



Newark Ocean

Bergen Essex Hudson Hunterdon Jersey City Middlesex Monmouth Morris

# Board of Trustees Handbook March 2026



Passaic Somerset Sussex Union Warren





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# Board of Trustees Handbook | March 2026

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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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**David W. Behrend**

*Executive Director*

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*Charles Kenny, Chair*  
*Jason J. Sarnoski, First Vice Chair*  
*David W. Behrend, Executive Director*

March 6, 2026

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 play a vital role in shaping the future of transportation in our region. 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 improves safety and mobility, supports environmental sustainability, and helps build a more resilient transportation system for all the communities we serve.

In September, the Board adopted *Connecting Communities: The NJTPA Long Range Transportation Plan*. After spending more than a year developing the plan and gathering input from thousands of partners, stakeholders and residents, we're now shifting to implementation. Safety remains a top priority for this Board, and that is reflected in *Connecting Communities*. This year we'll be working with our subregions to help advance Local Safety Action Plans and seek ways to improve safety at locations on the state's High Injury Network.

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 you will find useful. This year, we've also included information about the state's ethics requirements for Trustees. I encourage you to review this new section so that we can ensure the NJTPA compiles with the state's rules and regulations.



I encourage you to explore our newly improved website, [njtpa.org](https://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 2026 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 more prominent.

David W. Behrend,  
Executive Director

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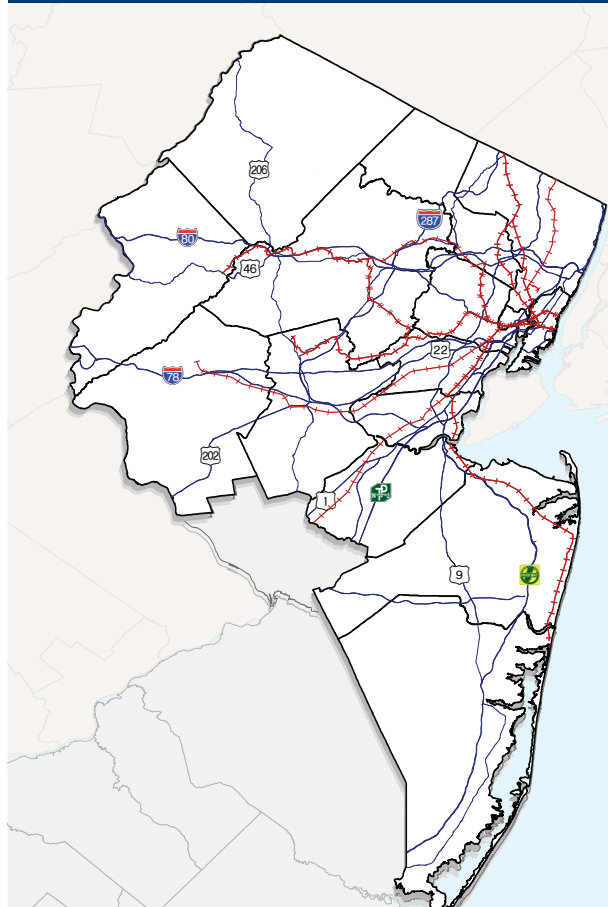


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# The NJTPA Region



## THE NJTPA REGION



### COMPOSED OF

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

### POPULATION/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 148 million vehicle miles each day
- NJ TRANSIT bus: more than 250 local and express bus routes—providing approximately 925,000 weekday passenger trips systemwide
- NJ TRANSIT rail: 12 commuter rail lines with 166 stations and 3 light rail lines with 62 stations
- 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: one of the largest container ports in the United States; trucking industry handling 78% of freight tons; major freight rail terminals and several shortline railroads
- Newark Liberty International Airport: over 48.9 million passengers and nearly 686,700 tons of air cargo in 2022
- Over 200 miles of paths and trails shared by bicyclists and pedestrians

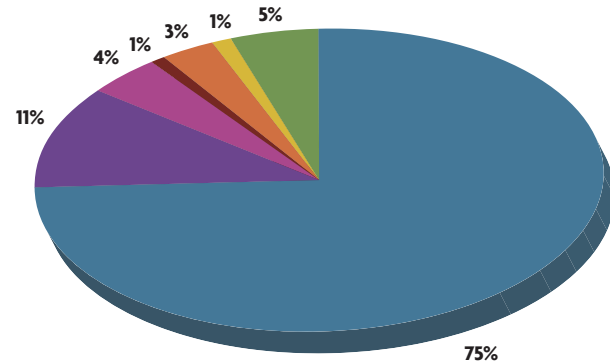
## THE NJTPA REGION

### TRIPS IN THE REGION

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

### WHERE WE TRAVEL

Percentage of weekday trip distribution\*



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

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

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

Source : \* NJTPA Regional Household Travel Survey 2010-11

## THE NJTPA REGION

### TRENDS

#### POPULATION

**7.9M**

PEOPLE IN **2050**  Up from **7M** in **2020**



#### EMPLOYMENT



**3.6M** jobs in **2050**

 Up from **2.9M** in **2025**

#### AGE

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

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



#### LOW INCOMES



**20%** of the population in 2023 live in households where the income is less than twice the federal poverty level.

 This is down from **25%** in **2013**

### TRANSPORTATION MODE

Work commute trips by mode SOURCE: ACS 2023 1-year



#### SINGLE OCCUPANT VEHICLE

**61%** vs. **69%** national average

#### TRANSIT

**12.5%** vs. **4%** national average



#### FOOT



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

#### CARPPOOL

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



#### WORK FROM HOME



**14%** (similar to national average)

### FREIGHT

**502M** TONS IN **2050**

 Up **26%** from **399M** tons in **2025**

#### BREAKDOWN OF HOW IT MOVES



**70%**  
by truck



**23%**  
by pipeline



**5%**  
by freight rail



**2%**  
by domestic maritime

#### E-COMMERCE 2018–2023



**237%** increase in regional package deliveries versus **217%** increase nationally  
An additional **152%** increase to 2050

### CRASH DATA



**186,376**

MOTOR VEHICLE CRASHES  
in the region in **2022**



**420**

FATALITIES



**229** drivers; **68** passengers;  
**114** pedestrians; **8** 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.beestreetsmartnj.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.

- **Subregional Safety Improvements 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/laws-regulations](https://njtpa.org/laws-regulations).

### 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](http://njtpa.org)) includes a meetings calendar.

### **The NJTPA Trustee Officers**

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



### **Involvement of Local Government Officials**

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

### **Board Meetings Are a Public Forum**

NJTPA Board of Trustees meetings held in person are open to the public and often attended by planners, engineers, business and labor leaders, environmental advocates, academics, commuter groups, residents, 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 2026-2027**

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

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

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

|                   |                                         |                              |
|-------------------|-----------------------------------------|------------------------------|
| <b>Chair</b>      | Michèle Delisfort, Commissioner         | Union County                 |
| Vice Chair        | Jack DeGroot, Commissioner              | Sussex County                |
| Ex Officio Member | Charles Kenny, Commissioner             | Middlesex County             |
| Trustee Member    | Joseph DiVincenzo,<br>County Executive  | Essex County                 |
| Trustee Member    | James Solomon, Mayor                    | Jersey City                  |
| Trustee Member    | Stephen H. Shaw, Commissioner           | Morris County                |
| Trustee Member    | Ras J. Baraka, Mayor                    | Newark                       |
| Trustee Member    | Michael Ramaglia                        | Passaic County               |
| Trustee Member    | Aaron J. Creuz, Deputy<br>Chief Counsel | Governor's<br>Representative |
| Trustee Member    | Priya Jain, Commissioner                | NJDOT                        |
| Trustee Member    | Kris Kolluri, President & CEO           | NJ TRANSIT                   |
| Trustee Member    | Kevin O'Toole, Chairman                 | PANYNJ                       |
| Trustee Member    | Jamie LeFrak                            | Citizens'<br>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.

|                   |                                        |                           |
|-------------------|----------------------------------------|---------------------------|
| <b>Chair</b>      | Jason J. Sarnoski, Commissioner        | Warren County             |
| Vice Chair        | Sara Sooy, Commissioner                | Somerset County           |
| Ex Officio Member | Charles Kenny, Commissioner            | Middlesex County          |
| Trustee Member    | James J. Tedesco III, County Executive | Bergen County             |
| Trustee Member    | Susan Soloway, Commissioner            | Hunterdon County          |
| Trustee Member    | Craig Guy, County Executive            | Hudson County             |
| Trustee Member    | Thomas A. Arnone, Commissioner         | Monmouth County           |
| Trustee Member    | Frank Sadeghi, Commissioner            | Ocean County              |
| Trustee Member    | Jack DeGroot, Commissioner             | Sussex County             |
| Trustee Member    | Aaron J. Creuz, Deputy Chief Counsel   | Governor's Representative |
| Trustee Member    | Priya Jain, 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.

|                   |                                         |                              |
|-------------------|-----------------------------------------|------------------------------|
| <b>Chair</b>      | Stephen H. Shaw, Commissioner           | Morris County                |
| Vice Chair        | Sara Sooy, Commissioner                 | Somerset County              |
| Ex Officio Member | Charles Kenny, Commissioner             | Middlesex County             |
| Trustee Member    | Craig Guy, County Executive             | Hudson County                |
| Trustee Member    | Ras J. Baraka, Mayor                    | Newark                       |
| Trustee Member    | Frank Sadeghi, Commissioner             | Ocean County                 |
| Trustee Member    | Michèle Delisfort, Commissioner         | Union County                 |
| Trustee Member    | Aaron J. Creuz, Deputy<br>Chief Counsel | Governor's<br>Representative |
| Trustee Member    | Priya Jain, Commissioner                | NJDOT                        |
| Trustee Member    | Kris Kolluri, President & CEO           | NJ TRANSIT                   |
| Trustee Member    | Kevin O'Toole, Chairman                 | PANYNJ                       |
| Trustee Member    | Jamie LeFrak                            | Citizens'<br>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.

|                   |                                 |                  |
|-------------------|---------------------------------|------------------|
| <b>Chair</b>      | Charles Kenny, Commissioner     | Middlesex County |
| First Vice Chair  | Jason J. Sarnoski, Commissioner | Warren County    |
| Second Vice Chair | Michèle Delisfort, Commissioner | Union County     |
| Third Vice Chair  | Stephen H. Shaw, Commissioner   | Morris County    |
| Secretary         | Sara Sooy, Commissioner         | Somerset County  |

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

## NJTPA Board and Affiliated Agencies

### AFFILIATE

### BOARD MEMBER

### ALTERNATE MEMBER

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County Engineer  
County of Hudson  
Office of the County Engineer  
Bergen Square Center  
830 Bergen Avenue, Floor #6B  
Jersey City, NJ 07306  
T: (201) 369-4340 ext. 4169  
F: (201) 369-4346

#### HUNTERDON

**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

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

## NJTPA Board and Affiliated Agencies

### AFFILIATE

### BOARD MEMBER

### ALTERNATE MEMBER

#### JERSEY CITY

**Hon. James S. Solomon**  
Jersey City Mayor  
City Hall  
280 Grove Street, Room 223  
Jersey City, NJ 07302  
jsolomon@jcnj.org

**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\*

**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**  
Director of Planning  
Director of Network Operations Center  
Department of Transportation  
75 Bayard Street, 5th Floor  
New Brunswick, NJ 08901  
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C: (732) 427-1399  
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  
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F: (732) 431-6519  
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**Ms. Joseph M. Ettore**  
County Engineer  
Monmouth County Division of Engineering  
Hall of Records Annex  
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Freehold, NJ 07728  
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C: (732) 567-4261  
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#### 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  
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F: (973) 539-3141  
jhayes@co.morris.nj.us

\*Indicates Board Members on the Executive Committee

## NJTPA Board and Affiliated Agencies

### AFFILIATE

### BOARD MEMBER

### ALTERNATE MEMBER

#### NEWARK

**Hon. Ras J. Baraka**  
Mayor  
City of Newark  
City Hall  
920 Broad Street, Room 200  
Newark, NJ 07102  
T: (973) 733-6412  
F: (973) 733-3711  
taylorsa@ci.newark.nj.us

**Ms. James D. Adams**  
Acting Director  
Department of Engineering  
920 Mayor Kenneth A. Gibson Blvd  
Newark, New Jersey 07102  
T: (973) 733-8520  
C: (973) 931-9307  
adamsjam@ci.newark.nj.us

#### OCEAN

**Hon. Frank Sadeghi**  
County Commissioner  
Ocean County Board of Commissioners  
101 Hooper Avenue  
Toms River, NJ 08754  
T: (732) 929-2121  
commissionersadeghi@co.ocean.nj.us

**Mr. Mark Jenke**  
County Engineer  
Ocean County Department of Engineering  
129 Hooper Avenue  
CN 2191  
Toms River, NJ 08754  
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#### PASSAIC

**Hon. Michael Ramaglia**  
County Commissioner  
Passaic County Board of  
County Commissioners  
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**Mr. Nicholas Veliky**  
County Commissioner  
Passaic County Board of  
County Commissioners  
401 Grand St, Room  
2nd Floor, Room 223  
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F: (973) 742-3746  
nveliky@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**  
County Commissioner  
Somerset County Office of Planning,  
Policy and Economic Development  
County Administration Building  
20 Grove Street, PO Box 3000  
Somerville, NJ 08876-1262  
T: (908) 231-7030  
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. Michèle Delisfort

County Commissioner  
Union County Board of County Commissioners  
County Administration Building  
10 Elizabethtown Plaza  
Elizabeth, NJ 07207  
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T2: (908) 527-4118  
michele.delisfort@ucnj.org

##### Hon. Stanley Neron

County Commissioners  
County Administration Building  
10 Elizabethtown Plaza  
Elizabeth, NJ 07207  
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stanneron@gmail.com

#### 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  
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##### Mr. Ryan Conklin PP, AICP, GISP

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Warren County Planning Department  
Wayne Dumont Jr. Adm Bld  
165 County Route 519 South  
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T: (908) 475-6532  
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#### GOVERNOR'S REPRESENTATIVE

##### Mr Aaron J. Creuz

Deputy Chief Counsel/Director  
Authorities Unit  
Office of Governor Mikie Sherrill  
State of New Jersey  
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\*Indicates Board Members on the Executive Committee



## NJTPA Board and Affiliated Agencies

### AFFILIATE

### BOARD MEMBER

### ALTERNATE MEMBER

#### NJDOT

**Ms. Priya Jain**  
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New Jersey Department of Transportation  
1035 Parkway Avenue  
PO Box 600  
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Safety and Capital Investment  
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#### NJ TRANSIT

**Mr. Kris Kolluri**  
President & CEO  
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kkolluri@njtransit.com

**Mr. John (Jack) Dean**  
Acting Chief Planner  
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#### PANYNJ

**Mr. Kevin O'Toole**  
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F: (212) 435-4172  
kevotoole@panynj.gov

**Mr. Jay W. Shuffield**  
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Planning & Regional Development Department  
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#### CITIZENS' REPRESENTATIVE

**Mr. Jamie LeFrak**  
Vice Chairman  
LeFrak  
40 West 57th Street, 15th Floor  
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jlefrak@lefrak.com

**Mr. Charles Burton**  
Manager, Community Relations  
LeFrak & Newport Associates  
Development Company  
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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  
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nymtc.org

##### DVRPC

**Ms. Ariella Maron**  
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Delaware Valley Regional  
Planning Commission  
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amaron@dvrpc.org  
dvrpc.org

##### SJTPO

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Planning Organization  
817 East Landis avenue, 2nd Floor  
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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

**Mr. Patrick C. Farley**  
Executive Director  
Cross County Connection TMA  
10,000 Lincoln Drive East, Suite 102  
Marlton, NJ 08053  
T: (856) 596-8228  
ccctma@driveless.com  
driveless.com

##### Greater Mercer TMA

**Ms. Cheryl Kastrenakes**  
Executive Director  
Greater Mercer TMA  
15 Roszel Road, Suite 101  
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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

**Ms. 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**

Anthony Iacono  
Deputy County Administrator  
(201) 336-7327  
aiacono@co.bergen.nj.us

**Regional Transportation  
Advisory Committee Member**

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

**BIOGRAPHY**

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

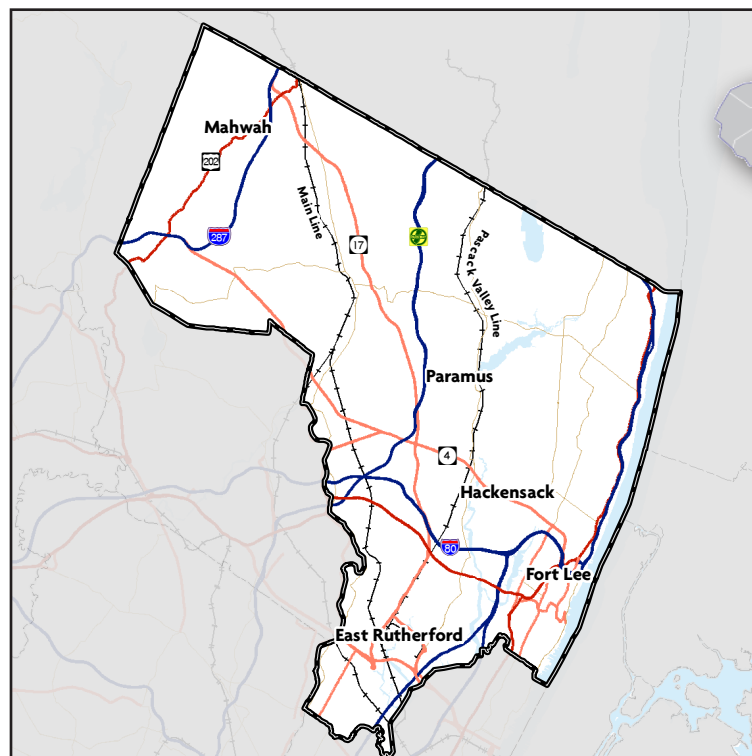
He previously served on the Bergen County Board of Commissioners (2014) and as the mayor of the Borough of Paramus (2003-2010). Prior to being elected mayor, he was a councilman (2000-2002).

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

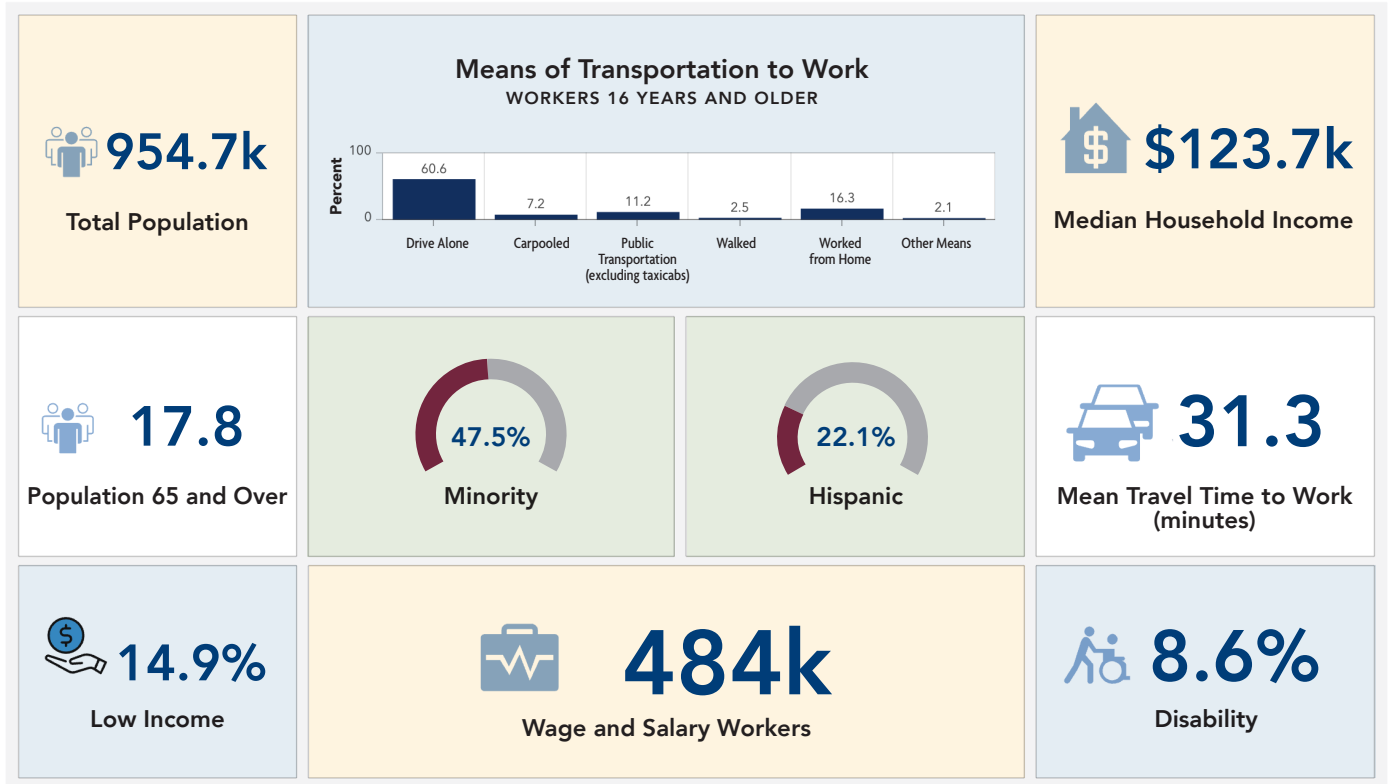
Since taking office, County Executive Tedesco has focused on improving quality of life and services for county residents while also creating greater efficiency and effectiveness throughout county government.

**NJTPA Committee Assignments**

- Project Prioritization Committee (Member)



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2019-2023), the Bureau of Economic Analysis (2019).





**Joseph DiVincenzo**

Essex County Executive

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

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

## BIOGRAPHY

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

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

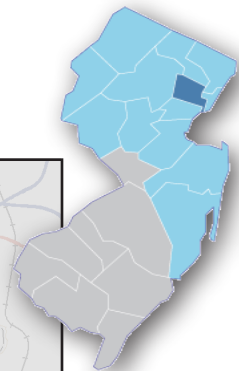
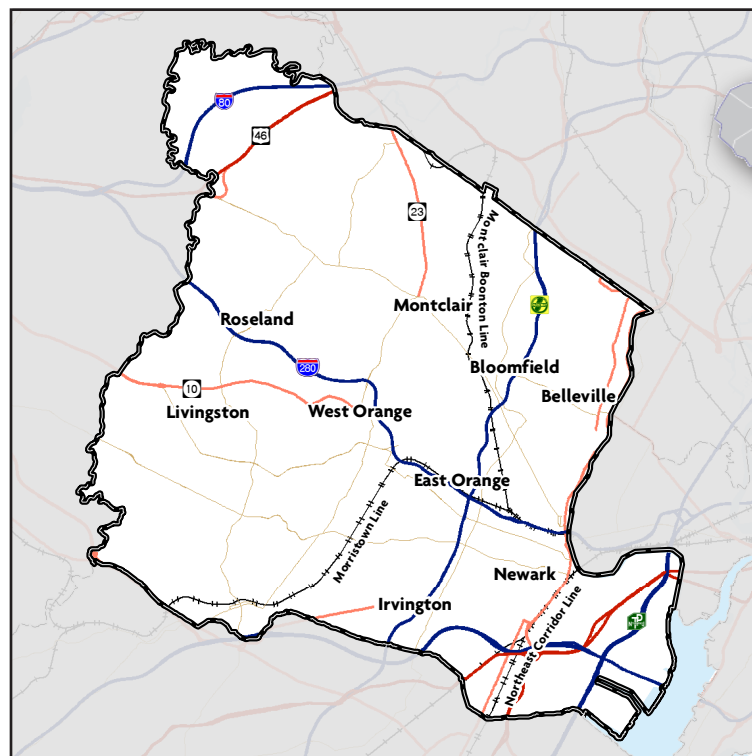
County Executive DiVincenzo also has worked as the athletics director of the Newark Public Schools and a volunteer recreation director for Project Pride. He is a past president of the New Jersey

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

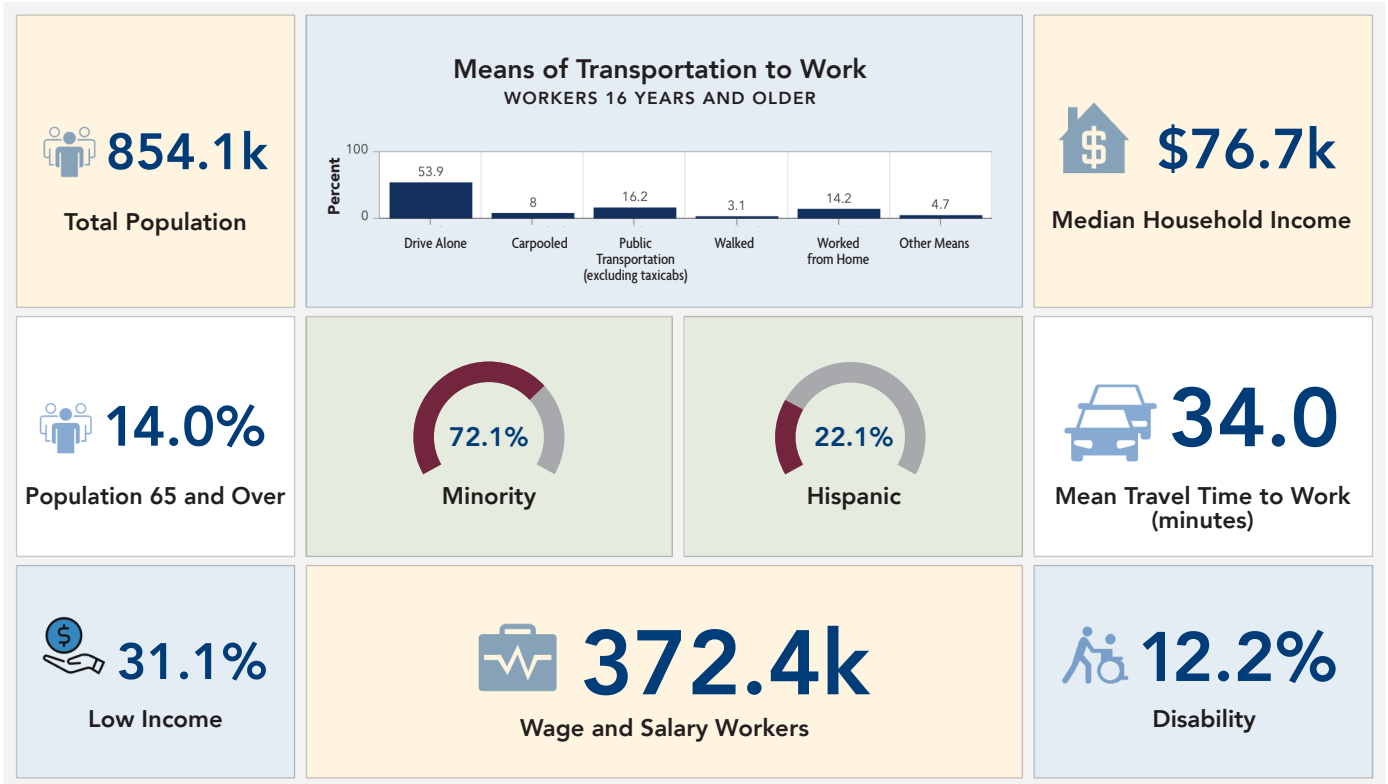
## NJTPA Committee Assignments

- Planning & Economic Development Committee (Member)

## ESSEX COUNTY MAP



FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2019-2023), the Bureau of Economic Analysis (2019).



## Craig Guy

Hudson County Executive

## Alternate Voting and Regional Transportation Advisory Committee Member

Mark Kataryniak  
County Engineer  
Office of the County Engineer  
(201) 369-4340 ext. 4169

## BIOGRAPHY

**H**udson 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.

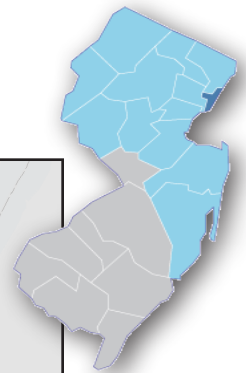
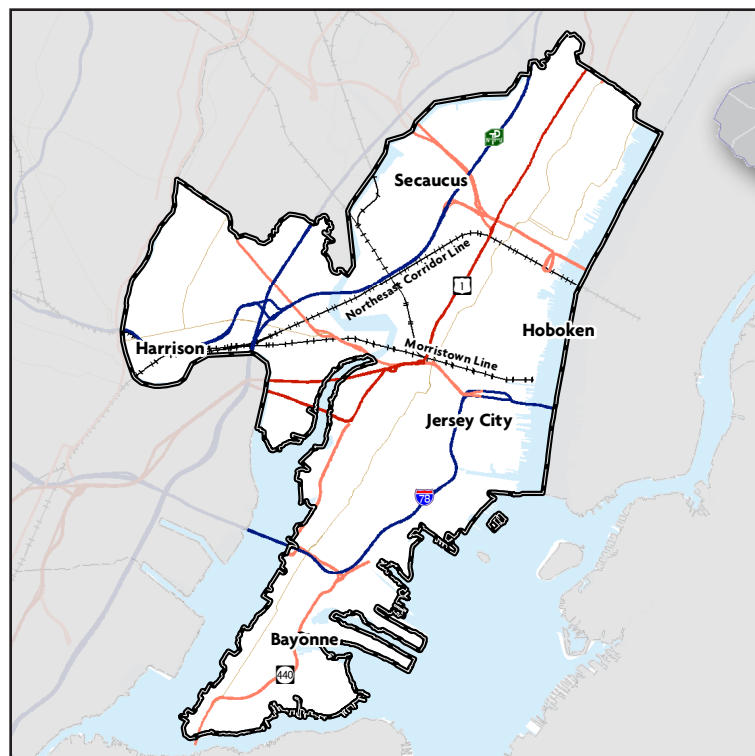
County Executive Guy then served as Chief of Staff to his predecessor, working to improve public education, expand parks and open space, spur economic development, and enhance senior and veterans' services.

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.

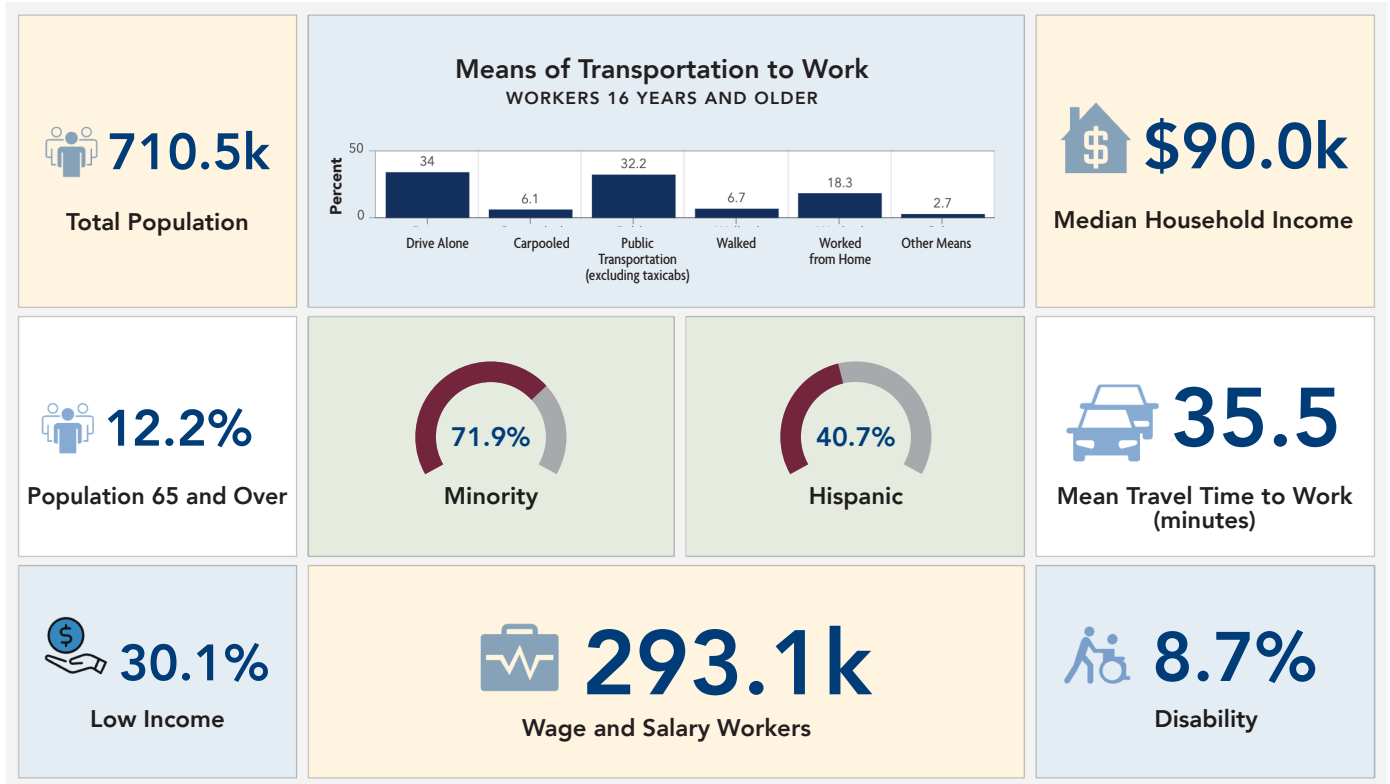
## NJTPA Committee Assignments

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

## HUDSON COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2019-2023), the Bureau of Economic Analysis (2019).



## Susan Soloway

Hunterdon County  
Commissioner

### Alternate Voting Member

Zachary Rich  
County Commissioner  
Commissioners Office  
(908) 788-1102  
zrich@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 Susan Soloway was elected as a Hunterdon County Commissioner in 2018 after serving on Franklin Township Committee for three years (including twice as Mayor). She joined the NJTPA Board of Trustees in 2022 and currently serves on the Project Prioritization Committee.

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

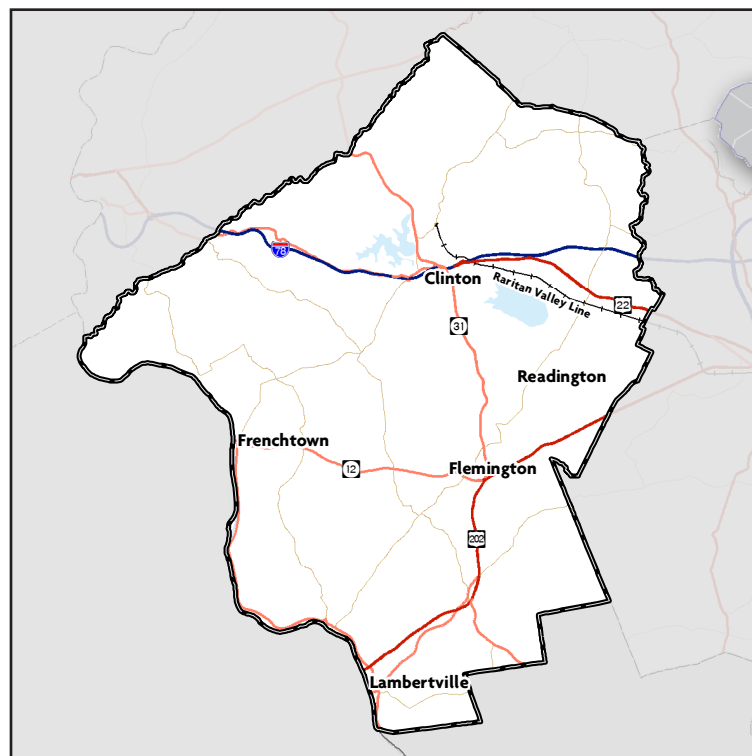
Commissioner Soloway has served on the 78/22 Coalition and instituted policies to improve care for the county's veterans.

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

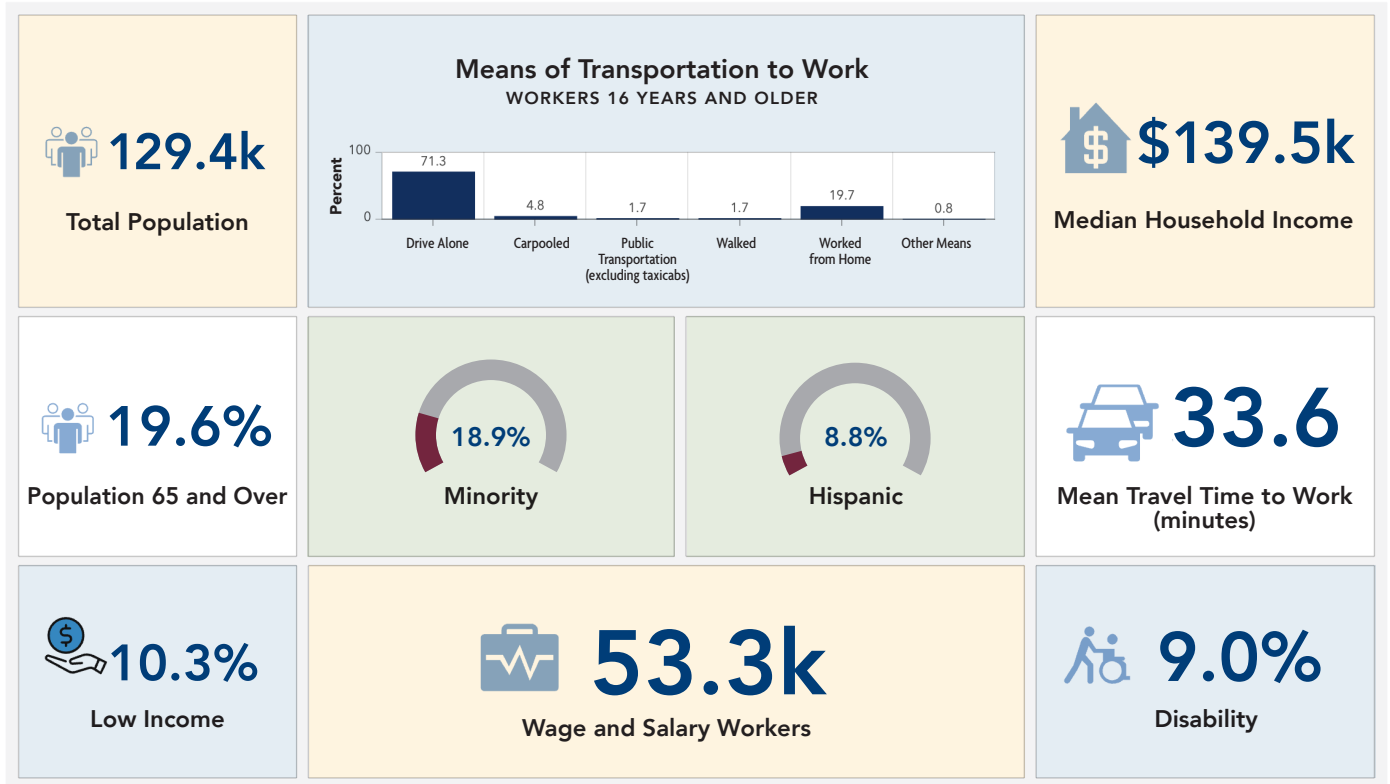
### NJTPA Committee Assignments

- Project Prioritization Committee (Member)

## HUNTERDON COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2019-2023), the Bureau of Economic Analysis (2019).



**James S. Solomon**

Mayor, Jersey City

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

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

## BIOGRAPHY

**M**ayor James Slater Solomon was sworn in as the 50th Mayor of Jersey City and joined the NJTPA Board in 2026.

Mayor Solomon was first elected to the Jersey City Council in 2017. On the Council, he built a reputation as a tireless advocate for working families, fighting for affordable housing, stable property taxes, and more. His commitment has always been to make Jersey City a place that supports all families.

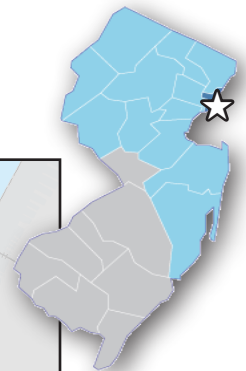
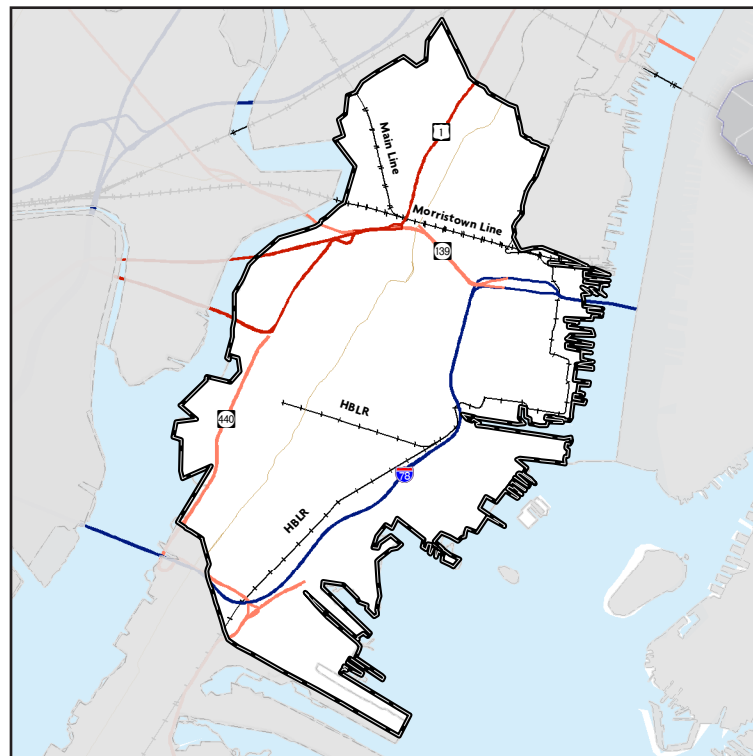
Mayor Solomon earned his master's degree in public policy from Harvard University's Kennedy School of Government and his Bachelor of Arts from

Pomona College. He has proudly served as an adjunct professor at New Jersey City University, St. Peter's University, and Hudson County Community College.

## NJTPA Committee Assignments

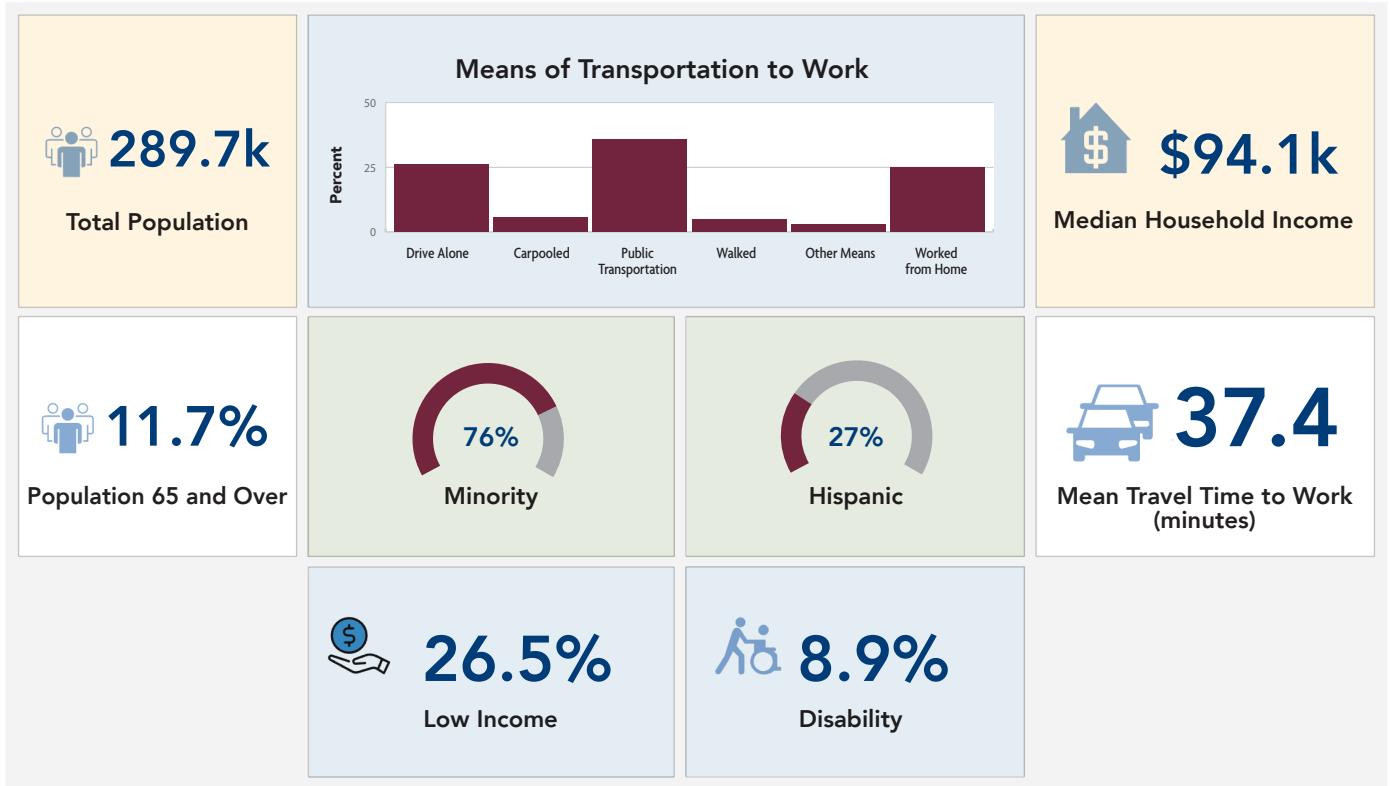
- Planning & Economic Development Committee (Member)

## JERSEY CITY MAP





## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2019-2023), American Community Survey 1-year estimates (2022), the Bureau of Economic Analysis (2019).



## Charles Kenny

Middlesex County  
Commissioner  
NJTPA Chair

### Alternate Voting and Regional Transportation Advisory Committee Member

Vijayant Rajvanshi  
Director of Planning  
Director of Network  
Operations Center  
Department of Transportation  
(732) 745-7253  
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 became Chairman in 2026.

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.

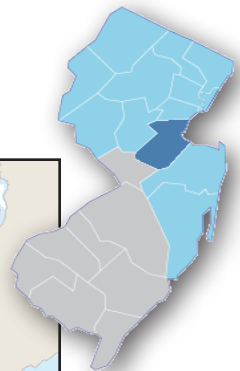
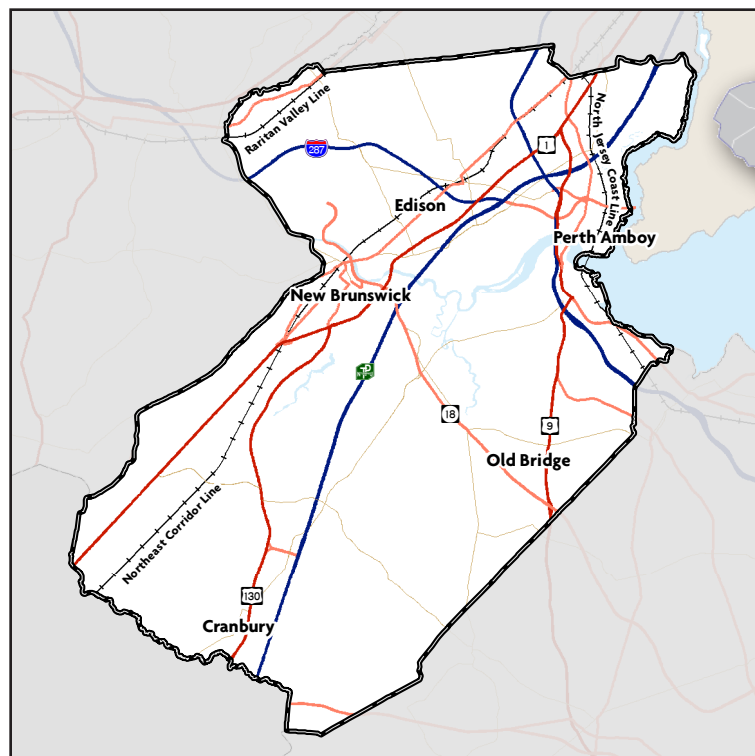
Commissioner Kenny is Chair of the County’s Transportation Committee and previously served as Chair of the Infrastructure Management Committee.

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

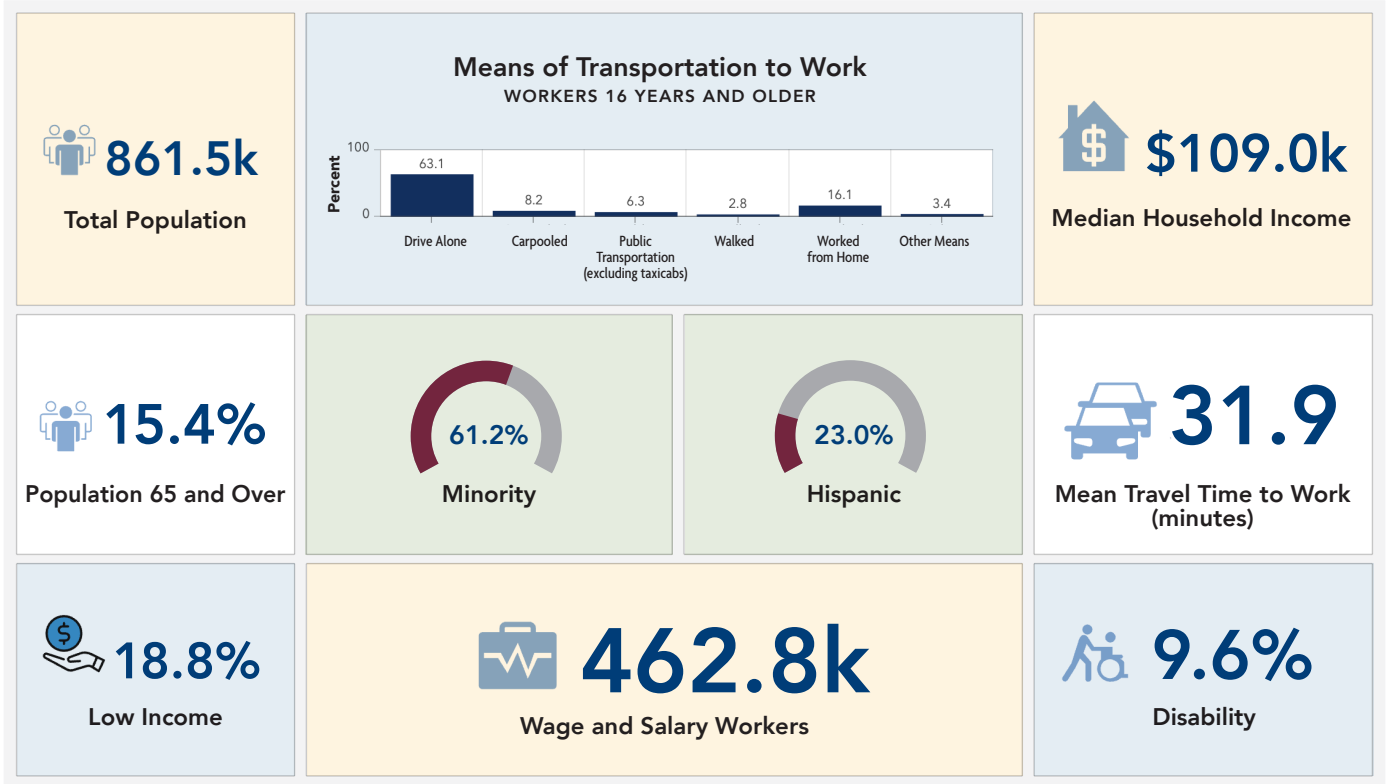
## NJTPA Committee Assignments

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

## MIDDLESEX COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2019-2023), the Bureau of Economic Analysis (2019).



**Thomas A. Arnone**

Monmouth County  
Commissioner

**Alternate Voting Member  
and 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

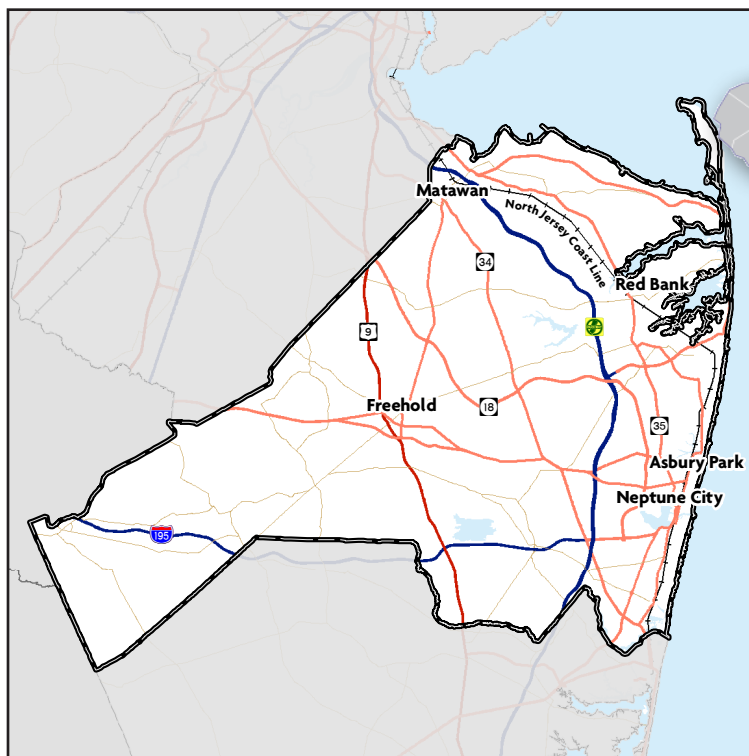
as the vice president prior to that. He has been an active member of the New Jersey State League of Municipalities.

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

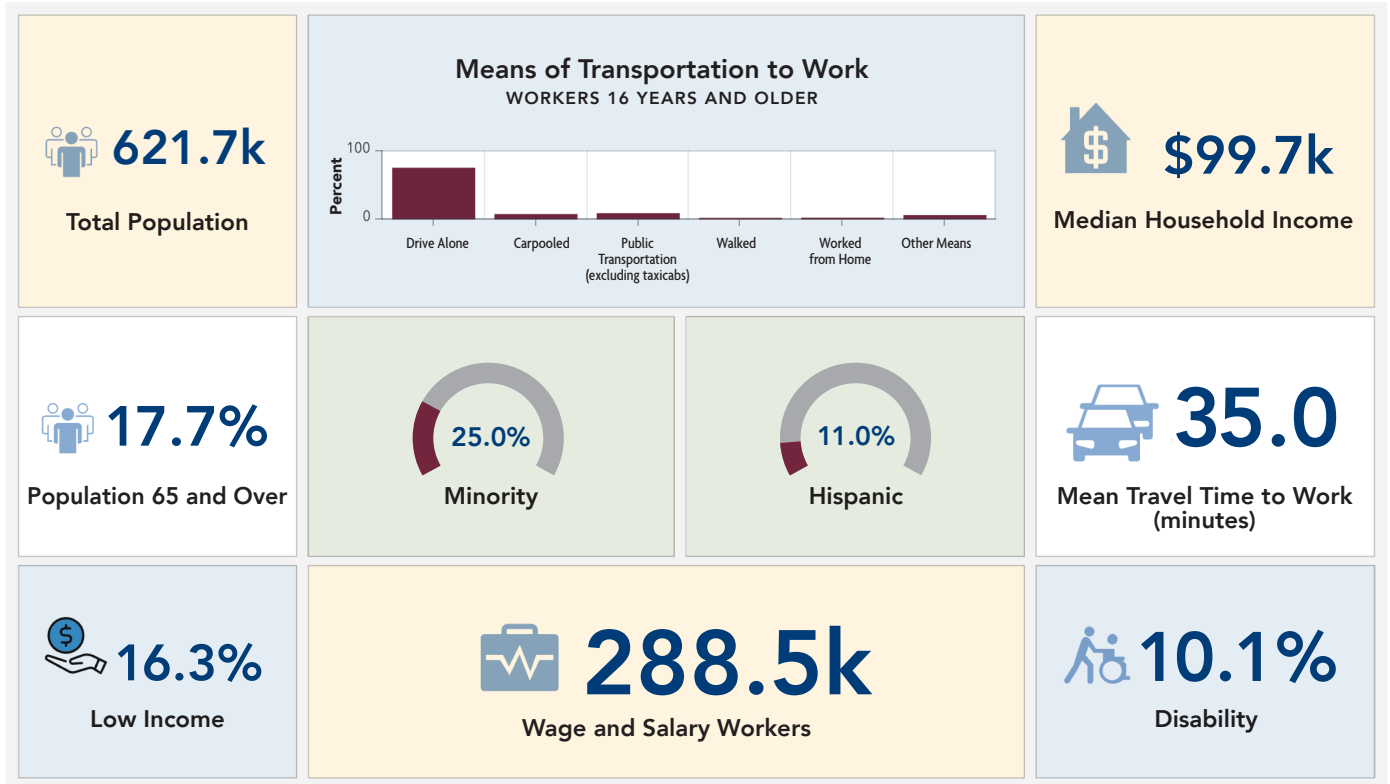
## NJTPA Committee Assignments

- Project Prioritization Committee (Member)

## MONMOUTH COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2019-2023), the Bureau of Economic Analysis (2019).



## Stephen H. Shaw

Morris County  
Commissioner  
NJTPA Third Vice Chair

### 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 serves as Third Vice Chair for the 2026-2027 term.

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.

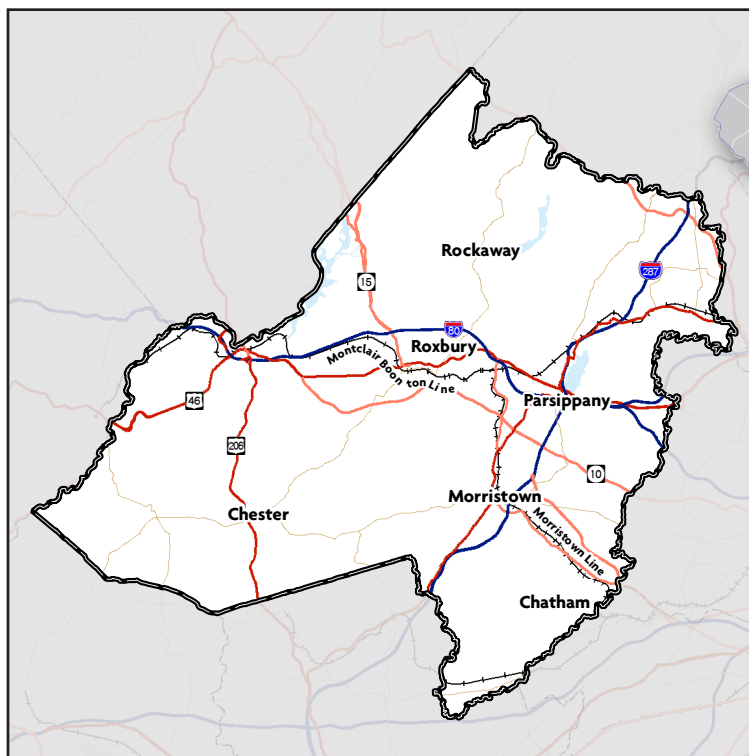
Professionally, Commissioner Shaw owns and operates a small family contracting business and has been president of his local and state builder's trade association.

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

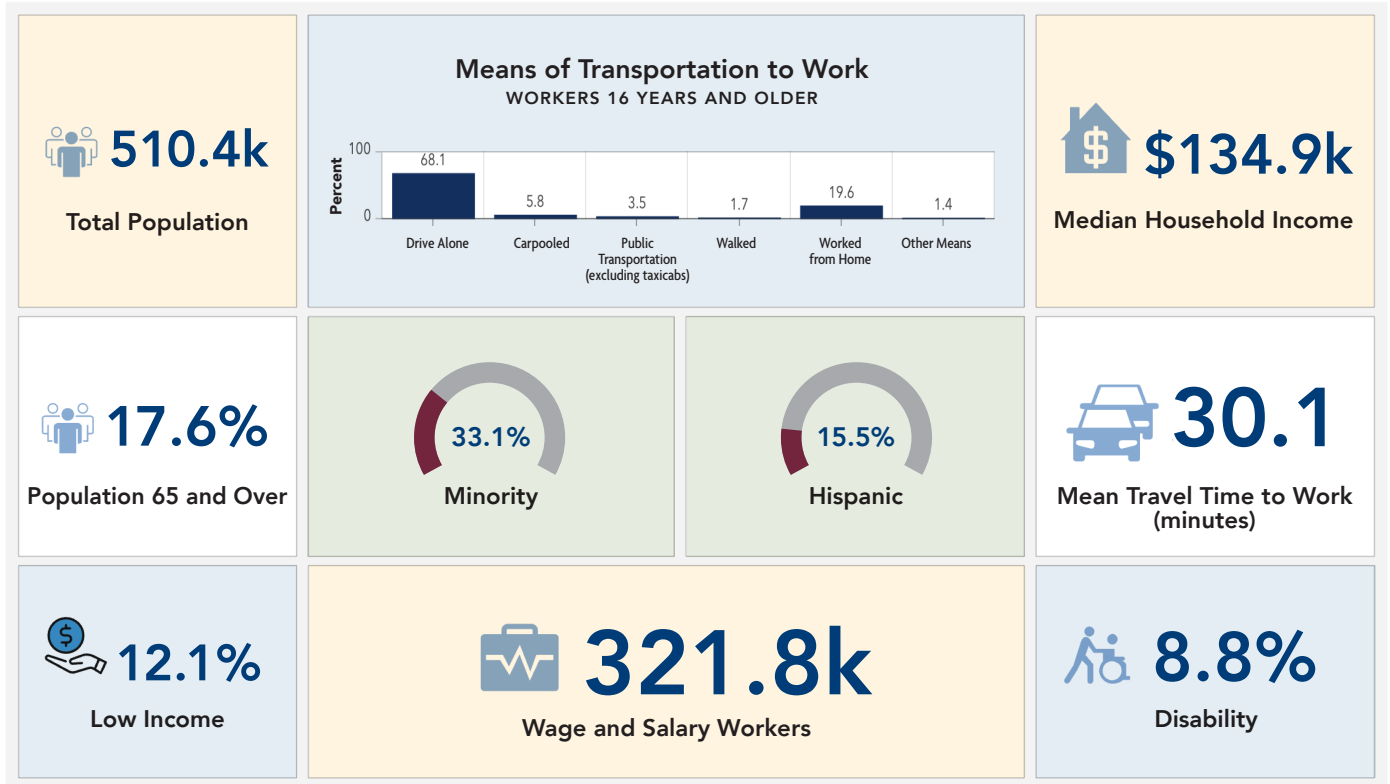
### NJTPA Committee Assignments

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

## MORRIS COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2019-2023), the Bureau of Economic Analysis (2019).





## Ras J. Baraka

Mayor, City of Newark

### Alternate Voting Member

James D. Adams  
Acting Director  
Department of Engineering  
(973) 733-8520  
adamsjam@ci.newark.nj.us

### Regional Transportation Advisory Committee Member

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

## BIOGRAPHY

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

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

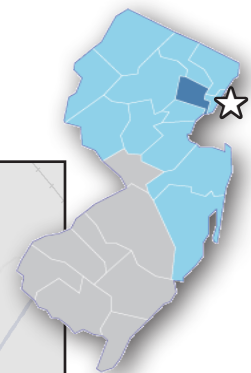
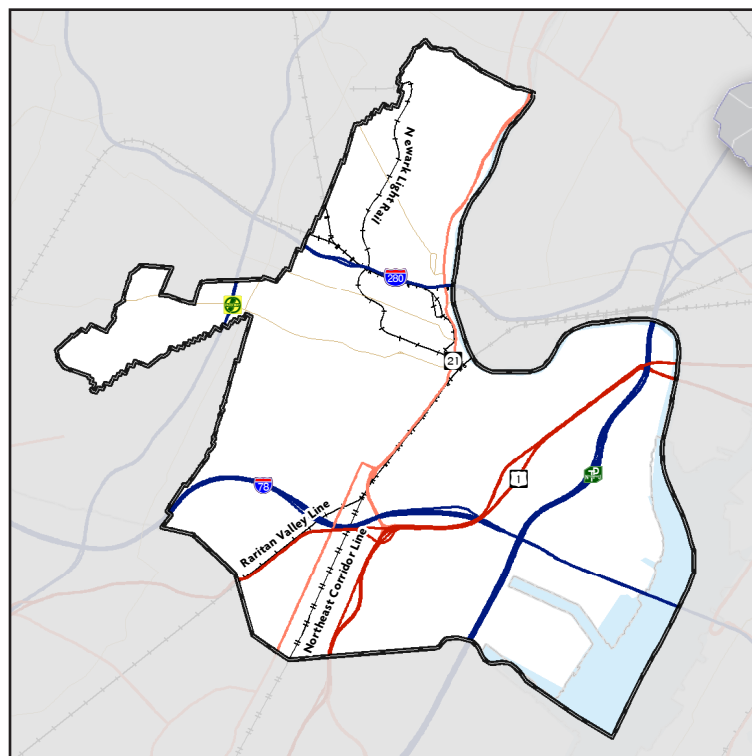
Mayor Baraka is credited with transforming Central High School, where he served as principal (2007-2014). He has supported initiatives geared toward youth development and he created the Senior Citizen's Committee, a group of committed residents addressing issues for seniors.

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

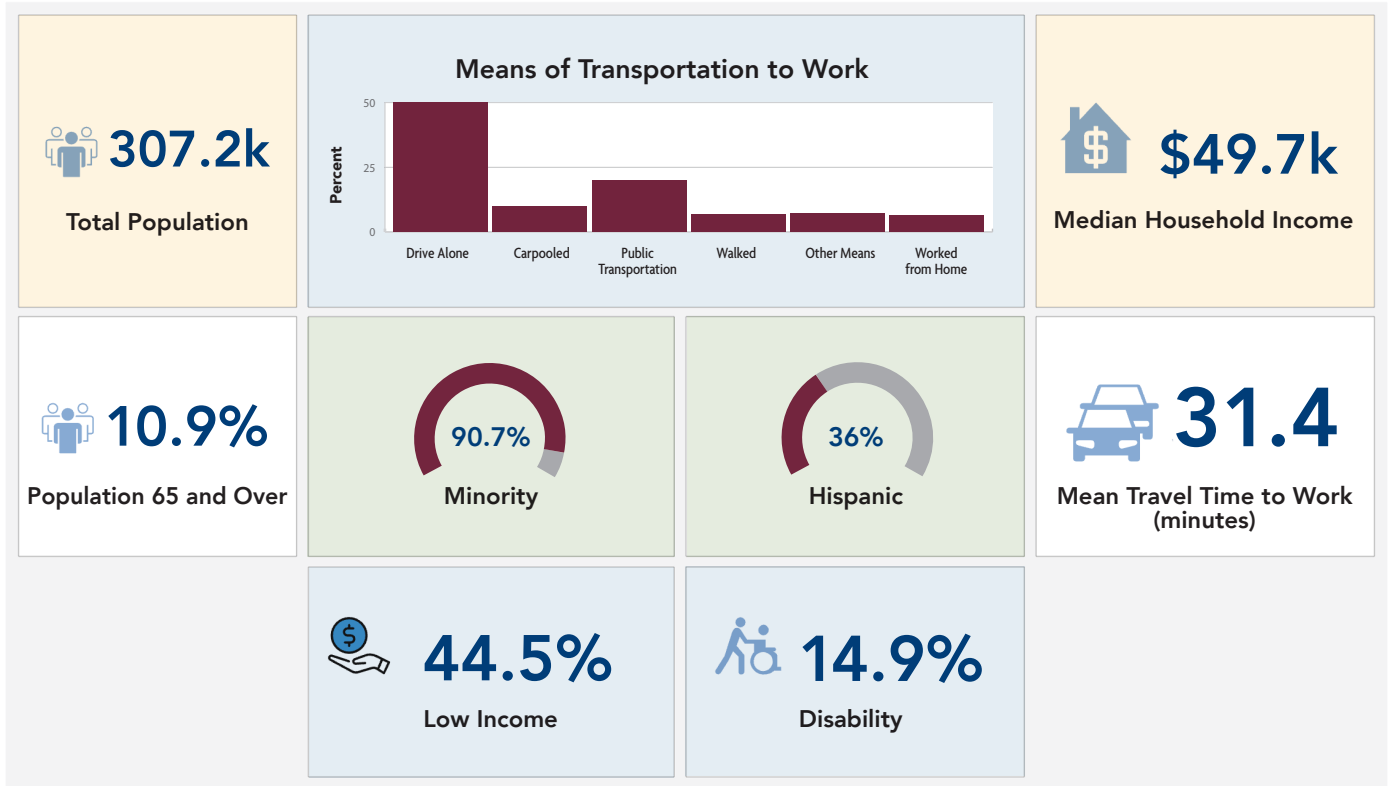
### NJTPA Committee Assignments

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

## NEWARK MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2019-2023), American Community Survey 1-year estimates (2022), the Bureau of Economic Analysis (2019).



## Frank Sadeghi

Ocean County  
Commissioner

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

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

## BIOGRAPHY

Commissioner Frank Sadeghi was sworn to his first three-year term on the Ocean County Board of Commissioners during the Board's reorganization meeting Jan. 3, 2024. He joined the NJTPA Board in 2026. A businessman and a long-time public servant, Commissioner Sadeghi brings years of leadership experience.

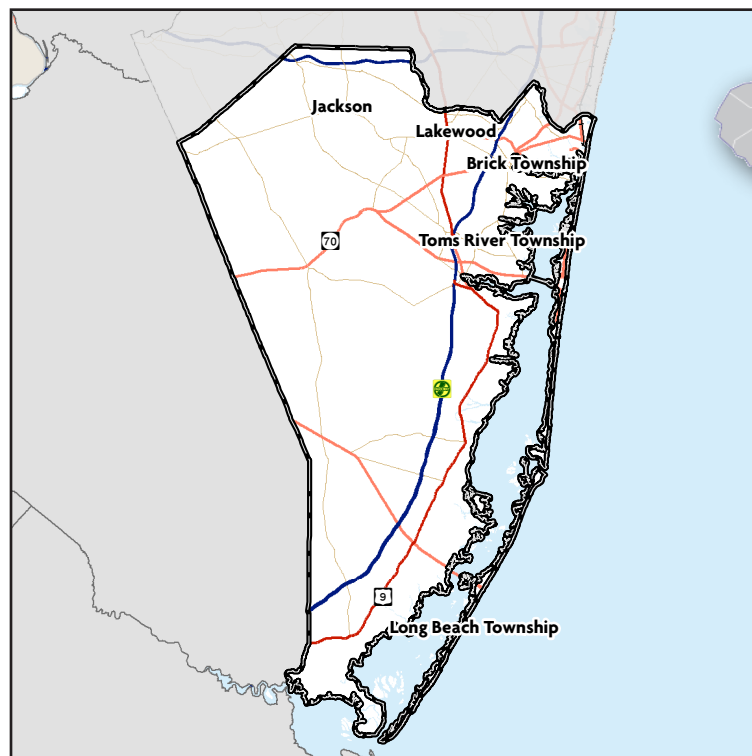
As a member of the County Board of Commissioners, Sadeghi serves as co-liaison to such key Ocean County Government departments including the County Administrator, as well as the Finance and Purchasing departments to ensure sound financial management, transparent procurement, and effective communication with residents.

In addition, Commissioner Sadeghi serves as co-liaisons to the Engineering Department, Road Department and Finance Department. As co-liaison of the Departments of Engineering and Roads, he works closely with staff from both departments to ensure the expansive network of county roads and bridges are well maintained and safely for pedestrians and the traveling public including residents and visitors.

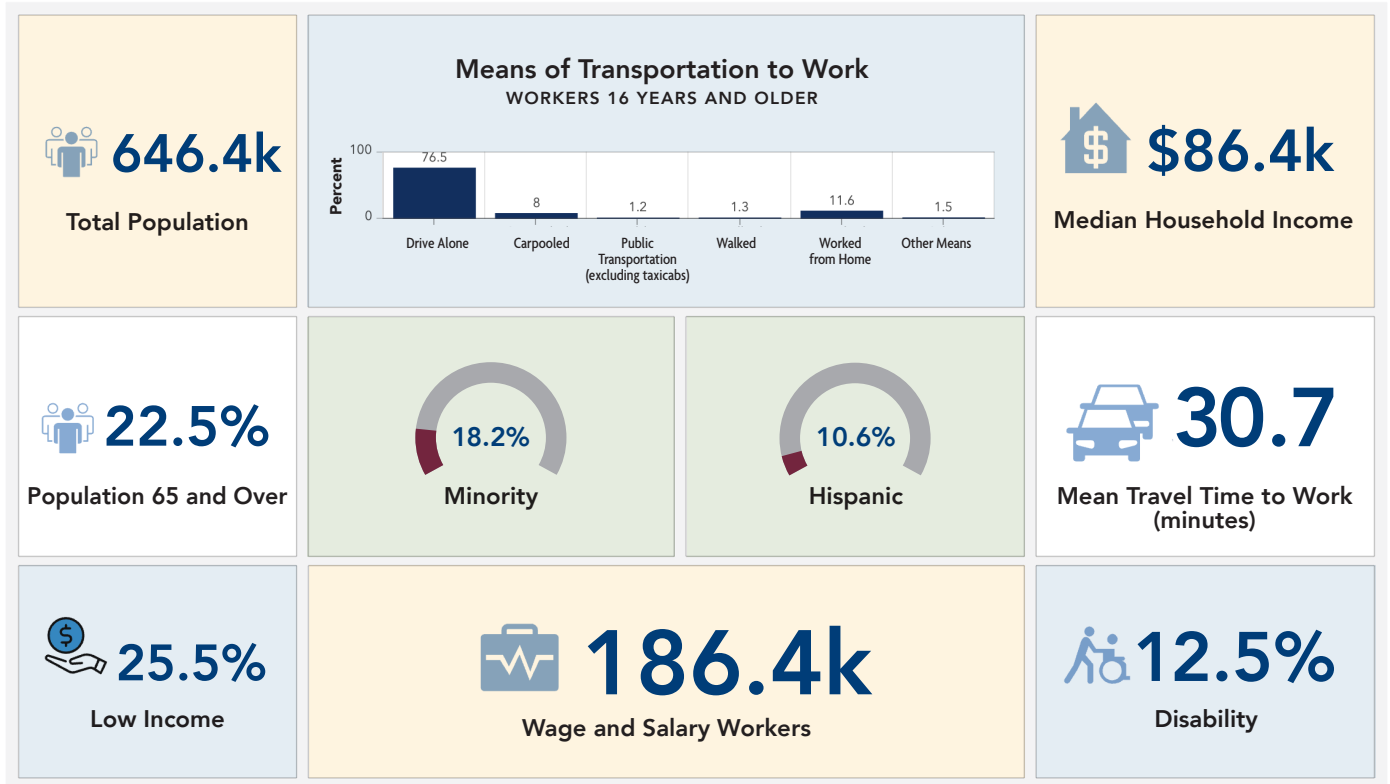
### NJTPA Committee Assignments

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

## OCEAN COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2019-2023), the Bureau of Economic Analysis (2019).



## Michael Ramaglia

Passaic County  
Commissioner

### Alternate Voting Member

Nicholas Veliky  
County Commissioner  
Passaic County Board of  
County Commissioners  
(973) 881-4402  
nveliky@passaiccountynj.org

### Regional Transportation Advisory Committee Member

Andras Holzmann, AICP, PP  
(RTAC Chair)  
Planning Director  
Department of Planning  
(973) 569-4045  
andrash@passaiccountynj.org

## BIOGRAPHY

Commissioner Michael Ramaglia brings more than two decades of leadership experience in engineering and infrastructure, overseeing large-scale development initiatives, capital projects, and complex operations. Known for his strategic and collaborative approach, he has led multidisciplinary teams across the public, private, and nonprofit sectors, managing major construction, rehabilitation, and facilities projects with a focus on fiscal responsibility, safety, compliance, and accountability.

Commissioner Ramaglia has held senior roles with respected engineering firms, including The Falcon Group, and currently works with O&S Associates, a nationally recognized engineering and

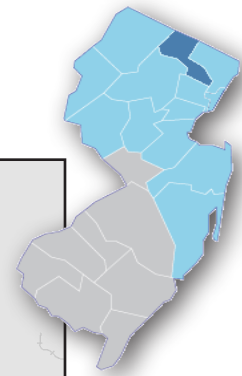
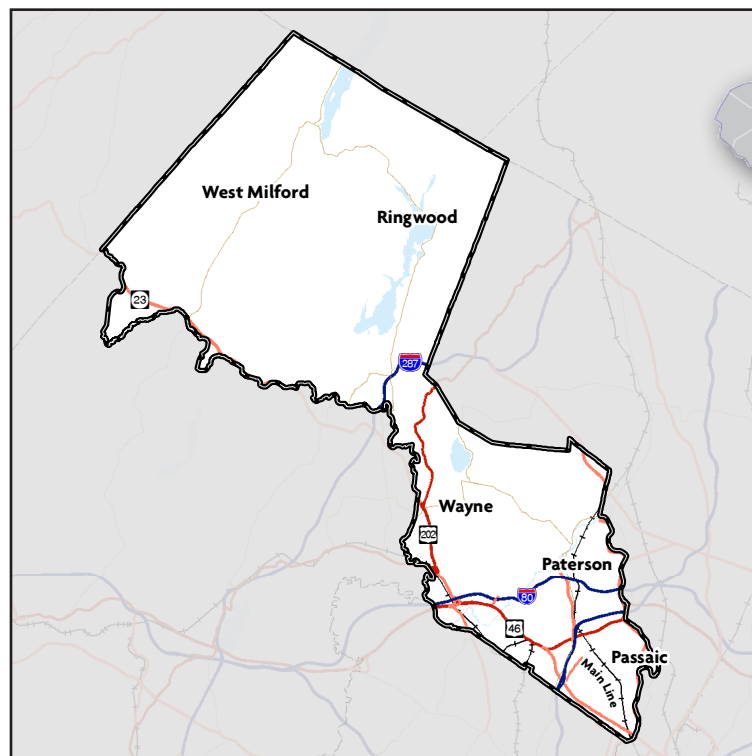
architectural firm. His experience includes managing multimillion-dollar budgets, improving operational efficiency, and coordinating complex projects and stakeholders.

His commitment to public service includes serving as a Commissioner of the Passaic County Improvement Authority and Passaic County Board of Elections, as well as a Councilman for the Township of West Milford. In Spring 2026, he will attend Cornell University's Executive Leadership Program, furthering his commitment to effective public leadership.

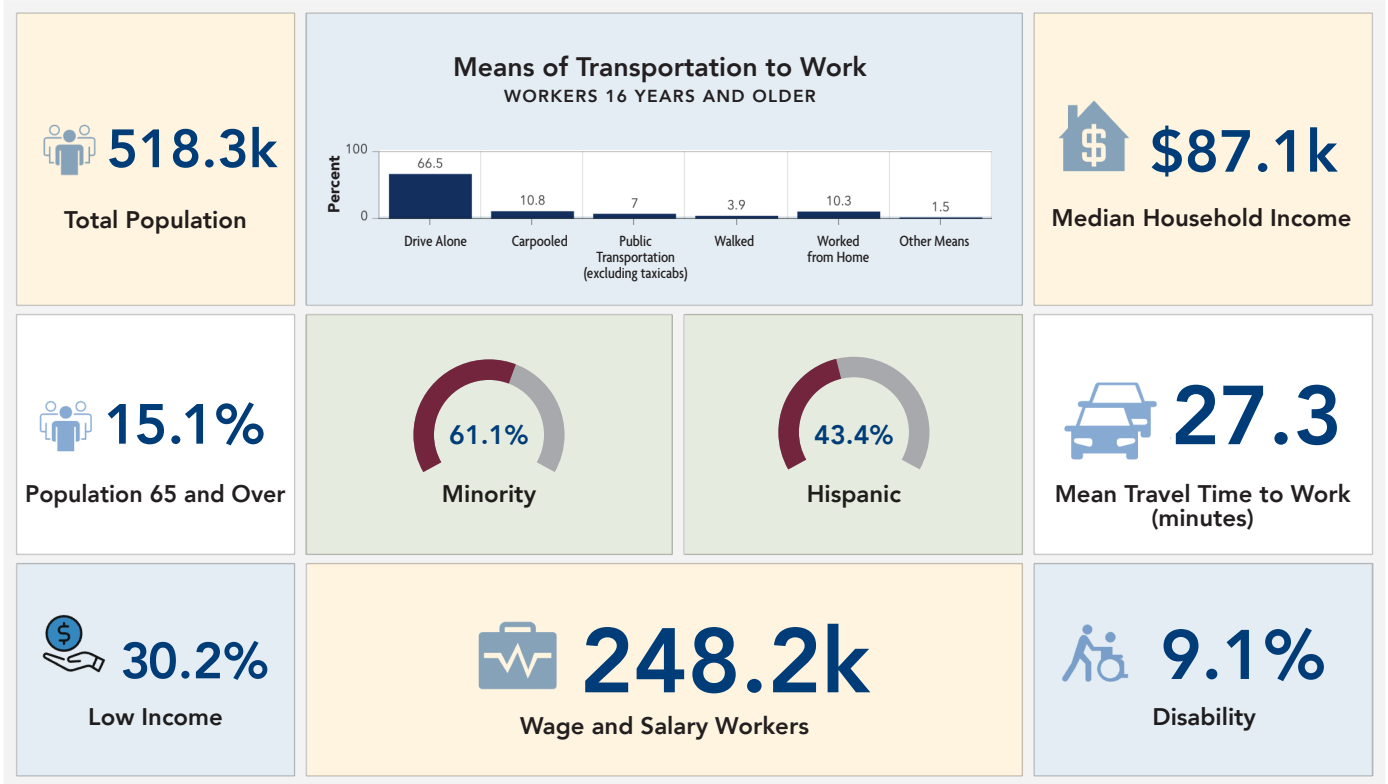
### NJTPA Committee Assignments

- Planning & Economic Development Committee (Member)

## PASSAIC COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2019-2023), the Bureau of Economic Analysis (2019).



## Sara Sooy

Somerset County  
Commissioner  
NJTPA Secretary

## Alternate Voting Member

Paul Drake  
Commissioner  
T: (908) 231-7030  
pdrake@co.somerset.nj.us

## Regional Transportation Advisory Committee Member

Ken Wedeen  
Supervising Planner  
Office of Planning, Policy and  
Economic Development  
(908) 541-5773  
wedeem@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 was elected NJTPA Board Secretary in 2026 and 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).

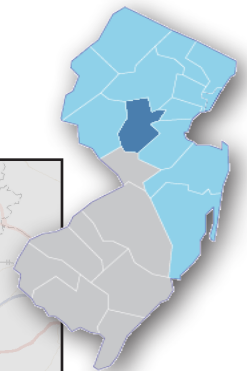
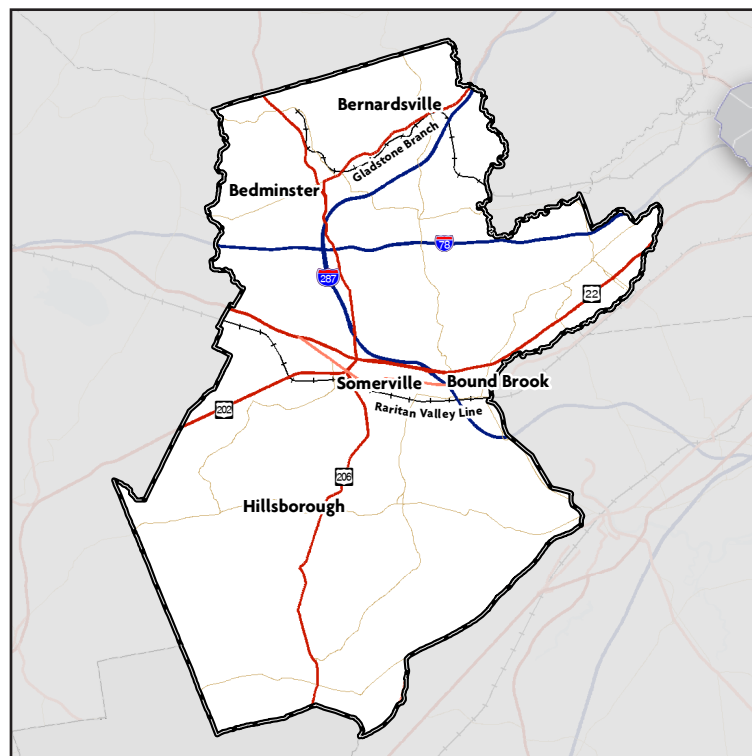
Commissioner Sooy is a member of the Somerset County Business Partnership, Heart Works and Kiwanis. She also volunteers with the Bernardsville Senior Center and Morristown Soup Kitchen.

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

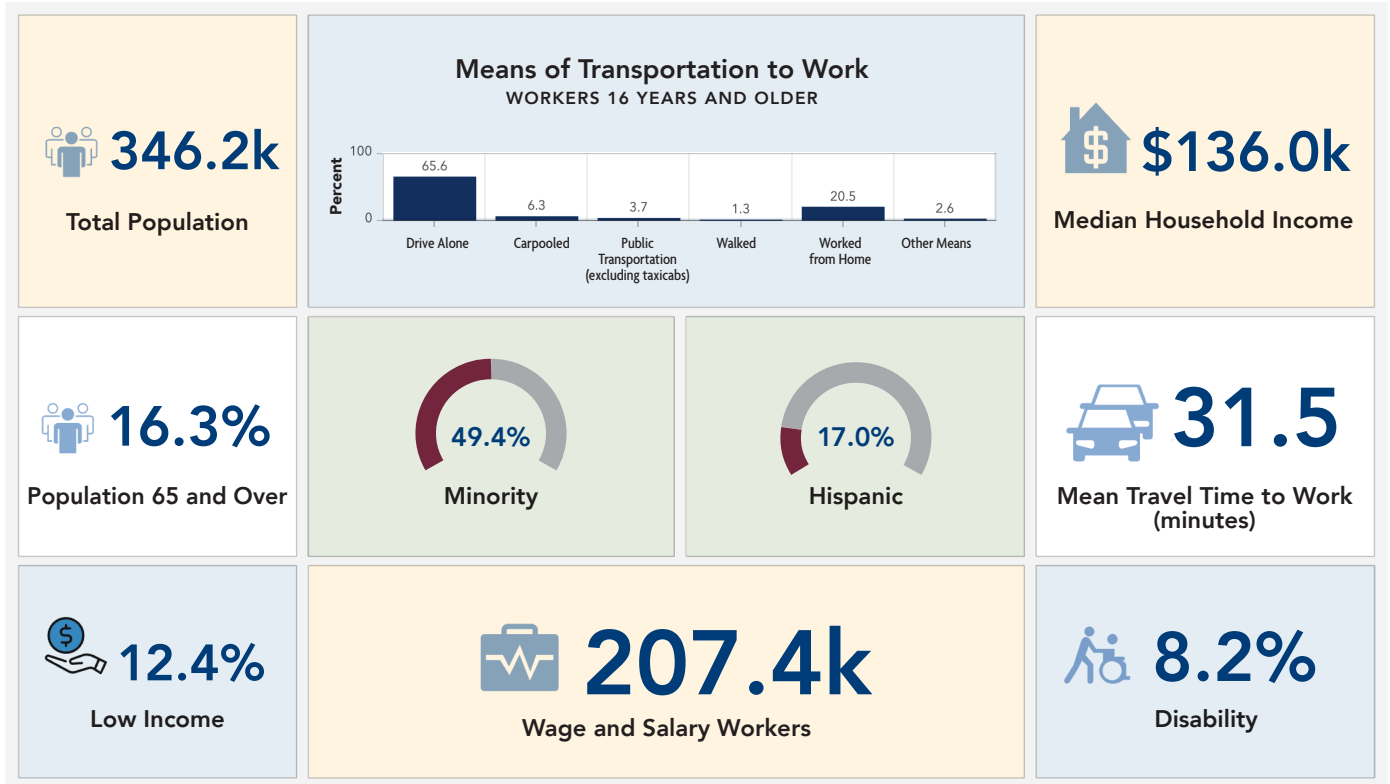
## NJTPA Committee Assignments

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

## SOMERSET COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2019-2023), the Bureau of Economic Analysis (2019).





## 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.

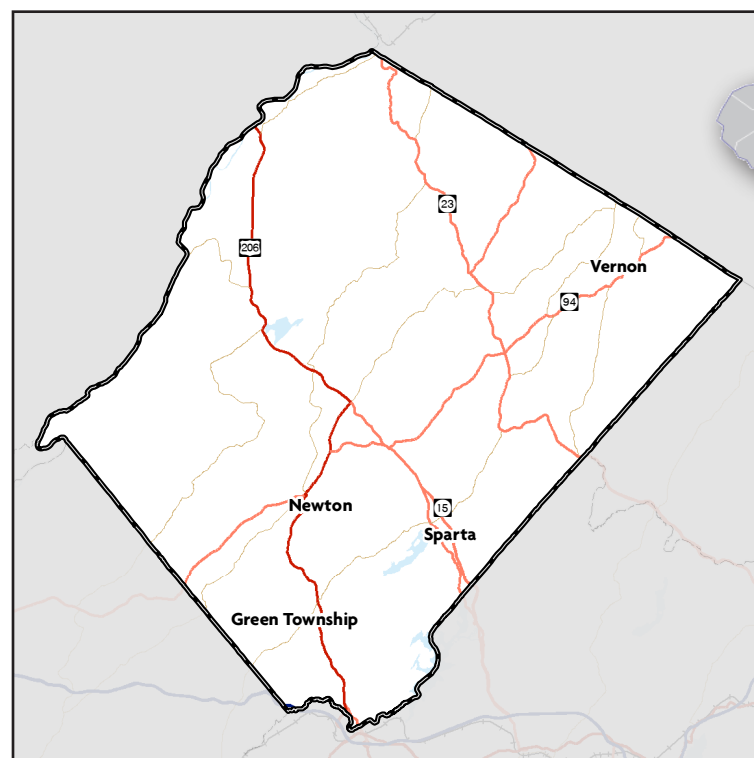
Commissioner DeGroot earned a Bachelor of Science degree in mathematics and finance from Marywood University

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.

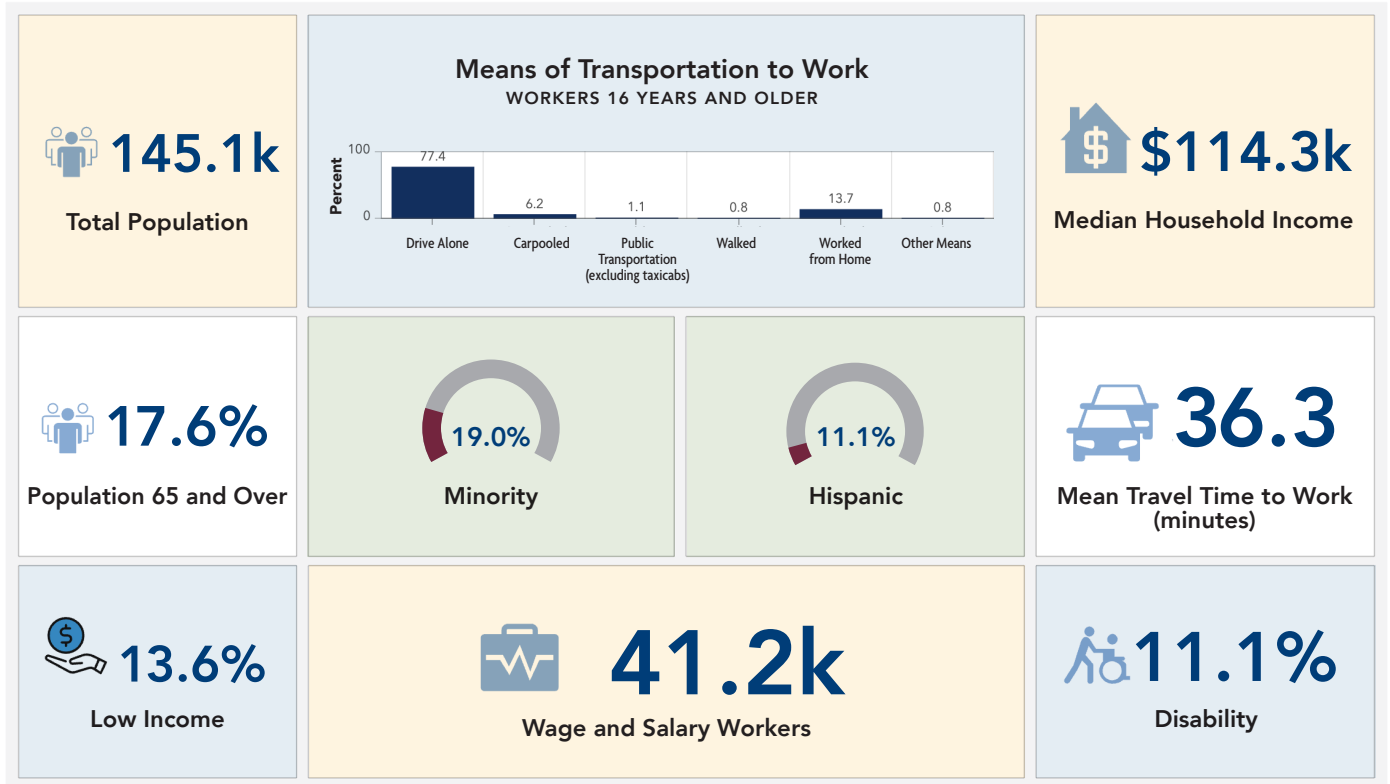
### NJTPA Committee Assignments

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

## SUSSEX COUNTY MAP



## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2019-2023), the Bureau of Economic Analysis (2019).



## Michèle Delisfort

Union County Commissioner  
NJTPA Second Vice Chair

### Alternate Voting Member

Stanley Neron  
County Commissioner  
(908) 527-4111  
stanneron@gmail.com

### Regional Transportation Advisory Committee Member

Ricardo Matias  
County Engineer  
T: (908) 789-3675  
ricardo.matias@ucnj.org

## BIOGRAPHY

Commissioner Delisfort became Union County's representative on the NJTPA Board in 2026. She previously served for three years as a Board alternate. Commissioner Delisfort currently Chairs the Planning and Economic Development Committee.

Commissioner Delisfort is a distinguished planning professional with 30 years of experience in the field. In 2019, the American Planning Association honored her with the Outstanding Planner Award in recognition of her exceptional contributions to the profession.

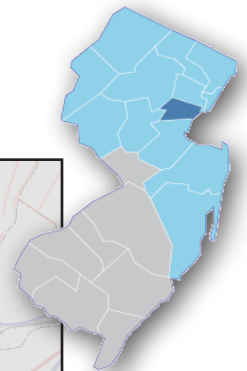
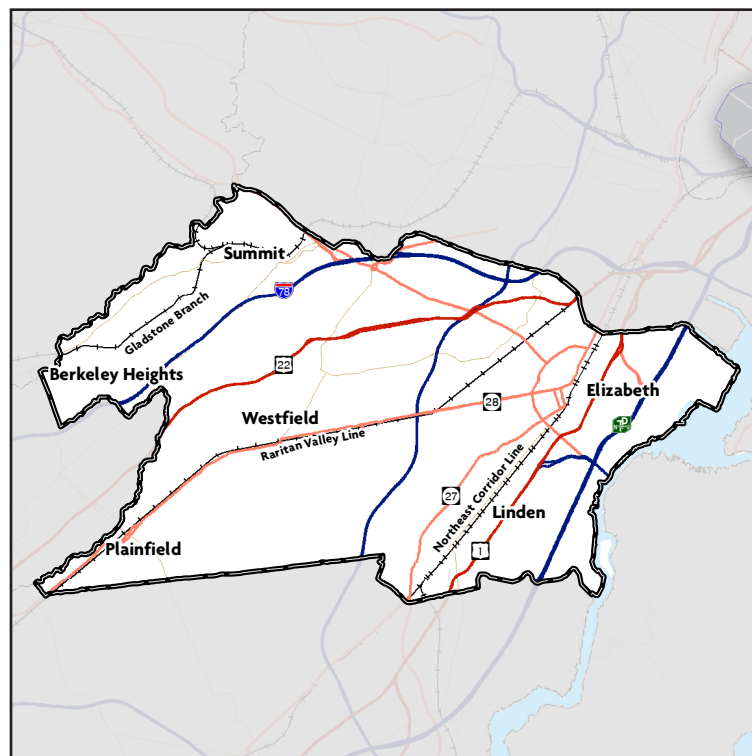
The Commissioner currently serves as the Principal and Managing Partner of Nishuane Group, LLC, an urban planning consultancy firm. In addition, she is the

newly elected President of the American Planning Association's New Jersey Chapter. Prior to joining the County Board of Commissioners, she served as Mayor of Union Township.

### NJTPA Committee Assignments

- Executive Committee (Second Vice Chair)
- Freight Initiatives Committee (Member)

## UNION COUNTY MAP



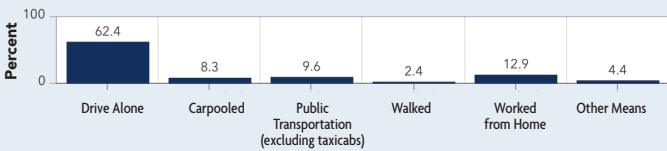
FACTS AT A GLANCE



572.5k

Total Population

Means of Transportation to Work  
WORKERS 16 YEARS AND OLDER



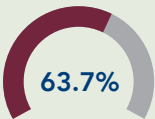
\$100.1k

Median Household Income

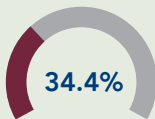


14.6%

Population 65 and Over



Minority



Hispanic



30.7

Mean Travel Time to Work  
(minutes)



23.5%

Low Income



249.2k

Wage and Salary Workers



9.0%

Disability

Sources: American Community Survey, 5-year estimates (2019-2023), the Bureau of Economic Analysis (2019).



## Jason J. Sarnoski

Warren County  
Commissioner  
NJTPA First Vice Chair

### Alternate Voting and Regional Transportation Advisory Committee Member

Ryan Conklin PP, AICP, GISP  
(Vice Chair)  
Assistant Director of Planning  
T: (908) 475-6532  
rconklin@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 First Vice Chair and chairs the Project Prioritization 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.

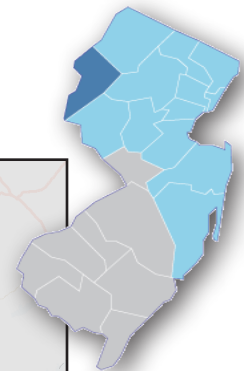
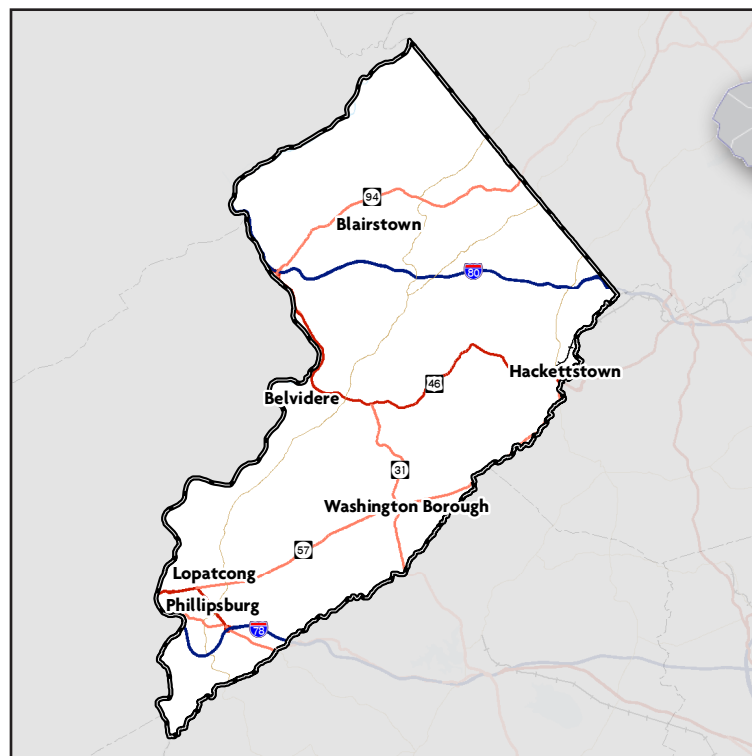
Commissioner Sarnoski works as an electrical engineer for First Energy and previously worked for PSE&G. His career has focused on improving electricity generation and delivery reliability.

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

## NJTPA Committee Assignments

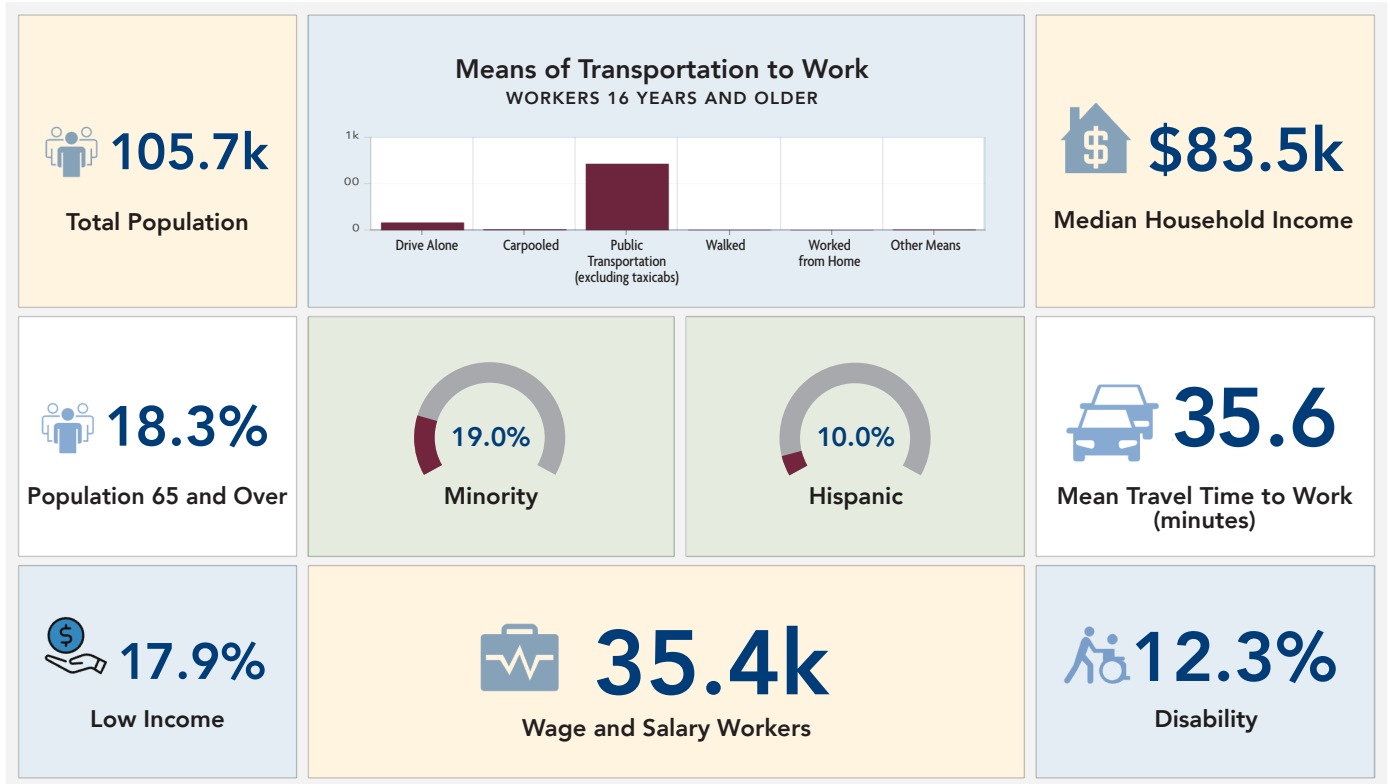
- Executive Committee (First Vice Chair)
- Project Prioritization Committee (Chair)

## WARREN COUNTY MAP



# WARREN COUNTY

## FACTS AT A GLANCE



Sources: American Community Survey, 5-year estimates (2019-2023), the Bureau of Economic Analysis (2019).



## Priya Jain

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

Farzana Ahmed  
Lead, MPO Liaison Unit  
Bureau of Statewide Strategies  
(609) 963-1202  
farzana.ahmed@dot.nj.gov

## BIOGRAPHY

**P**riya Jain joined the NJTPA Board in 2026, when she was appointed NJDOT Commissioner. She is a civil engineer and business professional who most recently served as president of Americas for Mace Consult, an international construction consulting firm. In that role, she led strategic growth and operational excellence across the region.

Prior to joining Mace, Jain served as executive vice president and chief growth officer at Atlas Technical Consultants, driving enterprise-wide growth initiatives.

Before that, she spearheaded the expansion of the British multinational construction, design, engineering, and business services company Atkins in North America as senior vice president for sales and strategy. Jain also previously held senior leadership roles at consulting firm CH2M consulting, managing and delivering major client programs.

## 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

John Dean  
Senior Program Director,  
Research & Community  
Services  
(973) 491-7743  
jdean@njtransit.com

### Regional Transportation Advisory Committee Member

Nathan Chadwick  
Assistant Director, Planning &  
Programming Coordinationg  
(973) 491-7790  
nchadwick@njtransit.com

## BIOGRAPHY

**N**J 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.

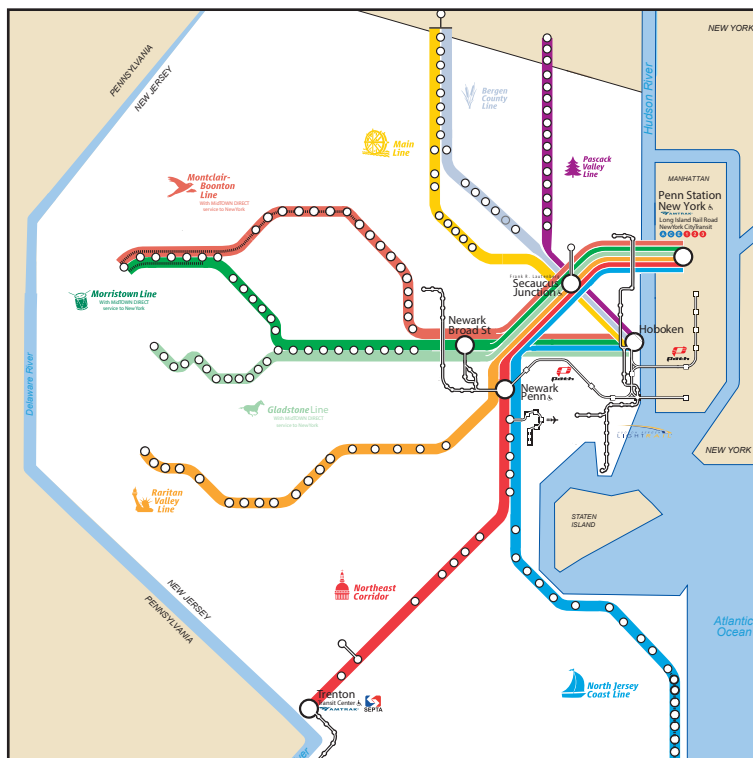
Prior to his appointment, Kolluri served as the Chief Executive Officer of the Gateway Development Commission, a bi-state entity overseeing the \$16.1 billion Hudson Tunnel Project. Previously, Kolluri served as President & Chief Executive Officer of the non-profit Camden Community Partnership, Inc. 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

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

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

O'Toole has had a long and distinguished career in public service at the

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

### NJTPA Committee Assignments

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





### Aaron J. Creuz

Deputy Chief Counsel  
Authorities Unit

### Alternate Voting and Regional Transportation Advisory Committee Member

Blair Gerold  
Associate Counsel  
Authorities Unit  
T: (609) 690-8481  
blair.gerold@nj.gov

### BIOGRAPHY

**A**aron J. Creuz serves as Deputy Chief Counsel to the Governor and Director of the 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.

## Regional Transportation Advisory Committee (RTAC)

### BERGEN

**Mr. Joseph Baladi**

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

### ESSEX

**Mr. David Antonio**

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. Mark Kataryniak**

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

Director of Planning  
Director of Network Operations Center  
Department of Transportation  
75 Bayard Street  
New Brunswick, New Jersey 08901  
T: (732) 745-7253  
C: (732) 427-1399  
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  
mjehinke@co.ocean.nj.us

## PASSAIC

### Mr. Andras Holzmann, AICP, PP (Chair)

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

## SOMERSET

### Mr. Ken Wedeen

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

## SUSSEX

### Mr. Tom Drabic

Principal Transportation Planner  
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### CITIZENS' REPRESENTATIVE

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## **VII. NJTPA Meeting Calendar**

## 2025 Schedule of NJTPA Committee Meetings



| RTAC              | Standing Committees | Board                                    |
|-------------------|---------------------|------------------------------------------|
| December 8, 2025  | December 15, 2025   | January 12, 2026                         |
| February 9, 2026  | February 17, 2026*  | March 9, 2026                            |
| April 13, 2026    | April 20, 2026      | May 11, 2026                             |
| June 8, 2026      | June 15, 2026       | July 13, 2026                            |
| August 10, 2026   | August 17, 2026     | August 17, 2026 **<br>September 14, 2026 |
| October 13, 2026* | October 19, 2026    | November 9, 2026                         |
| December 14, 2026 | December 21, 2026   | January 11, 2027                         |

\* Monday holidays, meetings moved to Tuesdays

\*\* Tentative Special Board Meeting immediately following the Joint Committee Meeting (if necessary)

All committee meetings will be held virtually. Board meetings will be held in person at the NJTPA Office in Newark, unless indicated otherwise. If a special Board meeting is required to address August Redistribution actions, it will be conducted virtually.

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](https://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 \$3 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 Board adopted *Connecting Communities: The NJTPA Long Range Plan* in September 2025, after a full year of development and outreach. This updated plan sets a vision for the future of transportation in the region and identifies priority projects; it also makes the region eligible for federal transportation funding. As part of this update, NJTPA staff studied current trends and used computer models to predict changes out to the year 2050. *Connecting Communities* covers a variety of topics including mobility, access, quality of life, and more.

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**



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

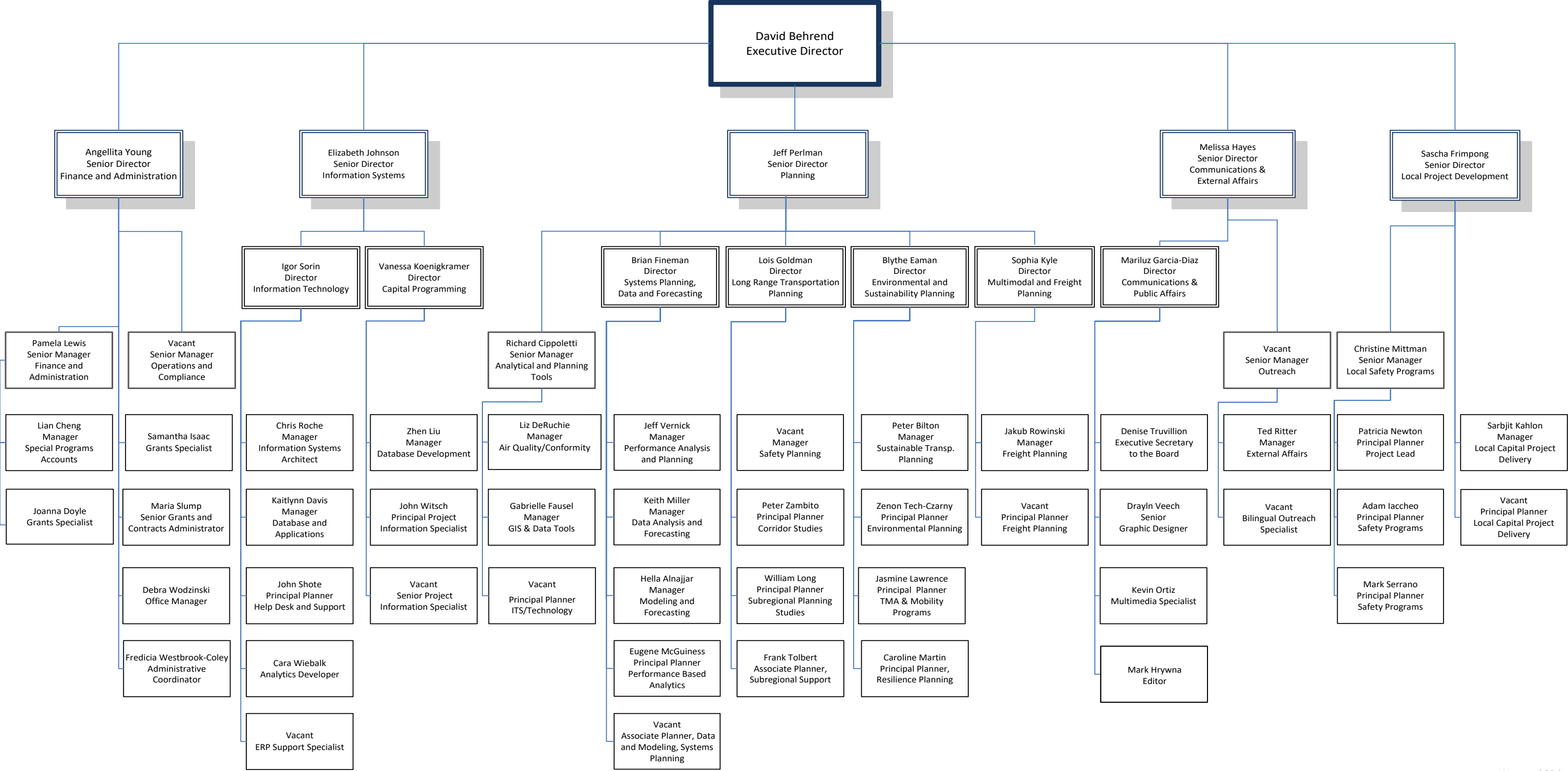
The work of the NJTPA is supported by a central staff numbering about 60 professionals including planners, programmers, engineers, communication staff, administrators, and clerical personnel. Central staff operates in a support role to the NJTPA Board of Trustees.

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 five Senior Directors, seven Division Directors, and five 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 2027 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 2027 UPWP was approved by the Planning and Economic Development Committee at its meeting on February 17, 2026, and is scheduled to be adopted at the March 9, 2026 Board of Trustees meeting. The FY 2027 work program will go into effect July 1, 2026.

# NJTPA Sources of Revenue and Expenditures

## NJTPA FY 2027 UPWP Budget Summary

| Expenditures - FY 2027 UPWP Program Activities                                              |           | UPWP Budget          |
|---------------------------------------------------------------------------------------------|-----------|----------------------|
| <b>Central Staff Activities</b> (Chapter I)                                                 |           |                      |
| Personnel Expenditures <sup>1,2</sup>                                                       | \$        | 10,631,075           |
| Non-Personnel Expenditures                                                                  | \$        | 2,208,500            |
| Indirect Costs <sup>3</sup>                                                                 | \$        | 2,182,700            |
| <b>Subtotal: Central Staff Activities</b>                                                   | <b>\$</b> | <b>15,022,275</b>    |
| <b>FY 2027 Consultant\Subrecipient Subcontracts</b> (Chapter I)                             | <b>\$</b> | <b>2,828,100</b>     |
| <b>FY 2027 Subregional Transportation Planning Program</b> (Chapter II)                     | <b>\$</b> | <b>2,511,400</b>     |
| <b>FY 2027 - FY 2028 Subregional Studies Program</b> (Chapter II)                           | <b>\$</b> | <b>895,900</b>       |
| <b>FY 2027 Transportation Management Association Program</b> (Chapter III)                  | <b>\$</b> | <b>7,404,900</b>     |
| <b>Total: FY 2027 UPWP Expenses</b>                                                         |           | <b>\$ 28,662,575</b> |
| <b>Revenues - FY 2027 UPWP Funding Authorizations</b> <sup>4</sup>                          |           | <b>UPWP Budget</b>   |
| FHWA MPP PL Funds (IIJA FFY26, STIP DB# X30A)                                               | \$        | 12,365,457           |
| FHWA MPP Set-aside PL Funds -SATO (IIJA FFY26, STIP DB# X30A)                               | \$        | 275,115              |
| FHWA MPP PL Funds, Reprogrammed (IIJA PL funds, STIP DB# X30A)                              | \$        | 2,194,697            |
| Flexed FTA Section 5303/5305(d) MP Program Funds (IIJA FFY25 MP, STIP DB# X30A)             | \$        | 3,852,048            |
| FHWA Surface Transportation Block Grant Program (STBGP-NY/NWK) Funds (FFY26, STIP DB# X30A) | \$        | 2,570,357            |
| FHWA STBGP-NY/NWK Funds for TMA Program (NJTPA TMAs, FFY26, STIP DB# 11383)                 | \$        | 5,122,600            |
| FHWA STBGP-PHILA Funds for TMA Program (DVRPC TMAs, FF26, STIP DB# 11383)                   | \$        | 2,282,300            |
| <b>Total: FY 2027 UPWP Revenues</b>                                                         |           | <b>\$ 28,662,575</b> |

### Notes:

(1) The FY 2027 budget assumes the salaries of 60 full-time Central Staff employees, plus part-time staff for additional support. A total of 65.2 full time equivalent (FTE) employees are assumed, with part-time staff counted as 0.65 FTE. The FY 2027 budget also assumes an average merit pool of 4%.

(2) FY 2027 Budget assumes provisional FY 2027 fringe benefit rates of 38.3% for full-time staff and 7.6% for hourly part-time staff. Actual FY 2027 rates will be subject to audit and as agreed to by NJIT (the NJTPA's Host Agency) and the U.S. Department of Health & Human Services.

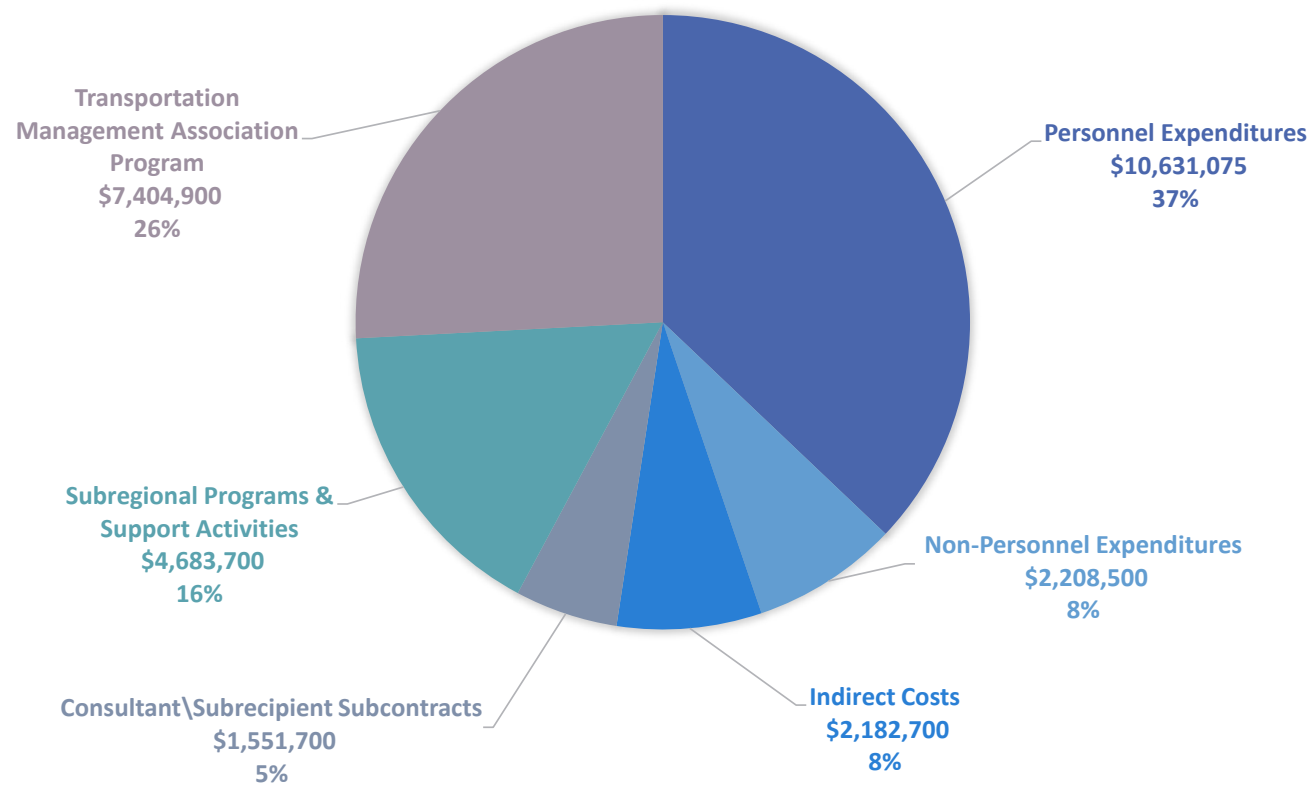
(3) The FY 2027 budget for NJIT's Facilities and Administration Costs assumes a fixed amount, as stated in the current NJDOT Basic Agreement with NJTPA and NJIT (Agreement No. 2021-NJIT-001), calculated from a rate based on past fiscal years' audited costs that is applied to projected operating costs for FY 2027.

(4) Funding to be authorized for the FY 2027 work program assumes FFY26 FHWA MPP PL funds (IIJA apportionments, including 2.5% of PL funds set-aside for Safe and Accessible Transportation Options); reprogrammed FHWA MPP PL funds from prior apportionments (unobligated\available IIJA balances released from NJTPA Task Order PL-NJ-25-01); FTA 25MP PL funds flexed to FHWA; and FFY26 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 2027 UPWP BUDGET TOTAL EXPENDITURES \$28,662,575

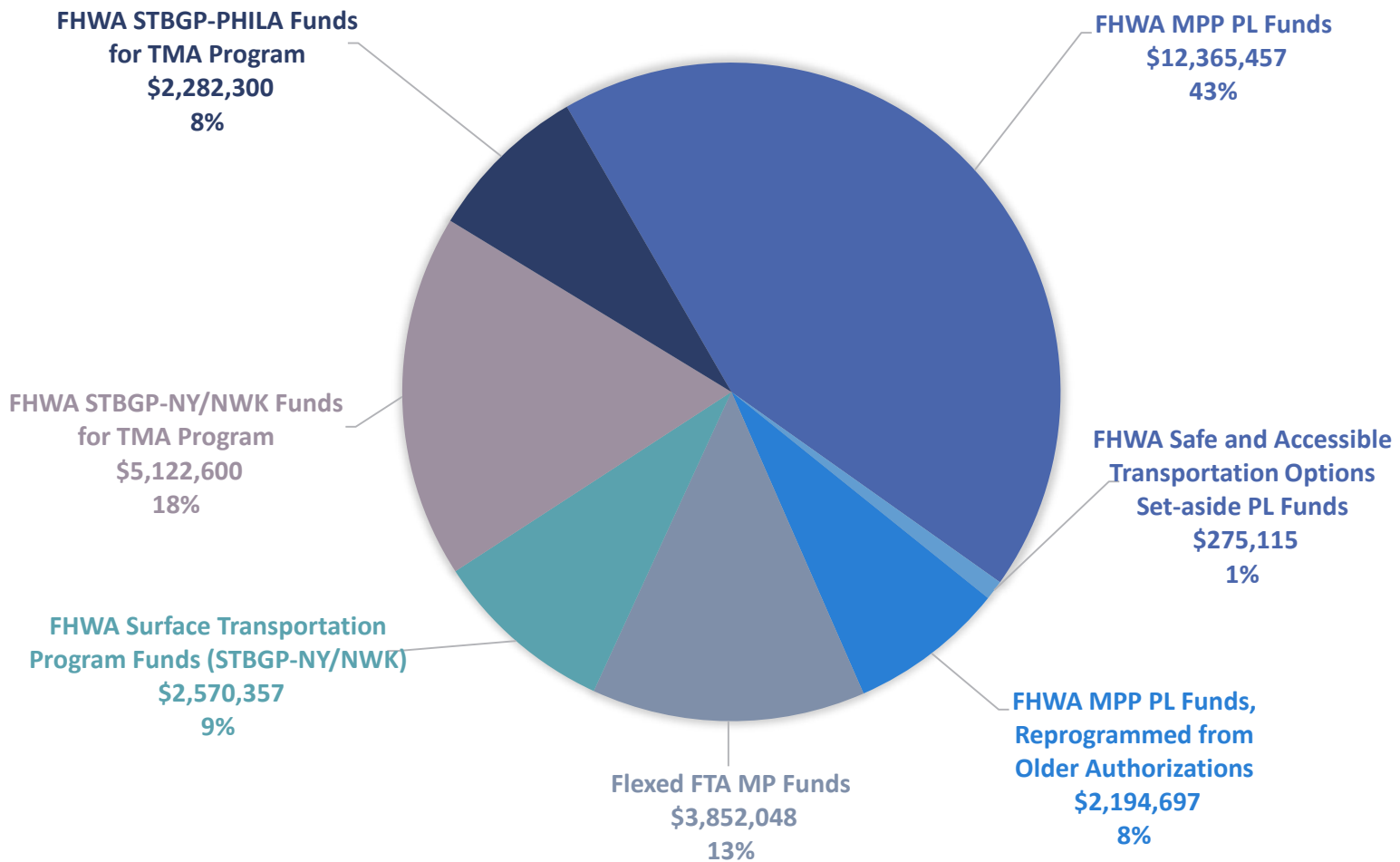


*Note: Subregional Support Activities include select Central Staff projects outlined in Chapter I, which provide direct support to local agencies*



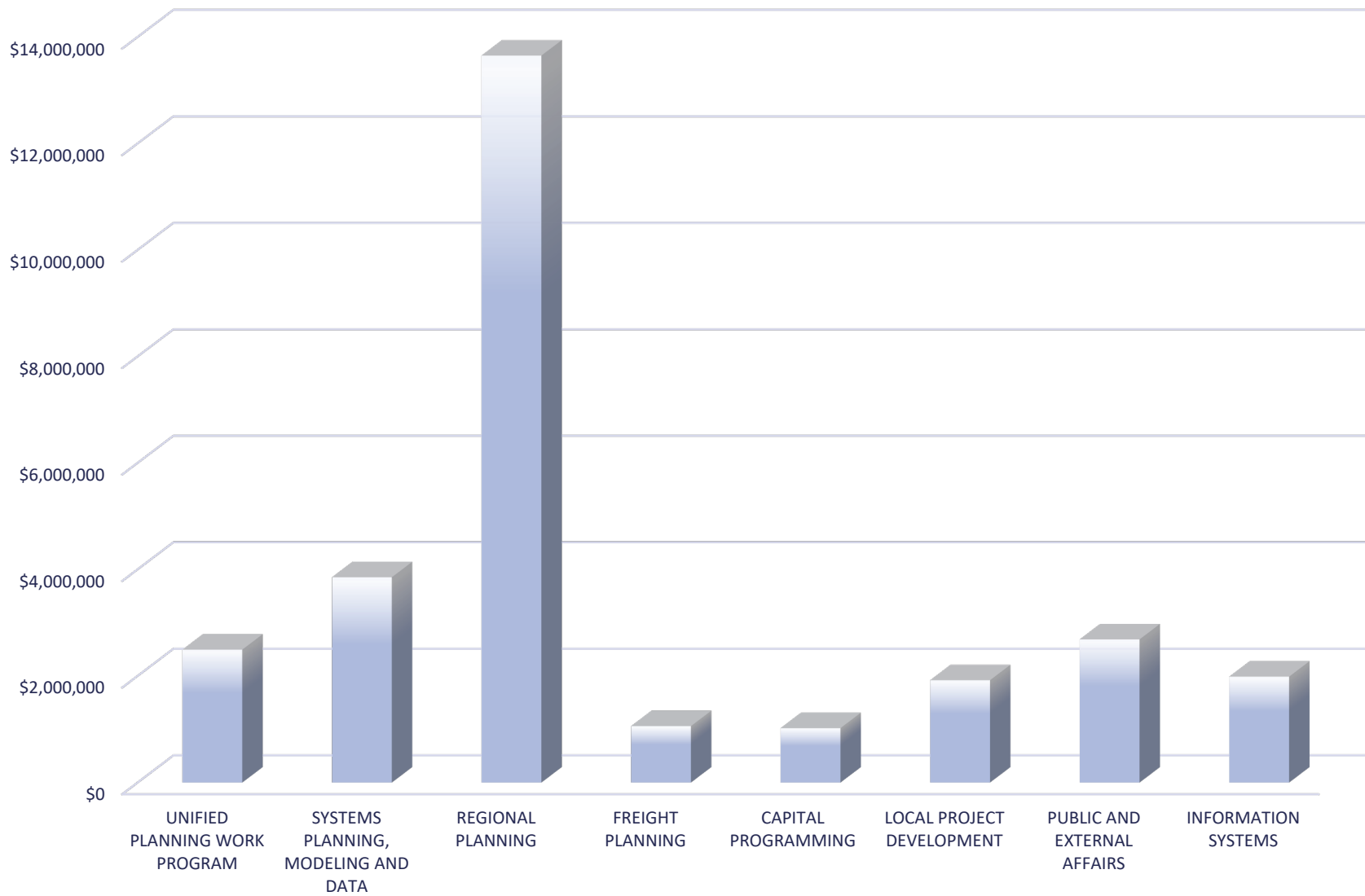
## NJTPA Sources of Revenue and Expenditures

### NJTPA FY 2027 UPWP BUDGET TOTAL REVENUES \$28,662,575



## NJTPA Sources of Revenue and Expenditures

### NJTPA FY 2027 UPWP Expenditures by Program Areas



## NJTPA Sources of Revenue and Expenditures

### NJTPA FY 2027 UPWP Budget Central Staff Activities – Budget Detail

| Expenditures                                                       | UPWP Total           |
|--------------------------------------------------------------------|----------------------|
| <b>Personnel Expenditures</b>                                      |                      |
| <b>Direct Labor - Salaries</b>                                     |                      |
| Full-Time Staff                                                    | \$ 7,313,500         |
| Hourly Part-Time Staff                                             | \$ 478,100           |
| <b>Subtotal Salaries</b>                                           | <b>\$ 7,791,600</b>  |
| <b>Direct Labor - Fringe Benefits</b>                              |                      |
| Full-Time                                                          | \$ 2,802,475         |
| Hourly                                                             | \$ 37,000            |
| <b>Subtotal Fringe Benefits</b>                                    | <b>\$ 2,839,475</b>  |
| <b>Subtotal Personnel Expenditures</b>                             | <b>\$ 10,631,075</b> |
| <b>Non-Personnel Expenditures</b>                                  |                      |
| <b>Direct Expenses</b>                                             |                      |
| Advertisements - Legal Notices and Recruitment                     | \$ 10,000            |
| Computer Hardware/Software/Data Maintenance and Licenses           | \$ 615,000           |
| Equipment Repairs and Maintenance                                  | \$ 11,000            |
| Guest Speaker Presentations                                        | \$ 7,500             |
| IT System and Technical Support Services                           | \$ 70,000            |
| Leasing - Copiers                                                  | \$ 18,000            |
| Leasing - Facility and Maintenance                                 | \$ 815,000           |
| Legal Services and Risk Management                                 | \$ 150,000           |
| Memberships                                                        | \$ 70,000            |
| Other                                                              | \$ 12,000            |
| Postage                                                            | \$ 2,000             |
| Printing/Freelance/Translation Services (General and inTransition) | \$ 45,000            |
| Professional Service Agreements (Limited Scope)                    | \$ 50,000            |
| Subscriptions                                                      | \$ 1,000             |
| Supplies, including Office and Computer Supplies                   | \$ 50,000            |
| Telephone/Internet/Data Centers                                    | \$ 125,000           |
| Training and Professional Development                              | \$ 75,000            |
| Travel & Registrations                                             | \$ 40,000            |
| UPWP Audit                                                         | \$ 30,000            |
| <b>Subtotal Direct Expenses</b>                                    | <b>\$ 2,196,500</b>  |
| <b>Equipment</b>                                                   |                      |
| Computer Equipment ≥ \$5,000                                       | \$ -                 |
| Office Equipment ≥ \$5,000                                         | \$ -                 |
| Other Equipment ≥ \$5,000                                          | \$ -                 |
| Furniture ≥ \$5,000                                                | \$ -                 |
| Computer Equipment < \$5,000 (Staff Computer Upgrades)             | \$ 12,000            |
| Other Equipment < \$5,000                                          | \$ -                 |
| Furniture < \$5,000                                                | \$ -                 |
| <b>Subtotal Equipment</b>                                          | <b>\$ 12,000</b>     |
| <b>Subtotal Non-Personnel Expenditures</b>                         | <b>\$ 2,208,500</b>  |
| <b>Indirect Costs</b>                                              |                      |
| NJIT Facilities and Administrative Support Services                | \$ 2,182,700         |
| <b>Subtotal Indirect Costs</b>                                     | <b>\$ 2,182,700</b>  |
| <b>Total Central Staff Activities</b>                              | <b>\$ 15,022,275</b> |

# NJTPA Sources of Revenue and Expenditures

## NJTPA FY 2027 UPWP Budget New Contractual/Consultant Projects

NEW FY 2027 UPWP Projects - Task Order PL-NJ-27-01

| Task ID                                                                    | Task Activity                                                                 | Budget Line Item     | Contract Budget        | Total Project Budget <sup>1</sup> | Effective Funding Period |
|----------------------------------------------------------------------------|-------------------------------------------------------------------------------|----------------------|------------------------|-----------------------------------|--------------------------|
| <b>FY 2027 Consultant\Subrecipient Subcontracts (Chapter I)</b>            |                                                                               |                      |                        |                                   |                          |
| SP202.004.27                                                               | FY 2027 NJTPA Travel Model Applications                                       | Subrecipient         | \$ 150,000             | \$ 150,200                        | 7/1/26-6/30/27           |
| SP205.001.27                                                               | FY 2027 Air Quality Conformity Determination and Regional Emissions Modeling  | Consultant           | \$ 550,000             | \$ 550,600                        | 7/1/26-6/30/29           |
| SP207.003.27                                                               | Traffic Signal Asset Management Pilot                                         | Consultant           | \$ 600,000             | \$ 600,600                        | 7/1/26-6/30/29           |
| RP307.002.27                                                               | FY 2027 Vibrant Communities Initiative                                        | Subrecipient         | \$ 225,000             | \$ 225,300                        | 7/1/26-6/30/27           |
| RP307.008.27                                                               | Dayton Neighborhood Transit Redevelopment                                     | Subrecipient         | \$ 150,000             | \$ 150,200                        | 7/1/26-6/30/28           |
| FP401.004.27                                                               | E-Commerce Delivery Mitigation                                                | Subrecipient         | \$ 350,000             | \$ 350,400                        | 7/1/26-6/30/28           |
| LP602.002.27                                                               | FY 2027 Subregional Assistance with Studies & Analyses                        | Consultant           | \$ 300,000             | \$ 300,300                        | 7/1/26-6/30/28           |
| PA701.001.27                                                               | FY 2027 Innovative Public Engagement                                          | Subrecipient         | \$ 100,000             | \$ 100,100                        | 7/1/26-6/30/27           |
| IS802.001.27                                                               | FY 2027 SAP Support Services                                                  | Consultant           | \$ 400,000             | \$ 400,400                        | 7/1/26-6/30/28           |
| <b>Subtotal - Consultant\Subrecipient Subcontracts</b>                     |                                                                               |                      | <b>\$ 2,825,000</b>    | <b>\$ 2,828,100</b>               |                          |
| <b>FY 2027 Subregional Transportation Planning Program (Chapter II)</b>    |                                                                               |                      |                        |                                   |                          |
| RP304.001.27.01                                                            | Bergen County FY 2027 STP Program                                             | Pass-Through Program | \$ 262,705.00          | \$ 262,969                        | 7/1/26 -6/30/27          |
| RP304.001.27.02                                                            | Essex County FY 2027 STP Program                                              | Pass-Through Program | \$ 181,207.50          | \$ 181,390                        | 7/1/26 -6/30/27          |
| RP304.001.27.03                                                            | Hudson County FY 2027 STP Program                                             | Pass-Through Program | \$ 156,620.00          | \$ 156,778                        | 7/1/26 -6/30/27          |
| RP304.001.27.04                                                            | Hunterdon County FY 2027 STP Program                                          | Pass-Through Program | \$ 103,762.50          | \$ 103,867                        | 7/1/26 -6/30/27          |
| RP304.001.27.05                                                            | Jersey City FY 2027 STP Program                                               | Pass-Through Program | \$ 128,162.50          | \$ 128,291                        | 7/1/26 -6/30/27          |
| RP304.001.27.06                                                            | Middlesex County FY 2027 STP Program                                          | Pass-Through Program | \$ 243,213.75          | \$ 243,459                        | 7/1/26 -6/30/27          |
| RP304.001.27.07                                                            | Monmouth County FY 2027 STP Program                                           | Pass-Through Program | \$ 206,487.50          | \$ 206,695                        | 7/1/26 -6/30/27          |
| RP304.001.27.08                                                            | Morris County FY 2027 STP Program                                             | Pass-Through Program | \$ 178,228.75          | \$ 178,408                        | 7/1/26 -6/30/27          |
| RP304.001.27.09                                                            | Newark FY 2027 STP Program                                                    | Pass-Through Program | \$ 134,208.75          | \$ 134,344                        | 7/1/26 -6/30/27          |
| RP304.001.27.10                                                            | Ocean County FY 2027 STP Program                                              | Pass-Through Program | \$ 195,476.25          | \$ 195,673                        | 7/1/26 -6/30/27          |
| RP304.001.27.11                                                            | Passaic County FY 2027 STP Program                                            | Pass-Through Program | \$ 180,060.00          | \$ 180,241                        | 7/1/26 -6/30/27          |
| RP304.001.27.12                                                            | Somerset County FY 2027 STP Program                                           | Pass-Through Program | \$ 143,682.50          | \$ 143,827                        | 7/1/26 -6/30/27          |
| RP304.001.27.13                                                            | Sussex County FY 2027 STP Program                                             | Pass-Through Program | \$ 108,042.50          | \$ 108,151                        | 7/1/26 -6/30/27          |
| RP304.001.27.14                                                            | Union County FY 2027 STP Program                                              | Pass-Through Program | \$ 187,277.50          | \$ 187,466                        | 7/1/26 -6/30/27          |
| RP304.001.27.15                                                            | Warren County FY 2027 STP Program                                             | Pass-Through Program | \$ 99,740.00           | \$ 99,840                         | 7/1/26 -6/30/27          |
| <b>Subtotal - Subregional Transportation Planning Program</b>              |                                                                               |                      | <b>\$ 2,508,875.00</b> | <b>\$ 2,511,400</b>               | <b>\$ 2,525</b>          |
| <b>FY 2027 - FY 2028 Subregional Studies Program (Chapter II)</b>          |                                                                               |                      |                        |                                   |                          |
| RP304.003.27.01                                                            | Hudson County School Zone Safety Study                                        | Pass-Through Program | \$ 420,000             | \$ 420,400                        | 7/1/26 -6/30/28          |
| RP304.003.27.02                                                            | Monmouth County Coordinated Public Transit Human Services Transportation Plan | Pass-Through Program | \$ 475,000             | \$ 475,500                        | 7/1/26 -6/30/28          |
| <b>Subtotal - Subregional Studies Program</b>                              |                                                                               |                      | <b>\$ 895,000</b>      | <b>\$ 895,900</b>                 |                          |
| <b>FY 2027 Transportation Management Association Program (Chapter III)</b> |                                                                               |                      |                        |                                   |                          |
| RP305.001.27.01                                                            | Avenues in Motion FY 2027 TMA Program                                         | Pass-Through Program | \$ 1,098,250           | \$ 1,099,300                      | 7/1/26 -6/30/27          |
| RP305.001.27.02                                                            | Cross County Connection FY 2027 TMA Program                                   | Pass-Through Program | \$ 1,276,002           | \$ 1,277,300                      | 7/1/26 -6/30/27          |
| RP305.001.27.03                                                            | EZRide FY 2027 TMA Program                                                    | Pass-Through Program | \$ 1,615,750           | \$ 1,617,400                      | 7/1/26 -6/30/27          |
| RP305.001.27.04                                                            | goHunterdon FY 2027 TMA Program                                               | Pass-Through Program | \$ 529,000             | \$ 529,500                        | 7/1/26 -6/30/27          |
| RP305.001.27.05                                                            | Greater Mercer FY 2027 TMA Program                                            | Pass-Through Program | \$ 1,003,998           | \$ 1,005,000                      | 7/1/26 -6/30/27          |
| RP305.001.27.06                                                            | Hudson FY 2027 TMA Program                                                    | Pass-Through Program | \$ 598,000             | \$ 598,600                        | 7/1/26 -6/30/27          |
| RP305.001.27.07                                                            | Keep Middlesex Moving FY 2027 TMA Program                                     | Pass-Through Program | \$ 713,000             | \$ 713,700                        | 7/1/26 -6/30/27          |
| RP305.001.27.08                                                            | RideWise TMA FY 2027 Program                                                  | Pass-Through Program | \$ 563,500             | \$ 564,100                        | 7/1/26 -6/30/27          |
| <b>Subtotal - TMA Programs</b>                                             |                                                                               |                      | <b>\$ 7,397,500</b>    | <b>\$ 7,404,900</b>               |                          |
| <b>Total</b>                                                               |                                                                               |                      | <b>\$ 13,626,375</b>   | <b>\$ 13,640,300</b>              |                          |

**Notes:**

- (1) Includes 0.10 % NJTPA Administration Fee, to be added to the subcontract costs for the budget and federal funding agreements.
- (2) FHWA Set Aside PL Funds for Safe and Accessible Transportation Options will be applied to Task LP602.002.27, which assists subregions in developing and evaluating potential safety improvements.
- (3) The following Central Staff contractual activities (Chapter I) provide direct support to local agencies: SP207.003.27, RP307.002.27, RP307.008.27, and LP602.002.27.

## **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/federal-grant-programs](https://njtpa.org/federal-grant-programs).

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.
- 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.

IIJA 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;



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

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

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

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

(h) also serve as Treasurer of the Corporation.

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

authority and have such duties as shall be given to the Executive Director by the Trustees. The Executive Director shall make staffing and technical advisory recommendations to the Executive Committee for its further review and approval. For purposes of Article VII, Article X and Article XI, the Executive Director shall be deemed to be an officer of the Corporation.

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

### ARTICLE VI

#### Committees

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

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

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

### ARTICLE VII

#### RIGHTS AND LIABILITIES OF TRUSTEES AND OFFICERS

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

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



### ARTICLE VIII

#### MEETINGS OF THE BOARD

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

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

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

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

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

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



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

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

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

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

### ARTICLE IX

#### NONPROFIT CORPORATION

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

### ARTICLE X

#### FINANCIAL TRANSACTIONS

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

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

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

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

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

### ARTICLE XI

#### LIABILITY AND INDEMNIFICATION OF TRUSTEES AND OFFICERS

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

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

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

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

## ARTICLE XII

### MISCELLANEOUS

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

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

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

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

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

### ARTICLE XIII

#### AMENDMENTS

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

### CERTIFICATE

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



---

Peter S. Palmer, Secretary

DATED: November 19, 2012

**XIV. Ethics**



*Charles Kenny, Chair*  
*Jason J. Sarnoski, First Vice Chair*  
*David W. Behrend, Executive Director*

## MEMO

**To:** NJTPA Board of Trustees and Alternates

**From:** Angellita S. Young, Senior Director, Finance and Administration/Ethics Liaison Officer

**Date:** February 12, 2026

**Subject:** Ethics and Responsibilities

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As a member of the NJTPA Board of Trustees, you are required to comply with the NJ State ethics rules and regulations. Attached for your reference are the following:

- Plain Language Guide to New Jersey's Executive Branch Ethics Standards, January 2024
- Uniform Ethics Code, January 2026

In compliance with Executive Order No. 41 (Codey 2005) which requires the members of the governing body of each State independent authority, commission, and public corporation complete annual training on government ethics and proper fiscal practices, all board members of the NJTPA will be required to complete annual ethics training.

**PLAIN LANGUAGE GUIDE TO  
NEW JERSEY'S EXECUTIVE BRANCH  
ETHICS STANDARDS**

**Revised January 2024**



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## INTRODUCTION

This is a Guide for State officers and employees and special State officers and employees in the Executive Branch of New Jersey State Government. If you are one of these persons, you should read this Guide carefully. It explains the ethics rules and laws found in the New Jersey Conflicts of Interest Law (“Conflicts Law”), *N.J.S.A. 52:13D-12 et seq.*, and in the rules of the State Ethics Commission, *N.J.A.C. 19:61-1.1 et seq.* In addition to those laws and rules, you are also bound by the Uniform Ethics Code and any supplemental ethics code adopted by the agency for which you work. You are responsible for knowing the laws and rules described in this Guide, as well as the specific policies and procedures of your particular agency.

As we in State government do our work, it is important that the public have the highest degree of confidence in our conduct. Our fellow employees depend on us to make lawful, ethical decisions. This Guide provides general information on the minimum ethical standards and does not have the force and effect of law. It does not replace any actual laws or rules, and it does not address every ethical restriction contained in the laws and rules it summarizes. It does not cover the requirements contained in your agency’s supplemental ethics code, to which you are also subject if your agency has adopted such a code. Ethical issues may also be addressed in procurement, personnel, and travel rules, as well as in open meetings, open records, and criminal laws. The statutes creating your agency may also contain ethical prohibitions. In addition, members of particular professions (such as lawyers and accountants) are subject to their own codes of professional responsibility.

Information in this Guide derives from detailed statutes, regulations, and executive orders. There are, however, simple principles that will guide you through the details.

## PRINCIPLES OF ETHICAL CONDUCT

- **Exploitation of Official Position.** You may not use your position to secure a job, contract, governmental approval or special benefit for yourself, a friend or family member.
- **Compensation for Official Duties.** Your paycheck is your only permitted compensation. You may not accept any other compensation for performing your State job.
- **Gifts and Favors.** You may not accept any gift of more than nominal value related in any way to your official duties.
- **Attendance at Events: Honoraria, Activities, and Expenses.** You may not be “wined and dined” by people with whom your agency conducts business. You may not accept honoraria. Official travel reimbursements require prior approval from your agency or the Ethics Commission.
- **Outside Employment, Business Interests and Political Activity.** You must disclose to your agency any outside employment, business interests and political activities, compensated or uncompensated, in which you engage. You must obtain prior approval before commencing any secondary employment or business activity.
- **Conflicts of Interest.** You may not act in any official matter in which you, your family, or your close friends have a direct or indirect personal or financial interest. Rather, you should recuse yourself and ask someone else to perform the State task.
- **Prior Business Relationships.** You may not have any involvement in official matters that involve any private sector individual or entity that employed you or did business with you during the one year prior to the commencement of your State employment.

- **Prohibition on Use of Confidential Information.** You may not disclose confidential information acquired through your position to any unauthorized person.
- **Nepotism.** You may not hire, promote, or supervise a relative.
- **Post-Employment Lifetime Restrictions.** After you leave public employment, you may not represent or assist a person concerning a particular matter if you were substantially and directly involved in that particular matter while in State employ. Further, you may not use or disclose any information not generally available to members of the public, gained during the course of your employment.
- **When in Doubt, Ask!** If you think you have a conflict of interest or are unsure of any of these rules, ask your Ethics Liaison Officer (“ELO”) or the Commission. If you suspect any wrongdoing, report your suspicion. Complaints may be made anonymously to the Commission and are kept confidential.

If you have questions (and most of us do, from time to time), you should contact your supervisor, Department Head or ELO. Most of the reporting requirements discussed in this Guide refer you to your agency’s ELO. A list of ELOs is available at [www.nj.gov/ethics/agency](http://www.nj.gov/ethics/agency). You may also address questions directly to the State Ethics Commission (which we refer to in this Guide as the “Commission”).

To obtain more information, call the Commission at (609) 292-1892 or 1-888-223-1355. You may also visit our web site at [www.nj.gov/ethics](http://www.nj.gov/ethics).

## GENERAL STANDARDS OF CONDUCT

These rules promote the principle that public office is a public trust. Where government is based upon the consent of its citizens, the public is entitled to have complete confidence in the integrity of government. The business of New Jersey must be conducted in a manner intended to assure the citizens of our State that the character and conduct of its officials and employees are above reproach. To achieve this result, the State has ethics rules that are general in nature, as well as rules that deal with very specific situations. Under the general rules, you must **not**:

- have any interest, financial or otherwise, direct or indirect, or engage in any business or transaction or professional activity, which is in substantial conflict with the proper discharge of your duties in the public interest;
- use or attempt to use your official position to secure privileges or advantages for yourself or others;
- act in your official capacity in any matter in which you have a direct or indirect personal financial interest that might reasonably be expected to impair your objectivity or independence of judgment; or
- knowingly act in any way that might reasonably be expected to create an impression or suspicion among the public having knowledge of your acts that you may be engaged in conduct violative of your trust as an officer or employee of the State.

These rules apply if you are a State officer or employee (holding office or employment in a State agency or a full-time New Jersey member of an interstate agency) or a special State officer or employee (holding office or employment in a State agency for which you receive no compensation, except possibly

reimbursement of expenses, a part-time employee or a New Jersey member of an interstate agency if your duties are not full-time).

## GIFTS, FAVORS, SERVICES AND OTHER THINGS OF VALUE

Upon the recommendation of the Special Counsel for Ethics Review and Compliance, the Commission has adopted a zero tolerance policy for acceptance of gifts offered to you, your spouse, immediate family member, partner or associate, that are related in any way to your official duties. Unless you are permitted to receive the gift or thing of value in accordance with the Commission's rules on attendance at events, you, your spouse, immediate family member, partner or associate shall not accept, either directly or indirectly, any gift, favor, service or other thing of value related in any way to your official public duties. Some things of value are obvious, such as money, stock, debt forgiveness, real estate, or automobiles. But less obvious things also have value, including offers of employment, loans, labor, rebates, price discounts, entertainment, and meals.

**Reporting Requirement.** You are required to disclose and remit to your ELO any offer or receipt of a thing of value from any person or entity.

**Unsolicited Gifts of Nominal Value.** Unsolicited gifts or benefits of trivial or nominal value, such as complimentary articles offered to the public in general, and gifts received as a result of mass advertising mailings to the general business public may be retained by the recipient or the recipient's department for general use if such use does not create an impression of a conflict of interest or a violation of the public trust. The receipt of such complimentary articles is not required to be reported to the ELO.

**Caution Against Inappropriate Uses.** An item that is otherwise permissible to accept might be impermissible if it is used or displayed in an inappropriate manner. For instance, an official in a regulatory agency should not use a pocket calendar conspicuously marked with the name of a company that is regulated by the agency, as this might create the impression of favoritism. A State agency should not display in any of its offices a wall calendar from a vendor, as this might create the impression of an endorsement.

**Gifts in the Workplace.** A State employee is permitted to give or receive a gift from a co-worker, a supervisor or a subordinate. The gift should not be excessive or inappropriate for a business environment. Such gift shall not be reported to the ELO.

**Other Resources.** For a more complete discussion of this subject, see *Guidelines Governing Receipt of Gifts and Favors by State Officers and Employees*, [www.nj.gov/ethics/statutes/guide/giftcode.html](http://www.nj.gov/ethics/statutes/guide/giftcode.html), and N.J.A.C. 19:61-6.9, [www.nj.gov/ethics/statutes/rules/](http://www.nj.gov/ethics/statutes/rules/).

## COMPENSATION FOR OFFICIAL DUTIES

**Your State Paycheck is Your Only Permitted Compensation.** The only compensation or other thing of value that you are allowed to accept for doing your State duties is your State paycheck. Payment or reimbursement of your expenses for attending events is not compensation, and is addressed below under the heading “Attendance at Events: Honoraria, Activities, and Expenses.”

**Other Resources.** For a more complete discussion of this subject, see the Commission's guidelines on various topics, at [www.nj.gov/ethics/statutes/guide/](http://www.nj.gov/ethics/statutes/guide/).

## ATTENDANCE AT EVENTS: HONORARIA, ACTIVITIES, AND EXPENSES

An *event* is any meeting, conference, seminar, speaking engagement, symposium, training course, ground-breaking, ribbon-cutting, meal, open house, cocktail party, fundraiser, holiday party, social

function, or similar event that takes place away from your work location, is sponsored or co-sponsored by a supplier or a non-State government source and the invitation for which is extended to you because of your official position.

Meetings that you attend at other State agencies in the course of your official duties are not *events*.

- You must obtain prior approval from your ELO to attend any event.
- You are not allowed to accept an honorarium or fee for a speech or presentation at an event.
- You are not allowed to use your official title for the purpose of fundraising for a private organization (whether at an event or elsewhere).
- Regardless of the sponsor or the purpose of the event, you are permitted to accept nominal refreshments such as nonalcoholic beverages and snacks (doughnuts, pastries and cookies).

***If the Event is Not Sponsored by an Interested Party*** (See definition below)

The State may pay your reasonable expenses associated with attending the event or it may permit you to accept (but not from an interested party) travel, meals, accommodation, waiver of conference or event fees or any other costs associated with attending the event, or reimbursement for such costs.

You are prohibited from accepting entertainment that is collateral to the event, such as a golf outing, or meals taken other than in a group setting with all attendees, or reimbursement for such items.

**Examples:** An employee of the Office of Economic Growth has been invited, by the Mexican Tourist Bureau, an agency of the Mexican government, to attend a series of meetings on promoting tourism in both countries. The employee will be giving a speech at a dinner on the final day of the meetings and has been offered a \$500 honorarium. The employee may attend the meetings, but is not permitted to accept an honorarium in connection with his speech. He may accept, directly or by reimbursement, actual expenditures for travel and reasonable subsistence for which no payment or reimbursement is made by the State, not to exceed the statutory limit of \$500.

A local non-profit organization would like to hold a dinner/fundraiser honoring a Technical Assistant from the Department of Banking and Insurance who has been a long-time supporter of the organization. The organization plans to use the Technical Assistant's picture, name, and official title on the promotional literature. The Technical Assistant may attend the event, but is prohibited from allowing the use of his official title for fundraising purposes.

***If the Event is Sponsored by an Interested Party***

***An interested party is:***

- *a person or entity that is or may reasonably be anticipated to be subject to the regulatory, licensing, or supervisory authority of your agency, or any employee, representative or agent of that person or entity;*
- *a supplier to your agency (meaning any person or entity that is providing or is seeking to provide or may reasonably be expected to provide goods and/or services to your agency) or any employee, representative, or agent of a supplier;*
- *an organization that advocates or represents the positions of its members to your agency; or*

- *an organization a majority of whose members are interested parties.*
- *In general, an interested party is any person or entity that you or your agency deal with, contact, or regulate in the course of official business.*

You or the State must pay your reasonable expenses associated with attending the event, and neither you nor the State can receive travel, meals, accommodation, waiver of conference or event fees or any other costs associated with attending the event, or reimbursement for such costs, from any source. There may be an exception to this rule if you take an active role in the event (see below).

***If You Take an Active Role in the Event.*** If an event is designed to provide training, dissemination of information, or the exchange of ideas, and you will be making a speech, participating in a panel at the event, or acting as an accompanying resource person for the speaker and/or participant, you must seek approval from your ELO. If he or she determines that doing so will not create a conflict or the appearance of one, your ELO can permit you to attend the event and permit the interested party sponsor to reimburse or pay for the following expenses associated with attending the event, if those expenses are not paid for by the State:

- ***Allowable Entertainment Expenses*** -The costs for a guest speaker, incidental music, and other ancillary entertainment at any meal at an event, provided they are moderate and not elaborate or excessive; but not the costs of personal recreation, such as being a spectator at or engaging in a sporting or athletic activity which may be offered as part of that event.
- ***Actual and Reasonable Expenditures for Travel or Subsistence*** – Includes commercial travel rates directly to and from the event and food and lodging expenses which are moderate and neither elaborate nor excessive. For an event outside New Jersey, this amount must not exceed \$500 per trip, for expenditures for travel or subsistence and entertainment expenses that are not paid for by the State of New Jersey. The \$500 per trip limitation does not apply if the reimbursement or payment is made by:
  - a nonprofit organization and you are an active member of the organization because the State pays a membership fee or charge;
  - a nonprofit organization that does not contract with any State agency to provide goods, materials, equipment, or services;
  - any agency of the federal government or a private sector entity with a contract with a federal agency to provide meeting, conference, travel or related services;
  - any agency of another state or of two or more states; or
  - any political subdivision of another state.

**Examples:** An employee of the Department of Environmental Protection has been invited to attend a conference of the Association of Environmental Authorities and has been asked to present a short program to explain a new series of forms being proposed by the Department. The Association has offered to waive the \$200 conference fee; the conference program includes morning and afternoon refreshments and lunch. If the ELO approves the employee's attendance and participation in the conference, the employee may accept the waiver of the fee and the refreshments and meal included in the program. A copy of the ELO's approval must be forwarded to the Commission.

The Motor Vehicles Commission is considering the purchase of new pollution-testing equipment. One of the companies that plans to submit a bid invites several MVC employees to a demonstration of the equipment to be held at a hotel conference center. A seafood buffet will be served after the demonstration. With proper approval, the employees may attend the demonstration, but because the company plans to

submit a bid to provide this equipment, and is therefore an interested party with respect to the MVC, the employees may not partake of the seafood buffet at the expense of the vendor. The employees may, however, pay the cost of the buffet personally.

Three employees from different units of the Department of Transportation are responsible for weekly monitoring of a construction project. Each Friday morning, they meet with the contractor's representative at the site field office to review the week's progress and to assess projected schedules. The meetings generally last one to two hours; coffee is available, but no other refreshments or meals are served or offered. Because no direct or indirect benefits are offered or provided, and because the meetings are part of the employees' job responsibilities, the meetings are not considered "events" for the purposes of this Guide.

**Considerations in Granting Approval.** Your ELO must determine whether a legitimate State purpose will be served by your attendance at an event, and must consider applicable laws, regulations, the Uniform Ethics Code, any agency supplemental ethics code, guidelines, departmental administrative policies, and any other relevant considerations. These might include the identity of the sponsor and the other participants, the purpose of the event, whether the event will assist you in carrying out your official duties and support your agency's mission, and the value and character of the costs, and/or benefits provided by the sponsor (including whether they are comparable to those offered to or purchased by other attendees). In some instances, the ELO is required to forward the approval to the Commission for review.

**Scholarly Capacity.** Special rules apply to State officials acting in a scholarly capacity, as that term is defined in *N.J.A.C. 19: 61-6.2*. State officials acting in a scholarly capacity may accept honoraria related to their scholarly activities, and must complete an annual disclosure form that discloses reimbursement for any travel, subsistence or entertainment expenses, honoraria, academic prizes, or other things of value related to activities performed in a scholarly capacity that were received during the prior calendar year.

**Other Resources.** For a more complete discussion of this subject, see *N.J.A.C. 19:61-6.1 to -6.8*, at [www.nj.gov/ethics/statutes/rules/](http://www.nj.gov/ethics/statutes/rules/).

## POLITICAL ACTIVITY

You are permitted to be involved in partisan political activities, provided there is no provision in your agency's supplemental code of ethics prohibiting those activities. The supplemental ethics codes of the Election Law Enforcement Commission, the State Ethics Commission, and several other agencies have specific provisions prohibiting such activities. Under no circumstances may you use State time or State resources in pursuit of political activities. You should notify your ELO prior to engaging in partisan political activities so that your situation can be reviewed to determine what, if any, restrictions apply.

The restrictions on your soliciting or accepting things of value do not apply to the solicitation or acceptance of contributions to the campaign of an announced candidate for elective public office. However, you cannot accept a campaign contribution if you know it is being given in lieu of a payment that you would otherwise be prohibited from accepting.

**Federal Hatch Act.** On December 19, 2012, Congress passed the Hatch Act Modernization Act of 2012. The Act allows State and local government employees to run for partisan political office unless the employee's salary is paid for entirely by federal loans or grants. Prior to this change, State and local government employees were prohibited from running for partisan office if they worked in connection with programs financed in whole or in part by federal loans or grants. The Hatch Act continues to prohibit covered State or local government employees from engaging in coercive political conduct or misusing their official authority for partisan purposes.



***Covered State and Local Employees May:***

- run for public office in partisan elections;
- actively campaign for candidates for public office in partisan and nonpartisan elections; and
- contribute money to political organizations and attend political fundraising functions.

***Covered State and Local Employees May Not:***

- use official authority or influence to interfere with or affect the results of an election or nomination; or
- directly or indirectly coerce contributions from subordinates in support of a political party or candidate.

The Hatch Act is a federal statute, not under the jurisdiction of the Commission. An interested party may request an advisory opinion from the Office of Special Counsel, Hatch Act Unit, 1730 M Street, N.W., Suite 300, Washington, D.C. 20036-4505. Telephone: 800-85-HATCH (800-854-2824) or 202-254-3650. You may also visit the website of the United States Office of Special Counsel, at [www.osc.gov](http://www.osc.gov).

***Other Resources.*** For a more complete discussion of this subject, see “State Employees’ participation in Political Activities,” [www.nj.gov/ethics/statutes/guide/political\\_activities.html](http://www.nj.gov/ethics/statutes/guide/political_activities.html).

## **OUTSIDE EMPLOYMENT/ACTIVITIES**

***Special Rules Applicable to Designated State Officers.*** The Governor, the Attorney General, Commissioners of State agencies, heads of the other Executive Branch departments, specified members of the Governor’s staff, and certain other persons are identified in *N.J.S.A. 52:13D-24(d)* as ***designated State officers***. These persons are subject to stricter rules which generally prohibit them from receiving any compensation, salary, honoraria, and other forms of income from any source other than their State paycheck.

Unless you are a **designated State officer**, you may have a second job or personal business interest and engage in an outside volunteer activity, but only if it is compatible with your agency rules and your State responsibilities. You must **not**:

- undertake any employment or service which might reasonably be expected to impair your objectivity and independence of judgment in the exercise of your official duties;
- engage in any business, profession, trade, or occupation that is subject to licensing or regulation by a specific agency of State Government, without promptly filing notice of that activity with the Commission;
- engage in any business, transaction, or professional activity that is in substantial conflict with the proper discharge of your duties in the public interest; or
- use State time, personnel, or other State resources for the other job or activity.



## ***Casino and Cannabis Restrictions.***

***State Officers and Employees.*** Neither a State officer or employee nor a member of their immediate family may hold employment with a holder of or applicant for a casino license, a medical cannabis entity<sup>1</sup>, or a personal use cannabis entity<sup>2</sup> unless the Commission grants a waiver. To ask for a waiver, contact your ELO for more information. Neither a State officer or employee nor a member of their immediate family may hold an interest in, or represent, appear for, or negotiate on behalf of a holder of or an applicant for a casino license, a medical cannabis entity, or a personal use cannabis entity.

***Special State Officers and Employees.*** Special State Officers and Employees, excluding those serving in the Departments of Education, Health, or Human Services, or in the Office of the Secretary of Higher Education, may not hold an interest in a casino licensee or applicant, medical cannabis entity, or personal use cannabis entity. However, Special State Officers and Employees who do not have responsibility for matters affecting casino activity may represent, appear for, or negotiate on behalf of a casino licensee or applicant, or hold employment with a casino licensee or applicant, and if so employed, may hold and interest in and represent, appear for, or negotiate on behalf of that employer. Similarly, Special State Officers and Employees who do not have responsibility for matters affecting medical or personal use cannabis activity may represent, appear for, or negotiate on behalf of a medical cannabis entity or personal use cannabis entity, or hold employment with a medical cannabis entity or personal use cannabis entity, and if so employed, may hold and interest in and represent, appear for, or negotiate on behalf of that employer.

***Conclusion- Outside Employment/Activities.*** Prior to engaging in any outside employment or other activity, you must obtain approval from your agency. Ask your ELO.

If you are not certain whether you are permitted to take on a job or other outside activity according to these rules, you should ask the Commission for an advisory opinion. These cases are frequently very fact-sensitive, and the Commission decides each individually.

***Other Resources.*** For a more complete discussion of this subject, see *Guidelines Governing Outside Activities*, at [www.nj.gov/ethics/statutes/guide/outsideact\\_guide.html](http://www.nj.gov/ethics/statutes/guide/outsideact_guide.html). See also, *Outside Activity Questionnaire*, at [www.nj.gov/ethics/statutes/guide/outsideact.html](http://www.nj.gov/ethics/statutes/guide/outsideact.html).

## **CONFLICTS OF INTEREST**

As a State officer or employee or special State officer or employee, you are prohibited from acting in your official capacity in any matter in which you have a direct or indirect personal or financial interest that might be expected to impair your objectivity or independence of judgment. As a practical matter, this means that you should not participate, even informally, on a matter in which you have a personal or financial interest.

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<sup>1</sup> Medical cannabis entity includes a holder of or applicant for a medical cannabis cultivator permit, medical cannabis manufacturer permit, medical cannabis dispensary permit, or clinical registrant permit, any entity that employs any certified medical cannabis handler to perform transfers or deliveries of medical cannabis, or any holding or intermediary company with respect thereto.

<sup>2</sup> Personal use cannabis entity includes a holder of or applicant for a cannabis cultivator, cannabis manufacturer, cannabis wholesaler, cannabis distributor, cannabis retailer, or cannabis delivery service license, any entity that employs or uses a certified personal use cannabis handler to perform work for or on behalf of a licensed cannabis establishment, distributor, or delivery service, or any holding or intermediary company with respect to thereto.

***You could have an incompatible personal or financial interest through such things as:***

- A purchase, sale, lease, contract, option, or other transaction;
- Property or services;
- Employment or negotiations for prospective employment; and
- Your relationship to a party involved in the matter, such as a relative, cohabitant, or person who is providing funds, goods or services to you.

The Conflicts Law contains an exception that permits you to represent yourself in negotiations or proceedings concerning your own interest in real property.

***Prohibitions on Contracts with a State Agency***

***Special State Officers and Employees.*** You may not knowingly undertake or execute any contract, agreement, sale or purchase valued at \$25 or more with the State agency with which you are affiliated if you have any duties or responsibilities in connection with the purchase or acquisition of property or services. This prohibition also applies to your partners and to any corporation that you control, or in which you own or control more than 1% of the stock. The prohibition does not extend to other State agencies.

***State Officers and Employees.*** You, along with your partners or any corporation you control or in which you own or control more than 1% of the stock, may not knowingly undertake or execute any contract, agreement, sale or purchase valued at \$25 or more with any State agency, *whether or not* it is the agency for which you work.

***Limited Exceptions to these Prohibitions.*** Three categories of contracts are exempt from the general prohibition on contracting with the State. However, before entering into a contract falling within any of these categories, approval must first be obtained from the Commission. The three categories are:

- Those purchases, contracts, agreements, or sales that are made after public notice and competitive bidding. The Commission typically approves such contracts unless the contract in question is with the State employee's own agency. In these situations, the Commission has determined that such contracts raise the issue of an appearance of impropriety under section 23(e)(7) of the Conflicts Law.
- Those contracts that may be awarded without public advertising and competitive bidding pursuant to *N.J.S.A. 52:34-10*.
- Any contract of insurance entered into by the Director of the Division of Purchase and Property, Department of Treasury, pursuant to *N.J.S.A. 52: 27B-62*.

In addition, there are two statutory exemptions that do not require advance approval by the Commission:

- Contracts for the development of scientific or technological discoveries or innovations: Section 19.1 of the Conflicts Law excepts contracts for the development of scientific or technological discoveries or innovations in which the State agency has a property right, if the State agency has a procedure in its supplemental code of ethics authorizing these contracts that minimizes actual conflicts of interest, and the contract complies with the code procedure.
- Certain rental agreements with State agencies: Section 19.2 of the Conflicts Law excepts rental agreements with a State agency that operates a facility which rents space or provides services to

assist small businesses employing fifty people or less, pursuant to the same terms and conditions as those offered to members of the public generally.

***Prohibitions on Representing Parties other than the State.*** There are severe restrictions on your ability (and that of any partnership, corporation, or firm in which you have an interest) to represent, appear for, or negotiate on behalf of a person other than the State in connection with any cause, proceeding, application, or other matter, including a negotiation concerning the acquisition or sale of property of any sort, pending before any State agency. See *N.J.S.A.* 52:13D-15 and 16.

Representation does not only involve personally appearing before a State agency on behalf of an individual or entity. Under Commission precedent, representational activities also include:

- correspondence to a State agency on behalf of a third party;
- telephone calls to a State agency on behalf of a third party; and
- a State employee's signature on an application or other document submitted to a State agency on behalf of a third party (e.g., an engineering report).

You should carefully review these restrictions or consult with your ELO if you are considering taking any action on behalf of another person or entity that might be considered representing, appearing for, or negotiating on behalf of that person or entity in opposition to the State or before a State agency.

For special State officers or employees, the restriction on representing parties other than the State is limited to their own agencies.

***Advisory Opinions.*** If you think that you may have a conflict of interest, you should ask your ELO or the Commission for an opinion. These cases are frequently very fact-sensitive, and the Commission decides each individually. See *Advisory Opinions*, below, for information on how to find advisory opinions that the Commission has issued on this topic and on how to request an advisory opinion concerning your particular circumstances.

## **RULES REGARDING PUBLISHED WORKS**

The Commission staff frequently receives inquiries concerning State employees' activities in connection with authoring and publishing research papers, articles, and books. Based on applicable rules and Commission precedent, you may accept compensation for published works only if you meet all of these conditions:

- There is no prohibition governing that activity in the Uniform Ethics Code or your department's enabling legislation or supplemental code of ethics;
- You obtain prior approval from your ELO;
- The published work does not use or disclose information that is not generally available to the public;
- You do not use State time or resources in connection with the published work;
- You do not use your official title in connection with publication or promotion of the published work;

- You do not promote, advertise, or solicit sales of the published work to co-workers or individuals or entities with whom you have official dealings;
- You do not contract to sell the published work to the State, except in compliance with section 19 of the Conflicts Law; and
- The published work is not prepared as part of your official duties.

Note that the term **published work** includes not only research papers, articles, and books, but also any tangible mediums of expression, such as literary, pictorial, graphic and sculptural matter, sound recordings, and software.

**Examples:** As part of his official duties, a Department of Transportation employee evaluates surveying equipment and trains Department employees on its use. The employee recently completed an in-depth evaluation of ten different types of surveying instruments and made a recommendation to the purchasing unit. The employee would like to publish the entire report in Transportation Magazine. He has been offered \$500 for the article. The Department must make a policy decision as to whether the article may be published. The employee is prohibited from accepting compensation for the article, even if the Department grants permission for the publication, since it was created as part of his official duties prepared on State time and utilizing State resources.

An Environmental Technician at the Department of Environmental Protection has been asked to write an article for an environmental journal on how New Jersey's automobile emission standards differ from those of Pennsylvania. He has been offered \$500 for the article. The Environmental Technician is permitted to publish the article and receive compensation since it is on a subject matter related to, but not part of, his official duties, so long as he prepares the article at home, on his own time, without using any State resources.

**Other Resources.** For a more complete discussion of this subject, see *Guidelines Governing Outside Activities*, at [www.nj.gov/ethics/statutes/guide/outsideact\\_guide.html](http://www.nj.gov/ethics/statutes/guide/outsideact_guide.html), *Guidelines Governing Published Works*, at [www.nj.gov/ethics/statutes/guide/published\\_works.html](http://www.nj.gov/ethics/statutes/guide/published_works.html), and *N.J.A.C. 19:61-6.7*, at [www.nj.gov/ethics/statutes/rules/recusal.html](http://www.nj.gov/ethics/statutes/rules/recusal.html).

## CONFIDENTIAL INFORMATION

You may not divulge any information that you obtain in the course of your official duties that is not generally available to members of the public. You may not use any such confidential information for your own benefit, whether direct or indirect. These restrictions continue even after you are no longer a State employee.

## USE OF OFFICIAL STATIONERY

Agency stationery can only be used for agency purposes. Use of official stationery for personal purposes will result in disciplinary action by the agency or administrative action by the Commission.

For additional information, see *Guidelines Governing the Use of Official Stationery*. The Guidelines can be found at [www.nj.gov/ethics/statutes/guide/stationery.html](http://www.nj.gov/ethics/statutes/guide/stationery.html).

## SEEKING FUTURE EMPLOYMENT/POST-EMPLOYMENT RESTRICTIONS

***Seeking Future Employment.*** If you have direct and substantial contact with any interested parties, you must refrain from circulating resumes or in any manner seeking employment with those individuals or entities while you are still in State service. If you are solicited for potential employment by an entity with which you have direct and substantial contact, that solicitation must be disclosed immediately to your management and to your ELO to avoid a situation where you may appear to be using your official position to gain an unwarranted advantage. If you do not have direct and substantial contact with interested parties, you may circulate your resume and enter into discussions concerning potential employment with those individuals or entities, so long as you avoid any situation that may give rise to an unwarranted advantage. Your discussions, interviews, and negotiations should not take place on State time.

***Dealing with the State after your Departure.*** As a former employee, you will be prohibited from representing or assisting a person concerning a particular matter if you were *substantially and directly involved in that particular matter while in State employment*. This prohibition does not extend to “determinations of general applicability or to the preparation or review of legislation that is no longer pending before the Legislature or the Governor.” The statute, rules, and precedent governing these prohibitions are complex. Questions about the nature of matters with which you had involvement during the course of your official duties should be directed to the Commission, for determination on a case-by-case basis.

***Certain State Officials – One-Year Ban – Former Agency.*** A one-year post-employment ban applies to any head, deputy head or assistant head of any principal department, board, commission or authority, the Superintendent of State Police, the Governor’s Chief of Staff, Chief of Management and Operations, Chief of Policy and Communications, Chief Counsel, Director of Communications, Policy Counselor, and any deputy or principal administrative assistant to any of the aforementioned members of the staff of the Office of the Governor. If you hold one of the enumerated positions, you are not permitted to represent, appear for, or negotiate on behalf of, or agree to represent, appear for, or negotiate on behalf of any person or party other than the State with or before any officer or employee of the State agency in which you served for a period of one year following your State service.

***Special Rules for the Casino, Medical Cannabis, and Personal Use Cannabis Industries and for Lawyers.*** Additional and more stringent rules will apply to your post-employment activities if you are a State officer or employee required to file a Financial Disclosure Statement pursuant to law or executive order, have responsibility for matters affecting casino, medical cannabis, or personal use cannabis activity, or are engaged in the practice of law. Questions concerning post-employment casino-related activities, as well as post-employment medical cannabis or personal use cannabis activities, should be directed to the Commission. Lawyers may request advice on the application of the Rules of Professional Conduct from the Supreme Court Advisory Committee on Professional Ethics.

***Contracting with your Former Agency.*** Nothing in the Ethics Laws prevents an agency from contracting directly with a former employee.

***Other Resources.*** For a more complete discussion of this subject, see *Post-Employment Restrictions for State Employees*, at [www.nj.gov/ethics/statutes/guide/empl\\_restrictions.html](http://www.nj.gov/ethics/statutes/guide/empl_restrictions.html).

## NEPOTISM

The Commission staff frequently receives inquiries concerning the propriety of State officials interacting in the course of their official duties with family members. The majority of inquiries concern relatives employed by the same State agency, or interactions with family members employed in the private sector. Prior to 2006, the Conflicts Law did not contain a nepotism provision. However, the statute was

amended, effective March 15, 2006, to prohibit certain relatives of certain State officials from holding particular government positions and also to prohibit State officials from supervising, or exercising authority with regard to personnel actions over, a relative of the State official.

If a relative (defined as an individual's spouse or the individual's or spouse's parent, child, brother, sister, aunt, uncle, niece, nephew, grandparent, grandchild, son-in-law, daughter-in-law, stepparent, stepchild, stepbrother, stepsister, half brother or half sister, whether the relative is related to the individual or the individual's spouse by blood, marriage or adoption) is employed by or is an applicant for an unclassified position with the agency where you are employed, please contact your ELO to determine if you or your relative are affected by the statutory restrictions.

***Family Members Working for the Same Agency.*** In the case of relatives who work for the same agency, direct supervisor/subordinate relationships are not permitted.

***Hiring Family Members.*** With respect to the hiring of family members, the Commission looks at the totality of circumstances surrounding the hire to determine whether any unwarranted privilege has been afforded the family member. Note that the Conflicts Law prohibits hiring in some circumstances. See *N.J.S.A. 52:13D-21.2*.

***Interacting with Family Members in the Private Sector.*** With respect to interactions with family members or their private sector employers, the Commission generally recommends recusal from matters involving the relative and/or the relative's employer, in order to eliminate any appearance of impropriety.

***Dating and Other Relationships.*** The Commission's policy concerning spouses who work in the same agency is also applicable to non-related individuals who share the same household with the same financial interdependence that the Commission views as creating a conflict in spousal situations. In the case of individuals involved in a dating relationship, the Commission has found violations of the unwarranted privilege and appearance sections of the statute in situations where the State employee had official involvement in a matter affecting the individual with whom he/she had a dating relationship.

***Conflict Issues Involving Immediate Family Members.*** Three areas of the Conflicts Law contain prohibitions that specifically apply to a State official's immediate family members (defined as the person's spouse, civil union partner, domestic partner, child, parent, or sibling residing in the same household). These include: casino-related activity; medical cannabis activity; and personal use cannabis activity. Waivers of these prohibitions may be requested by contacting the Commission. A waiver of the casino employment restriction, medical cannabis employment restriction, or personal use cannabis employment restriction will be granted if, in the Commission's judgment, the employment will not interfere with the responsibilities of the State officer or employee and will not create a conflict of interest or reasonable risk of the public perception of a conflict of interest.

***Other Resources.*** For a more complete discussion of this subject, see *Official Interactions with Family Members/Cohabitants and Dating Relationships*, at [www.nj.gov/ethics/statutes/guide/famcode.html](http://www.nj.gov/ethics/statutes/guide/famcode.html).

## RECUSAL

***Prior Business Relationships.*** You are required to recuse yourself, for one year after commencing State service, on an official matter that involves any private sector individual, association, corporation or other entity that employed or did business with you during the year prior to your commencement of State service.

***Prior Involvement in Matter.*** You are required to recuse yourself on an official matter if you had any involvement in that matter, other than on behalf of the State, prior to commencement of your State service.



***Personal or Financial Interest.*** Sometimes, conflicts situations occur because of your personal relationships or financial circumstances. For example, you may be involved in reviewing vendor qualifications for a contract your agency is preparing to issue, and discover that your sibling's company has submitted a proposal. To avoid that inherent conflict of interest, you must formally recuse yourself from the review by assigning another individual to handle the matter (or advising your supervisor of the need to do so), and by ensuring that you are screened from any communications about the review. See the Commission's rule on recusal, at *N.J.A.C. 19:61-7.1 et seq.* for more information about when and how to recuse yourself.

## **FINANCIAL DISCLOSURE**

Some State officers and employees and special State officers and employees are required by statute, executive order, or other law to file annual financial disclosure statements with the Commission. Information about financial disclosure requirements, forms, and instructions is available on the Commission's website at [www.nj.gov/ethics](http://www.nj.gov/ethics). The Commission is empowered to impose a civil penalty of \$50 per day for failure to file a required disclosure.

State officers and employees who must file financial disclosure statements, and their immediate family members, are subject to a two-year post-employment restriction on certain types of employment. These include casino-related employment, medical cannabis-related employment, and personal use cannabis-related employment. See *N.J.S.A. 52:13D-17.2(c)*. This restriction does not apply to most of the special State officers and employees who are required to file financial disclosure statements.

## **THE COMMISSION**

The Commission is responsible for providing advice and investigating matters pertaining to ethics and related rules governing the official conduct of State officers and employees and special State officers and employees. You are encouraged to seek guidance from the Commission or your ELO whenever you have questions about what you should do.

## **COMPLAINTS AND INVESTIGATIONS**

Allegations come to the Commission from various sources and can be made orally or in writing. The complainant may remain anonymous. If the complainant does identify him/herself, that information remains confidential.

Allegations may also be filed with the State agency employing the State officer or employee, in accordance with the procedures established by the agency. Upon receipt of an allegation, the State agency is required to file a copy with the Commission. It is within the discretion of the Commission to direct the State agency to transfer the matter to it.

Investigations of violations alleged to have occurred during State service must be commenced within two (2) years of the individual's termination of State service.

When the Commission receives an allegation, the staff first reviews it for an initial determination as to whether the alleged conduct falls within the jurisdiction of the Commission. Once it has been determined that the Commission has jurisdiction, the staff initiates a preliminary investigation which may include interviews of the complainant, the State officer or employee involved, and any other individuals who possess knowledge of the circumstances surrounding the alleged conduct. Interviews are conducted under oath and are tape-recorded. An attorney or a union representative may accompany the interviewee, if he/she so desires, but such representation is not required. It is not appropriate for an interviewee to be accompanied by the agency's ELO. A copy of the taped interview will be provided to the interviewee upon his/her

request, after the Commission has reviewed the matter. Interviews are occasionally conducted via telephone. Investigations also frequently involve the review of documents.

If the Commission determines that the testimony of any person is required, and that person refuses to appear, a subpoena may be issued.

During the course of a preliminary investigation, no information concerning an allegation is made public. Upon the conclusion of the preliminary investigation, a written report is presented to the entire Commission. The Commission's meeting is not a formal hearing. No witnesses appear. A full due process hearing is held at the Office of Administrative Law ("OAL"), if and when the Commission determines that indications of a violation exist. The Commission meeting dates are posted on the Commission's website, at [www.nj.gov/ethics](http://www.nj.gov/ethics). Its meetings are open to the public. Reports of the Commission's preliminary investigations are privileged communications between the staff and Commission members, and are considered in closed session.

If the Commission finds that there has been no violation of the Conflicts Law, the Uniform Ethics Code or the relevant agency's supplemental code of ethics, as alleged, it will dismiss the allegation. This occurs in an open public session. If the Commission determines that there are indications of a violation warranting further proceedings, a complaint is issued and the matter is transferred to the Office of Administrative Law for a hearing, pursuant to the requirements of the Administrative Procedure Act, *N.J.S.A. 52:14B-1 et seq.*, and the Uniform Administrative Procedure Rules, *N.J.A.C. 1:1 et seq.* Although the Commission is also authorized to hold hearings, they are not normally done due to time constraints. Prior to an OAL hearing, witnesses may be interviewed by the investigative staff. After the OAL hearing is concluded, a decision is issued in accordance with the time frame set forth in the Administrative Procedure Act.

In the past, the Commission has permitted individuals to enter into consent agreements with the Commission, either prior to or after the issuance of a complaint. Consent orders are included in the individual's personnel file. Consent orders and complaints are public records.

**Other Resources.** For a more complete discussion of this subject, see *Investigative Process*, at [www.nj.gov/ethics/procedures/investigative/](http://www.nj.gov/ethics/procedures/investigative/).

## PENALTIES

When a person is found to have violated the Conflicts Law, the Uniform Ethics Code or an agency's supplemental code of ethics, the Commission can levy fines ranging from \$500 to \$10,000 and may order restitution, demotion, censure or reprimand. The Commission is also authorized to order that the violator be suspended from office or employment for a period of one year. If the person willfully and continuously disregarded the provisions of the Conflicts Law, the Uniform Ethics Code or an agency's supplemental code of ethics, the Commission may order that the person be barred from holding any public office or employment in this State, in any capacity whatsoever, for a period of up to five years.

## ADVISORY OPINIONS

Most of us working for the public will, at some point, find ourselves facing an ethics dilemma. It might concern whether we can accept a favor or gift from an agency contractor or vendor. Perhaps it will arise in connection with a second job or volunteer work. Maybe a spouse's business will want to do business with your agency.

One of the primary functions of the Commission is to respond to questions from State employees and others concerning how a particular situation might be analyzed under State ethics rules and to offer advice.



This can happen in a number of ways, ranging from very informal advice, to official written opinions. In many cases, questions can be answered with a telephone call or a visit with Commission staff. In other cases, employees might want to get a written opinion from the staff that is “unofficial,” but documents the advice sought and received.

An “official” advisory opinion is one that is presented to the full Commission at a public meeting. Such an opinion is given in situations that are less clear, or for which there is little precedent. If you receive and follow formal advice and guidance from the Commission, you will be immune from charges of violations of the provisions of the Conflicts Law. The Commission cannot grant immunity from the provisions of the Code of Criminal Justice governing crimes such as bribery.

***If You Want to Request an Advisory Opinion Concerning Your Situation.*** To obtain an official advisory opinion from the Commission, you should write to the Executive Director of the Commission. You should provide as much information as possible concerning the request, and include any relevant documentation. In the event that additional information is required, a Commission investigator will contact the appropriate individuals or organizations. Requests for advisory opinions and replies to requests for advisory opinions may be made available to the public, after consideration by the Commission at a public meeting. For further information, see *Requests for Advice*, at [www.nj.gov/ethics/procedures/requests/](http://www.nj.gov/ethics/procedures/requests/). If you are unsure which level of response is most appropriate in your situation, give the Commission a call at (609) 292-1892. The most important thing is that you seek advice before engaging in a potentially questionable activity.

***If You Want to Review Existing Advisory Opinions.*** To review official advisory opinions issued in the past by the Commission, contact the Commission’s staff at (609) 292-1892 or 1-888-223-1355, or email [ethics@ethics.nj.gov](mailto:ethics@ethics.nj.gov). While a review of prior opinions may be useful, bear in mind that every situation is unique, and that responses to one person may not necessarily apply to another, due to subtle factual differences between situations or to subsequent changes in the applicable laws or rules. Also, bear in mind that advisory opinions are only binding with respect to the facts and circumstances reviewed and considered in the specific request. Many of the Commission’s opinions are available on the Commission’s website at [www.nj.gov/ethics](http://www.nj.gov/ethics).

## INFORMATION ON RELATED OFFICES

### ***Legislative Ethics***

Joint Legislative Committee on Ethical Standards  
Office of Legislative Services  
P.O. Box 068  
Trenton, NJ 08625-0068  
Phone: (609) 847-3901  
Toll Free: (800) 792-8630  
TDD: (609) 777-2744  
Fax: (609) 943-3557

### ***School Ethics***

School Ethics Commission  
P.O. Box 500  
Trenton, NJ 08625-0500  
Phone: (609) 376-9115

### ***Local Government Ethics***

Local Finance Board  
Department of Community Affairs  
P.O. Box 803  
Trenton, NJ 08625-0803  
Phone: (609) 292-6613  
Fax: (609) 292-9073

### ***Lobbyist Registration and Disclosure***

Election Law Enforcement  
Commission  
P.O. Box 185  
Trenton, NJ 08625-0185  
Phone: (609) 292-8700



***State of New Jersey***  
**STATE ETHICS COMMISSION**

PO BOX 082  
TRENTON, NJ 08625-0082  
[WWW.NJ.GOV/ETHICS](http://WWW.NJ.GOV/ETHICS)

**MIKIE SHERRILL**  
*GOVERNOR*

**DR. DALE G. CALDWELL**  
*LT. GOVERNOR*

**STEPHANIE A. BROWN, ESQ.**  
*CHAIR*

**SHAMECCA BERNARDINI, ESQ.**  
*ACTING EXECUTIVE DIRECTOR*

## **UNIFORM ETHICS CODE**

### **FOREWORD**

Pursuant to N.J.S.A. 52:13D-23, the State Ethics Commission has adopted this Uniform Ethics Code to govern and guide the conduct of State officers and employees and special State officers and employees in State agencies in the Executive branch of State Government.

The Uniform Ethics Code shall be the primary code of ethics for State agencies. It shall be supplemented by an agency code of ethics formulated with respect to the particular needs and problems of the agency to which said code is to apply. Each agency, in consultation with the Attorney General's Office, must review its enabling legislation to ensure that any agency-specific conflicts provisions are included in any supplemental agency code. An agency code must be approved by the Commission.

## **XV. NJTPA Historical Documents**

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



STATE OF NEW JERSEY  
OFFICE OF THE GOVERNOR  
TRENTON  
08625

THOMAS H. KEAN  
GOVERNOR

April 21, 1982

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

Dear Mr. Bestgen:

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

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

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

Mr. John G. Bestgen, Jr.  
Page 2  
April 21, 1982

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

Sincerely.



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.

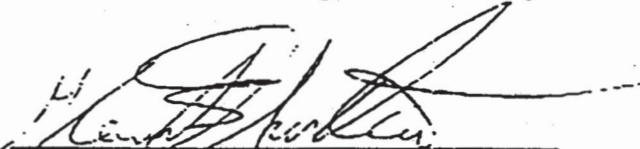
ELEVENTH: Upon the dissolution of the corporation, assets shall be distributed for one or more exempt purposes within the



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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