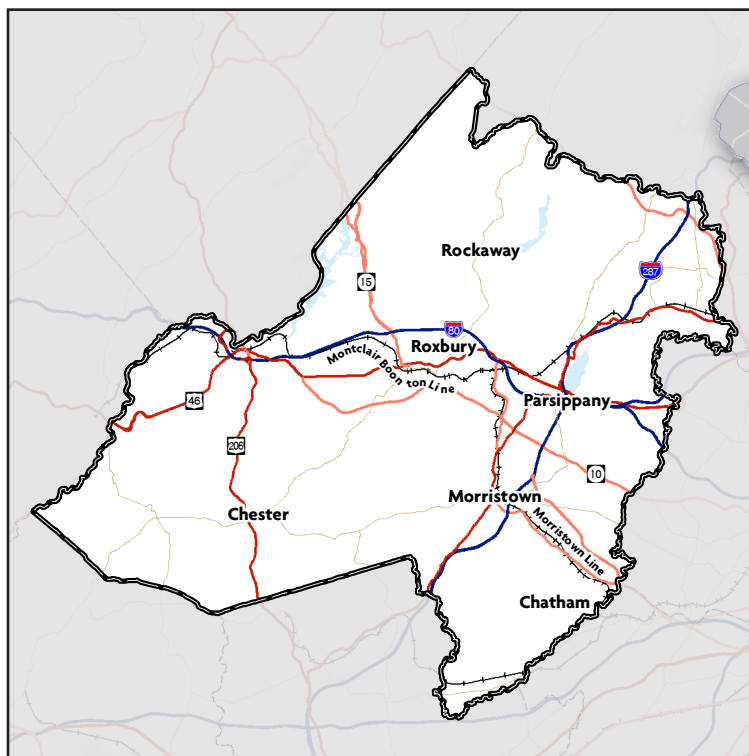
Professionally, Commissioner Shaw owns and operates a small family contracting business and has been president of his local and state builder's trade association.

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

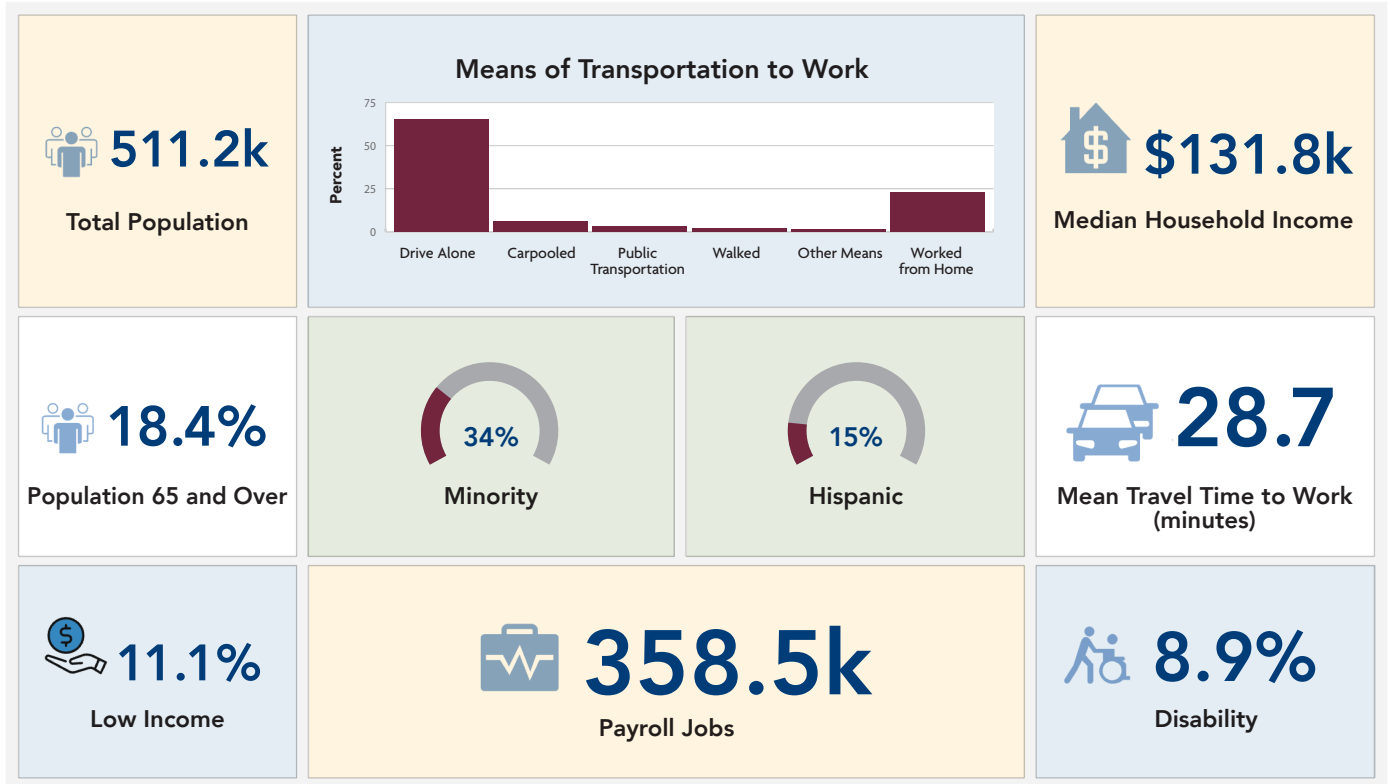
NJTPA Committee Assignments

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

MORRIS COUNTY MAP



FACTS AT A GLANCE



Sources: American Community Survey 1-year estimates (2022), Bureau of Labor Statistics Quarterly Census of Employment and Wages (2022), Census Employment Survey (2022), Census ACS place of work employment (2021), Bureau of Economic Analysis Proprietors (2021).



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

Mayor 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.

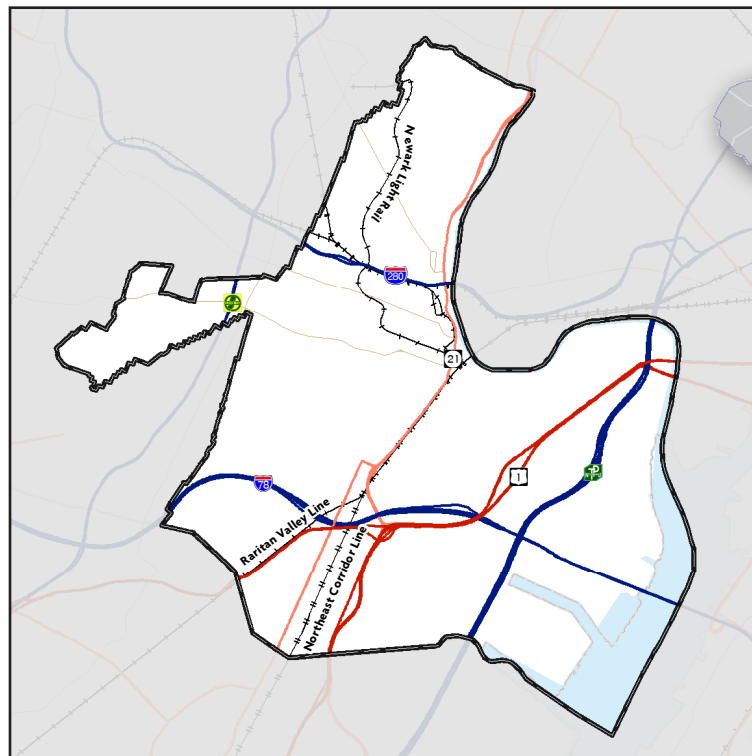
Mayor Baraka is credited with transforming Central High School, where he served as principal (2007-2014). He has supported initiatives geared toward youth development and he created the Senior Citizen's Committee, a group of committed residents addressing issues for seniors.

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.

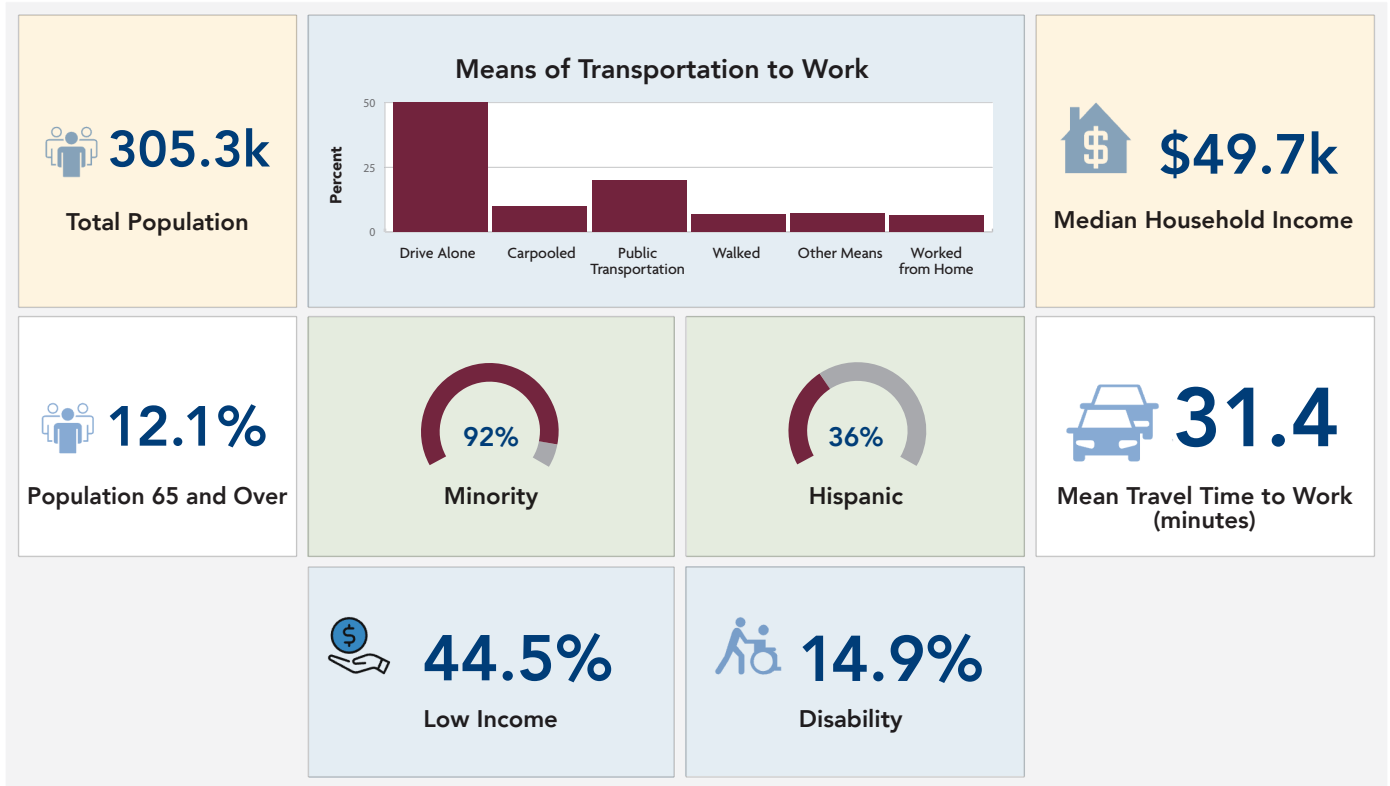
NJTPA Committee Assignments

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

NEWARK MAP



FACTS AT A GLANCE



Sources: American Community Survey 1-year estimates (2022)



John P. Kelly

Ocean County
Commissioner
NJTPA Chair

Alternate Voting and Regional Transportation Advisory Committee Member

Mark F. Jehnke
County Engineer
Department of Engineering
(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 Chair for the 2024-2025 term, after previously serving as First Vice Chair.

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.

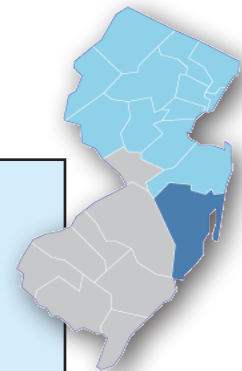
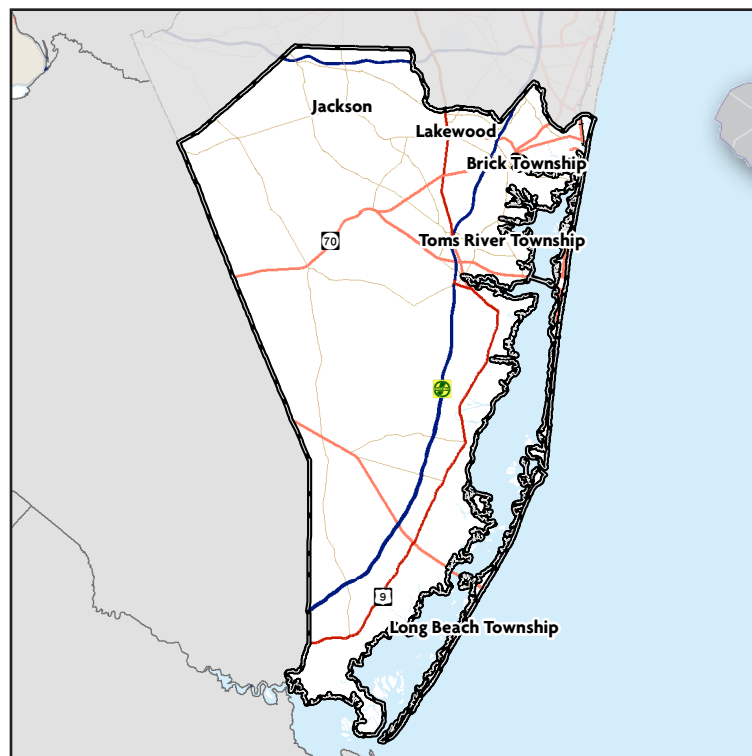
He is also chair of the Office of Engineering and works closely with the staff to oversee more than \$45 million in annual infrastructure improvements focused on roadway safety.

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.

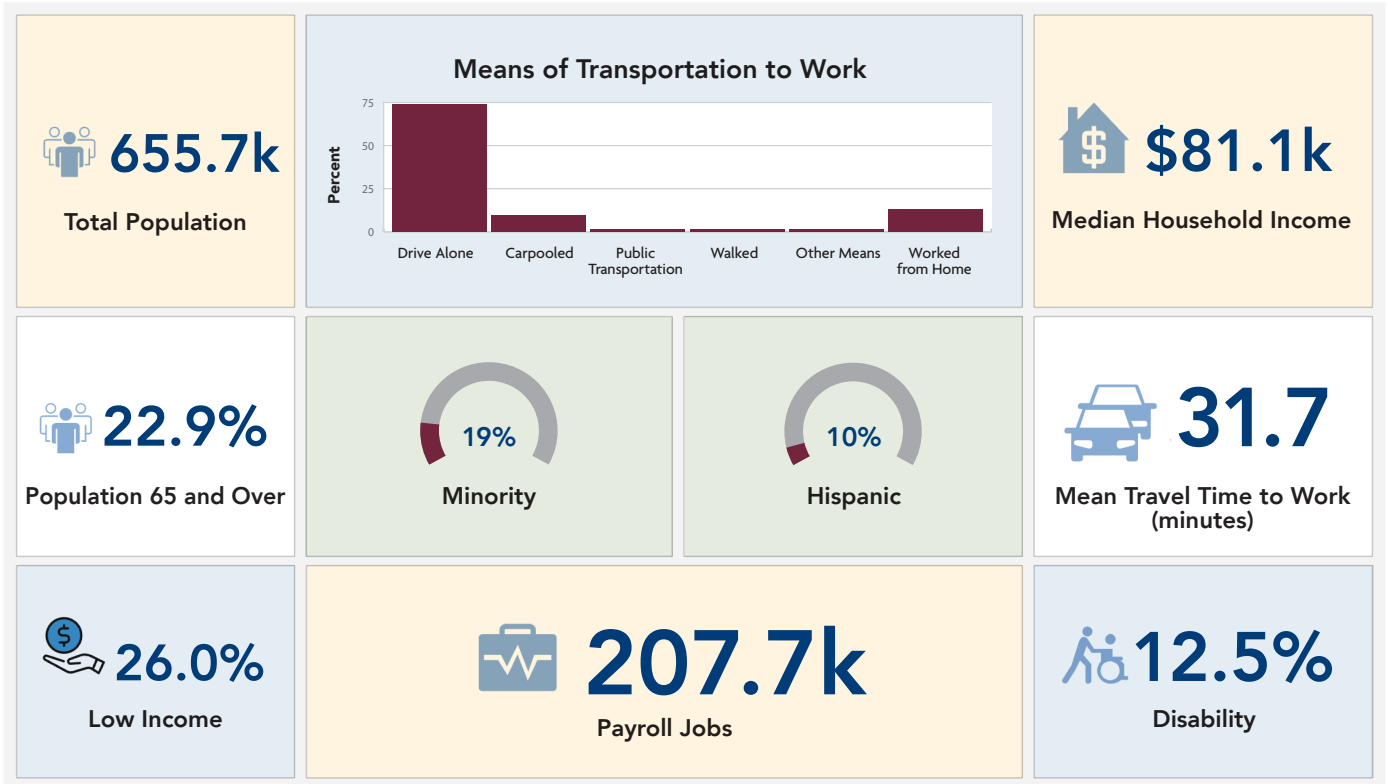
NJTPA Committee Assignments

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

OCEAN COUNTY MAP



FACTS AT A GLANCE



Sources: American Community Survey 1-year estimates (2022), Bureau of Labor Statistics Quarterly Census of Employment and Wages (2022), Census Employment Survey (2022), Census ACS place of work employment (2021), Bureau of Economic Analysis Proprietors (2021).



John W. Bartlett

Passaic County
Commissioner

Alternate Voting Member

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

Regional Transportation Advisory Committee Member

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

BIOGRAPHY

Commissioner John W. Bartlett was elected in 2012 and joined the NJTPA Board of Trustees in 2013. Commissioner Bartlett served as NJTPA Chair for the 2022-2023 term, overseeing adoption of a new \$14 billion Transportation Improvement Program and the region’s first-ever Active Transportation Plan, among other accomplishments.

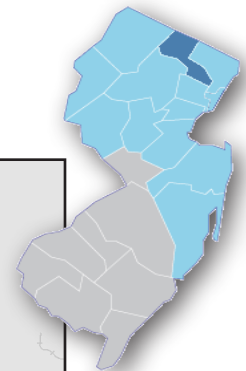
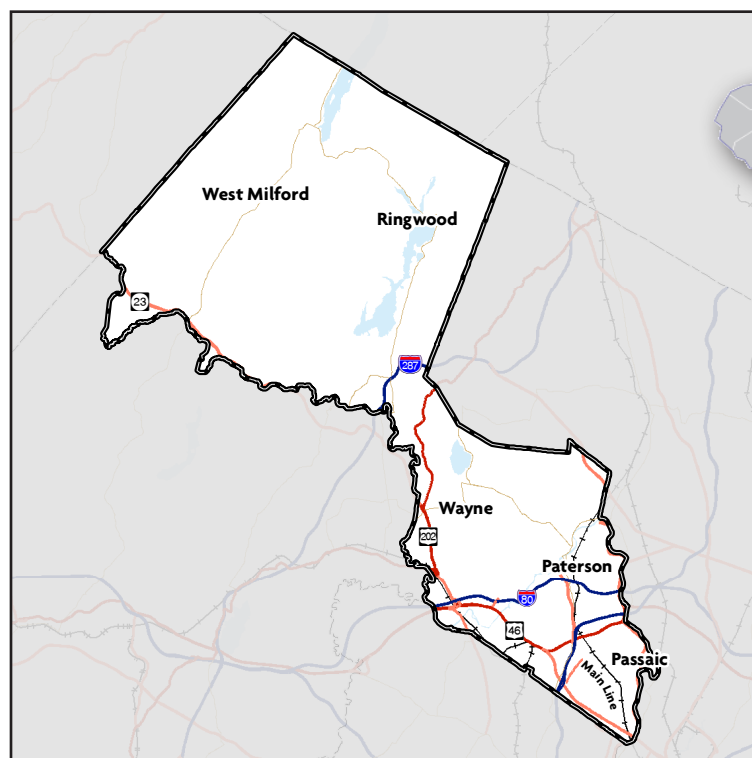
Commissioner Bartlett served on the Passaic County Board of Social Services from 2013-2016. At his initiative, PCBSS launched an effort to make social services more accessible to immigrant communities by publishing information about social services in other languages, including Arabic, Bengali and Spanish,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

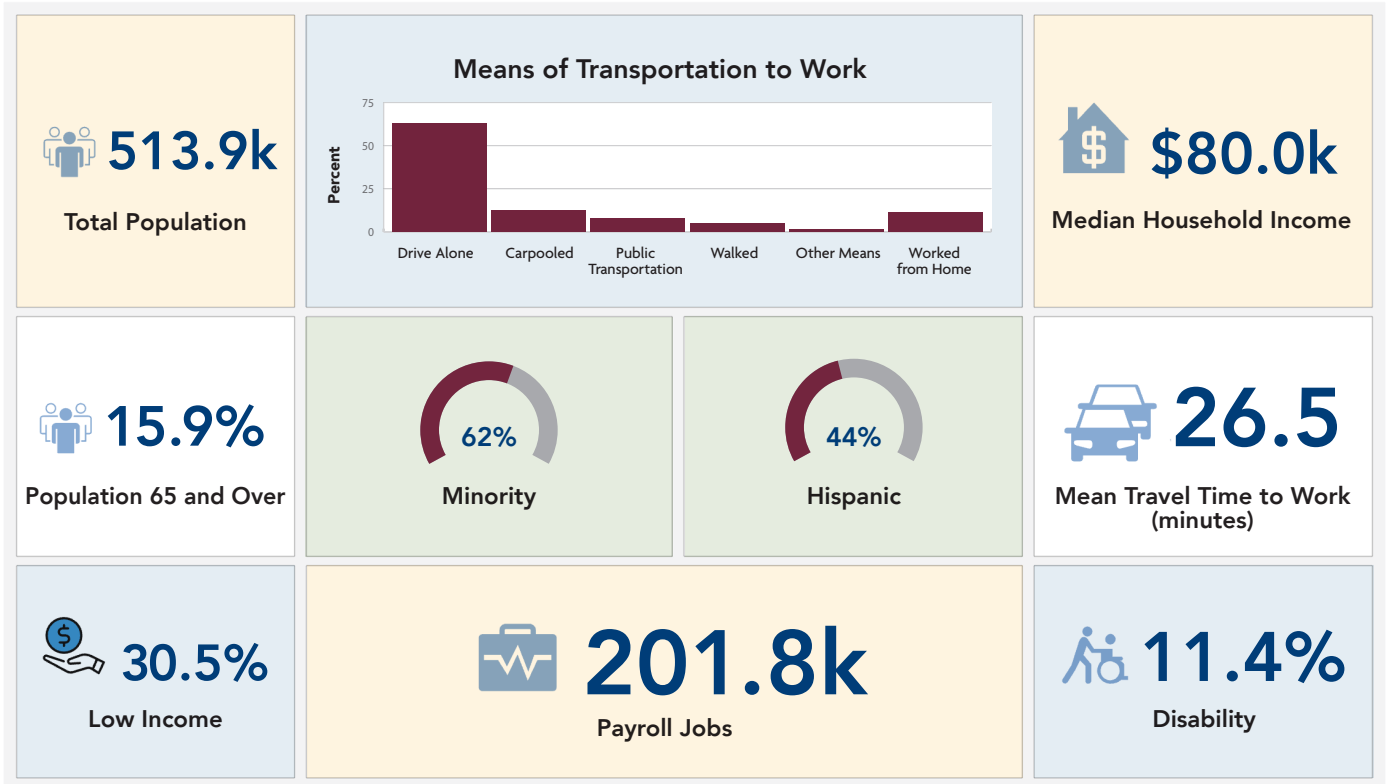
NJTPA Committee Assignments

- Project Prioritization Committee (Member)

PASSAIC COUNTY MAP



FACTS AT A GLANCE



Sources: American Community Survey 1-year estimates (2022), Bureau of Labor Statistics Quarterly Census of Employment and Wages (2022), Census Employment Survey (2022), Census ACS place of work employment (2021), Bureau of Economic Analysis Proprietors (2021).



Sara Sooy

Somerset County
Commissioner

Alternate Voting Member

Paul Drake
Director
Office of Planning, Policy and
Economic Development
(908) 231-7178
pdrake@co.somerset.nj.us

Regional Transportation Advisory Committee Member

Ken Wedeen
Supervising Planner
Office of Planning, Policy and
Economic Development
(908) 541-5773
wedeen@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).

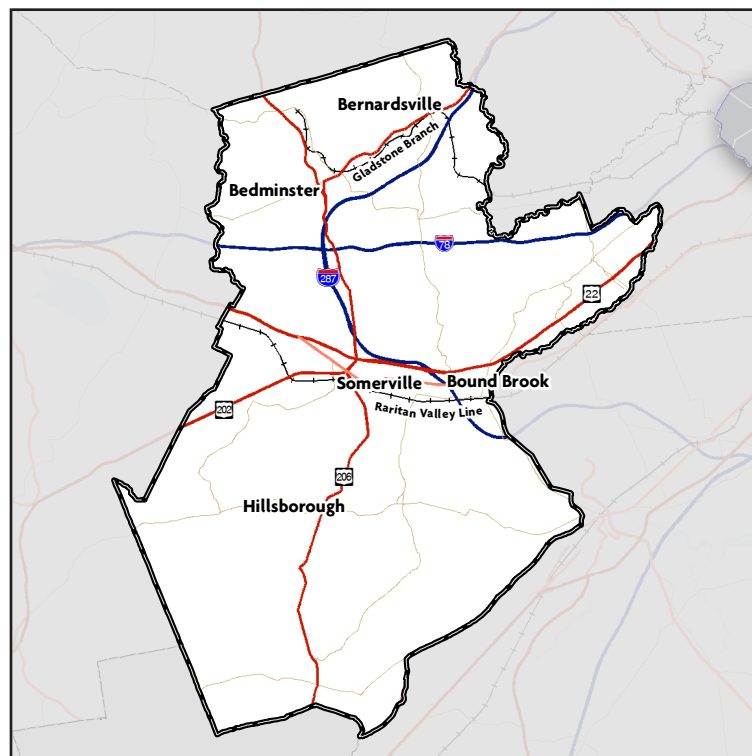
Commissioner Sooy is a member of the Somerset County Business Partnership, Heart Works and Kiwanis. She also volunteers with the Bernardsville Senior Center and Morristown Soup Kitchen.

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

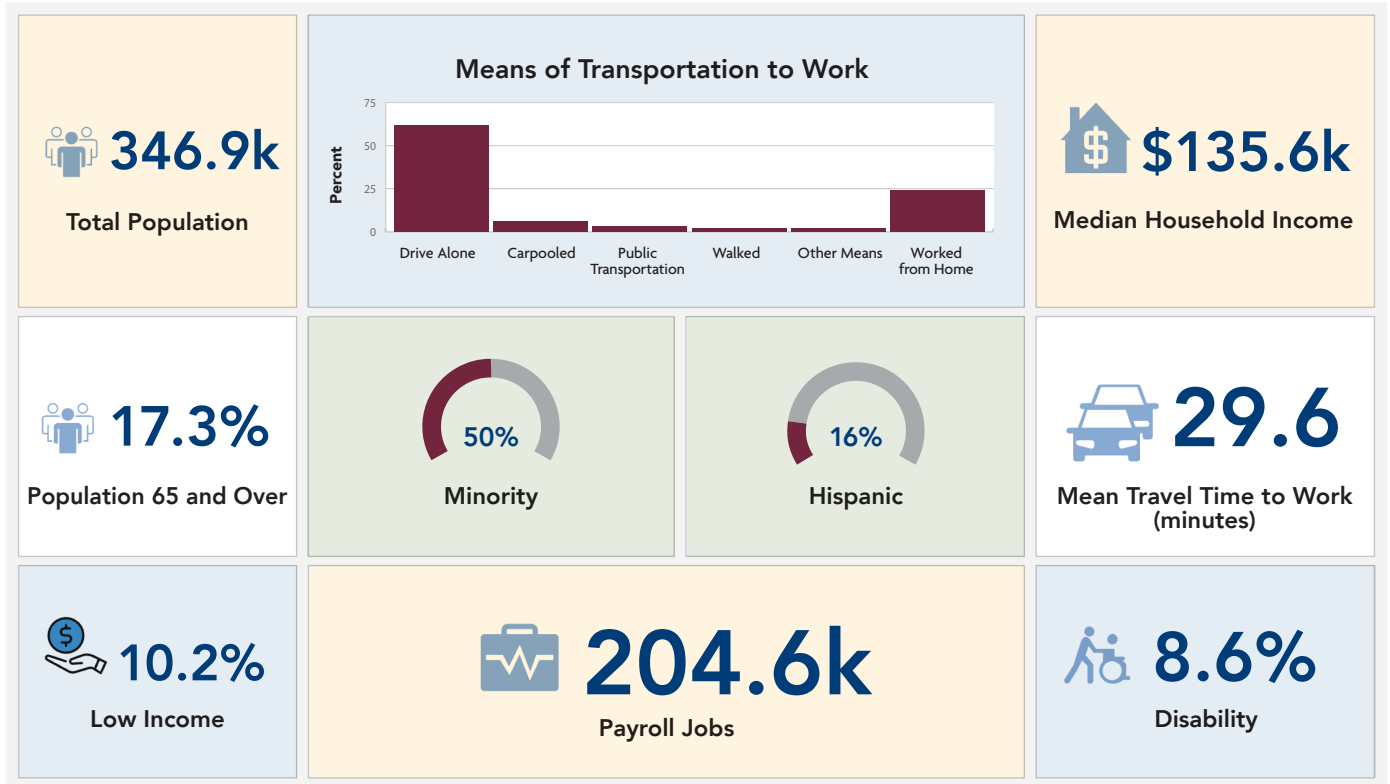
NJTPA Committee Assignments

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

SOMERSET COUNTY MAP



FACTS AT A GLANCE



Sources: American Community Survey 1-year estimates (2022), Bureau of Labor Statistics Quarterly Census of Employment and Wages (2022), Census Employment Survey (2022), Census ACS place of work employment (2021), Bureau of Economic Analysis Proprietors (2021).



Jack DeGroot

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 DeGroot was elected to the Board of County Commissioners in 2023 and joined the NJTPA Board of Trustees in 2025. Before pursuing elected office, the Commissioner worked for the Office of New Hampshire Governor Christopher T. Sununu. In this role, he conducted policy research, analyzed pending legislation, and performed statistical and data analysis for state program departments.

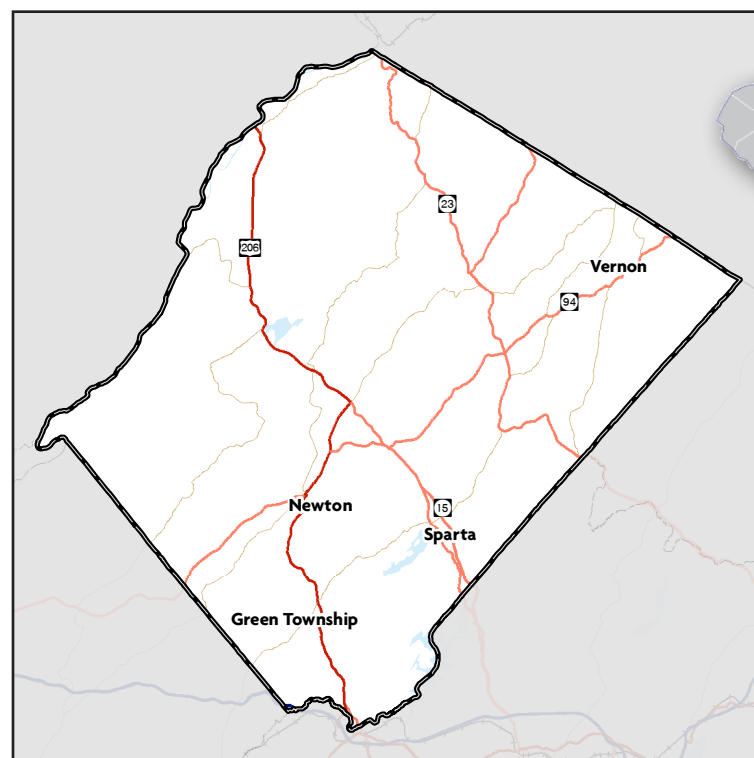
Commissioner DeGroot earned a Bachelor of Science degree in mathematics and finance from Marywood University

and then worked at a full-time teaching assistant, and later as a summer instructor, at the University of New Hampshire, where he holds a master's degree in statistics.

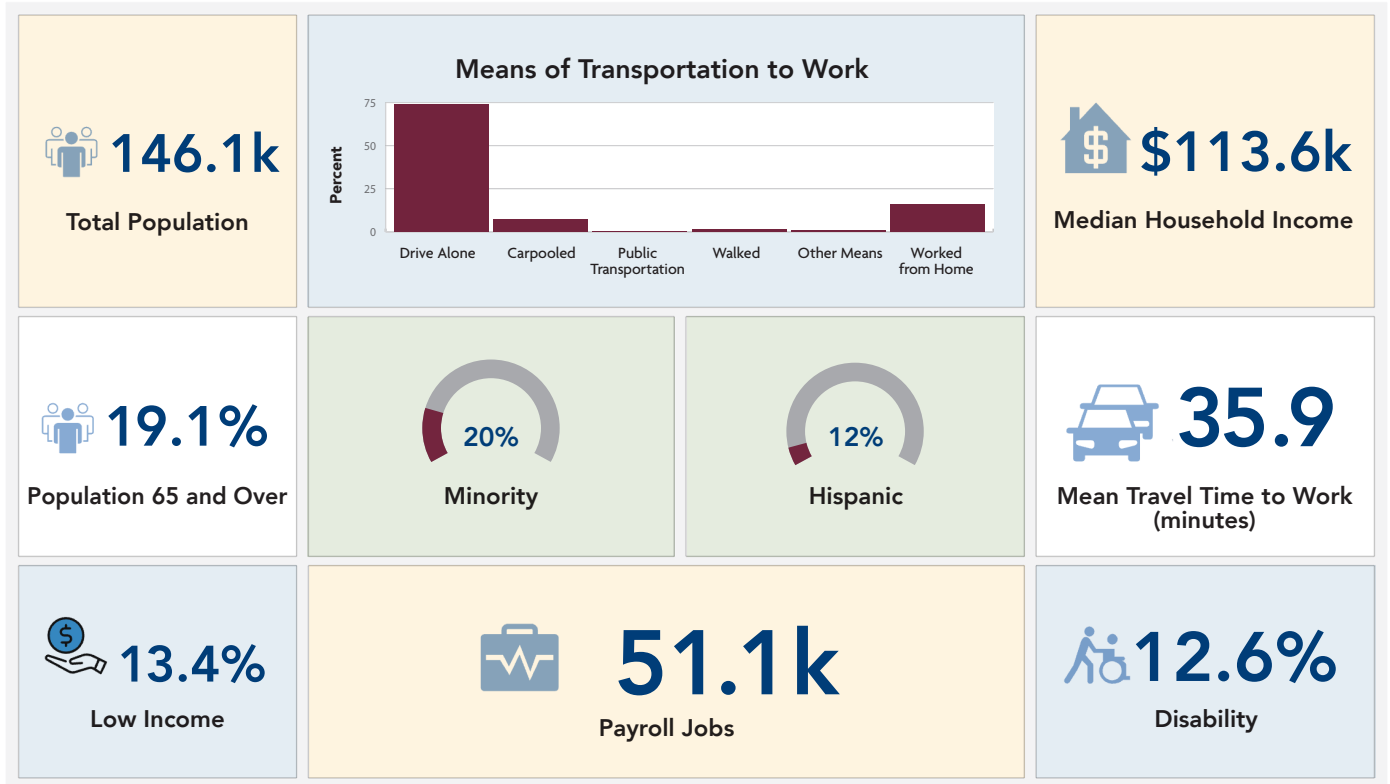
NJTPA Committee Assignments

- Project Prioritization Committee (Member)

SUSSEX COUNTY MAP



FACTS AT A GLANCE



Sources: American Community Survey 1-year estimates (2022), Bureau of Labor Statistics Quarterly Census of Employment and Wages (2022), Census Employment Survey (2022), Census ACS place of work employment (2021), Bureau of Economic Analysis Proprietors (2021).



Bette Jane Kowalski

Union County Commissioner
NJTPA Third Vice Chair

Alternate Voting Member

Michèle Delisfort
County Commissioner
(908) 527-4110
michele.delisfort@ucnj.org

Regional Transportation Advisory Committee Member

Ricardo Matias
County Engineer
Union County Division of
Engineering
(908) 789-3675
ricardo.matias@ucnj.org

BIOGRAPHY

Commissioner Bette Jane Kowalski has been a Union County Commissioner since 2004.

She joined the NJTPA Board in 2020, after previously serving as an alternate. Commissioner Kowalski currently serves as NJTPA Third Vice Chair. The commissioner also vice chairs the Planning & Economic Development Committee.

Commissioner Kowalski has 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.

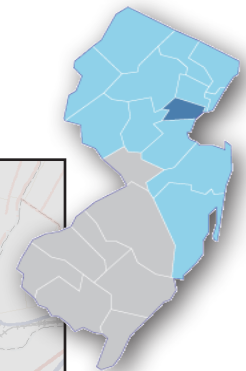
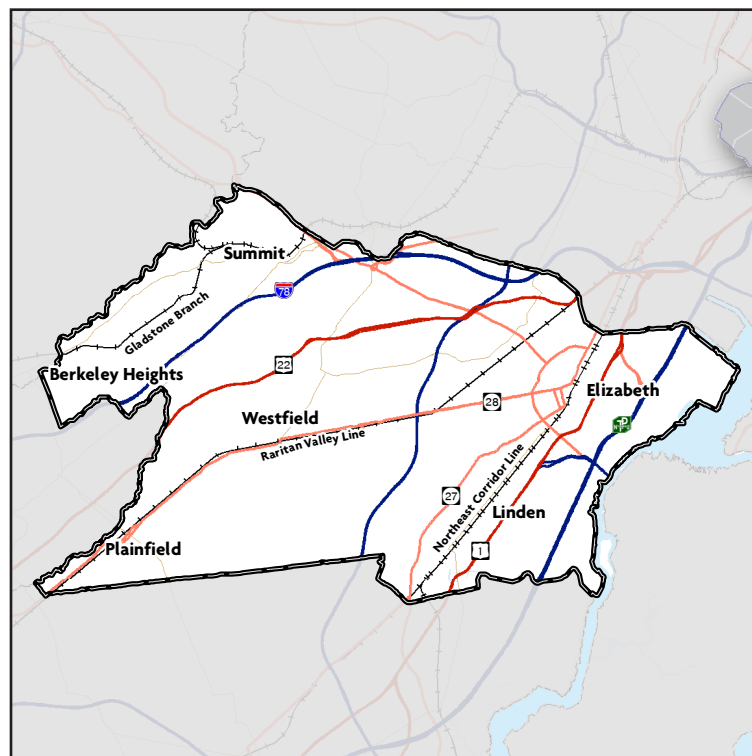
Commissioner Kowalski has served as the Commissioner liaison to the Human Services Advisory Council and member of the Open Space, Recreation, and Historic Preservation Trust Fund.

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.

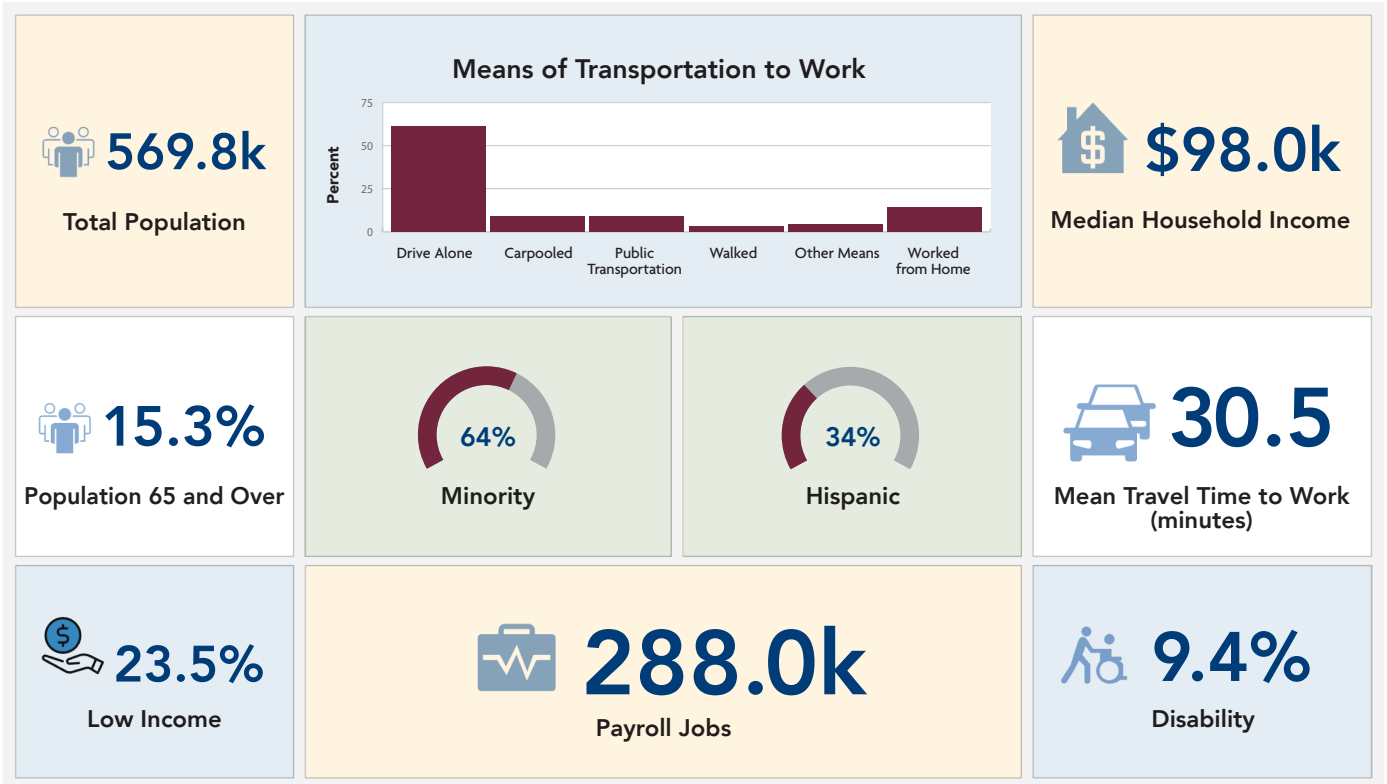
NJTPA Committee Assignments

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

UNION COUNTY MAP



FACTS AT A GLANCE



Sources: American Community Survey 1-year estimates (2022), Bureau of Labor Statistics Quarterly Census of Employment and Wages (2022), Census Employment Survey (2022), Census ACS place of work employment (2021), Bureau of Economic Analysis Proprietors (2021).



Jason Sarnoski

Warren County
Commissioner
NJTPA Second Vice Chair

Alternate Voting and Regional Transportation Advisory Committee Member

David Dech
Planning Director
Planning Board
(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 the NJTPA's Second Vice Chair and chairs the Planning & Economic Development 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.

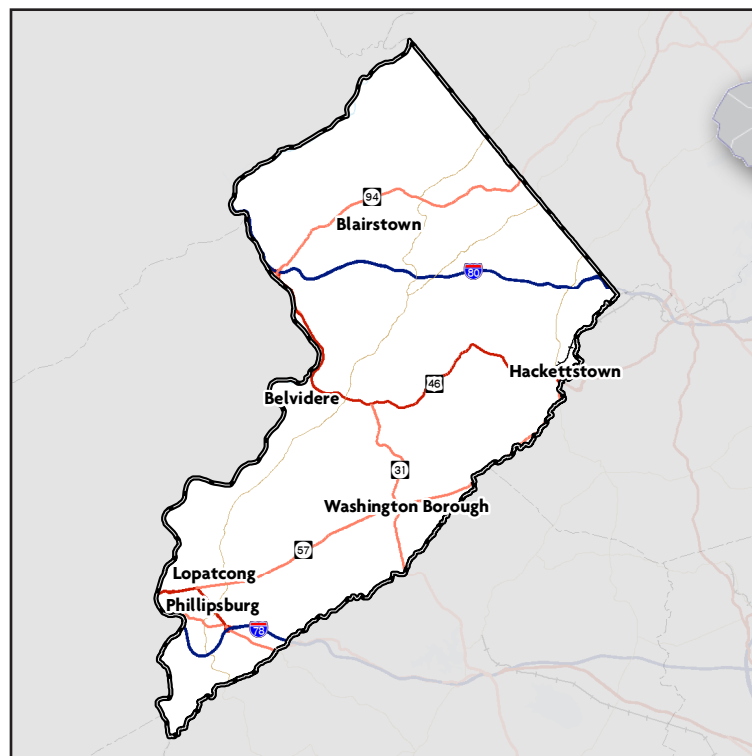
Commissioner Sarnoski works as an electrical engineer for First Energy and previously worked for PSE&G. His career has focused on improving electricity generation and delivery reliability.

Commissioner Sarnoski and his family also volunteer with the Special Olympics of New Jersey and various school and education organizations.

NJTPA Committee Assignments

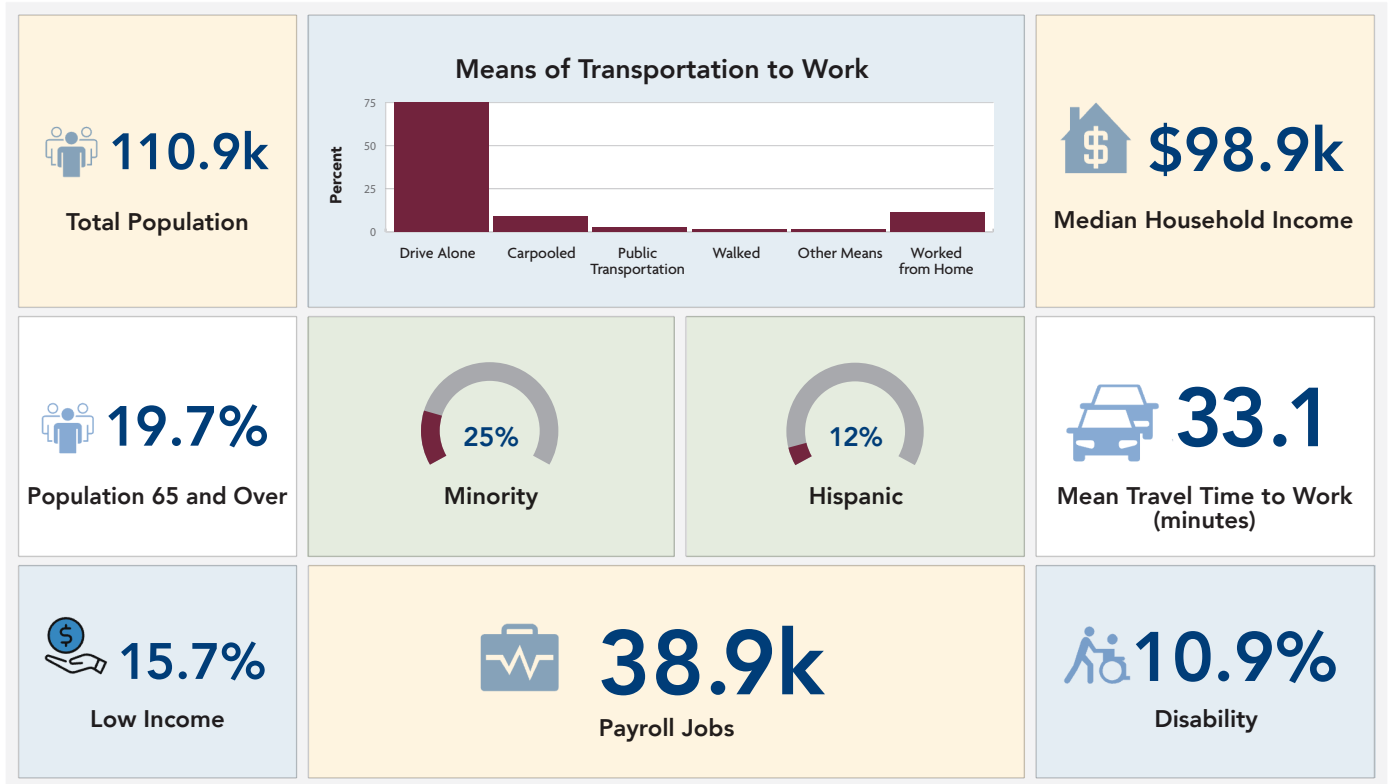
- Executive Committee (Second Vice Chair)
- Planning & Economic Development Committee (Chair)

WARREN COUNTY MAP



WARREN COUNTY

FACTS AT A GLANCE



Sources: American Community Survey 1-year estimates (2022), Bureau of Labor Statistics Quarterly Census of Employment and Wages (2022), Census Employment Survey (2022), Census ACS place of work employment (2021), Bureau of Economic Analysis Proprietors (2021).



Francis K. O'Connor

Commissioner
New Jersey Department
of Transportation

Alternate Voting Member

Eric Powers
Assistant Commissioner
Statewide Planning, Safety and
Capital Investment
(609) 963-2255
eric.powers@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

Francis (Fran) O'Connor was nominated to serve as Commissioner of the New Jersey Department of Transportation by Governor Murphy in January 2024. He currently is awaiting New Jersey Senate approval and is serving as Acting Commissioner.

Acting Commissioner O'Connor returns to state service with more than 40 years of public and private sector transportation experience. He began his public service career at the New Jersey Turnpike Authority as a toll collector and rose to be the Deputy Director of the NJTA's Electronic Toll Collection Program. In that role he launched the Authority's first electronic toll collection installation.

While in the private sector, Acting Commissioner O'Connor advised transportation agencies across the country on the development and execution of

critical projects with a strategic focus on toll roads. In this work, he has overseen hundreds of employees at a time, implemented large-scale customer service centers, and engaged with regulatory entities at all levels of government.

Acting Commissioner O'Connor graduated summa cum laude with a bachelor's in accounting from St. Peter's University.

NJTPA Committee Assignments

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



Kris Kolluri

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

NJ TRANSIT President & CEO Kris Kolluri was appointed in 2025. He is responsible for the nation's largest statewide public transportation system with more than 11,000 employees providing more than 944,000 weekday trips on over 250 bus routes, three light rail lines, 12 commuter rail lines and through the agency's Access Link paratransit service.

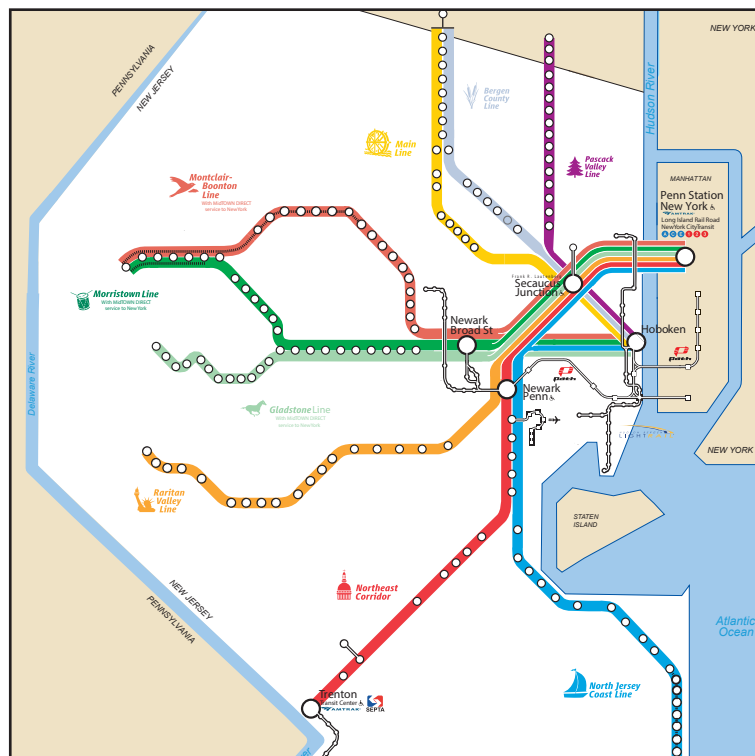
Prior to his appointment, Kolluri served as the Chief Executive Officer of the Gateway Development Commission, a bi-state entity overseeing the \$16.1 billion Hudson Tunnel Project. Previously, Kolluri served as President & Chief Executive Officer of the non-profit Camden Community Partnership, Inc. Kolluri also previously served as Chief Executive Officer of the Rowan University / Rutgers-Camden Board of Governors and as the Chief Executive Officer of the New

Jersey Schools Development Authority. He also is a former Commissioner of the New Jersey Department of Transportation. Earlier in his career, Kolluri worked as a staff member in the United States Congress for more than a decade, eventually becoming a senior policy advisor to House Democratic Leader Richard A. Gephardt.

Kolluri has a Bachelor of Science from Rutgers University and a Juris Doctor degree from Georgetown University. He was an adjunct faculty member at Rutgers University Law School.

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
Manager of Regional
Transportation Policy
Planning and Regional
Development Department
(212) 435-4449
jshuffield@panynj.gov

BIOGRAPHY

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

As the founding and managing partner of O'Toole 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)





Aaron Creuz

Deputy Chief Counsel/
Director
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

Aaron J. Creuz serves as Deputy Chief Counsel to the Governor and Director of the Governor's Authorities Unit. Aaron joined the Governor's Office in 2021 and served as Senior Counsel to the Governor handling labor and workforce matters, consumer affairs, civil service, and the information technology and innovation portfolios. In this role, Creuz managed legislative, regulatory, and policy initiatives relating to these subject matter areas.

Prior to joining the Governor's Office, Creuz worked at a global law firm specializing in labor and employment law. He previously served as a Deputy Attorney General in the Department of Law and Public Safety counselling and representing

state entities regarding labor enforcement, best employment practices, and employee relations issues. Creuz served as a Judicial Law Clerk to the Honorable Deborah Silverman Katz, A.J.S.C.

He earned his B.A. from The College of New Jersey and J.D. from Rutgers Law School.

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

Charles Burton
Manager, Community Relations
LeFrak & Newport Associates
Development Company
(212) 708-6255
cburton@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.

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
jbaldi@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 Services
PO Box 2900
Flemington, NJ 08822
T: 908-788-1490
kfullerton@co.hunterdon.nj.us

JERSEY CITY

Mr. Elias Guseman

Senior Transportation Planner
Department of Infrastructure Division of
Transportation Planning
13-15 Linden Avenue East, 2nd Floor
Jersey City, NJ 07305
T: (201) 547-4922
eguseman@jcnj.org

MIDDLESEX

Mr. Vijayant Rajvanshi

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

MONMOUTH

Mr. Joseph M. Ettore

County Engineer
Monmouth County Division 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

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 Street, Room 417
Paterson, NJ 07505
T: (973)-569-4045
F: (973)-812-3450
andrash@passaiccountynj.org

SOMERSET

Mr. Ken Wedeen

Supervising Planner
Somerset County Office of Planning, Policy
and Economic Development
County Administration Building
20 Grove Street
PO Box 3000
Somerville, NJ 08876-1262
T: (908) 541-5773
wedeen@co.somerset.nj.us

SUSSEX

Mr. Tom Drabic

Principal Transportation Planner
Sussex County Department of Planning
One Spring Street
Newton, NJ 07860
T: (973) 579-0500 #3
F: (973) 579-0513
tdrabic@sussex.nj.us

UNION

Mr. Ricardo Matias

County Engineer
Union County Division of Engineering
2325 South Avenue
Scotch Plains NJ 07076
T: (908) 789-3675
ricardo.matias@ucnj.org

WARREN

Mr. David Dech

Planning Director
Warren County Planning Department
Wayne Dumont Administration Building
165 County Road 519 South
Belvidere, NJ 07823
T: (908) 475-6530
T: (908) 475-6537
ddech@co.warren.nj.us

Regional Transportation Advisory Committee (RTAC)

NJDOT

Mr. Andrew Clark

Senior Chief
Bureau of Statewide Strategies
New Jersey Department of Transportation
PO Box 600
1035 Parkway Avenue
Trenton, NJ 08625
T: (609) 963-2180
F: (609) 530-5411
andrew.clark@warren.nj.gov

NJ TRANSIT

Ms. Megan Massey

Assistant Director, Transit Friendly Planning
NJ TRANSIT
1 Penn Plaza East, 8th Floor
Newark, NJ 07105
T: (973) 491-7359
C: (973) 508-4554
mmassey@njtransit.com

PANY&NJ

Mr. Jay W. Shuffield, AICP

Manager of Regional Transportation Policy
Planning & Regional Development Department
4 World Trade Center, 16th Floor
150 Greenwich Street
New York, NY 10007
T: (212) 435-4449
jshuffield@panynj.gov

GOVERNOR'S OFFICE

Mr. Dorian Smith

Associate Counsel
Governor's Authorities Unit
Office of the Governor
State of New Jersey
PO Box 001
Trenton, NJ 08625
T: (609) 777-2572
F: (609) 777-1250
dorian.smith@nj.gov

CITIZENS' REPRESENTATIVE

Mr. Charles Burton

Manager, Community Relations
LeFrak & Newport Associates
Development Company
40 W. 57th Street, 15 Floor
New York, NY 10019
T: (212) 708-6255
cburton@lefrak.com

VII. NJTPA Meeting Calendar

2025 Schedule of NJTPA Committee Meetings



RTAC	Standing Committees	Board
December 9, 2024	December 16, 2024	January 13, 2025
February 10, 2025*	February 18, 2025*	March 10, 2025
April 14, 2025	April 21, 2025	May 12, 2025
June 9, 2025	June 16, 2025	July 14, 2025
August 11, 2025	August 18, 2025	September 8, 2025
October 14, 2025*	October 20, 2025	November 10, 2025
December 8, 2025	December 15, 2025	January 12, 2026

*Tuesday meeting following Monday holiday

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 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

The NJTPA is updating its federally required Long Range Transportation Plan (LRTP), called *Connecting Communities*. This plan will set a vision for the future of transportation in the region and identify priority projects. NJTPA staff are studying current trends and using computer models to predict changes up to the year 2050. This analysis will help shape the updated plan which is expected to be adopted by the NJTPA Board in September 2025.

The *Connecting Communities* plan replaces the current plan, entitled **Plan 2050: Transportation. People. Opportunity.** adopted in September 2021. Federal law requires the LRTP to provide 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.

Even with up to \$3 billion available each year to invest in transportation in the region, transportation needs will continue to far outstrip available resources. Among the priorities for the long term are keeping infrastructure in a state of good repair and making needed upgrades to roads bridges and rail systems; increasing funding for local needs; reducing crashes and ensure the safety of all travelers;

supporting active transportation; supporting and improving North Jersey's extensive transit system; supporting local mobility services; helping municipalities capitalize on their transit facilities; taking advantage of transportation technology; responding to continued growth of freight; and protecting 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

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

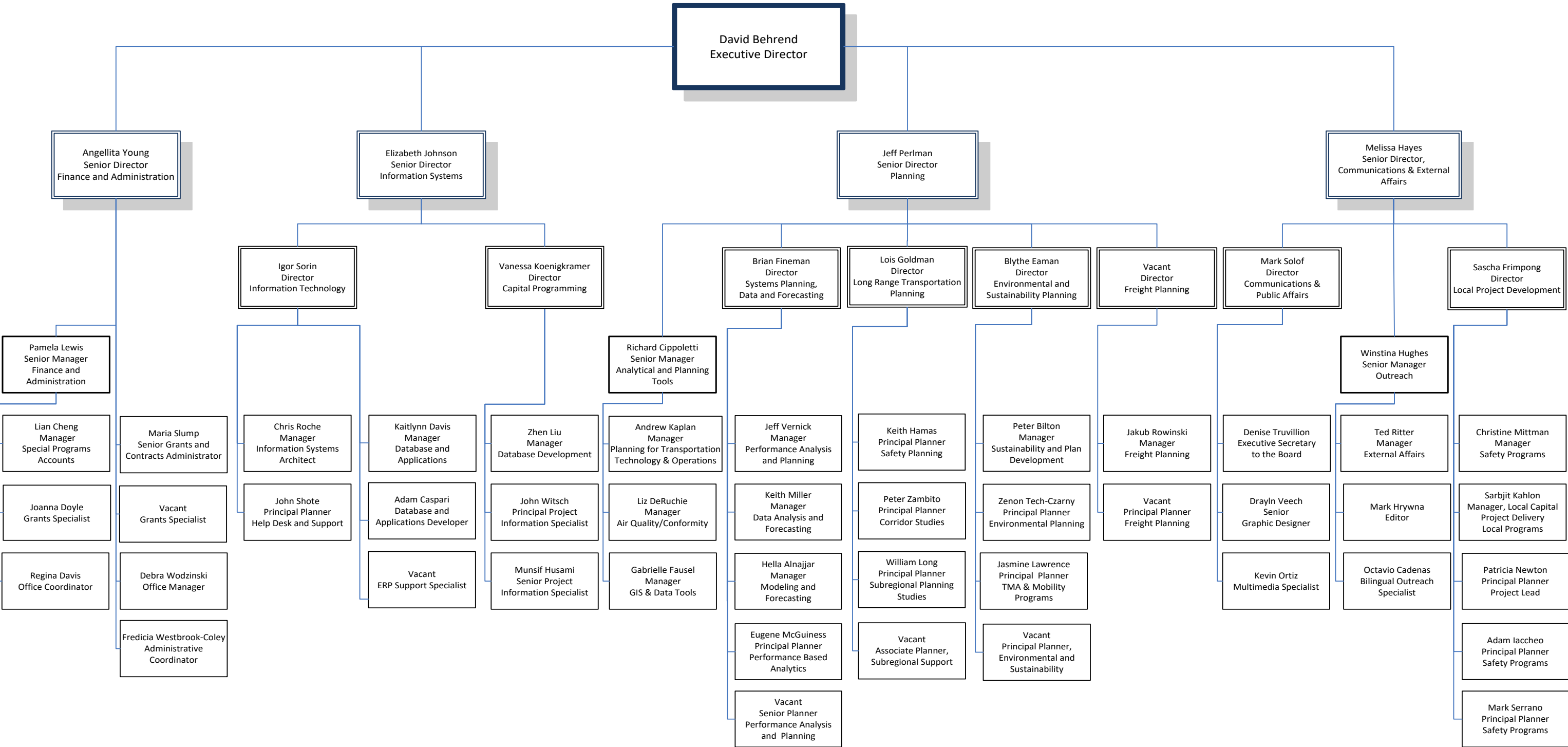
The work of the NJTPA is supported by a central staff numbering about 60 professionals including planners, programmers, engineers, communication staff, administrators, and clerical personnel. Central staff operates in a support role to the NJTPA Board of Trustees.

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 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 a two-year period and is updated annually. The UPWP is reviewed and approved by the NJTPA Board of Trustees. The UPWP summarizes and guides the transportation planning activities of the NJTPA staff, its member agencies and other transportation agencies in the region. Chapter I of the 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 Draft FY 2026 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 three years and is updated annually. The FY 2026 UPWP was approved by the Planning and Economic Development Committee at its meeting on February 18, 2025, and is scheduled to be adopted at the March 10, 2025 Board of Trustees meeting. The FY 2026 work program will go into effect July 1, 2025.

NJTPA Sources of Revenue and Expenditures

NJTPA FY 2026 UPWP Budget Summary

Expenditures - FY 2026 UPWP Program Activities		UPWP Budget
Central Staff Program Activities <i>(Chapter I)</i>		
Personnel Expenditures ^{1,2}	\$	10,535,900
Non-Personnel Expenditures	\$	2,261,500
Indirect Costs ³	\$	2,175,600
Subtotal: Central Staff Activities	\$	14,973,000
FY 2026 Consultant\Subrecipient Subcontracts <i>(Chapter I)</i>	\$	8,165,600
FY 2026 Subregional Transportation Planning Program <i>(Chapter II)</i>	\$	2,515,100
FY 2026 - FY 2027 Subregional Studies Program <i>(Chapter II)</i>	\$	817,000
FY 2026 Transportation Management Association Program <i>(Chapter III)</i>	\$	7,416,000
Total: FY 2026 UPWP Expenses		\$ 33,886,700
Revenues - FY 2026 UPWP Funding Authorizations ⁴		
FHWA MPP PL Funds (IIJA FFY25, STIP DB# X30A)	\$	12,108,432
FHWA MPP Set-aside PL Funds -SATO (IIJA FFY25, STIP DB# X30A)	\$	269,720
FHWA MPP PL Funds, Reprogrammed (FAST Act and IIJA PL funds)	\$	3,018,745
Flexed FTA Section 5303/5305(d) MP Program Funds (IIJA FFY24 MP, STIP DB# X30A)	\$	3,759,081
FHWA Surface Transportation Block Grant Program (STBGP-NY/NWK) Funds (FFY25, STIP DB# X30A)	\$	7,314,721
FHWA STBGP-NY/NWK Funds for TMA Program (NJTPA TMAs, FFY25, STIP DB# 11383)	\$	5,130,300
FHWA STBGP-PHILA Funds for TMA Program (DVRPC TMAs, FFY25, STIP DB# 11383)	\$	2,285,700
Total: FY 2026 UPWP Revenues	\$	33,886,700

Notes:

(1) The FY 2026 budget assumes the salaries of 63 full-time Central Staff employees, plus part-time staff for additional support. A total of 70.8 full time equivalent (FTE) employees are assumed, with part-time staff counted as 0.65 FTE. The FY 2026 budget also assumes an average merit pool of 4%.

(2) FY 2026 Budget assumes provisional FY 2026 fringe benefit rates of 37% for full-time staff and 9.1% for hourly part-time staff, as agreed to by NJIT (the NJTPA's Host Agency) and the U.S. Department of Health & Human Services. Actual FY 2026 rates will be subject to audit.

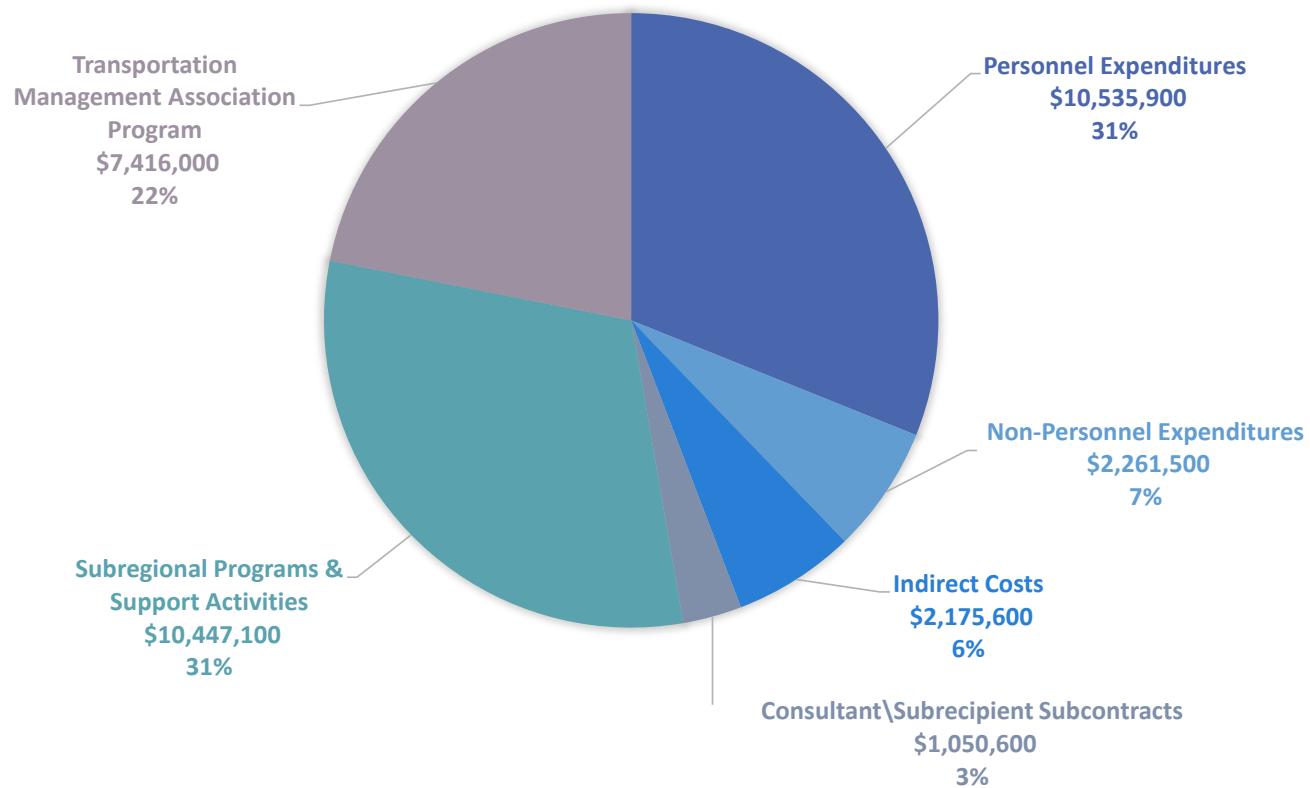
(3) The FY 2026 budget for NJIT's Facilities and Administration Costs assumes a fixed amount, as stated in the current NJDOT Basic Agreement with NJTPA and NJIT (Agreement No. 2021-NJIT-001), calculated from a rate based on past fiscal years' audited costs that is applied to projected operating costs for FY 2026.

(4) Funding to be authorized for the FY 2026 work program assumes FFY25 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 FAST Act and IIJA balances, including funds released from NJTPA Task Orders PL-NJ-22-01, PL-NJ-23-01 and PL-NJ-24-01); FTA 24MP PL funds flexed to FHWA; and FFY25 STBGP-NY/NWK and STBGP-PHILA funds (STIP DB Nos. X30A and 11383).

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

NJTPA Sources of Revenue and Expenditures

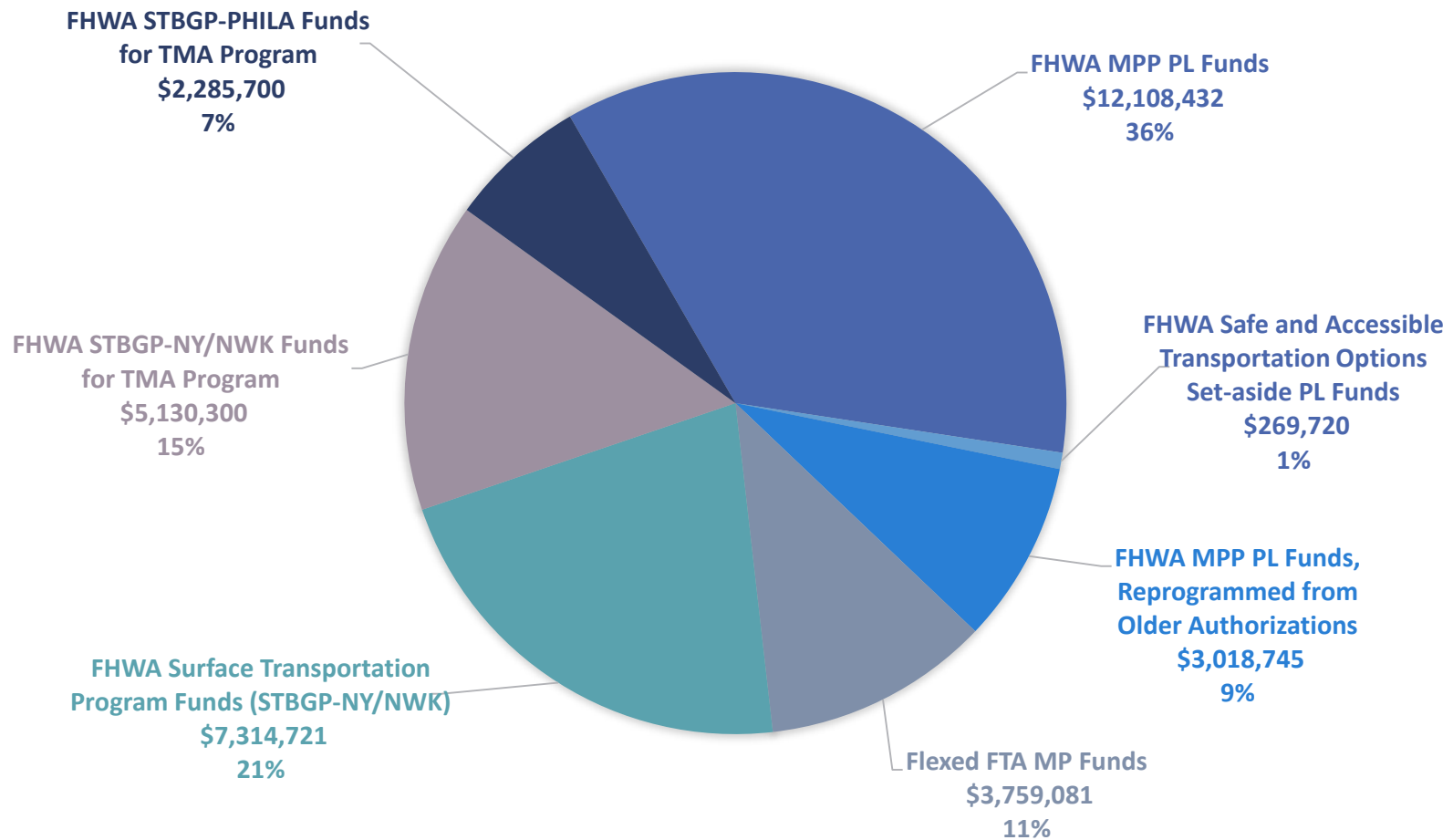
NJTPA FY 2026 UPWP BUDGET TOTAL EXPENDITURES \$33,886,700



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

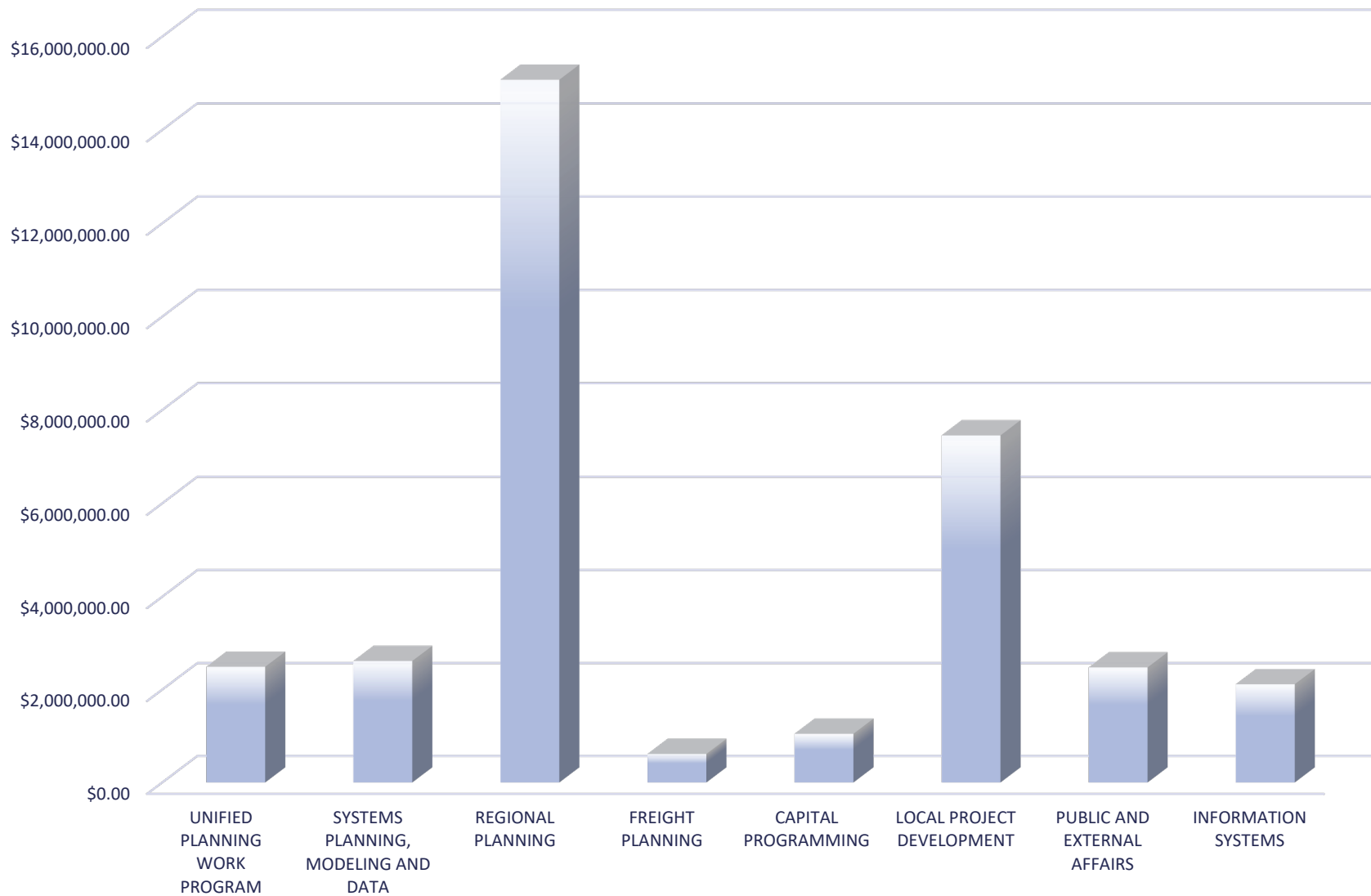
NJTPA Sources of Revenue and Expenditures

NJTPA FY 2026 UPWP BUDGET TOTAL REVENUES \$33,886,700



NJTPA Sources of Revenue and Expenditures

NJTPA FY 2026 UPWP Expenditures by Program Areas



NJTPA Sources of Revenue and Expenditures

NJTPA FY 2026 UPWP Budget Central Staff Activities – Budget Detail

Expenditures	UPWP Total
Personnel Expenditures	
Direct Labor - Salaries	
Full-Time Staff	\$ 7,284,200
Hourly Part-Time Staff	\$ 508,100
Subtotal Salaries	\$ 7,792,300
Direct Labor - Fringe Benefits	
Full-Time (assuming FY26 provisional rate of 37%)	\$ 2,696,500
Hourly (assuming FY26 provisional rate of 9.1%)	\$ 47,100
Subtotal Fringe Benefits	\$ 2,743,600
Subtotal Personnel Expenditures	\$ 10,535,900
Non-Personnel Expenditures	
Direct Expenses	
Advertisements - Legal Notices and Recruitment	\$ 13,000
Computer Hardware/Software/Data Maintenance and Licenses	\$ 430,000
Equipment Repairs and Maintenance	\$ 11,000
Guest Speaker Presentations	\$ 15,000
IT System and Technical Support Services	\$ 70,000
Leasing - Copiers	\$ 25,000
Leasing - Facility and Maintenance	\$ 815,000
Legal Services and Risk Management	\$ 200,000
Memberships	\$ 70,000
Other	\$ 12,000
Postage	\$ 2,500
Printing & Freelance (General and inTransition)	\$ 40,000
Professional Service Agreements (Limited Scope)	\$ 100,000
Subscriptions	\$ 1,000
Supplies, including Office and Computer Supplies	\$ 60,000
Telephone/Internet/Data Center	\$ 120,000
Training and Professional Development	\$ 145,000
Travel & Registrations	\$ 40,000
UPWP Audit	\$ 35,000
Subtotal Direct Expenses	\$ 2,204,500
Equipment	
Computer Equipment ≥ \$5,000	\$ -
Office Equipment ≥ \$5,000	\$ -
Other Equipment ≥ \$5,000	\$ -
Furniture ≥ \$5,000	\$ -
Computer Equipment < \$5,000 (Staff Computer Upgrades)	\$ 54,000
Other Equipment < \$5,000 (Camera Equipment for Photography)	\$ 3,000
Furniture < \$5,000	\$ -
Subtotal Equipment	\$ 57,000
Subtotal Non-Personnel Expenditures	\$ 2,261,500
Indirect Costs	
NJIT Facilities and Administrative Support Services	\$ 2,175,600
Subtotal Indirect Costs	\$ 2,175,600
Total Central Staff Activities	\$ 14,973,000

NJTPA Sources of Revenue and Expenditures

NJTPA FY 2026 UPWP Budget New Contractual/Consultant Projects

NEW FY 2026 UPWP Projects - Task Order PL-NJ-26-01

Task ID	Task Activity	Budget Line Item	Contract Budget	Total Project Budget ¹	Effective Funding Period
FY 2026 Consultant\Subrecipient Subcontracts (Chapter I)					
SP202.004.26	NJTPA Travel Model Applications II	Subrecipient	\$ 150,000	\$ 150,400	7/1/25-6/30/26
RP302.001.26	Active Transportation Plan Refinement	Consultant	\$ 400,000	\$ 401,000	7/1/25-6/30/27
RP303.002.26	Safe Streets and Roads for All Advancement Program	Consultant	\$ 350,000	\$ 350,900	7/1/25-6/30/27
RP307.001.26	FY 2026 Planning for Emerging Centers	Consultant	\$ 550,000	\$ 551,400	7/1/25-6/30/27
RP307.002.26	FY 2026 Vibrant Communities Initiative	Subrecipient	\$ 225,000	\$ 225,600	7/1/25-6/30/26
RP307.003.26	FY 2026 Complete Streets Technical Assistance	Subrecipient	\$ 240,000	\$ 240,600	7/1/25-6/30/27
RP307.007.26	FY 2026 NJIT Municipal Placemaking Support Program	Subrecipient	\$ 50,000	\$ 50,100	7/1/25-6/30/26
LP601.001.26	FY 2026 Local Concept Development Studies	Consultant	\$ 4,000,000	\$ 4,010,000	7/1/25-6/30/28
LP602.002.26	FY 2026 LSP Studies & Analyses Technical Assistance	Consultant	\$ 1,700,000	\$ 1,704,300	7/1/25-6/30/28
PA701.001.26	FY 2026 Innovative Public Engagement	Subrecipient	\$ 100,000	\$ 100,300	7/1/25-6/30/26
IS802.001.26	FY 2026 UPWP Management System Support	Consultant	\$ 380,000	\$ 381,000	7/1/25-6/30/27
Subtotal - Consultant\Subrecipient Subcontracts			\$ 8,145,000	\$ 8,165,600	
FY 2026 Subregional Transportation Planning Program (Chapter II)					
RP304.001.26.01	Bergen County FY 2026 STP Program	Pass-Through Program	\$ 262,705	\$ 263,400	7/1/25 -6/30/26
RP304.001.26.02	Essex County FY 2026 STP Program	Pass-Through Program	\$ 181,208	\$ 181,700	7/1/25 -6/30/26
RP304.001.26.03	Hudson County FY 2026 STP Program	Pass-Through Program	\$ 156,620	\$ 157,000	7/1/25 -6/30/26
RP304.001.26.04	Hunterdon County FY 2026 STP Program	Pass-Through Program	\$ 103,763	\$ 104,000	7/1/25 -6/30/26
RP304.001.26.05	Jersey City FY 2026 STP Program	Pass-Through Program	\$ 128,163	\$ 128,500	7/1/25 -6/30/26
RP304.001.26.06	Middlesex County FY 2026 STP Program	Pass-Through Program	\$ 243,214	\$ 243,800	7/1/25 -6/30/26
RP304.001.26.07	Monmouth County FY 2026 STP Program	Pass-Through Program	\$ 206,488	\$ 207,000	7/1/25 -6/30/26
RP304.001.26.08	Morris County FY 2026 STP Program	Pass-Through Program	\$ 178,229	\$ 178,700	7/1/25 -6/30/26
RP304.001.26.09	Newark FY 2026 STP Program	Pass-Through Program	\$ 134,209	\$ 134,500	7/1/25 -6/30/26
RP304.001.26.10	Ocean County FY 2026 STP Program	Pass-Through Program	\$ 195,476	\$ 196,000	7/1/25 -6/30/26
RP304.001.26.11	Passaic County FY 2026 STP Program	Pass-Through Program	\$ 180,060	\$ 180,500	7/1/25 -6/30/26
RP304.001.26.12	Somerset County FY 2026 STP Program	Pass-Through Program	\$ 143,683	\$ 144,000	7/1/25 -6/30/26
RP304.001.26.13	Sussex County FY 2026 STP Program	Pass-Through Program	\$ 108,043	\$ 108,300	7/1/25 -6/30/26
RP304.001.26.14	Union County FY 2026 STP Program	Pass-Through Program	\$ 187,278	\$ 187,700	7/1/25 -6/30/26
RP304.001.26.15	Warren County FY 2026 STP Program	Pass-Through Program	\$ 99,740	\$ 100,000	7/1/25 -6/30/26
Subtotal - Subregional Transportation Planning Program			\$ 2,508,875	\$ 2,515,100	
FY 2026 - FY 2027 Subregional Studies Program (Chapter II)					
RP304.003.26.01	Middlesex County Transportation and Mobility Plan	Pass-Through Program	\$ 400,000	\$ 401,000	7/1/25 -6/30/27
RP304.003.26.02	Passaic County Urban Core Trucking Study	Pass-Through Program	\$ 415,000	\$ 416,000	7/1/25 -6/30/27
Subtotal - Subregional Studies Program			\$ 815,000	\$ 817,000	
FY 2026 Transportation Management Association Program (Chapter III)					
RP305.001.26.01	Avenues in Motion FY 2026 TMA Program	Pass-Through Program	\$ 1,098,250	\$ 1,101,000	7/1/25 -6/30/26
RP305.001.26.02	Cross County Connection FY 2026 TMA Program	Pass-Through Program	\$ 1,276,002	\$ 1,279,200	7/1/25 -6/30/26
RP305.001.26.03	EZRide FY 2026 TMA Program	Pass-Through Program	\$ 1,615,750	\$ 1,619,800	7/1/25 -6/30/26
RP305.001.26.04	goHunterdon FY 2026 TMA Program	Pass-Through Program	\$ 529,000	\$ 530,300	7/1/25 -6/30/26
RP305.001.26.05	Greater Mercer FY 2026 TMA Program	Pass-Through Program	\$ 1,003,998	\$ 1,006,500	7/1/25 -6/30/26
RP305.001.26.06	Hudson FY 2026 TMA Program	Pass-Through Program	\$ 598,000	\$ 599,500	7/1/25 -6/30/26
RP305.001.26.07	Keep Middlesex Moving FY 2026 TMA Program	Pass-Through Program	\$ 713,000	\$ 714,800	7/1/25 -6/30/26
RP305.001.26.08	RideWise TMA FY 2026 Program	Pass-Through Program	\$ 563,500	\$ 564,900	7/1/25 -6/30/26
Subtotal - TMA Programs			\$ 7,397,500	\$ 7,416,000	
Total			\$ 18,866,375	\$ 18,913,700	

Notes: (1) Includes 0.25% NJTPA Administration Fee, to be added to the subcontract costs for the budget and federal funding agreements.

(2) The following Central Staff contractual activities (Chapter I) provide direct support to local agencies: RP303.002.26, RP307.001.26, RP307.002.26, RP307.003.26, RP307.007.26, LP601.001.26, and LP602.002.26.

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.

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)

IIIJA continues mandates under prior laws that require State DOTs and MPOs to conduct performance-based planning and programming by tracking performance measures, setting data-driven targets for the measures, and selecting projects to help meet those targets. The required measures focus on: safety; infrastructure preservation; congestion reduction; system reliability; freight movement and economic vitality; environmental sustainability; and reduced project delivery delays. The targets are updated periodically through Board action. Appendices to the TIP and LRTP describe the NJTPA's compliance with the measures and progress towards the targets.

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.



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.
Page 2
April 21, 1982

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

Sincerely.



GOVERNOR

FILED

JAN 21 1994

CERTIFICATE OF INCORPORATION
OF THE

CONNA R. HOON NORTH 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

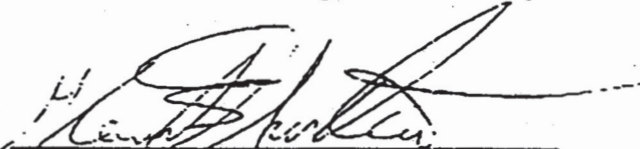
TENTH: The duration of the corporation shall be perpetual.

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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