

Board of Directors – Full Board Meeting Minutes

Date: Thursday, May 13, 2021 @ 9:30 AM

Location: Webinar/Live Stream

Attendance

Members Present	James Walker
Members Present Via Phone/ Teleconference	Secretary Boyette (departed at 11:10 AM), Perry Safran, Robert Teer, Montell Irvin, Mary Clayton, Sam Hunt, Scott Aman, Charles (Chuck) Travis

Members Absent

Remote Meeting Statement – Secretary Boyette, Chair

Discussion Summary

The Chairman asked Ms. Ann Dishong to read the COVID statement prior to beginning the meeting. Ms. Dishong stated the following.

As part of the Act to Provide Aid to North Carolinians in Response to Coronavirus Disease 2019 (COVID-19) Crisis, (S.L. 2020-3, SB 704) the General Assembly enacted modifications to the laws governing public bodies. The provisions are in Section 4.31 of the Act.

The February 11, 2021 meeting was held remotely for all members of the Board and was held in such way due to the restrictions in place pertaining to the COVID-19 pandemic. The board meeting was conducted using simultaneous communication and based on the new law (General Statute

§166A-19.24), the meeting followed the parameters set out for remote meetings. Actions executed during the May 13, 2021 Turnpike Authority Board of Directors meeting included:

~Implementing a roll call voting system for all actions

 \sim Ensuring that the meeting minutes of the remote meeting reflect that the meeting was conducted by use of simultaneous communication, denoting the name of members participating by simultaneous communication, and recording when members join or leave the remote meeting.

Actions Taken

Call to Order, Declaration of Quorum, Ethics Statement Review– Secretary Boyette, Chair

Discussion Summary

Chairman Boyette called the meeting of the Turnpike Authority Board of Directors to order at 9:30 a.m. on Thursday, May 13, 2021 and conducted a roll call.

Members Present: Secretary Boyette, Vice Chair Perry Safran, Robert Teer, Mary Clayton, Montell Irvin, Sam Hunt, James Walker, Scott Aman, Chuck Travis

Chairman Boyette declared a quorum with members present.

Chairman Boyette read the Ethics Statement advising all members of the Board that may have any conflict of interest, or appearance of conflict, to refrain from participation in that particular item and to file the proper paperwork with the Logann Perry, Secretary to the Board.

Chairman Boyette shared "In accordance with the State Government Ethics Act, Executive Order No. 2 issued on January 12, 2009, and N. C. G. S. §143B-350, it is the duty of every Board member to avoid both conflicts of interest and appearances of conflict. "To comply with this statement and the State Ethics Law, I ask whether any Board member has a known conflict of interest or appearance of conflict with respect to any matters coming before the Board today."

"If so, please identify the conflict or appearance of conflict when the item appears on the agenda for consideration, refrain from any undue participation in the particular matter involved and sign before our notary the Declaration that has been provided to you for such purpose."

Actions Taken

Information only, no action required.

Approval of February 11, 2021 Meeting Minutes – Secretary Boyette, Chair

Discussion Summary

Chairman Boyette stated that the February 11, 2021 meeting minutes were distributed prior to the meeting and if there are no questions, he would accept a motion.

Actions Taken

A motion to approve the February 11, 2021 minutes as distributed was made by Mr. Montell Irvin and seconded by Mr. Charles Travis.

Chairman Boyette shared that he will now conduct a roll call vote on the action item. He explained to members that he will call each board member by name, he stated when you hear your name please respond to the action item up for consideration by saying either yes (or "aye") if you approve or no if you are opposed to the item.

Chairman Boyette, Vice Chair Safran, Robb Teer, Montell Irvin, Sam Hunt, Mary Clayton, James Walker, Chuck Travis all stated yes or aye to the motion. The minutes were approved unanimously.

Opening Comments – Secretary Boyette, Chair

Discussion Summary

Secretary Boyette offered opening comments, welcoming all to the meeting and thanking them for their time.

He commended NCDOT and NCTA teams for projects being featured on WRAL, ASHTO, along with other agency opportunities.

As whole the agency remains stable, approaching 6 million pounds in litter pick up. Across the agency units are doing well.

Actions Taken

Information only, no action required.

Executive Director Comments – JJ Eden, Executive Director

Discussion Summary

JJ Eden welcomed all to the meeting and thanked them for their time.

NCTA has been recognized by the Government Finance Officers Association (GFOA) with a distinguished budget presentation award for our Annual Budget Report. This achievement is particularly impressive as it was the first time NCTA submitted and met the criteria for the award. This represents the progress we have made as a team to elevating NCTA as the Best in Class in the industry for financial reporting. Mr. Eden recognized the team that provided the heavy lifting in producing the report, David Roy, Chief Financial Officer, Kim Medlin, Controller, Kate Trimble, Financial Analyst, Katie Sanders Ford, Senior Graphics Designer.

Actions Taken

Operations Committee Report – Montell Irvin, PE, Operations Committee Chair

Discussion Summary

Mr. Montell Irvin updated the board with a report on the Operations Committee meetings that have been held since the last Board of Directors meeting in February.

Since the last Full Board meeting in February, the Operations Committee met once.

At the April 22nd Operations Committee meeting we received updates on the following:

o Complete 540 construction and spending o I-485 Express Lanes & SPOT 6.0 o Customer Service Center & Toll Technology

Actions Taken

Information only, no action required.

Finance Committee Report – Robert Teer, Finance Committee Chair

Discussion Summary

Mr. Robert Teer updated the board with a report on the Finance Committee meetings that have been held since the last Board of Directors meeting in February.

Since the Board meeting in February, the Finance Committee has met once.

At the April 21st meeting, the Finance Committee received presentations on the following:

o An update on Complete 540 construction and spending, and

o An overview of the recent Monroe Expressway refunding

o An overview of FY2022 Budgets

Actions Taken

Finance & Budget Update – David Roy, Director of Finance & Budget

Discussion Summary

Mr. David Roy updated the board on Turnpike Finance and Budget operations, Mr. Roy's full presentation can be found on page 17 of combined meeting minutes.

Actions Taken

Information only, no action required.

Roadway Operations Update – Dennis Jernigan, PE, Deputy Chief Engineer for Highway Operations

Discussion Summary

Mr. Dennis Jernigan presented a Roadway maintenance and operations update to the Board of Directors. Mr. Jernigan's full presentation can be found on page 23 of combined meeting minutes.

Mr Montell Irvin inquired if the new LED wrong way signs were blinking at all times, or only when activated. Mr. Jernigan explained that the new signs were solar powered and flashed at all times.

No questions or comments were offered.

Actions Taken

Chief Engineer's Update – Rodger Rochelle, PE, Chief Engineer

Discussion Summary

Mr. Rodger Rochelle provided a brief update to the Board of Directors, which included an update on the US 74 and Complete 540 corridors. Mr. Rochelle's full presentation can be found on page 34 of combined meeting minutes.

Mr. Rochelle introduced Rick Baucom and Brian Davis, NCDOT division representatives to provide brief explanation to I-485 contractor schedule impacts. Mr. Rochelle explained that these delays are from the perspective of the contractor, not the department.

Board Members Charles Travis and Mary Clayton thanked Mr. Baucom and Mr. Davis for the explanation but stressed the importance of also needing to address and escalate the list provided.

Mr. Robert Teer inquired as to who takes ownership of the project's completion? Mr. Rochelle stated that while this is an NCDOT project, Turnpike is working very closely with representatives to support.

Mr Montell Irvin inquired if there were any other requests pending with the contractor, Mr. Davis stated no.

Board Members Jim Walker and Irvin commended both Turnpike and DOT teams on working together to address delays and complete the project.

Actions Taken

Information only, no action required.

Program Development Update – Andy Lelewski, PE, Director of Program Development

Discussion Summary

Mr. Andy Lelewski provided the Board with a Program Development update, which included updated I-485 Express lanes construction photos and drone video. Mr. Lelewski's full presentation can be found on page 37 of combined meeting minutes.

Mr. Charles Travis stated that I-77 was opened in segments, and inquired if the same could be done with the I-485 Express lanes. Mr. Lelewski stated that those conversations were happening, with this project there is a possibility to segmented opening.

Actions Taken

Toll Technology & Customer Service Update – Manish Chourey, Chief Technology Officer

Discussion Summary

Mr. Manish Chourey provided a Toll Technology & Customer Service Update, which included an update on technology project timeline projections. Mr. Chourey's full presentation can be found on page 44 of the combined minutes.

Secretary Boyette departed the meeting at 11:10 AM. Vice-Chair Perry Safran will chair the remainder of the meeting.

Actions Taken

Information only, no action required.

Communications & Marketing Update – Kimberlee Poulton, Marketing & Communications Director Logen Hodges, Marketing & Communications Manager

Discussion Summary

Ms. Kimberlee Poulton and Mr. Logen Hodges provided the Board of Directors with an update on Turnpike Communications and Marketing. Ms. Poulton and Mr. Hodges' presentation can be found on page 58 of combined meeting minutes.

Actions Taken

Road & Bridge Naming – Kevin Lacy, PE, NCDOT State Traffic Engineer

Discussion Summary

Executive Director JJ Eden provided a brief update on Road & Bridge naming process, provided by Mr. Kevin Lacy. Mr. Lacy's presentation can be found on page 75 of combined meeting minutes.

Actions Taken

Information only, no action required.

Adjourn – Vice-Chair Perry Safran

Discussion Summary

A motion to adjourn the February 11, 2021 Board of Directors meeting was made by Mr. Montell Irvin and seconded by Mr. Robert Teer.

Vice-Chair Perry Safran shared that he will now conduct a roll call vote on the action item. He explained to members that he will call each board member by name, he stated when you hear your name please respond to the action item up for consideration by saying either yes (or "aye") if you approve or no if you are opposed to the item.

Vice-Chair Safran, Robb Teer, Montell Irvin, Sam Hunt, Mary Clayton, James Walker, Chuck Travis all stated yes or aye to the motion.

Vice-Chair Safran adjourned the May 13, 2021 NC Turnpike Board of Directors meeting.

Actions Taken

A motion to adjourn the May 13, 2021 Board of Directors meeting was made by Mr. Montell Irvin and seconded by Mr. Robert Teer.

Vice-Chair Safran adjourned the May 13, 2021 NC Turnpike Board of Directors meeting.

Adjourn – Vice-Chair Perry Safran

Discussion Summary

A motion to adjourn the May 13, 2021 Board of Directors meeting was made by Mr. Montell Irvin and seconded by Mr. Robert Teer.

Vice-Chair Perry Safran shared that he will now conduct a roll call vote on the action item. He explained to members that he will call each board member by name, he stated when you hear your name please respond to the action item up for consideration by saying either yes (or "aye") if you approve or no if you are opposed to the item.

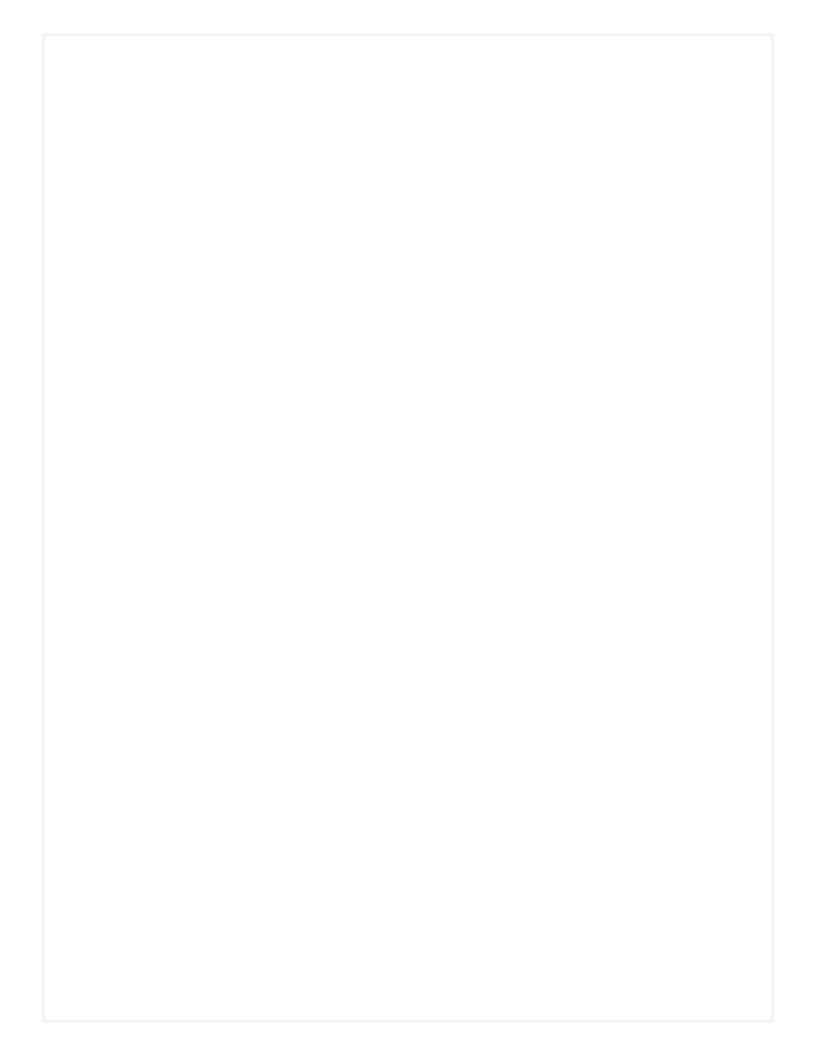
Vice-Chair Safran, Robb Teer, Montell Irvin, Sam Hunt, Mary Clayton, James Walker, Chuck Travis all stated yes or aye to the motion.

Vice-Chair Safran adjourned the May 13, 2021 NC Turnpike Board of Directors meeting.

Actions Taken

A motion to adjourn the May 13, 2021 Board of Directors meeting was made by Mr. Montell Irvin and seconded by Mr. Robert Teer.

Vice-Chair Safran adjourned the May 13, 2021 NC Turnpike Board of Directors meeting.



North Carolina Turnpike Authority

Board of Directors Meeting

May 13, 2021



Opening Comments

Secretary Boyette Chair

Executive Director Comments

JJ Eden Executive Director



Operations Committee Report

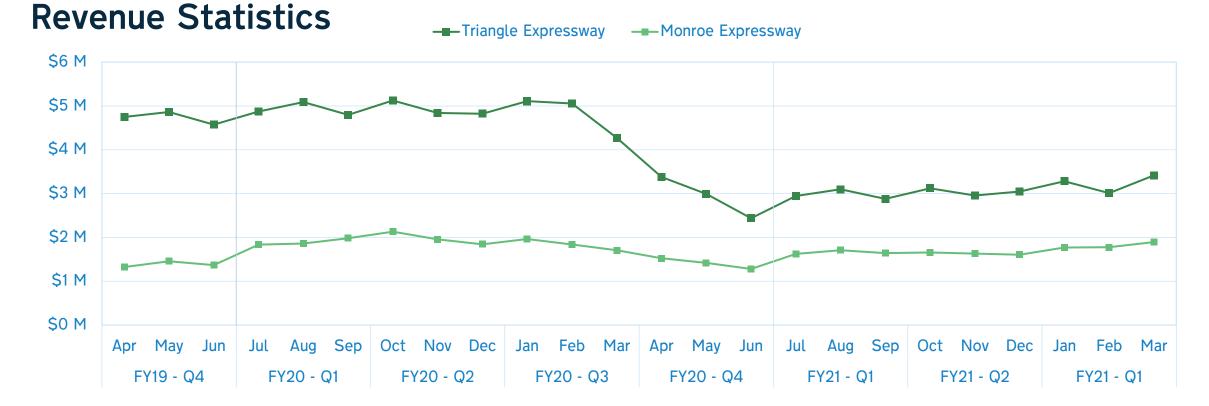
Montell Irvin, PE Operations Committee Chair

Finance Committee Report

Robert Teer Finance Committee Chair

Finance & Budget Update

David Roy Chief Financial Officer



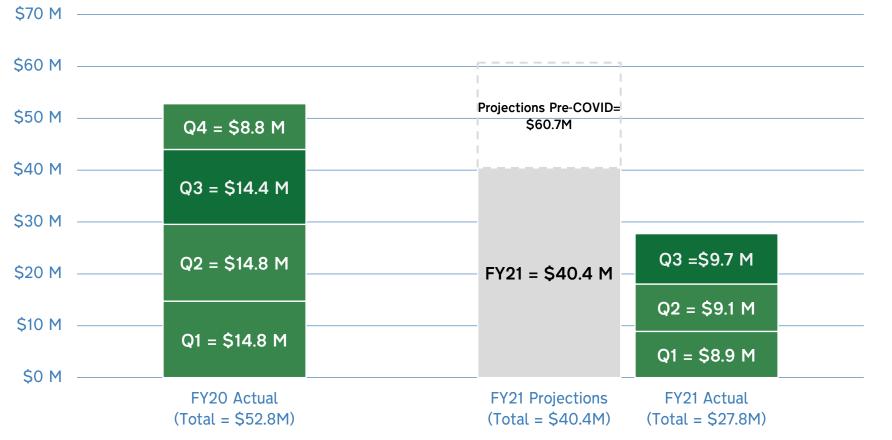
	FY19 – Q4	FY20 – Q1	FY20 – Q2	FY20 – Q3	FY20 – Q4	FY21 – Q1	FY21 – Q2	FY21 – Q3
Triangle Expressway Actual Revenue ¹	\$ 14,182,712	\$ 14,754,750	\$ 14,786,304	\$ 14,438,863	\$ 8,810,451	\$8,926,222	\$9,125,206	\$9,710,112
YOY Percent Change	9.2%	19.2%	14.4%	10.5%	-37.9%	-39.5%	-38.3%	-32.8%
	FY19 – Q4	FY20 – Q1	FY20 – Q2	FY20 – Q3	FY20 – Q4	FY21 – Q1	FY21 – Q2	FY21 – Q3
Monroe Expressway Actual Revenue ¹	FY19 – Q4 \$ 4,147,407	FY20 – Q1 \$ 5,677,716	FY20 – Q2 \$ 5,929,466	FY20 – Q3 \$ 5,505,598	FY20 – Q4 \$ 4,222,890	FY21 – Q1 \$4,974,067	FY21 – Q2 \$4,890,642	FY21 – Q3 \$5,438,045

¹Actual revenue is reported on a cash basis

Revenue Statistics

Triangle Expressway

YTD revenues down **36.9%** year-over-year



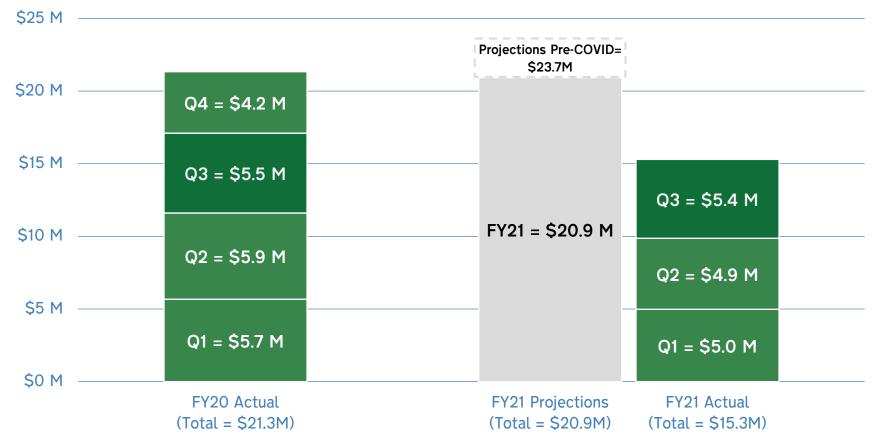
• Revenue figures are inclusive of all toll revenue and fees

• Actual revenues reported on a cash basis

Revenue Statistics

Monroe Expressway

YTD revenues down **10.6%** year-over-year

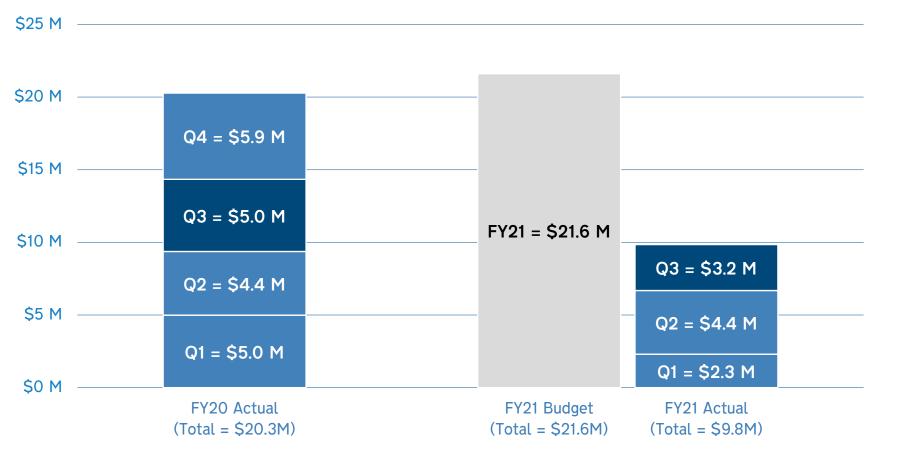


• Revenue figures are inclusive of all toll revenue and fees

• Actual revenues reported on a cash basis

Operating Expenditures

Triangle Expressway



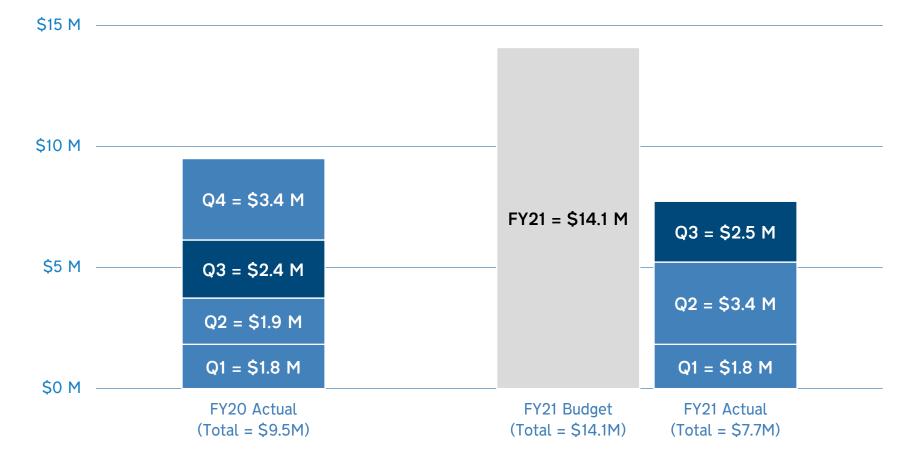
• Actual operating expenditures reported on a cash basis

YTD expenditures **39.6%** lower than projected budget

Operating Expenditures

Monroe Expressway





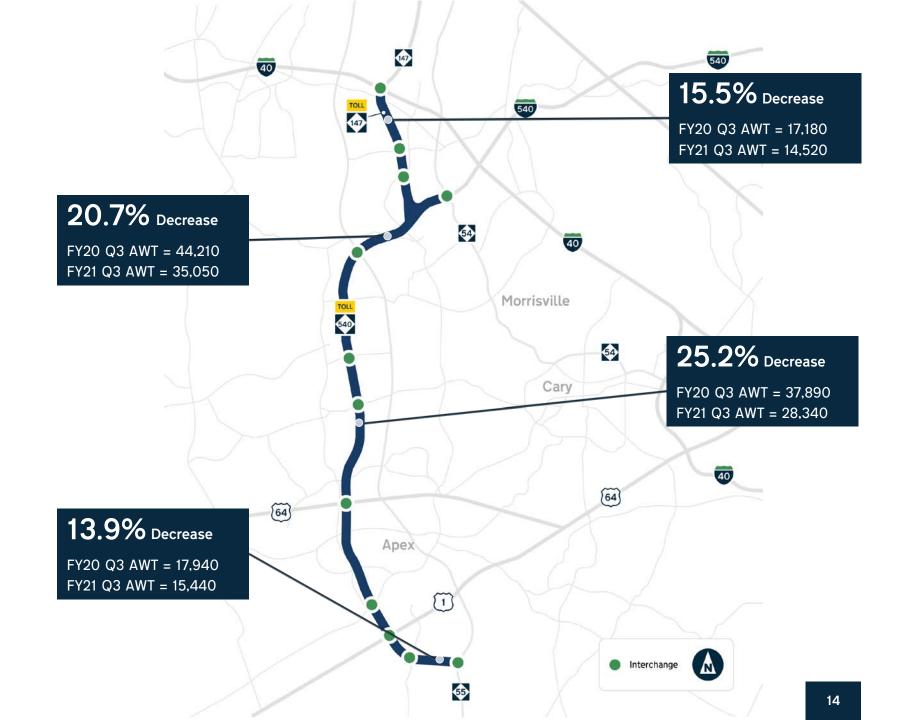
• Actual operating expenditures reported on a cash basis

Roadway Operations Update

Dennis Jernigan, P.E. Deputy Chief Engineer for Highway Operations

Mainline Traffic Statistics Triangle Expressway

Q3: January – March AWT: Average Weekday Traffic



Triangle Expressway

	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	Rolling Rate
Road Surface	93.8	96.3	96.2	90.5	94.1
Unpaved Shoulders and Ditches	92.5	96.5	98.8	99.3	96.9
Drainage Structures	92.5	89.2	87.6	88.6	89.5
Roadside	91.7	→ 91.1	▶ 89.1	▶ 90.6	90.6
Traffic Control Devices	86.8	84.0	85.2	82.2	84.6
Overall	91.0	90.7	90.7	88.9	90.3

Triangle Expressway

	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	Rolling Rate
Road Surface	93.8	96.3	96.2	90.5	94.1
Unpaved Shoulders and Ditches	92.5	96.5	98.8	99.3	96.9
Drainage Structures	92.5	89.2	87.6	88.6	89.5
Roadside	91.7	91.1	89.1	90.6	90.6
Traffic Control Devices	86.8	84.0	85.2	90.2 82.2	86.7 84.6
Overall	91.0	90.7	90.7	91.3 88.9	91.0 90.3

Triangle Expressway

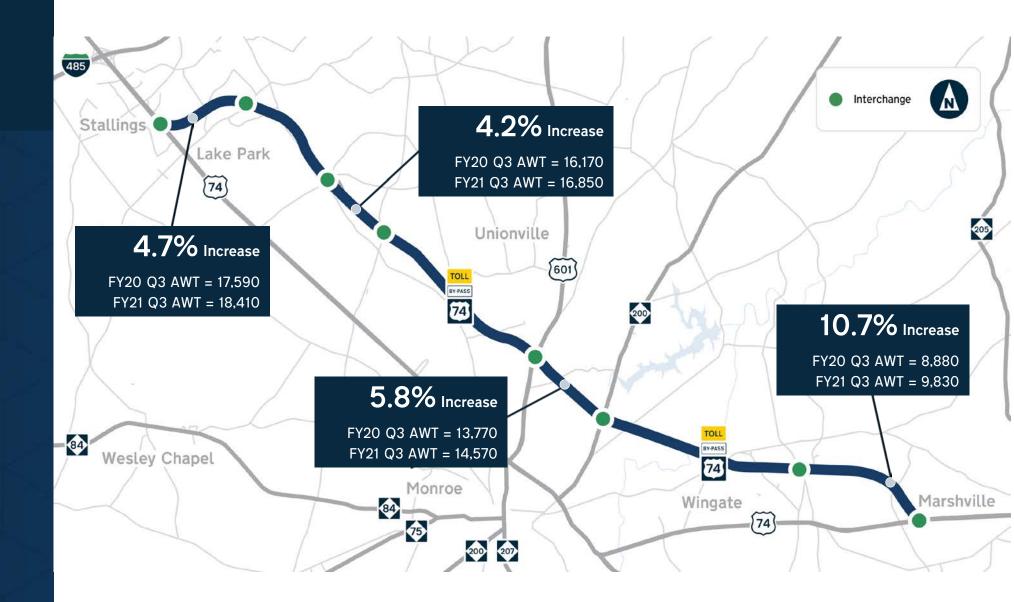
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Roadside	91.7	91.1	89.1	94.6 90.6	91.6 90.6
Traffic Control Devices	86.8	84.0	85.2	90.2 82.2	86.7 84.6
Overall	91.0	90.7	90.7	92.0 88.9	91.1 90.3





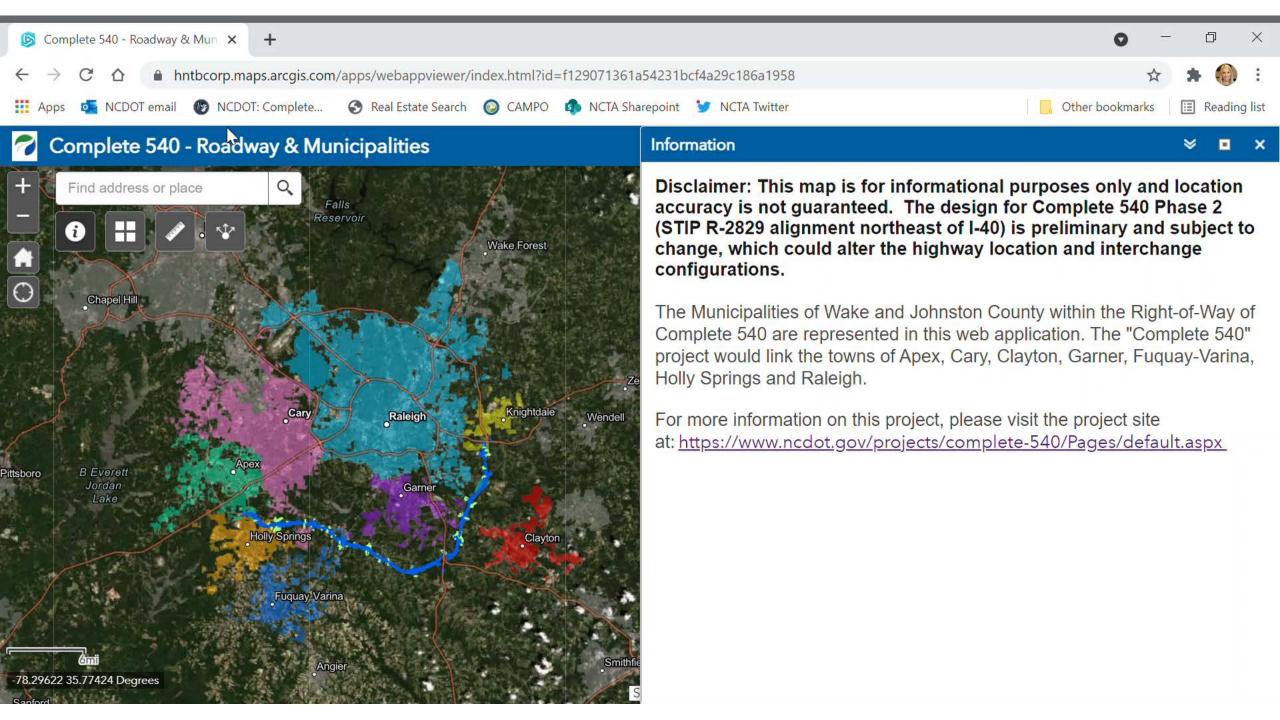


Mainline Traffic Statistics Monroe Expressway



Monroe Expressway

	Baseline
Road Surface	98.8
Unpaved Shoulders and Ditches	98.0
Drainage Structures	94.1
Roadside	91.4
Traffic Control Devices	91.6
Overall	94.6



Chief Engineer's Update

Rodger Rochelle, P.E. Chief Engineer

Current Extension of Time Claims

Provided by I-485 Design – Build Team

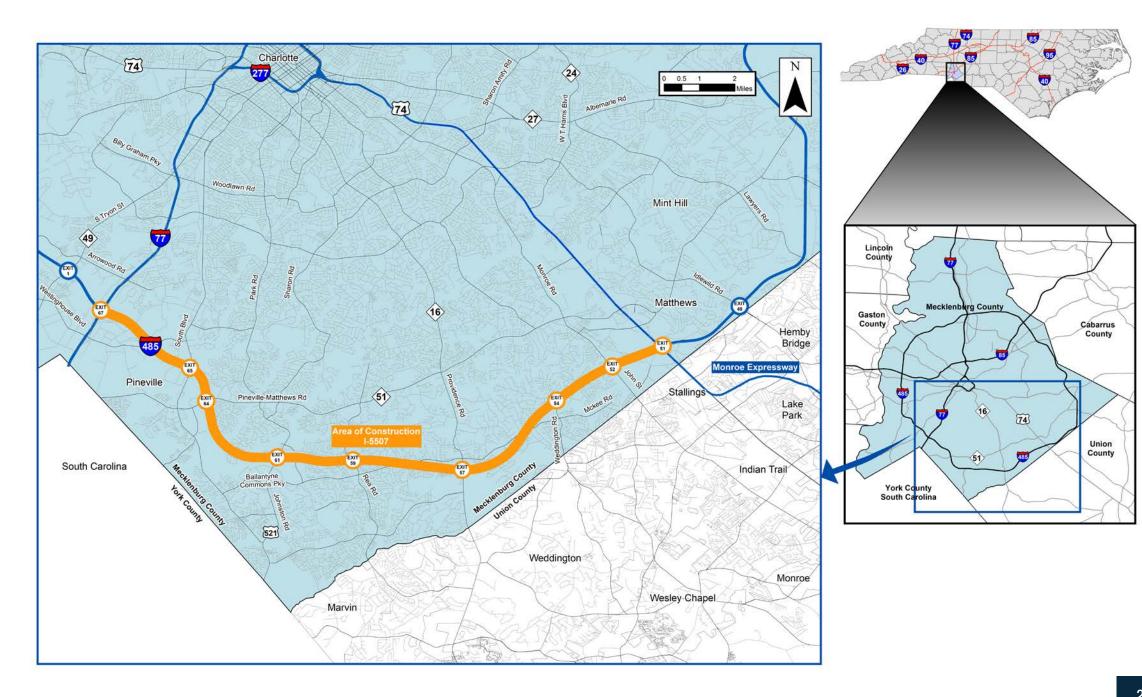
- Weave Lengths Design Change
- Delay in Signing Plan Approval
- 4C Meeting
- Weddington Road Design Hold
- Permit Delay Hydraulic Design
- Utility Relocation

Program Development Update

Andy Lelewski, PE Director of Program Development

I-485 Express Lanes Update

Andy Lelewski, PE Director of Program Development



Video Tracking Tool

• Example 1: Future Toll Rate Sign ER9



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Division 10 Construction Update

- Foll-Related Construction Progress
 - Toll Rate Message Signs (17)
 - Static Toll Sign Groups (78)
 - Power Services (47)
 - ITS/AET Conduit (25.3 mi)
 - AET Toll Gantry (9)
 - ITS Devices (217)
- > Overall Construction Progress
 - Asphalt Paving

Complete: 0	Under Construction: 7
Complete: 0	Under Construction: 33
Complete: 0	Under Construction: 0
Complete: 7.7%	Under Construction: 0
Complete: 0	Under Construction: 0
Complete: 0	Under Construction: 0

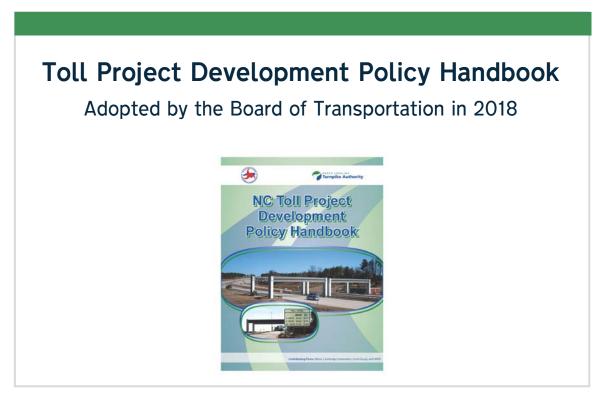
SPOT 6.0 Update

Andy Lelewski, P.E. Director of Program Development

Strategic Prioritization Office of Transportation

Prioritization 6.0

- State Transportation Improvement Program (STIP) for 2023-2032 under development
- > Quantitative scoring is underway now for the sixth round of project prioritization



Projects to Evaluate for Tolling

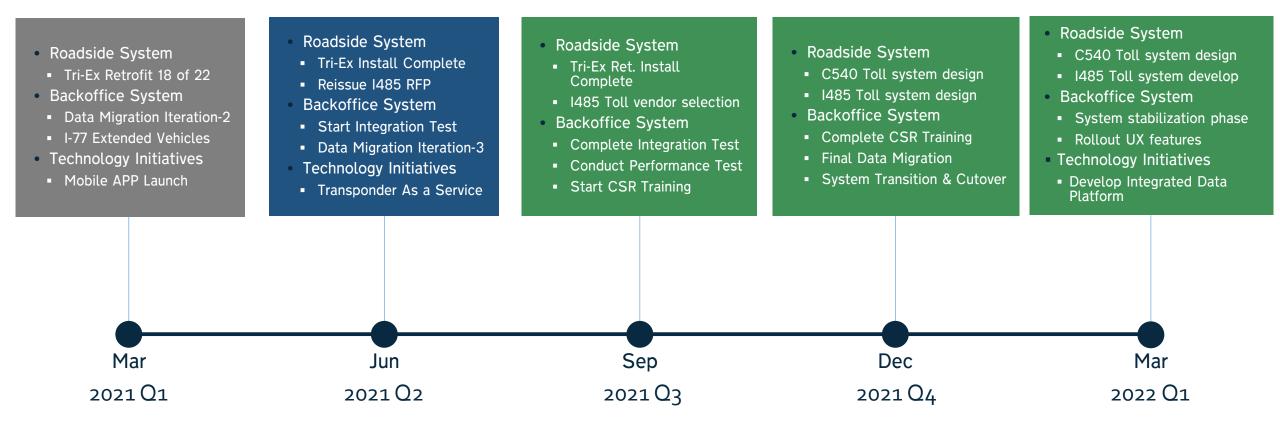
Prioritization 6.0

Project	Description
US 17 New Bern Bypass	New location road, in Craven County
Cape Fear River Crossing – <i>Complete Project (A+B)</i>	New location road and structure over the Cape Fear River, in Brunswick and New Hanover Counties
Cape Fear River Crossing – Project A	New location road from US 17 to NC 133, in Brunswick County
Cape Fear River Crossing – Project B	New location road and structure over the Cape Fear River from NC 133 to US 421, in Brunswick and New Hanover Counties
I-77 Express Lanes	From the Belk Freeway (Exit 9) to Brookshire Freeway (Exit 11), in Mecklenburg County
I-540 Peak Period Express Shoulders	From I-40 to US 1, in Wake and Durham Counties
I-540 Peak Period Express Shoulders	From US 70 to I-87, in Wake County
I-74 Carolina Bays Parkway	New location road, in Brunswick County

Toll Technology & Customer Service Update

Manish Chourey Chief Technology Officer

Technology Project Timeline Projections



Timeline provides Plan dates – subject to changes based on actual activities

On Call Consultant Letter of Intent (LOI)

- Issued on April-1st 2021
- > Work for specialized experience falls into four work areas:
 - 1. Business and technical operations audit and compliance
 - 2. Application support
 - 3. Technical program/project management
 - 4. Development, Implementation, and Management of As-A Service Offerings
- ➢ Responses are due by May-4th 2021

I-485 Express Lanes Toll System RFP

Multiple Notice To Proceed (NTP) approach and Schedule

- 1. System Readiness NTP from Contract Award through Onsite Integration Test
- 2. NCTA will issue Installation and Acceptance NTP as follows
 - 90 calendar days for mobilization
 - 120 days for installation and commissioning and GO LIVE
 - 90 days after go live to System Acceptance

Procurement Schedule

Category	Date
RFP Issued	April 14, 2021
Mandatory Pre-Proposal Scope of Services Meeting	April 30, 2020 (1:00 p.m. to 3:00 p.m. ET)
Proposer Questions Due	May 6, 2021 (4:00 p.m. ET)
Proposals (Technical and Price) Due	June 3, 2021 (4:00 p.m. ET)
Notification of Proposers Shortlisted for Oral Presentations (if required)	June 18 th , 2021
Oral Presentations and Interviews (if required)	Week of July 5, 2021
Ranking of Proposers for Negotiations	July 16, 2021
Notice to Proceed / Award of Contract	July 30, 2021

NCTA reserves the right to modify the schedule at any time and for any reason.

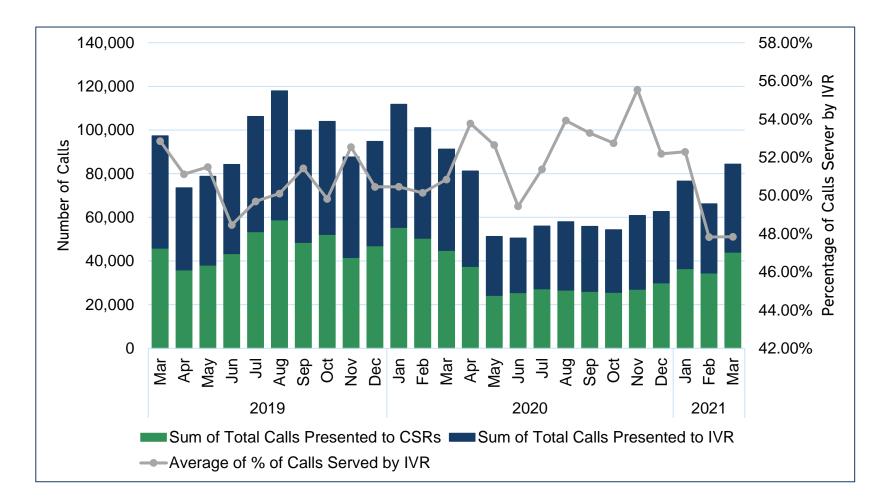
Customer Service Update

- CSC Operations continues in Code Yellow
 - Employees and Embedded Consultants continue to work remotely
 - CSR's are spaced out to meet social distancing (6+ feet)
 - CSC is keeping current with incoming workload (Service requests, Customer Calls and fulfillment)
 - Call center operations on weekdays is extended from 8:00 am to 5:30 pm
 - Few CSR's (10) started Work From Home (WFH) in month of March
- Turnpike continues to monitor state guidelines to lift suspension on pursuing new debt 3rd party collections
- We had our Millionth Transponder Sale in month of April



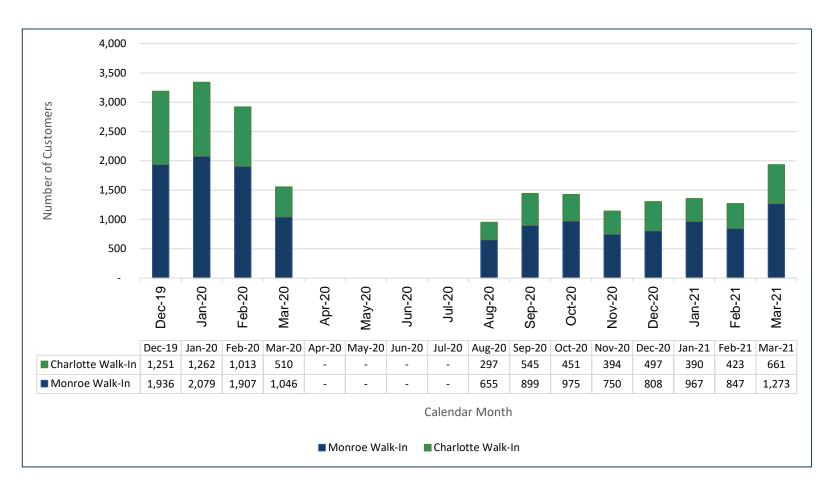
Call Center Statistics

- Call volumes remain at 80-90% compared to Pre Covid-19 volumes
- IVR serves on average 50% of calls
 - Drive to increase to self service



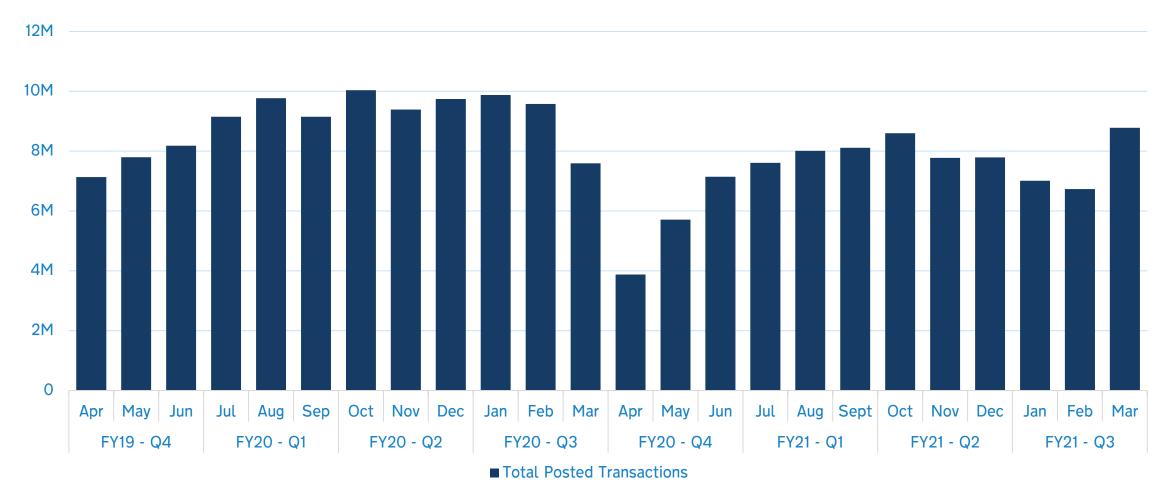
Walk-In Center Customer Visits

- Walk-in Centers at Charlotte and Monroe are serving customers since August 10th – Total of 10,832 customer visits as of January 31st, 2021
 - Charlotte 3,658 visits
 - Monroe 7,174 visits
- Morrisville Walk-In center opened in last week of April



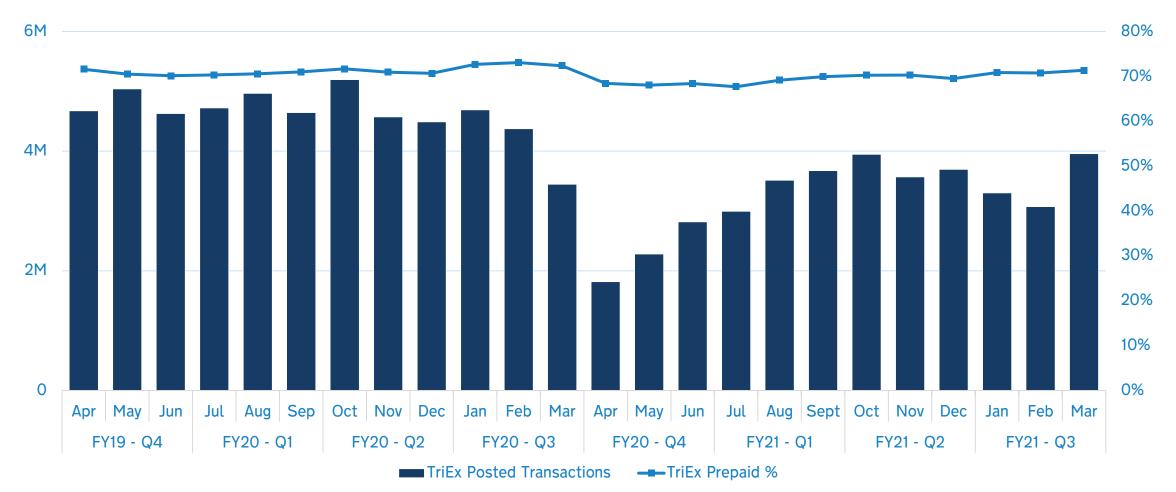
Total Posted Transactions

NC Quick Pass Program



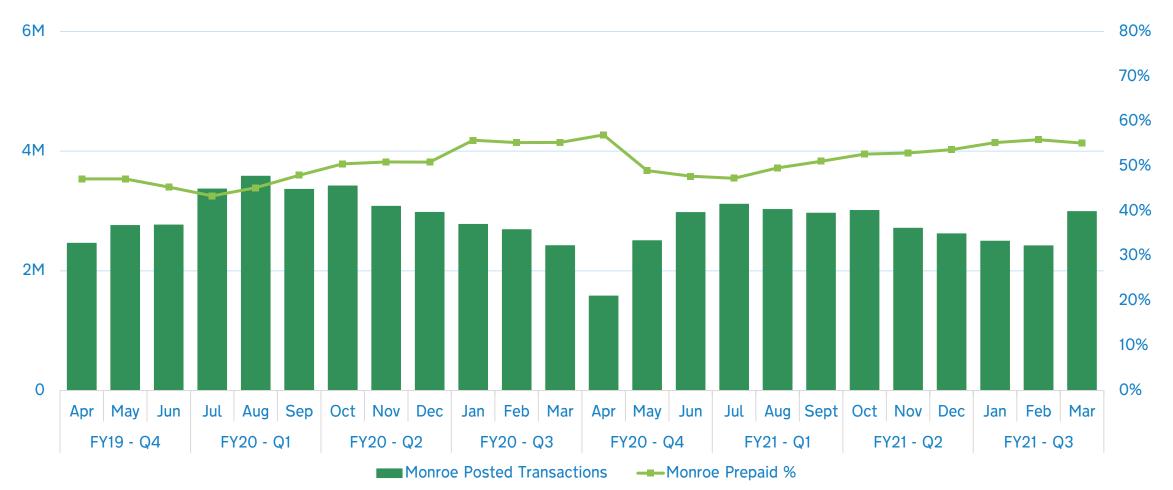
Total Posted Transactions

Triangle Expressway



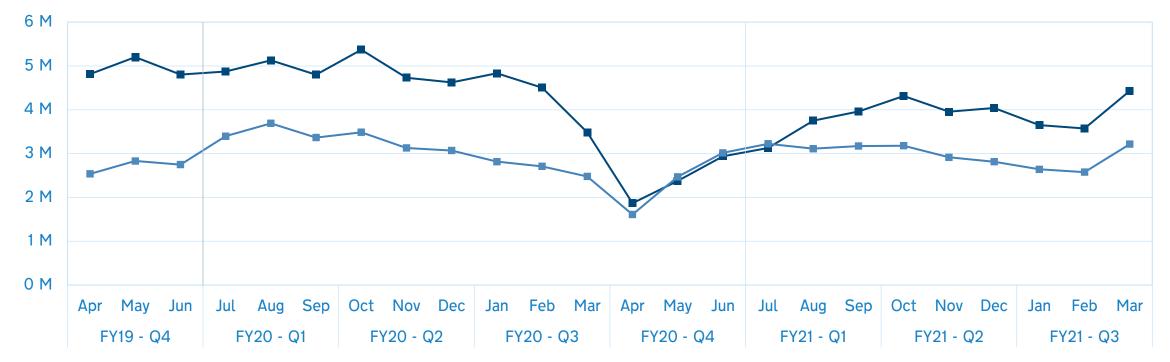
Total Posted Transactions

Monroe Expressway



Transaction Statistics

----Triangle Expressway ----Monroe Expressway



	FY19 – Q4	FY20 – Q1	FY20 – Q2	FY20 – Q3	FY20 – Q4	FY21 – Q1	FY21 – Q2	FY21 – Q3
Triangle Expressway Transactions	14,816,341	14,798,679	14,727,149	12,821,214	7,181,798	10,839,235	12,310,656	11,656,459
YOY Percent Change	7.5%	10.5%	7.4%	-7.0%	-51.5%	-26.8%	-16.4%	-9.1%
	FY19 – Q4	FY20 – Q1	FY20 – Q2	FY20 - Q3	FY20 – Q4	FY21 – Q1	FY21 – Q2	FY21 – Q3
	FY19 – Q4	FY20 – Q1	FY20 – Q2	FY20 – Q3	FY20 – Q4	FY21 – Q1	FY21 – Q2	FY21 – Q3
Monroe Expressway Transactions	FY19 – Q4 8,115,596	FY20 – Q1 10,453,336	FY20 – Q2 9,686,088	FY20 – Q3 8,003,844	FY20 – Q4 7,097,242	FY21 – Q1 9,508,138	FY21 – Q2 8,907,741	FY21 – Q3 8,435,990

Monthly Transponders Distributed

NC Quick Pass Program

966,464 Total Transponders Distributed as of March 31, 2021



Marketing & Communications Update

Kimberlee Poulton Marketing & Communications Director

Logen Hodges Marketing & Communications Manager

Complete 540 Community Outreach

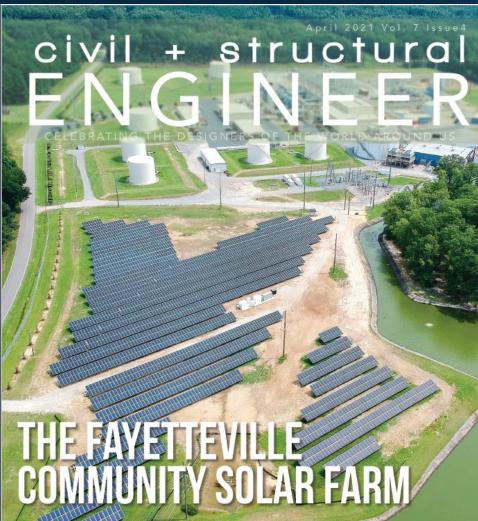
Complete 540 Outreach



Virtual Meetings

Resident Communications

Fuquay Varina Chamber, CAMPO Updates



DEVELOPING THE WORLD'S LARGEST NET-ZERO CAMPUS Improving Baltimore Harbor's water quality Preventing water loss with dogs

INNOVATIVELY TACKLING Raleigh's Bold, Ambitious 'Complete 540'

By Rodger Rochelle

EARLY ON, it became apparent that the accelerated delivery of the Complete 540 project in Raleigh, N.C., would require a decidedly different approach. The litary of studies and approvals needed to move the project forward would take far too long for the aggressive timeline proposed by then North Carolina Department of Transportation Secretary Jim Trogdon.

Complete 540 comprises an additional 29 miles of the 70-mile 1-540 outer loop around Raleigh and is the North Carolina Turnpike Authority's most significant project to date. Funded primarily by a U.S. Department of Transportation loan and toll revenue bonds, Phase 1 comprises 18 miles of the loop currently under construction and is being delivered under three design-build contracts. Once those sections are opened in 2023, only Phase 2 will remain as the final link for closing the loop.

From the beginning, Phase 1 has been a colossal endeavor, requiring the acquisition of 650 parcels of land, extensive environmental assessments, studies and proposals, and an unparalleled level of collaboration between team members, government officials, and the community at large.

NCTA's initial task was finding a way to expedite the NEPA environmental documentation work, particularly in light of the number of reviews needed for the Final Environmental Impact Statement (EIS). Typically, the process takes months and requires multiple reviews and iterations before even being sent to the Federal Highway Administration for approval, creating a challenge for the project's schedule.

To streamline the process, the NCTA team chose to tackle the problem from several angles. Initially, we shared applicable sections of the EIS with the appropriate subject matter experts and review partners as each was completed.

Then, in October 2017, we invited everyone to Raleigh for a three-day work session, during which all comments were discussed and many changes to the EIS were made "on the fiy," either in the same room or by phone. It was an unprecedented approach for NCTA, and for the state. By working in a robust, collaborative and concurrent review manuer, the group completed the process with extraordinary speed, and the approval of the Final EIS took a couple of weeks, not months.

Multi-Tasking in a Big Way

Upon approval of the Final EIS in early 2018, the NCTA began overlapping other activities to further streamline the schedule. As we prepared the Record of Decision, we completed the traffic and revenue studies needed to finance the project. As we procured design-build contracts

TRANSPORTATION + INFRASTRUCTURE



Construction on the Complete 540 project in Raleigh, NC

for roughly \$750-800 million that summer, we continued work to solidify financing and simultaneously collaborated with interested parties to settle a legal challenge to the project.

NCTA also began the utility coordination process before bidding, rather than giving the entire task to the design-builders after awarding the contracts. Inviting all potential bidders to the early meetings ensured that all design-builders were fully involved and aware of how their designs might affect relocations. It paid off in the end, as it minimized the uncertainty and risk in the job's schedule and cost.

This was particularly helpful on Phase 1, where numerous utility suppliers crisscrossed the corridor creating many dozens of utility conflicts and tens of millions of dollars in relocations. Most significantly, underground fuel lines operated by Colonial Pipeline conflicted with the route in eight different places. They weren't alone, as there were several other utilities with similar conflicts – electrical distribution and transmission, cable, phone, and gas lines.

Elsewhere, environmental issues identified in the EIS posed their own challenges to the schedule. There were endangered aquatic species – salamanders and mussels – in the creeks that fell directly in the corridor's path. That required a U.S. Fish and Wildlife Service biological opinion and mitigation plan, followed by the identification and relocation of the mussels immediately before nearby construction activity.

As an additional measure, NCTA committed to providing \$8 million in long-term funding for the design, construction and long-term operations of a mussel propagation facility in coordination with the North Carolina Wildlife Resource Commission and North Carolina State University. The facility will test and develop methods for propagating mussels in the lab, then re-introduce them into their native habitat.

There was also some required data recovery (artifact collection) at select archeological sites, per the North Carolina State Historic Preservation Office, in collaboration with the Catawba Indian Nation.

NCTA also took a proactive approach to the project's aggressive Disadvantaged Business Enterprise (DBE) goals. The DBE contracts amount

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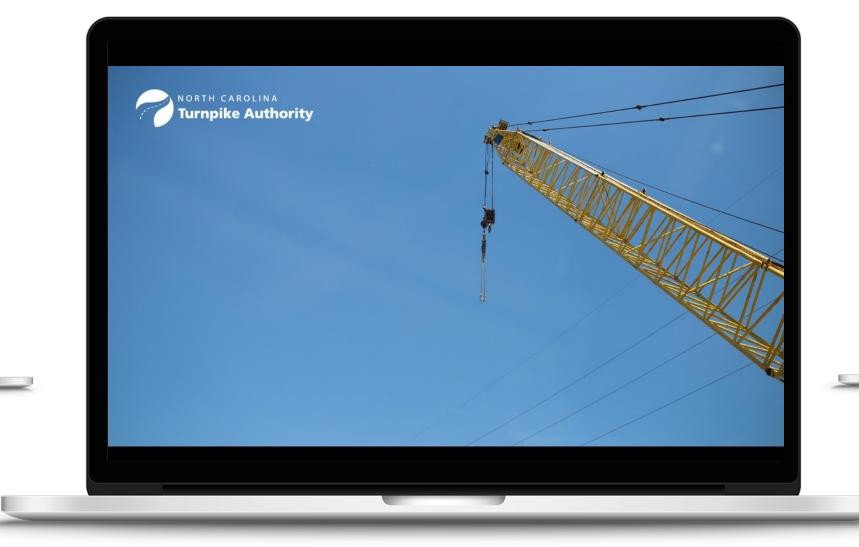




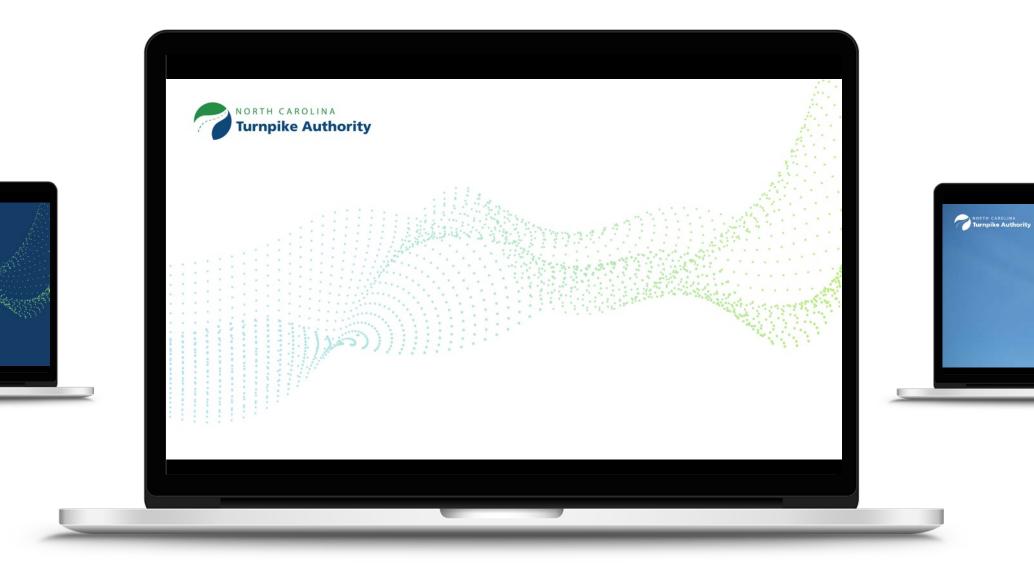
















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Toll Bridge Naming

Kevin Lacy, PE NCDOT State Traffic Engineer



NORTH CAROLINA Department of Transportation



Road and Bridge Naming

Kevin Lacy

May 2021

The Department of Transportation has been naming roads, honorary designating, naming bridges and naming ferries for many years.

The vast majority of these requests come from local citizens and government.



Most people do not know these policies or practices, or laws associated with naming roads and bridges.

However, they see names and signs on NC highways as well as many other states honoring various individuals



As more tolled facilities are opening, others under construction and development, NCDOT has received several requests to name bridges and/or honorarily designate portions of these facilities.





NCDOT and NCTA staff have consulted on this topic. NCDOT staff has denied these requests and directed them towards other NCDOT facilities. Reasons provided to those who have asked:

- These are discretionary, increase costs, and are necessary for the maintenance and operations of the facility.
- The overall cost to install and maintain the signs is greater than the fees recovered.
- Toll roads are revenue generating facilities that may one day monetize these naming rights.

NCDOT staff informed the Board of Transportation Road, Bridge and Ferry Naming Committee of these denials.

The Committee recommended that the Board of Transportation and Turnpike Board discuss the issue for clarity and information.

Secretary Eric Boyette, NCBOT Chairman Mike Fox, NCTA Vice Chairman Perry Safran, NCTA Executive Director JJ Eden, and State Traffic Engineer Kevin Lacy had an information meeting on the topic.

Key Topics

- NCDOT has thorough vetting process relying on local knowledge of requested individuals.
- NCDOT has not acted and does not plan to act on a NCTA facility without discussion with and concurrence of NCTA.
- NCDOT has naming authority for all state-maintained roadways, no such language is in statutes for NCTA.
- Things have worked well with the strong collaboration of NCDOT and NCTA staff on this issue as well as others.

Outcome of Meeting

- DOT will continue the practice of directing requestors to DOT maintained facilities.
- Board of Transportation will not act on any requests unless they have concurrence by the NC Turnpike Authority.
- NC Turnpike Authority, if they choose to name facilities, will use the Board of Transportation procedure to help process action.
- Managed Lanes that run parallel will carry any naming or designations as approved by the Board of Transportation to eliminate confusion.

Questions

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Thank you!